

# 2016-17 Adopted Budget

CITY OF  
**WILMINGTON**  
NORTH CAROLINA

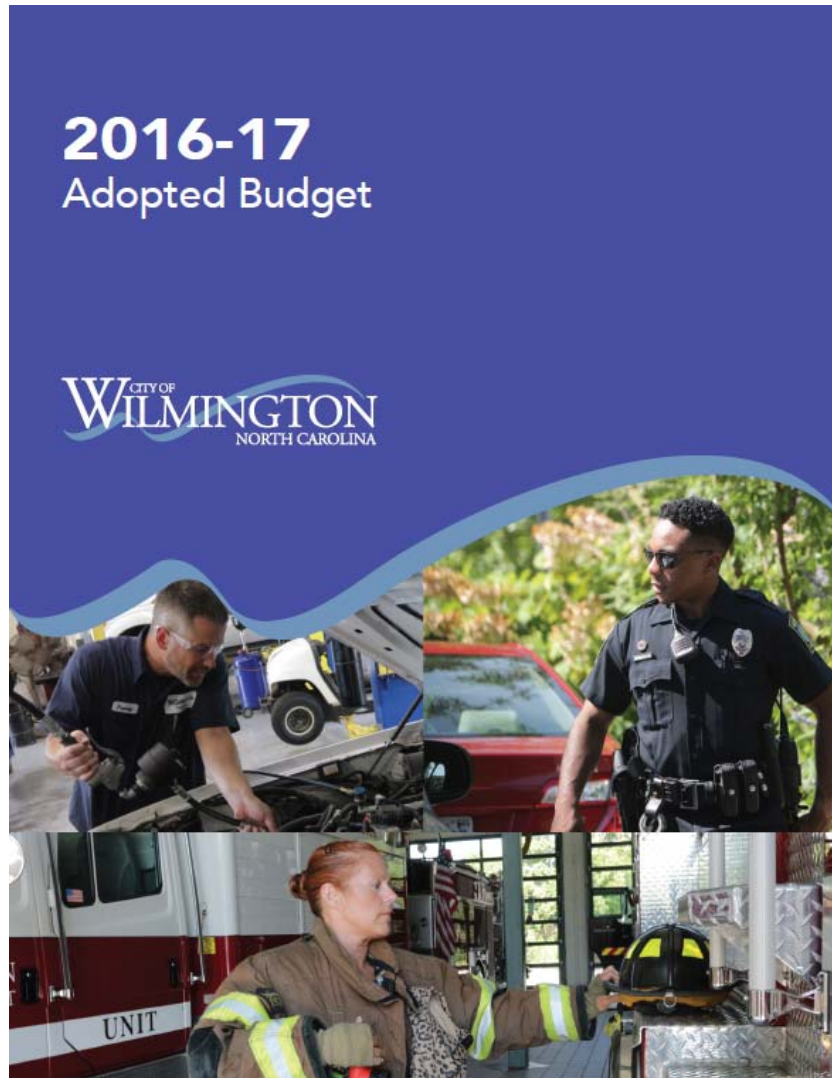


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Margaret Haynes, Mayor Pro Tem  
Earl Sheridan  
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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**City of Wilmington  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2015**

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

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Wilmington for its annual budget for the fiscal year beginning July 1, 2015.

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

The award is valid for a period of one year only. We believe that 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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## TRANSMITTALS

### ADOPTED TRANSMITTALS

July 1, 2016



The Honorable City Council  
and the Citizens of the City of Wilmington:

I am pleased to present to you the FY 2016-17 Annual Budget for the City of Wilmington as adopted by City Council on June 21, 2016. This document represents the City's comprehensive budget plans and policies for the upcoming fiscal year based on the *FY 2016-17 Recommended Budget* and is consistent with City Council's budget work sessions.

The *FY 2016-17 Recommended Budget* was presented to City Council on May 3, 2016 and included the Budget Message, which follows this letter. The *Recommended Budget* was made available for public inspection on the City's website, in the City Manager's office, the City Clerk's office, the New Hanover County Library (main branch), and the Budget Office at 305 Chestnut Street. In accordance with the North Carolina Local Government Budget and Fiscal Control Act, a notice of public hearing was published in two local newspapers to encourage public input into the budget process. A public hearing was held on May 17, 2016 for the *Recommended Budget*. Additionally, City Council held a budget work session May 28, 2016.

During budget deliberations with City Council, a few changes were made to the *Recommended Budget* resulting in a total increase of \$36,480 in the City's overall budget. There was \$100,000 presentation overstatement in the recommended net budget which should have been reported as \$168,756,766. With these changes the City's overall net budget changed from the FY17 Recommended total of \$168,856,766 to the FY17 Adopted total of \$168,782,246. As the largest fund, it should be noted the General Fund remained the same totaling \$104,921,057.

A tax rate of \$0.4850 per \$100 valuation of taxable property as listed for taxes as of January 1, 2016 was levied in the Adopted Budget. Of this rate, \$0.4150 per \$100 valuation was adopted for General Fund operations, \$0.0500 per \$100 valuation was earmarked for the 80/20 Capital Debt Plan as outlined in the five-year Capital Improvement Plan and is restricted in the Debt Service Fund and \$0.0200 was earmarked for the Debt Service for the recently approved Streets and Sidewalks bonds.

Listed below are the changes between the recommended and adopted budgets and are included in the appropriate sections of this document:

#### **GENERAL FUND (NET BUDGET IMPACT = \$0)**

##### ***Sundry Appropriations (Budget Impact = \$0)***

Special Purpose Fund Transfer: \$661,356 to \$650,356

- Reallocated \$11,000 from the Special Purpose Fund Transfer for Downtown Business Alliance a one-time commitment in FY16 made in error in the FY17 recommended



document and will now support the city's tuition reimbursement program and miscellaneous items

Tuition Reimbursement: \$35,000 to \$40,000

- Allocated \$5,000 to support the City's employee tuition reimbursement program

Sundry Miscellaneous: \$112,937 to \$118,937

- Allocated \$6,000 to support various unplanned miscellaneous items that occur throughout the fiscal year

**SPECIAL PURPOSE FUND (NET BUDGET IMPACT = \$14,480)**

HOME Ownership Services: \$0 to \$25,480

- Allocated fees received from participating banks related to the HOME Ownership Program (HOP) loans supporting the cost of providing homebuyer education, workshops, counseling and outreach to prospective first time homebuyers

RIMS on the River: \$11,000 to \$0

- Reallocation of \$11,000 erroneously budgeted for Downtown Business Alliance, a one-time commitment in FY16, made in error in the FY17 recommended document was transferred to the General Fund Sundry to aid in the city's tuition reimbursement program as well as miscellaneous items

The first reading of the FY 2016-17 Adopted Budget was held on June 7, 2016 and the second reading was held on June 21, 2016. There were no further changes to the *Recommended Budget*.

Sincerely,



Sterling B. Cheatham  
City Manager

## RECOMMENDED TRANSMITTAL

April 28, 2016



The Honorable City Council  
And the Citizens of the City of Wilmington:

As City Manager, I am pleased to present you and the residents of the City of Wilmington the *Recommended Budget* for the fiscal year beginning July 1, 2016 and ending June 30, 2017 and the accompanying FY2017-2022 Capital Improvement Program. This budget is in accordance with §159-11 of the North Carolina General Statutes and meets the statutory and administrative obligations to prepare and present a balanced budget for your consideration.

The total net budget for FY17 is \$168,856,766 and represents a 17.2% increase from the current adopted budget of \$144,042,661, partly due to modifications of operational costs and increased capital appropriations. The current FY17 appropriations for capital projects represents the last year of the first 5 Year 80/20 5 Year Capital Debt Plan. The recommended funding to capital projects is \$16,567,053.

The General Fund is the largest component of this total with expenditures of \$104,921,057, an increase of 10.8% or \$10.2 million over the current adopted amount of \$94,693,342. The approval of this budget does not require any tax increase to the ad valorem rate which will remain at 48.5 cents per \$100 assessed value. Of this rate, \$0.4150 per \$100 assessed valuation was adopted for the continuation of core services in the General Fund, \$0.0500 per \$100 valuation was earmarked for the 80/20 Capital Debt Plan and \$0.0200 for the Debt Service for the recently approved Streets and Sidewalks Bond.

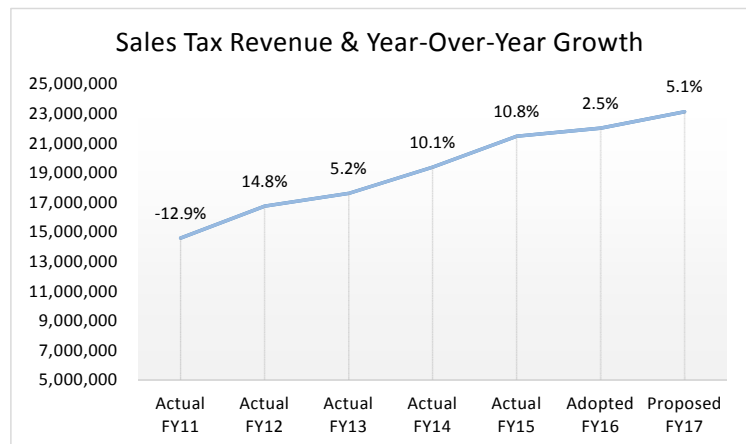
It is recommended that the "rainy day fund", General Fund undesignated fund balance, be appropriated for certain one-time expenses that total \$5,744,343 to balance this budget. This amount is approximately \$4,653,377 more than the amount appropriated in the FY16 Adopted Budget that totaled \$1,090,966. The reason for the increased request relates to using funding for the Capital Improvement Plan. \$5,142,370 is recommended for 8 projects whereas \$601,973 is recommended for the General Fund one-time purchases for vehicles and equipment. The General Fund undesignated fund balance at June 30, 2017 is expected to be \$33,188,213 or 31.7% of FY17 projected expenditures. This assumes all of the FY16's adopted appropriated fund balance is used. Our Financial Management Policies state that fund balance is a rainy day fund only to be used for unanticipated, one-time activities or purchases. The City's General Fund undesignated fund balance remains healthy and well above the Financial Management Policy's target of 15-20 percent with this recommended budget.

## The Economy

Our local economy continues to improve modestly with continued increases in job gains, economic activity as well as a resurgence in local tourism. Following along with a State-wide increase in construction, Wilmington has seen a sustained rebound in construction, with housing prices edging higher and inventories falling according to Mark Vitner, senior economist referenced in an article published in WilmingtonBiz in December of 2015<sup>1</sup>. In the same article, it states movement into the City is picking up which has increased new home inventories with a focus on multi-family development, drawing in more retailers to the area. Areas where we need to continue to be cautious revolve around the intermittent nation-wide signs that consumer spending is tapering and the unknown future action of the State with regard to changes in sales tax distribution to local governments. Another area to watch is any federal prime interest rate increases. The U.S. Federal Reserve passed on raising its historically low interest rate target in March and April of 2016 but are still considering an increase in June of 2016. This could increase our future debt costs for future capital projects.

The northern end of downtown Wilmington is continuing to grow with four new hotels planned or in progress, offering more than 500 new rooms downtown when complete. Those include the Embassy Suites at the convention center, Aloft Hotel at the Coast Line Convention Center, Indigo Hotel near the convention center and the Hampton Inn on Grace Street. This is just the beginning of increased growth with 800 new housing units under construction or planned for the downtown area. City Block Apartments added more than 100 units in the Brooklyn Arts District with Rogue Development planning townhomes in the same area. Other downtown construction includes the Oasis project on Castle Street, the Sawmill apartments near the Isabell Homes Bridge, two waterfront restaurants near the convention center, Pier 33 apartments at the Port City Arena and the Water Street Deck redevelopment all changing the face of downtown in the next three years. Additionally, Farmin' On Front plans to open the first grocery store downtown this coming summer providing locally sourced groceries.

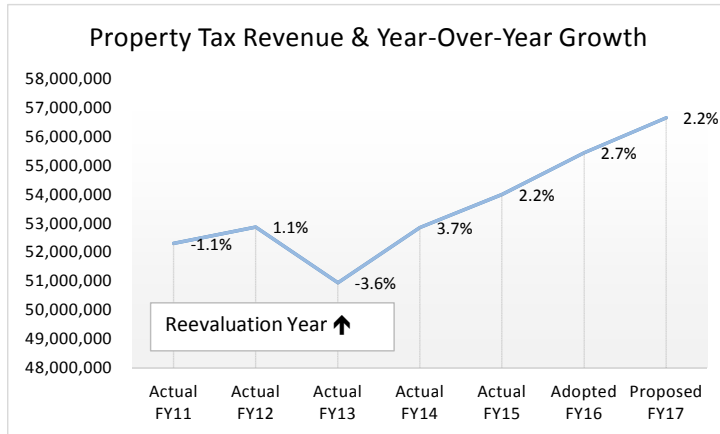
This recommended budget continues to recognize certain signs of improved economic health. Our forecasted increase in sales tax collection totaling 5.1% over the FY16's adopted budget reflects the steadily increasing revenues over the past five years but is still conservative due to the signs of consumer spending tapering. The States expected sales tax growth over FY16's actuals is projected to be slightly higher than 4%, according the NCLLeague of Municipalities. Wilmington tends to be



higher than the state average due to tourism, however due to the uncertainty in consumer spending the recommended budget project just slightly over the States projected pace.

<sup>1</sup> Jenny Callison, "Report: Wilmington, NC Economy on Track for Strong 2016," <http://www.wilmingtonbiz.com/>, December 17, 2015.

Our property tax growth over FY16's adopted budget totaling 2.2% for FY17 is a significant indication of the positive trend in the real estate market as multi-family, hotel and office construction continue to expand our tax base. The City's tax base for FY17 is estimated at \$13,656,573,000 with the City's real



property totaling \$12,762,573,000 and Motor Vehicle property equaling \$894,000,000. With a tax rate of \$0.485 per \$100 assessed valuation, this equates to a value of one penny totaling \$1,347,098 with a collection rate of 98.5% for property tax and 99.9% for motor vehicles. The tax base is expected to bring the City \$65,334,250 which is split between the General Fund (\$55,904,564/\$0.415) and Debt Service (\$9,429,686/\$0.07).

The FY16 Adopted Budget saw a \$2.3 million reduction in tax revenue by the NC General Assembly related to businesses through the elimination of the local business privilege license fees. Signs are slowly indicating that the mid-FY14 intergovernmental revenue tax base expansion may be a revenue stream aiding the City in that loss. The City saw a \$2.2 million increase specifically in the Utility Franchise tax from the FY14's actuals of \$4.5 million to the FY15's actuals of \$6.7 million in that revenue stream alone. FY17's Utility Franchise tax budget is projecting a conservative 2.9% increase over FY15's actuals due to the uncertainty in the quarterly revenue receipts thus far. That revenue stream is expected to bring in at least \$6.9 million in FY17.

And lastly, the City's general obligation bond rating was upgraded to AAA by Fitch Ratings in April 2016. This is the highest possible rating and matches the current AAA rating previously issued by Standard & Poor's. The higher bond rating results in lower interest costs on long-term debt. The credit rating agencies base their ratings on a number of factors. Both Fitch and Standard & Poor's cited the city's healthy and diverse economy, very strong financial management, budgetary flexibility provided by ample operating reserves, and manageable long-term obligations.

We continue to be moderately conservative in our projections. The total General Fund Revenues equal \$104,921,057 which is 10% higher than FY16's Adopted budget due to appropriations for the Capital Improvement Plan that did not occur in FY16 and the greater use of fund balance assigned to several CIP projects.

**Budget Preparation**

In developing the FY17 recommended budget, the strategies used to balance the budget included:

- No property tax rate change
- Moderate revenue estimates
- One-time strategic use of fund balance

- Continue core services with limited additions

In starting the budget process, City priorities were identified and the budget was framed around them. Those included the following:

- Develop and fund strategic plan initiatives
  - Community policing rollout and programs aimed at reducing of youth violence
  - Strategic expansion of tax base
  - Improved workforce and affordable housing
  - Increased infrastructure maintenance<sup>2</sup>
- Maintain current services at current levels<sup>3</sup>
- Continue with the Transportation Bond projects
- Continue with the 5<sup>th</sup> year of the first 5 year 80/20 Debt Service Capital Plan

Every department in the City contributed to the overall goal of recommending a budget that incorporates a fiscally responsible plan for the continuation of basic quality services that meets the City's priorities as set forth above. Departments were charged with submitting the following scenarios:

- A flat base budget that realigned with current department priorities
- A 3% reduction scenario that focused on reviewing:
  - Data related to turn back for the last few years to find areas where reductions were feasible and/or could fund increased needs elsewhere
  - Processes that could be tightened or streamlined causing less need for funding
- Enhancements that related to either the strategic plan initiatives or areas that needed funding to continue current services

## **Budget Highlights**

I appreciate the feedback and direction you, as members of City Council, have provided in shaping the recommended budget through budget work sessions leading up to this time. The following section provides highlights included in the recommended budget.

### ***Strategic Plan***

I am excited to present the recommended City of Wilmington's new four year Strategic Plan, shown in its entirety in the Strategic Plan section of this document. The Strategic Plan sets the tone for the development of the recommended budget. The plan serves as a roadmap of the City's vision for the future through its focus areas, strategies and outcomes. We request that Council adopt the plan with the recommended budget so that it can continue to provide a consistent framework for alignment with the Comprehensive Plan, Council's policies, budgetary decisions and staff guidance in the years to come.

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<sup>2</sup> Core infrastructure maintenance focuses on those areas where the City has taken on assets over the years but has not provided the appropriate resources to maintain those assets.

<sup>3</sup> Maintain current services at current levels focuses on those services that need additional resources to continue the same service going into FY17 such as contract increases, material increases and the like.

The Strategic Plan set forth, like the City itself, is not a static object; rather it is intended to provide a framework for positive change in the city. It sets the stage for the City's priority initiatives as voiced by citizens, vetted by staff and adopted by council. The plan is expected to evolve to ensure the city is moving towards the desired vision.

The strategic plan's philosophy assumes maintenance of the City's core and essential services while at the same time enhancing identified strategic initiatives. It also ensures the Plan is focused on a realistic amount of community challenges and priorities that are achievable over the next four years.

The Plan's intent is threefold:

- To provide a strategic focus for the broader community, Council and city staff,
- To provide stability and opportunities for those who already live, work and build their businesses here, and;
- To provide common priorities for all

The plan was built using the most recent citizen data to include our biennial Citizen Survey released in June of 2015. The survey revealed increased street maintenance and improved traffic flow remain the major concern for our citizens along with public safety. Also reviewed was the Comprehensive Plan's Foundation report which included a summary of the public input process and feedback collected. Additionally, staff's collective knowledge on topics and City Council's priorities such as the six refined focus areas adopted June of 2015 to include:

- **Create a Safe Place:** The City will create a safe, inclusive community with neighborhood/area based public safety and support services.
- **Foster a Prosperous, Thriving Economy:** The City will promote opportunity and prosperity by fostering sustainable, regionally coordinated economic growth and development strategies for creating jobs, building a strong workforce, facilitating commerce and business vitality.
- **Promote Culture, Arts and Public Spaces:** The City will provide unique, creative open space, parks and community facilities integrated with arts and cultural activities for all.
- **Support Efficient Transportation Systems:** The City will advocate for, develop and maintain diverse modes of transportation needed for an inclusive, connected community. Greenways, pedestrian and bicycle amenities and a regionally focused multimodal transportation system will increase mobility and regional connectivity.
- **Engage in Civic Partnerships:** The City will build and improve partnerships, collaborations and relationships with all stakeholders, including our citizens and public and private organizations.
- **Provide Sustainability and Adaptability:** The City will protect and preserve our natural resources with quality design for the built environment.

This recommended budget continues funding for current services and programs that support the City's Strategic Plan and specifically those initiatives that will advance the six areas identified as the primary focus areas of Council's vision for the City. Those highlights follow.

### **Youth Violence Reduction & Community Policing**

The City has seen a reduction in crime over the last few years. Part I Crimes city-wide have dropped 7.9% since 2012 and the downtown area has seen a similar reduction, 9.8%, in the same years. The City has however seen an increase of unnecessary youth violence over that same period. The City is responding in several ways to help the community in efforts to reduce youth violence.

The recommended budget continues to fund efforts to aid in the reduction and prevention of youth violence in progressive and innovative ways. Our outside agency competitive process enables community partners to request funding to help support community-based programming. Generally, these organizations are well established in the community, having provided quality programming for many years. In evaluating program funding request agencies focusing on youth violence prevention and/or intervention received more points allowing for potentially more funding depending upon the tier their program scored. There are 12 organizations receiving funding for multiple programs serving at-risk youth in our community. The competitive agencies as a whole received 13% more funding in this Recommended FY17 Budget than the Adopted FY16 Budget. These agencies are presented in the Sundry Non-Departmental section of the Recommended Budget to view them in their entirety. The total general fund dollars supporting these agencies totals \$675,903 a 13% increase over FY16's contribution. It should be noted there is additional \$150,000 through the Community Development Block Grant. FY17 represents the first of a two year contract cycle increases associated with inflation. Just a few of those important organization include:

- Blue Ribbon Commission which supports two programs:
  - Voyager program that focuses on job skills training, career exposure, mentoring, vocational apprenticeships and eight (8) weeks employment for youth
  - YEZ program that focuses on youth violence prevention through education, safety, and health & wellness programs
- Phoenix Hometown Hires provides job readiness and job placement services to disadvantaged persons, including young adults and sheltered persons
- Brigade Boys and Girls Club and Community Boys and Girls Club address youth intervention with afterschool and summer education, tutoring and recreational programming
- Dreams provides programming focusing multi-disciplinary arts classes, serving elementary, middle, high school aged youth

The budget continues our youth athletic and engagement programming. The City currently has 19 programs available that serve approximately 508 participants. A base funding shift resulted in creating one more youth recreational program in FY17. The new program will be a flag football league, increasing recreational programming to 20. The recommended budget also provides new funding (\$16,977) to enhance existing resources outsourcing the city's pool management. Staff believes this move will provide more structured youth programs to the community as well as add additional hours to pool operating times. Outsourcing pool operations will also allow for the expansion of the City's youth tee-ball program and the exploration of starting a youth lacrosse league.



In response to the public desire for community policing several initiatives have begun. In the winter of 2016, overseen by the Wilmington Police Department, the Office of Strategic Enforcement and Outreach was formed. This function is comprised of liaisons from both local and State legal and law enforcement partners. Key to this budget are the internal partners that include the City Attorney, Community Services Code Enforcement, Public Service's Solid Waste Management and Buildings divisions, Fire

Department's Fire and Life Safety and Planning. Together, these internal organizations will focus on areas around the city that have a propensity to either have an environment that perpetuates crime or the fear of crime.

The recommended budget provides funding for a new attorney (\$112,225) who will focus on activities under Chapter 19 and Articles 13A and 13B of Chapter 14 of the N.C. General Statutes in support of the City Council priority of Youth Violence Reduction Initiatives. A new code enforcement officer is also included in the recommended budget (\$82,465). Although this specific employee will not be dedicated to this cause, it will allow the code enforcement division to focus on further nuisance abatements and minimum housing as well as partner with the OSEO. To aid Code Enforcement, new funding to continue site clean ups for the abatement and demolition violation cases totaling \$120,000. A general fund transfer of \$29,866 to Solid Waste Management will allow Solid Waste to coordinate with the Wilmington Police Department to clean up City rights of way and illegal dumpsites, aiding in the 'Broken Window Theory', potentially reducing crime in the community. Another added enhancement supported by the general fund is \$10,765 to fund a part-time gang prevention specialist in the Police Department, previously funded by a grant that ends June of 2016. This will allow the employee to continue working with the community, specifically youth ages 8-12, to redirect their focus on their future in a positive way.

For the Police Department, the recommended budget funds three (3) new police officers (\$173,901) but will place a net of five (5) more officers on the street in FY17. This is accomplished by funding two new civilian positions, a Crime Scene Technician (\$50,182) and a Crime Prevention Specialist (\$54,745) allowing the department to transfer two existing sworn officers to patrol units.

Also funded in the Police Department are three (3) Crime Analysts (\$117,068) to be housed at the Real Time Crime Center (RTCC). The creation of the RTCC is a priority for the Police Department because it will allow patrol staff to respond with greater awareness of the incident they are in route to by providing them with more timely information about the incident. This will be a force multiplier and will allow the department to be more prepared to serve and protect the community, as well as officers. Together with the five (5) new officers on the street and the RTCC more active community policing can occur in areas of the city that are underserved.



### Core Infrastructure Maintenance

Those areas where the City has acquired assets over the years but has not funded the appropriate amount of resources to maintain them are also a strategic plan initiative. This priority does not only relate to physical structures but also human capital. The recommended budget provides the following initiatives related to this priority.

The budget continues parks and building maintenance efforts. One facilities technician in the Public Services Buildings division can be found in the budget totaling \$44,076. This employee will assist existing facilities specialists in repairing and maintaining over 1 million square feet of city facilities and buildings to include the addition of approximately 54,000 square feet plus 4,400 linear feet and 111 lights on the Riverwalk. To support the Inland Greens property, smaller parks and several rights of way, the general fund supports the addition of staff and equipment in the Community Services Parks and Landscape division at a cost of \$239,668. Found in the 5<sup>th</sup> year of the 80/20 Capital Improvement Plan is \$380,000 for park facilities maintenance and \$325,500 for city building maintenance.

This budget also continues with the streets and sidewalk upgrades (\$3,527,853) found in the Capital Improvement Plan. This funding will aid in the road construction practices such as full depth reclamation and stabilization, milling, resurfacing, surface treatments and pavement preservation techniques.

As staff have been added over time, corresponding office space has not necessarily been added. Funding in the amount of \$546,955 has been budgeted for the renovation of property to address the space needs in the municipal building. The funding in FY17 will cover the short-term space needs prior to construction of a new tower at the municipal building some years out. Plans in FY17 include leasing space for certain municipal building offices and moving staff from the City Hall building to leased space and renovating the vacated floor of the municipal building for the City Manager's office to relocate, providing at last offices for City Council

There has been increases in operational staff over the years without the addition of any internal service support staff creating inadequate facilities over time. This year's recommended budget begins to address these needs. In Finance's Collections division a new accountant totaling \$77,390 is recommended with a specific focus on improving the collection of delinquent housing loans and other accounts receivable. The new accountant will also aid in the collection of accounts that currently are in the city's loan portfolio. A total of \$100,000 dedicated to legal fees, is recommended to support this effort. In the Information Technology department the budget supports a new Network Administrator (\$80,866) to aid in the Technical Systems division with infrastructure deadlines related to undertakings such as Microsoft EA, Lync Voice and server updates. This continues our efforts to follow recommendations provided by the School of Government's 2014 Strategic IT Plan. The budget supports one Associate Planner (\$73,171) who will aid with the increased workload in historic preservation, urban design, plan review processing and permitting and zoning activities.

### Workforce and Affordable Housing

The establishment of a City of Wilmington/New Hanover County Ad hoc Committee on Improving Workforce/Affordable Housing is expected this summer. Pending their recommendations anticipated to include a sustainable funding source, staff recommends expanding those programs that aid low income owner-occupied housing rehabilitations programs. This focus will better serve the communities low income homeowners in an effort to improve housing in impoverished neighborhoods.

The recommended budget supports \$300,000 of general fund monies that will enhance existing affordable and workforce housing programs. This funding will support the following:

- Homeownership Opportunity Program
- Minor Repairs up to \$10,000
- Owner-occupied housing rehabilitation programs up to \$75,000

The below table shows the total City funding of \$1,320,757 supporting these efforts both from the general fund or other federal funding the city receives.

Program	Funding Sources				Total
	Suggested General	FY16.17 CDBG	FY16.17 HOME	Revolving Loan Bal Avail ( aka PI)	
HOP (Homeownership Opportunity Program)	\$ 50,000	\$ 227,398		\$ 297,950	\$ 575,348
Owner-Occupied Housing Rehab 80% AMI			\$ 127,161	\$ 218,248	\$ 345,409
Minor Repairs 50% AMI	\$100,000				\$ 100,000
Owner-Occupied Housing Rehab 50% AMI	\$150,000		\$ 150,000		\$ 300,000
<b>Total</b>	<b>\$300,000</b>	<b>\$ 227,398</b>	<b>\$ 277,161</b>	<b>\$ 516,198</b>	<b>\$1,320,757</b>

### Other Strategic Plan Initiatives

Further enhancements related to the strategic plan were funded in the recommended budget. The Fire Department will begin to streamline responses to EMS calls. A pilot medic car response team (\$127,746) aimed at reducing the number of responses by frontline apparatus when dispatched to an EMS incident is being funded. This will create a safer community as well as reduce overall maintenance and fuel use of the fire suppression vehicles currently performing this task. The funding represents a 6 month hiring target, in order for staff to develop protocols and to hire and train the Medic Program staff. This program is expected to reduce operating expenses over time for Fire and EMS service delivery.

The Capital Improvement Program has funding for self-contained breathing apparatus' (SCBA) totaling \$1,020,300. These new SCBAs will replace nine year old equipment that have reached their life cycle and is essential firefighting equipment. The fire department's pumper will also be replaced this year in the Central Fleet fund at a cost of \$600,000 from the fleet replacement fund.

Continuing our partnerships with local agencies, and reflected in the FY17 budget is WAVE Transit's operating subsidy totaling \$1,323,550, 3% over FY16 adopted amount. Additionally, WAVE's capital

request for the maximum 20% match for four buses and 10 shelter totals \$390,200. Any additional funding from the State or Federal grant matches decreases the City's contribution. We recommend the use of the Transportation Bond appropriation dedicated to general transportation projects to fund their Capital subsidy request.

Funding in the amount of \$25,000 is recommended as the City's share to use for a collaborative effort with New Hanover County for an evaluation on how WAVE Transit and other transportation options can be tapped to improve the service in our community.

Now that the old WAVE Transit Garage is relocated, we are attempting to work with Southside Development Corporation (SCDC) to come up with a viable plan for redeveloping this prime site for redevelopment. A total of \$25,000 is included in the recommended budget to provide technical assistance in that regard. The SCDC is contemplating a mixed use facility, covering an entire City block that also provides for skill training and job development for the residents in the area. While a plan is being developed, the City is conducting in this current year a phase II environmental assessment to determine what remediation is necessary for the site.

Other partnerships, with economic development and cultural arts partners, include University of North Carolina at Wilmington. Funding in the amount of \$100,000 is recommended to support efforts in redevelopment of the athletic track. This funding represents the first of a three year allocation. Additional funding of \$70,000 for the UNCW Entrepreneur Center remains consistent with previous funding.

In addition to the UNCW Entrepreneur Center, this budget recommends the continued partnership with our economic development partners. Funding was increased by 8.9% in this recommended budget and we propose this year starts a three year funding cycle with increases only associated with inflation. The following represents what can be found in this proposal and how it has changed from the FY16 Adopted Budget.

<i>Partners</i>	<i>FY16 Adopted</i>	<i>FY17 Request</i>	<i>FY17 Amount Preliminary</i>	<i>Variance</i>
<b><i>Economic Development Partners</i></b>				
1 <b>Wilmington Business Development (WBD)</b>	\$ 87,551	\$ 125,000	\$ 100,000	14.2%
2 <b>Wilmington Downtown Inc (WDI)</b>	\$ 66,325	\$ 115,000	\$ 86,000	29.7%
3 <b>Wilmington Film Commission</b>	\$ 119,500	\$ 119,500	\$ 121,890	2.0%
<b><i>Cultural and Recreational Partners</i></b>				
4 <b>Wilm Jewish Film Festival</b>	\$ 2,000	\$ 5,000	\$ 2,000	0.0%
5 <b>Arts Council</b>	\$ 25,000	\$ 35,000	\$ 25,000	0.0%
6 <b>Cucalourus</b>	\$ 20,000	\$ 22,000	\$ 22,000	10.0%
7 <b>Cameron Art Museum</b>	\$ -	\$ 10,000	\$ 10,000	100.0%
8 <b>UNCW Entrepreneur Center</b>	\$ 70,000	\$ 70,000	\$ 70,000	0.0%
9 <b>Children's Museum</b>	\$ -	\$ 10,000	\$ 10,000	100.0%
10 <b>Chamber (Cape Fear Future)</b>	\$ 20,000	\$ -	\$ -	-100.0%
<b>Totals</b>	<b>\$ 410,376</b>	<b>\$ 386,500</b>	<b>\$ 446,890</b>	<b>8.9%</b>

The Wilmington and Beaches Convention & Visitors Bureau began working with the City of Wilmington marketing the Wilmington Convention Center in FY10. This partnership has proven to be successful over the last 6 years. This year reflects an additional \$50,000 for marketing efforts and \$50,000 for sales efforts. This will allow them to establish a true "Convention Center District" marketing and sales campaign

and expand their efforts to entice larger groups between 500 and 750 attendees to hold meetings at the Convention Center. The program would be funded with room occupancy tax revenues.

And lastly, funding to support advancements in city-wide technology efforts includes \$55,000 to aid in the city's efforts with SAS over time to use predictive analysis for crime prevention and \$22,308 in funding to support a study to assess broadband in downtown.

### *Continuing Core Services*

Our workforce is the backbone to the continuation of high-quality services to our community. As a priority, this recommended budget reflects the continuation of a multi-year compensation strategy that pays market wages to employees doing similar jobs in the current labor market. Three percent of wages is included in this budget, 2% across the board adjustment and 1% for those below market to be distributed to employees according to a plan that will be sustainable for the future. We are appreciative of Council's support and commitment to market employee compensation.

Even though our employees have done an excellent job of becoming a healthy workplace, the City of Wilmington received a renewal that indicated health rates needed to increase due to overall medical rate trends. To hold our current employee premium payments to the FY16 level, it was necessary to modify our plan design such that co-payments increased slightly. The increases, while moderate in nature, allowed us to maintain level premium payments for the 4th consecutive year.

Additional funding is needed to continue core services at current levels. Many of these services require enhancements to include equipment to ensure staff has what is needed to complete their jobs safely and effectively. Some of those initiatives include the following:

- Defibrillators and extrication air bags in the Fire Department at a cost of \$42,000
- Uniforms and Clothing efforts to increase a contract or to purchase uniforms cost city-wide \$9,150
- Vehicle replacement costs for Fire Department for two vehicles totals \$45,000
- New vehicle purchases for the FY16 detectives hired in the Police Department totals \$98,505
- Ballistic vests, car video systems, Casper wire license, body cameras for the Police Department total \$143,743

All the modifications to the budget can be found in the department section of the budget presentation.

### *80/20 Debt Service Capital Improvement Plan*

Streets and sidewalk projects, facilities, infrastructure maintenance and park improvements and maintenance continue to be funded through the implementation of the 5-year capital improvement plan. This budget continues the allocation of 5 cents on the tax rate to support this plan. This year represents the 5<sup>th</sup> and last year of the first 80/20 Debt Service Capital Improvement Plan. The Council already committed a committee to form with staff to work on a second 5 year CIP.

FY16's budget only saw appropriations to the Stormwater CIP projects which is as planned due to the funding being accelerated to provide two years of funding in fiscal years 2013 and 2015 with the remaining funds to be appropriated in 2017. The FY17 recommended budget proposes to fund \$16,567,053 in projects related to Streets and Sidewalks, Parks and Recreation, Public Buildings and Facilities and Stormwater.

In order to maintain the current 5-year infrastructure improvement plan, the debt service recommended allocation is \$9.3 million or 9% from the General Fund budget. It includes the payment of principal and interest costs for already approved and recommended capital projects.

### *Not Included*

A number of worthwhile service expansions and new modifications were requested and reviewed as part of our efforts to propose a frugal and focused spending plan for next year. We have attempted to balance Council's priorities with available resources, minimizing the impact on our citizens and taxpayers. I hope you will find this proposal that has been developed with your guidance achieves that. For example, additional requests from various City departments that are not included total over \$3.2 million.

### *Enterprise Funds*

**Solid Waste** has requested the reduction of the twice week pickup affecting 144 accounts, less than 1% of total customers. These customers will be provided an option to request a second cart for an additional \$12.03 per month totaling less than the current twice weekly cost of \$41.39 as compared to \$26.29 for one cart or \$38.32 for two carts once a week. Benefits to discontinuing this premium service include Solid Wastes ability to use current resources to service the new developments and neighborhoods requesting service and the newly purchased trash trucks will have improved life expectancy. Included in the budget is an increase of \$11,800 for the curbside electronic collection program to address the escalating problem of old televisions, electronics and computers being left in City right of ways, creating illegal dump sites. This program began July of 2015 and has been very successful. The demand for the program was expected to decline but it has remained consistent. The increase will go to support the increased vendor costs to recycle electronics at the New Hanover County Landfill. Additionally, the yard waste contract was recently terminated causing the need to find a new vendor. Funding in the amount of \$279,340 has been budgeted for FY17 to cover this cost. Current negotiations are under way but a contract, as of this writing, has not been signed. The FY17 Solid Waste operations will require the use of \$299,818 from the unassigned fund balance to produce a balanced budget. The unassigned fund balance is anticipated to be \$2,372,707 or 25.37% of FY17 projected expenditures.

**The Stormwater Management** rate model requires a 5.9% rate increase to fund expenditures, which includes a transfer to the Capital Improvement Plan of \$2,000,000 for annual storm drain rehabilitation which is \$1,000,000 more than FY16. The rate increases the Equivalent Residential Unit (ERU) will increase from \$7.23 to \$7.66. There is no anticipated use of fund balance for the FY17. The unassigned fund balance in the Stormwater Fund as of June 30, 2016 is expected to be \$7,453,595 or 72.36% of FY17 projected expenditures. However, due to the capital intensive nature of the Stormwater Management Program, a higher balance than normal is a good financial indicator.

**Parking** in the City of Wilmington is a high priority for residents, tourists, and businesses especially in the downtown area. Key factors in the success of the parking program are an improving economy, moderate weather and no natural or man-made disasters.

The most noteworthy change proposed for FY17 Parking budget is the reduction in funding expected due to the demolition of the Water Street Parking Deck which will affect revenues and relocate customers to other parking facilities for two years. There is an expectation that some of the displaced customers will remain in relocated facilities. There are also two proposed Capital Improvement Projects funded in FY17. They include camera upgrades totaling \$300,000 tied into the Police Department Real Time Crime Center and revenue access control gate equipment replacement at all three parking decks for \$350,000.

The Parking Fund's unassigned fund balance is projected to be approximately \$2,314,109 or 54.23% of FY17 budgeted expenditures. There is no anticipated use of fund balance for the FY16. A realignment of the parking reserve monthly rate is recommended to support operations. The proposal increases the fee at the Market Street and 2<sup>nd</sup> Street Decks from \$70 to \$100. It should be noted for comparison purposes, the Water Street deck monthly reserve rate has been \$100 since 2008 and with the proposed rate increase, and the City will remain the lowest of City Council's benchmark cities, even with the proposed increase.

**Municipal Golf Course** proposed budget shows all funding previously associated with Inland Greens has been shifted to the Municipal Golf Course. Staff will be reevaluating with Council Inland Greens as a Par 3 Golf Course and has in the budget identified in general fund monies to maintain Inland Greens during FY17. There are a few Golf Fee changes recommended to include but not limited to a new \$2.00 pull cart fee and begin to offer a \$300 15-round punch card for non-city residents. The unassigned fund balance in the Golf Fund as of June 30, 2017 is expected to be \$404,642 or 28.37% of FY17 projected expenditures.

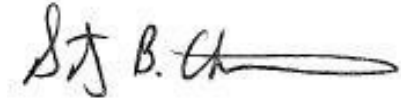
### **Commitment**

The City is committed to creating financial resiliency in preparation for the opportunities that we will face in the years to come. We continue to challenge each other and our systems, policies and methods of operation to ensure our tax payer dollars are used efficiently and responsibly. As the General Assembly convenes and deliberates the future with regard to various revenue stream distributions, we will move forward conservatively to preserve our revenue sources as well as remain flexible and proactive in our efforts to maintain quality services. We will continue to engage all employees in our efforts to make sure the way we provide services to citizens and how we conduct our internal business represents the core values established by the City.

In closing, I would like to commend the efforts of the City Council for their guidance in the preparation of this budget and for their commitment to quality services for our community. I would also like to commend City departments who worked tirelessly and shared in the burden of preparation of this very challenging budget. I would like to especially thank the Budget staff for their extra effort in putting this recommended budget together.

The FY17 Budget is now respectfully turned over to Council and the community for consideration. We stand ready to support you as you make these decisions.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "S.B. Cheatham", with a long horizontal flourish extending to the right.

Sterling B. Cheatham  
City Manager

## DOCUMENT INTRODUCTION

Welcome to the City of Wilmington’s Annual Budget. Through this document we, as proud citizens and employees, wish to convey what City government is doing to maintain the quality of life in Wilmington and the improvements we are making to preserve and enhance Wilmington’s safe, clean, and prosperous environment.

This budget serves four basic functions for City Council, staff, the citizens of Wilmington, and others. First, it is a policy document that articulates the City Council’s priorities and issues for the upcoming year. Secondly, it serves as an operations guide for staff in developing goals and objectives for the fiscal year and in monitoring and evaluating progress toward those goals. Thirdly, the budget is a financial device for the projection of revenues and expenditures; it authorizes expenditures and the means for financing them; and, is a control mechanism for spending limits. Finally, it is a way to communicate to citizens how public money is being spent and what is being accomplished with those expenditures. We hope all readers of this document come away with a better understanding of City services in general and specifically what will be done in Wilmington during the fiscal year 2016-17.

City staff embraces five Core Values as a guideline for personal conduct when fulfilling the City mission “to provide quality services which enhance the safety, livability, and prosperity of our community.” Those Core Values are Respect, Professionalism, Service, Integrity, and Safety.

The Strategic Plan focus areas of Create a Safe Place, Support Efficient Transportation Systems, Foster a Prosperous, Thriving Economy, Promote Culture, Arts and Public Spaces, Engage in Civic Partnership and Provide Sustainability and Adaptability were designed by City Council and staff to fulfill that same City mission. It is the hope of City staff that, by using this guide and working with City residents, City government can better meet the needs of every citizen.



Figure 1: The relationship between the City's core values, mission and strategic plan.



## PROFILE OF THE CITY OF WILMINGTON



The City of Wilmington, incorporated in 1739, is located in the southeastern region of North Carolina. The city's borders touch the Cape Fear River on the west and the Intracoastal Waterway on the east, adjacent to the Atlantic Ocean.

Wilmington is the County Seat of New Hanover County. The City is 52.92 square miles, extends 10 miles North to South and a little over 9 miles East to West at its widest points<sup>4</sup>. The City's historic core hugs the Cape Fear River, while later patterns of development extend eastward toward the ocean.

### FORM OF GOVERNMENT

The City has a Council-Manager form of government. The Council is comprised of the Mayor and six Councilmembers. The Mayor is elected at large every two years and the Council members are elected at large every four years with staggered terms. The Council is the legislative body of city government with the Mayor as a voting member and the presiding officer. The city manager is appointed by the Council and administers the daily operations of the City through appointed department heads. City Council meetings are typically held the 1st and 3rd Tuesday of each month in City Hall.

### COMMUNITY PROFILE

#### HEALTHCARE

New Hanover Regional Medical Center (NHRMC) and its affiliates include three hospital campuses and a total of 855 licensed beds. New Hanover Regional Medical Center (NHRMC) is the primary referral hospital in the region, with specialty centers in cardiac, cancer, obstetrics, trauma, vascular surgery, intensive care, rehabilitation, and psychiatry. The medical center has grown over the years by establishing partnerships, merging smaller facilities, and expanding operations and services. NHRMC added the region's first air ambulance service in 2001, taking a national lead in disaster response



Figure 2: Wilmington, NC (City of Wilmington GIS Staff)

<sup>4</sup> City of Wilmington Development Services Department, GIS staff

planning. NHRMC operates a freestanding cancer center which was designated as a national Teaching Hospital Program by the American College. NHRMC also houses the Betty H. Cameron Women's and Children's Hospital.

New Hanover Regional Medical Center receives no local tax support for its operations and contributes about \$145 million annually to care for the poor. As its services have grown, so has its role in this region's economy. Including personnel costs and goods and services purchased, the medical center today has an impact of more than \$1 billion annually on the New Hanover County economy.<sup>5</sup>

## **TRANSPORTATION**

### **PORT**

The Port of Wilmington is owned and operated by the North Carolina State Ports Authority and is located on the Cape Fear River, approximately twenty-six (26) miles from the open sea. The port is within 700 miles of more than 70% of the industrial base of the United States.<sup>6</sup> The NC Ports, founded in 1945, is an enterprise agency of the State that employs approximately 240 state port employees and handles approximately 3 million tons and more than 250,000 TEUs (twenty foot equivalent) containers annually. The Port of Wilmington is designated by the U.S. Department of Defense as one of only 16 strategic seaports capable of simultaneously handling commercial and military requirements.<sup>7</sup> CSX Transportation, a rail and freight company, provides rail access, while vehicular access is gained via U.S. Highway 17, U.S. Highway 74 and Interstate 40. The Port of Wilmington sits within eyesight of the historic downtown Wilmington while facilitating international trade via a 42-foot navigational channel, post-Panamax container cranes and support equipment, and the latest in cargo management technology. The entire terminal is approved as a Foreign Trade Zone 66, noting over one million square feet of warehouse space within the main terminal and over 100 acres of open storage.<sup>8</sup>

### **FREIGHT/RAIL**

Freight and rail movement in the City of Wilmington centers on the activity at the Wilmington Port and serves as a discussion point in recent months considering the population growth and the interaction of rail with other transportation modes throughout the city. There is a balance to be struck between maximizing the port's ability to move goods and the transportation network's ability to move people and commerce throughout the region. Congestion levels, the discussions of desired rail passenger transportation, goods movement and economic development all come into play in discussions of freight and rail planning in the region. The Wilmington Urban Metropolitan Planning Organization (WMPO) notes these issues and opportunities in the Cape Fear Transportation 2040, a regional plan. The plan mentions the shared goals of supporting military freight movement, enhancing transportation networks

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<sup>5</sup> New Hanover Regional Medical Center, [www.nhrmc.org/about/history](http://www.nhrmc.org/about/history)

<sup>6</sup> NC Ports, Port of Wilmington Fact Sheet, [www.ncports.com](http://www.ncports.com)

<sup>7</sup> Cape Fear Transportation 2010, page 84, [www.transportation2040.org](http://www.transportation2040.org)

<sup>8</sup> NC Ports, Port of Wilmington Fact Sheet, [www.ncports.com](http://www.ncports.com)

between existing and potential port customers, and ultimately, building community support and supporting local businesses.<sup>9</sup>

Recent news from the railroad company operating from the Port, CSX Transportation, touts a new intermodal rail link between the Port of Wilmington and the CSX intermodal terminal in Charlotte, NC to begin in September 2016. The new service will transport double-stacked containers on existing CSX tracks between the Port of Wilmington and Charlotte, reducing the overall cost to transport goods to the greater Charlotte region, a large metropolitan area in North Carolina.<sup>10</sup>

### *AIRPORT*

Wilmington International Airport (ILM) is a key economic engine for its 8.5 county catchment area (where the bulk of ILM passengers live) and a significant regional asset for the community. As a commercial airport, Wilmington International Airport ranks fourth in the state of North Carolina for most enplanements (passengers boarding an airplane) behind Charlotte-Douglas International Airport (CLT), Raleigh-Durham International Airport (RDU), and Piedmont Triad International Airport (GSO). Since 2003, ILM has experienced a decline in total air traffic operations. This is consistent with national trends. Between 2003 and 2013, ILM averaged over 74,000 aircraft operations annually.<sup>11</sup>

### *BUS SYSTEM*

Cape Fear Public Transit Authority (CFPTA) offers regional mass transit services to the community through fixed route bus lines, a downtown trolley, regional commuting vans, origin to destination services and the University of North Carolina Wilmington 'Seahawk shuttle', a service dedicated to the university community. CFPTA also offers Amtrak and Greyhound connection through their centrally located Forden Station. In addition to Forden station, an Operations Center opened in June 2015. The CFPTA utilizes a variety of fuel sources, and has recently enhanced its fleet with compressed natural gas (CNG) vehicles utilizing a \$1.1M CNG fueling station at its Operations Center. CFPTA, or Wave Transit, participates in regional planning through participation with the Wilmington Metropolitan Planning Organization, has a board of 11 members, some appointed by City Council and some by County Commissioners. The city subsidy to CFPTA for FY16 is \$1,323,550, a 3% increase over FY15's subsidy, and represents 16% of the CFPTA total operating budget FY17.<sup>12</sup>

## **TRANSPORTATION PLANNING**

The Wilmington Urban Area Metropolitan Planning Organization (WMPO) manages regional and local transportation planning efforts, is federally-mandated due to the regions' population density and is primarily federally funded. The WMPO provides regional and cooperative transportation planning

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<sup>9</sup> Cape Fear Transportation Plan, 2050, page 83-95, [www.transportation2040.org](http://www.transportation2040.org)

<sup>10</sup> North Carolina Ports, CSX to begin Wilmington-Charlotte rail link, American Journal of Transportation, July 19, 2016, <https://www.ajot.com/blogs/full/blog-north-carolina-ports-csx-to-beginwilmington-charlotte-rail-link>

<sup>11</sup> Cape Fear Transportation Plan 2040, page 24, [www.transportation2040.org](http://www.transportation2040.org)

<sup>12</sup> Cape Fear Public Transit Authority, [www.wavetransit.com](http://www.wavetransit.com)

process to inform federal transportation expenditures in the region. The organization prepares long-range transportation plans and an annual planning work program aiding in prioritizing projects for inclusion in the State Transportation Improvement Program, a 10-year North Carolina Department of Transportation Program. The WMPO planning area includes the City of Wilmington, New Hanover County and several towns in the region including those in neighboring Pender and Brunswick Counties as well as participating by Pender and Brunswick counties. Officials from area counties and municipalities, as well as representatives from the Cape Fear Public Transportation Authority and the North Carolina Board of Transportation, guide the direction of the WMPO.<sup>13</sup>

## EDUCATION

The City of Wilmington offers several higher education opportunities for citizens living in the region, most notably the University of North Carolina Wilmington and Cape Fear Community College, both with main campuses within the city limits.

The University of North Carolina Wilmington (UNCW) identified as an economic driver in the region, had an estimated enrollment of 13,261 undergraduate and 2,024 graduate students in 2015. Almost fourteen percent (N=13.7%) of UNCW students stem from Southeastern North Carolina, while 86.9% are North Carolina citizens. The university attracts students from 21 countries and offers 55 Bachelor degrees, 42 Masters and 4 Doctoral programs. The annual budget is \$285 million, with 32% being appropriated from the state.<sup>14</sup>

Cape Fear Community College (CFCC), another identified economic driver, reaches over 24,000 students annually with a wide-array of programs and courses and over 8,400 full time students.<sup>15</sup> Students can train in a technical program or earn a two-year college transfer degree to continue their education. The community college works closely with the business community to offer customized employee training. The college has over 60 technical degree programs, offering hands-on training and boasts a 98% graduate placement rate. CFCC also offers continuing education programs and free programs centered on basic skills. CFCC maintains a Small Business Center offering seminars for entrepreneurs and small businesses, as well as business counseling.<sup>16</sup>

## CULTURE

The most popular attractions in the region, as listed by the Greater Wilmington Business Journal, tell a story of the community's values around the natural environment, history and the arts. Topping the list of most populous attractions are the Fort Fisher State Recreation Area, the Fort Fisher State Historic Site, Carolina Beach State Park, the NC Aquarium at Fort Fisher, the Battleship North Carolina, Airlie Gardens and Thalian Hall Center for the Performing Arts.<sup>17</sup> In addition to these long-esteemed venues,

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<sup>13</sup> Wilmington Urban Metropolitan Planning Organization (WMPO), [www.wmpo.org/about](http://www.wmpo.org/about)

<sup>14</sup> University of North Carolina Wilmington website, [www.uncw.edu/aboutuncw/aboutJustthefacts.html](http://www.uncw.edu/aboutuncw/aboutJustthefacts.html)

<sup>15</sup> Cape Fear Community College website, Institutional Effectiveness Quick Facts, <http://cfcc.edu/ie/files/2016/04/CFCC-Quick-Facts2015FA.pdf>

<sup>16</sup> Cape Fear Community College website, [www.cfcc.edu/about/](http://www.cfcc.edu/about/)

<sup>17</sup> 2016 Book on Business, Greater Wilmington Business Journal, November 2015.

Cape Fear Community College has recently revealed a state-of-the-art performance center in downtown Wilmington, with a 1,500-1,600 seat theater housed in a 159,000 sq.ft. facility, the largest performance theater in the area. The center includes several smaller performance spaces as well as classroom space.<sup>18</sup> Another venue, noted as one of the most popular, is the Brooklyn Arts Center, a concert and event space fashioned from a restored historic church, originally constructed in 1888.<sup>19</sup> Beyond individual venues, a council has formed to promote arts and artists in the region in a comprehensive manner. The Arts Council of Wilmington intends to establish the region as an arts destination, promote arts-driven economic development, contribute to the quality of life in the region and provide a stream of funding to support the sustainability of artists and arts organizations, among other initiatives.<sup>20</sup>

## DEMOGRAPHICS

### POPULATION

The City of Wilmington’s population was estimated at 115,933 in 2015 according to the US Census Fact Finder.

Wilmington is projected to grow by nearly 60,000 people in the next twenty-five (25) years, according to the most recently adopted Comprehensive Plan. This means by 2040, the population of Wilmington is estimated to reach 166,000 people. The plan exemplifies the community’s direction for growth and development.<sup>21</sup>

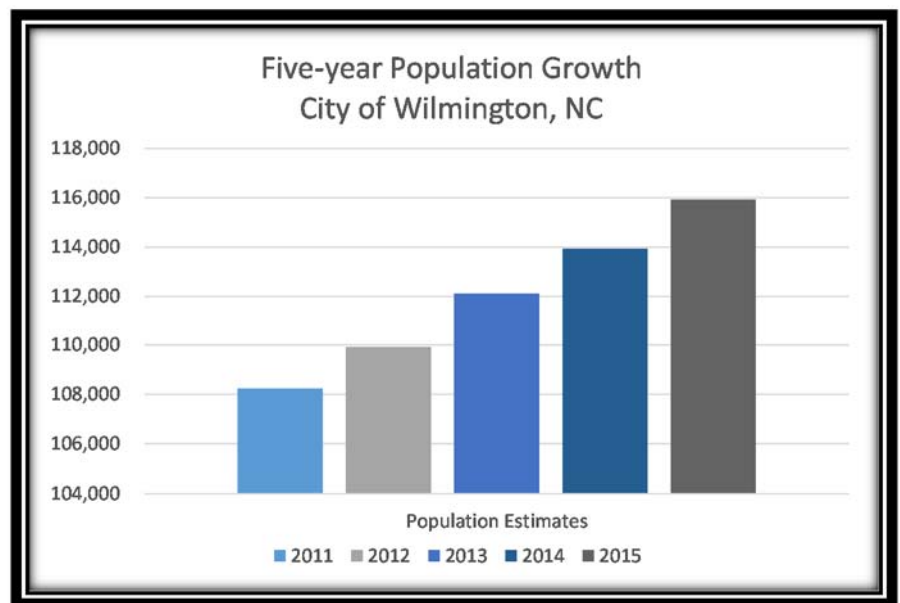


Figure 3: Five-year population growth estimates, City of Wilmington, NC (US Census, American Factfinder)

### CITY SERVICES

The City provides the full range of services contemplated by statute. This includes police, fire, sanitation, streets, public improvements, planning and zoning and general administrative services. The City also operates parking facilities, parks and recreational services, a golf course, and provides solid waste and stormwater management services. In addition, the Cape Fear Public Transportation Authority, a component unit, provides bus transit services within the City.<sup>22</sup>

<sup>18</sup> CFCC Wilson Center, <http://cfcc.edu/wilsoncenter/>

<sup>19</sup> Brooklyn Arts Center at St. Andrews, [www.brooklynartsnc.com](http://www.brooklynartsnc.com)

<sup>20</sup> Arts Council of Wilmington, [www.artscouncilofwilmington.org](http://www.artscouncilofwilmington.org)

<sup>21</sup> Create Wilmington Comprehensive Plan, <http://createwilmington.com>

<sup>22</sup> FY16 City of Wilmington Adopted Budget

**INCOME**

The median household income (in 2014 dollars) for the period 2010-2014 is \$42,130. The per capita income in the past 12 months (in 2014 dollars), 2010-2014, is \$29,255.<sup>23</sup> In Wilmington, it is estimated 23.9% of individuals live below the poverty level.<sup>24</sup>

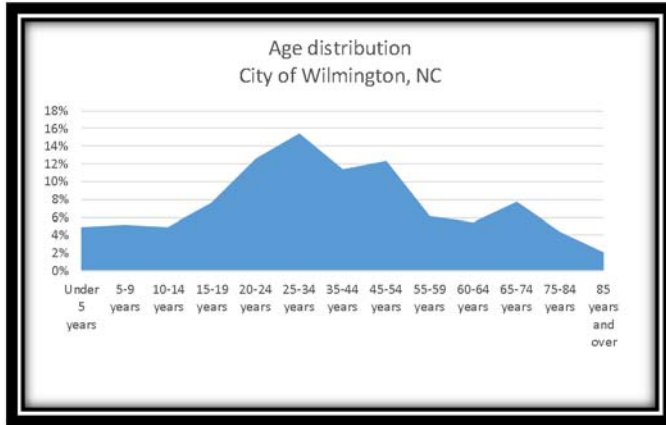


Figure 4: Age distribution representation  
City of Wilmington, NC (US Census, American Factfinder)

**AGE DISTRIBUTION**

The median age of Wilmington, NC citizens is 34.6 according to the American Community Survey 2010-2014 five-year estimates. It is estimated 89.8% of children aged 3-17 are enrolled in school (14,725 of 16,398 total).<sup>25</sup>

**EDUCATIONAL ATTAINMENT**

Educational data for people over 25 years, 2010-2014, shows 89.6% of Wilmington citizens are high school graduates and 39.8% earned a bachelor’s degree.<sup>26</sup>

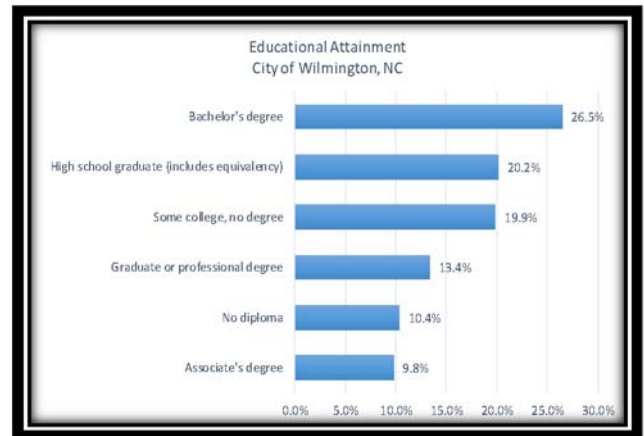


Figure 5: Educational Attainment, City of Wilmington  
(US Census, American Factfinder)

**REAL ESTATE AND EMPLOYMENT TRENDS**

Home sales in the Wilmington area remain strong, according to the ‘The Economic Barometer’, the University of North Carolina Wilmington’s (UNCW) publication of the Cameron School of Business and the H. David and Diane Swain Center for Business and Economic Services, and continue to show a strong upward trend in prices. This seems to mirror national trends as housing starts are continuing to move more toward pre-crash levels, as measured by the Case-Shiller index.<sup>27</sup>

<sup>23</sup> US Census, 2014, Quick Facts, City of Wilmington, <http://www.census.gov/quickfacts/>

<sup>24</sup> US Census, American Factfinder, 2010-2014 American Community Survey, 5-year estimate, Poverty data, City of Wilmington, NC, [www.factfinder.census.gov](http://www.factfinder.census.gov)

<sup>25</sup> US Census, American Factfinder, 2010-2014 American Community Survey, 5-year estimate, Age data, City of Wilmington, NC, [www.factfinder.census.gov](http://www.factfinder.census.gov)

<sup>26</sup> US Census, 2014, Quick Facts, City of Wilmington, <http://www.census.gov/quickfacts/>

<sup>27</sup> Economic Barometer, Volume IX, Issue II, July 2016, UNCW Swain Center

The unemployment rate for the region has fallen over the last year, nearly reaching what economists refer to as ‘full employment’ at around 4.5%.<sup>28</sup> The 2016 Book on Business, produced by the Greater Wilmington Business Journal, cites a 5.4% unemployment rate for the Wilmington MSA in November of 2015.<sup>29</sup> Most of the improvement, though, is attributable to a reduced labor force size, and not necessarily an increase in jobs. The UNCW Swain Center suggests a variety of factors contribute to the unemployment rate and the labor force size, notably shifting demographics, a greying of the workforce and a mobile workforce who are able and willing to relocate based on employment prospects.<sup>30</sup>

***ECONOMIC CONDITIONS AND OUTLOOK***

The City of Wilmington has one dedicated staff member spending a portion of their time on economic development initiatives, collaborating with the County and other regional entities to develop economic development framework in the region. The city also facilitates a competitive funding process for local nonprofits working toward regional economic vitality.<sup>31</sup> In the FY17 budget, \$446,890 is programmed to facilitate this process. Also, a \$100,000 economic development contingency fund was budgeted for this fiscal year. Incentive payments per contractual agreements were budgeted for at a total of \$327,224 in FY17. The City is also responsible for oversight and administration of federal funding for affordable housing, community development block grants and housing development activities.

***ASSESSED VALUE OF TAXABLE PROPERTY***

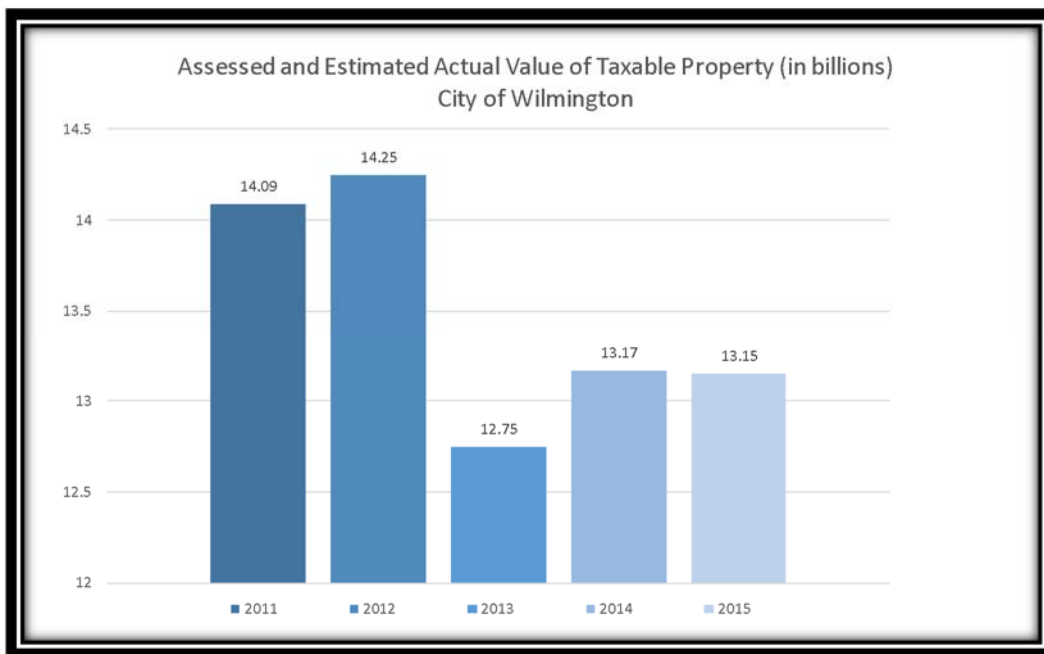


Figure 6: Assessed Values of Taxable Property (CAFR, 2015)

<sup>28</sup> Economic Barometer, Volume IX, Issue II, July 2016, UNCW Swain Center

<sup>29</sup> 2016 Book on Business, Greater Wilmington Business Journal, Chart Source: NC Division of Employment Security, November 2015.

<sup>30</sup> Economic Barometer, Volume IX, Issue II, July 2016, UNCW Swain Center

<sup>31</sup> 2016 Book on Business, Greater Wilmington Business Journal, November 2015.

The top ten taxpayers in the City of Wilmington and their associated values are seen in the chart below.

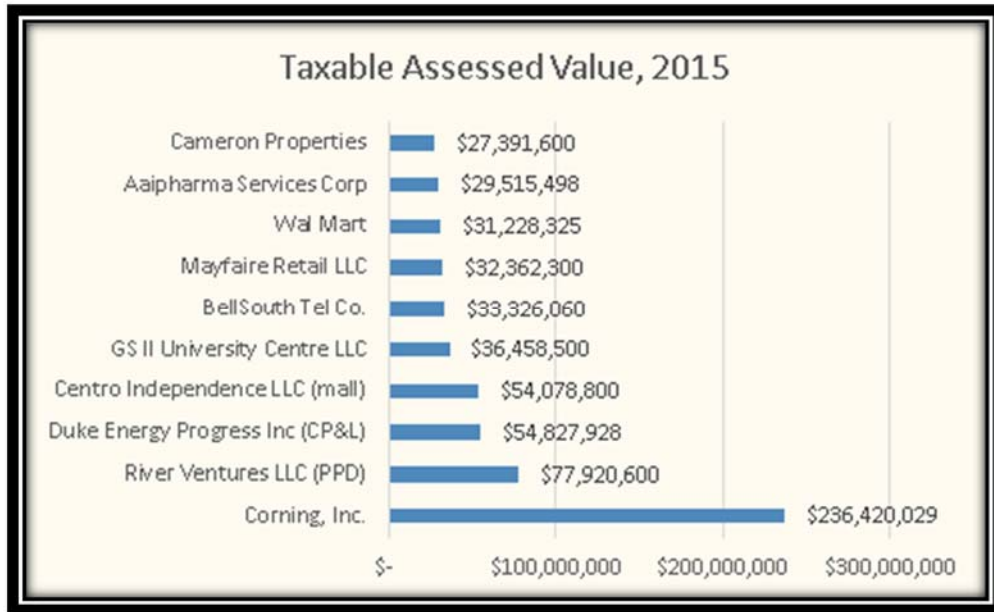


Figure 7: Percentage of Total Taxable Assessed Value (CAFR, 2015)

According to the City of Wilmington 2015 CAFR, 'no single taxpayer comprises more than 1.8% of the total tax base, providing further confirmation of the City's diversity and non-reliance on any one employer or employment sector for economic stability'.<sup>32</sup> The percentage of total tax base associated with the top ten taxpayers are seen in the chart below.

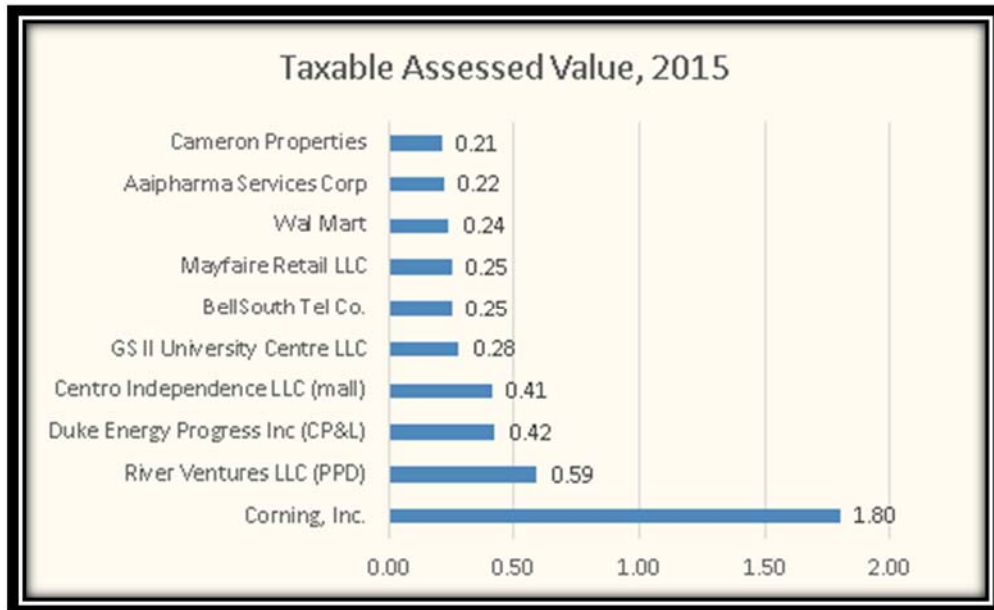


Figure 8: Percentage of Total Taxable Assessed Value, 2015 (CAFR, 2015)

<sup>32</sup> CAFR, City of Wilmington (2015), page xiii and page 204, Table 7



The top ten employers by employee count as noted by the NC Employment Security Commission, vary by industry sector. The largest employer is in the healthcare industry but the education field has strong representation. The biotechnical, aviation, nuclear, communications and government sectors are represented as well.

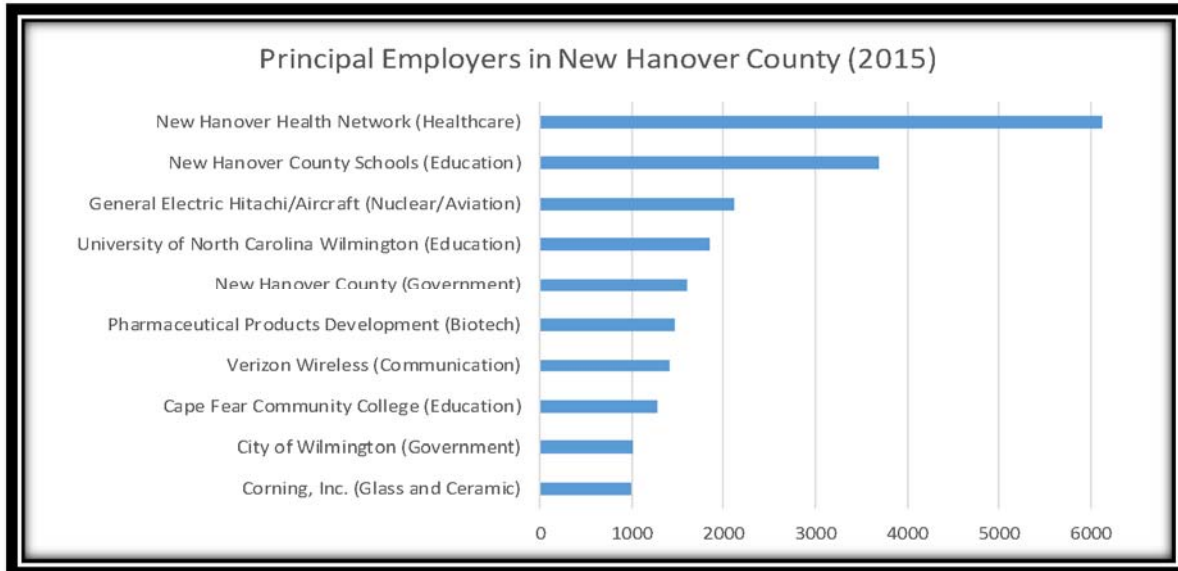


Figure 9: Principal Employers in New Hanover County (CAFR, 2015)

According to the U.S. Census, educational services, including health care and social assistance, employ the highest percentage of Wilmington citizens at 24.7%, followed by the arts and entertainment industry.<sup>33</sup>



Figure 6: Industries employing City of Wilmington citizens (US Census, American Factfinder)

<sup>33</sup> US Census Factfinder, 2014, Income, City of Wilmington, [www.factfinder.census.gov](http://www.factfinder.census.gov)

Groups actively working on local and regional economic development issues and listed in the Wilmington Business Journal 2016 Book on Business include Wilmington Business Development, Wilmington Downtown Inc., Brunswick County Economic Development, North Carolina’s Southeast and the Wilmington Chamber of Commerce. These groups work individually and collectively to enhance the region’s economy. Wilmington serves as the center piece of these efforts.<sup>34</sup> The economic drivers of the region include the Port of Wilmington, the University of North Carolina Wilmington, Cape Fear Community College, the Wilmington International Airport and New Hanover Regional Medical Center. These drivers contribute to the economy in a number of ways, either by providing customized training, moving goods and people, facilitating trade, bolstering higher education and research and offering high quality healthcare to the region.<sup>35</sup>

**TOURISM**

An independent public authority, the New Hanover Tourism Development Authority, also called the Wilmington and Beaches Convention & Visitors Bureau, is partially funded by a portion of New Hanover County’s room occupancy tax. The authority builds outside visitor traffic to the region by offering a variety of services, including an information clearing house, convention management, consultant and promotional services.<sup>36</sup> Tourism had a \$520.86 million impact in New Hanover County in 2015, a 2.55% increase over 2014. And, the economic impact is estimated to produce a \$209.53 in tax savings per resident.<sup>37</sup>

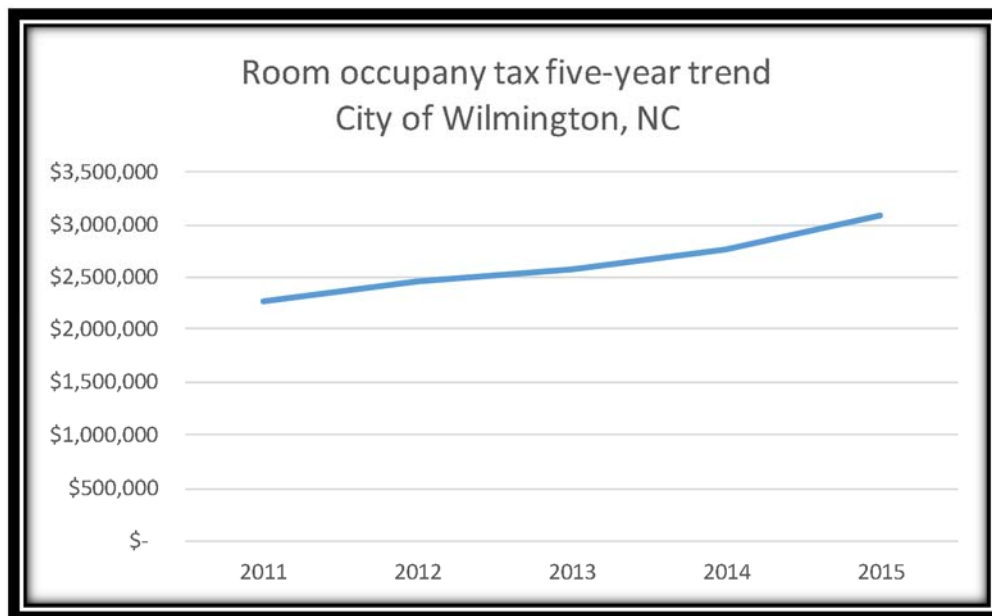


Figure 10: Room Occupancy Tax (CAFR, 2015)

<sup>34</sup> 2016 Book on Business, Greater Wilmington Business Journal, page 100-102

<sup>35</sup> 2016 Book on Business, Greater Wilmington Business Journal, page 102-104

<sup>36</sup> Wilmington Convention and Visitor’s Bureau, [www.wilmingtonandbeaches.com](http://www.wilmingtonandbeaches.com)

<sup>37</sup> Visit NC, NC Tourism, <https://partners.visitnc.com/economic-impact-studies>

The Economic Barometer's July 2016 newsletter states 'this year is poised to be another very good year for tourism in the coastal area'. This is due in part, the publication states, to lower gasoline prices. For an economy with strong tourism and little to no oil production, lower gasoline prices serve to incentivize travel to tourist destinations and to allow for more capacity in traveler's consumption patterns. Increased tourism as well as improving economic prospects in the form of employment are seen in rising sales tax data and increased room-occupancy tax trends.<sup>38</sup>

In addition to the overall trends in tourism and the impact of lower gasoline prices, a major Professional Golf Association (PGA) golf tournament is slated to be held in the region in May of 2017. The tournament is a multi-day event and projected to have a \$40-\$60 million impact.<sup>39</sup>

## **NOTABLE INITIATIVES**

### **WATER STREET DECK REDEVELOPMENT**

The Water Street Parking deck located on Water Street, facing the Cape Fear River, is being redeveloped. The deck, originally constructed in the 1960s is aging and nearing its useful life. City officials worked with the UNC School of Government's Development Finance Initiative (DFI) to develop a plan on the best use of the property. DFI led a 12-month pre-development process that guided the city to key decision points about the program, the public investment, the structure of the public-private partnership, and the selection of a private sector partner. The process included a market analysis, site analysis, public stakeholder engagement, and financial feasibility modeling. DFI was able to use this information to recruit qualified private developers to propose redevelopment options to the city.<sup>40</sup> In June of 2016, City Council approved a development agreement for the Water Street deck redevelopment project. The project will include a 25,633 sq. ft. of commercial space, including retail and restaurants on the ground floor, approximately 170 residential units, over 400 parking spaces and public space and access.<sup>41</sup>

### **RIVERLIGHTS**

RiverLights, is a 1,400 acre multi-use concept development along the Cape Fear River, is among the notable developments worth mentioning. The development, when fully built out, will boast 2,500 single family and multi-family homes, townhomes and condominiums, as well as pools, parks, a greenway, a marina, clubhouse and businesses. The project is underway with the realignment and pavement of a portion of River Road and an official groundbreaking held in March of 2016.<sup>42</sup>

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<sup>38</sup> Economic Barometer, Volume IX, Issue II, July 2016, UNCW Swain Center

<sup>39</sup> Mull, Brian, 'PGA officials begin to hit high gear for Wells Fargo arrival in Wilmington', StarNews Online, May 7, 2016, [www.starnews.com](http://www.starnews.com)

<sup>40</sup> UNC School of Government, Development Finance Initiative, <https://www.sog.unc.edu/resources/microsites/development-finance-initiative/wilmington-north-carolina-water-street-parking-deck>

<sup>41</sup> City of Wilmington Water Street Deck, <http://www.wilmingtonnc.gov/departments/major-construction-projects/water-street-deck>

<sup>42</sup> Snow, Hillary, Port City Daily, *Work now underway on 'largest neighborhood in the city'*, [www.portcitydaily.com](http://www.portcitydaily.com)

### ***NORTHERN DOWNTOWN WILMINGTON***

The northern end of downtown Wilmington is continuing to grow with four new hotels planned or in progress, offering more than 500 new rooms downtown when complete. Those include the Embassy Suites at the convention center, Aloft Hotel at the Coast Line Convention Center, Indigo Hotel near the convention center and the Hampton Inn on Grace Street. This is just the beginning of increased growth with 800 new housing units under construction or planned for the downtown area. City Block Apartments added more than 100 units in the Brooklyn Arts District with Rogue Development planning townhomes in the same area. Other downtown construction includes the Oasis project on Castle Street, the Sawmill apartments near the Isabell Homes Bridge, two waterfront restaurants near the convention center, Pier 33 apartments at the Port City Arena and the Water Street Deck redevelopment all changing the face of downtown in the next three years. Additionally, Farmin' On Front plans to open the first grocery store downtown this coming summer providing locally sourced groceries.

### ***LONG-TERM FINANCIAL PLANNING***

The City's general obligation bond rating was upgraded to AAA by Fitch Ratings in April 2016. This is the highest possible rating and matches the current AAA rating previously issued by Standard & Poor's. The higher bond rating results in lower interest costs on long-term debt. The credit rating agencies base their ratings on a number of factors. Both Fitch and Standard & Poor's cited the city's healthy and diverse economy, very strong financial management, budgetary flexibility provided by ample operating reserves, and manageable long-term obligations.

#### ***80/20 Debt Service Capital Improvement Plan***

Streets and sidewalk projects, facilities, infrastructure maintenance and park improvements and maintenance continue to be funded through the implementation of the 5-year capital improvement plan. This budget continues the allocation of 5 cents on the tax rate to support this plan. This year represents the 5<sup>th</sup> and last year of the first 80/20 Debt Service Capital Improvement Plan. The Council already committed a committee to form with staff to work on a second 5-year CIP.

FY16's budget only saw appropriations to the Stormwater CIP projects which is as planned due to the funding being accelerated to provide two years of funding in fiscal years 2013 and 2015 with the remaining funds to be appropriated in 2017. The FY17 recommended budget proposes to fund \$16,567,053 in projects related to Streets and Sidewalks, Parks and Recreation, Public Buildings and Facilities and Stormwater.

In order to maintain the current 5-year infrastructure improvement plan, the debt service recommended allocation is \$9.3 million or 9% from the General Fund budget. It includes the payment of principal and interest costs for already approved and recommended capital projects.

**2016 Parks Bond**

In November 2016, the voters of Wilmington will consider the sale of General Obligation bonds by voting for or against the parks bond referendum. The 2016 Parks Bond, if approved, would fund parks projects throughout the City. The total cost is projected to be close to \$38 million, with \$30.4 million in revenue from the sale of bonds and \$7.6 million from existing funds. Voters will decide on the additional 2.1 cents on the property tax rate on the November 8 ballot. A complete list of projects can be found on the city’s website.<sup>43</sup>

**Fund Balance**

A key financial goal of the City for many years has been the maintenance of an unassigned General Fund balance of at least equal to or greater than 15% to 20% of the total annual operating budget of the General Fund. In addition, the City has desired to appropriate a consistent level of fund balance each year resulting from positive budget variances. A number of financial models are also used in the budget process and provide a means of projecting long-term resource requirements. These include a debt model, a parking fund model, a cash flow model, rate sensitivity analyses and financing pro formas. Other practices followed are designed to avoid the meeting of recurring expense needs with one-time revenue resources and to ensure an ongoing mix of pay-as-you-go funding of capital needs with long-term debt.

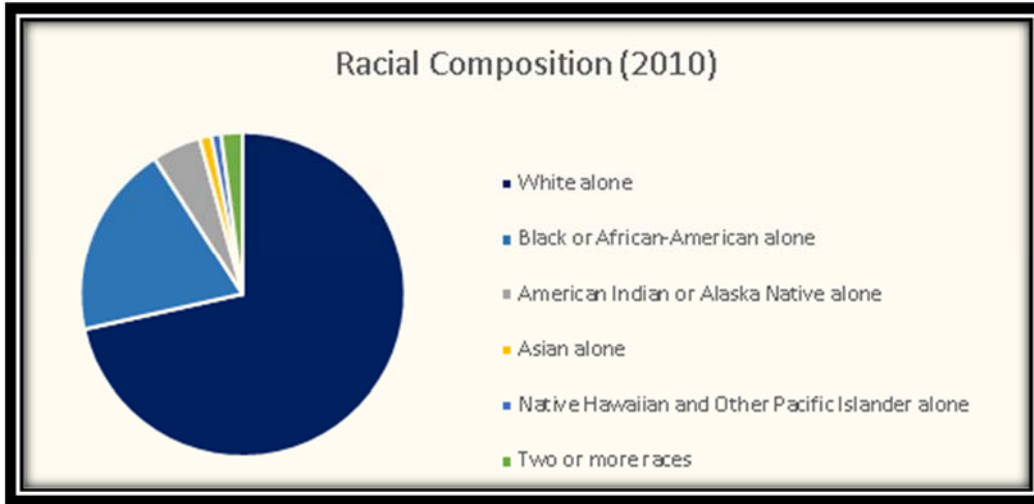
**ADDITIONAL DEMOGRAPHIC INFORMATION**

**CITIZEN DEMOGRAPHICS**

Population, Wilmington (Estimate, 2015)	115,933
City of Wilmington Median Household Income, 2010-2014 (Estimate 2015)	\$42,130
Per capita income in past 12 months, (2014 dollars) for 2010-2014	\$29,255
City of Wilmington Persons per household 2010-2014 (Estimate, 2015)	2.22
Median Value of Owner-occupied homes, (2010-2014)	\$224,100
Median Age, New Hanover County	34.6
Gender Composition (Male)	47.8%
Gender Composition (Female)	52.2%
Racial Composition, White alone (2010)	73.5%
Racial Composition, Black or African-American alone (2010)	19.9%
Racial Composition, American Indian or Alaska Native alone (2010)	5%
Racial Composition, Asian alone (2010)	1.2%
Racial Composition, Native Hawaiian and Other Pacific Islander alone (2010)	1%
Racial Composition, Two or more races (2010)	2.2%

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<sup>43</sup> <http://www.wilmingtonnc.gov/departments/city-manager/2016-parks-bond>



**GEOGRAPHY**

Population per square mile, 2010	2,190.7
Land area in square miles	52.92

**AREA EDUCATIONAL INFORMATION**

University of North Carolina Wilmington	15,285	Student enrollment (undergraduate and graduate, 2015)
New Hanover County Schools	25,131	Student enrollment (2011-2012)
	43	Number of total schools
	2	Pre-K-2 schools
	25	Elementary schools
	8	Middle schools
	4	Traditional High schools
	3	Alternative schools
	2	Early College High schools <sup>44</sup>
	81.4%	Graduation rate (four-year school district cohort) 2013-2014
Cape Fear Community College	24,150	Student enrollment (total unduplicated CFCC students, FY15)
	8,436	Full-time student enrollment (FY15)

<sup>44</sup> <http://www.nhcs.net/publicrelations/NHCSFacts/facts2016.pdf>

***POLICE PROTECTION***

Number of Sworn Officers	276
Number of Calls for Service (FY16)	200,474
Number of Stations (1 HQ and 1 substation)	2

***FIRE PROTECTION***

Number of uniformed Fire personnel	211
ISO rating	2
Number of fire responses (FY16)	13,310
Number of stations	10

***SOLID WASTE COLLECTION***

Number of customers serviced by city crews	31,273
Refuse tons collected	22,955
Bulky trash tons collected	2,500
Yard waste tons collected	11,250
Recycling tons collected	7,059

***STREET SYSTEM***

Miles of soil, stone or gravel surface street	8
Miles of hard surface street	379
Miles of Local Municipal Streets with an average width of less than sixteen (16) feet	14

***MUNICIPAL GOLF COURSE***

Number of holes (par 71)	18
Total distance	4,723-6,794
Number of rounds (18-holes) played annually	28,670
Number of rounds (9-holes) played annually	12,105

***PARKS AND RECREATION***

City-owned parks (sites)	53
City-owned parks (acreage)	778
City-owned Athletic complexes	16
City-owned Trails (Multi-Use Paths) linear miles	27

***STREET LIGHTING***

Streetlights leased from Duke Energy Progress	9,164
City-owned Streetlights	716
Streetlight reimbursements to HOAs	529

**FACILITIES**

Facility lighting, leased from Duke Energy Progress	505
Facility lighting, city-owned	440
City-maintained facilities sq. ft.	1,109,907

## READER’S GUIDE

The budget begins with the City Manager’s budget message that contains key features of the budget as recommended by the City Manager. Highlights of the proposed work plan and information about the financial condition of the City are also included.

The first section in the document, the Budget Summary, summarizes the total City budgeted revenues and expenditures as well as the total General Fund budget. The Budget Summary section also includes a listing of appropriations by funds, an accounting term which simply means a balanced set of revenues and expenses. The City of Wilmington has established separate funds for the purpose of reporting and accounting for all financial transactions. Each fund represents a separate financial and accounting entity established for the purpose of carrying out a specific set of activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations that pertain to the operations or resources of the fund.

Each fund is categorized by **operating, program, debt service, and capital project** and reflects a gross amount as well as the net budget which is less appropriations to other funds and debt funding. A separate summary shows the capital debt service projects.

A summary of total revenues for all funds is reflected in the next section and shows the prior year adopted budget levels as compared to current budget. Details follow this summary and again, each fund is identified within the categories of operating, program, debt service, and capital projects.

The General Government section provides expenditure summaries for the General Fund governance and administrative and support services departments. Each department is shown separately and includes an authorized position total. This section also shows the General Fund Sundry appropriations, and all nonprofit agency appropriations.

The next section summarizes the budgets of the City’s Community Development departments, which include Community Services, Planning, Development and Transportation, Public Services, the Community Development Block Grant Fund (CDBG), CDBG/HOME Grant and Loan Administration Fund, and HOME Investment Partnership Fund. The CDBG and HOME grant funds include the City’s annual entitlement from the federal Department of Housing and Urban Development (HUD) for activities designed to improve low and moderate income neighborhoods. Expenditures include housing loan programs, capital improvements, and contributions to public service agencies. The CDBG/HOME Grant and Loan Fund was established to account for the community development and accounting activities associated with the federal entitlement for the Community Development Block Grant and HOME Investment Partnership funds.



The Public Safety section follows and includes the General Fund expenditure budgets for Police and Fire. These are also shown with authorized positions and expenditure summaries for departments.

The next section summarizes the budgets of the City's Enterprise Funds. An enterprise fund is a fund established to account for operations that are financed and operated in a manner similar to private business enterprises. Expenditures in these funds are financed primarily through user fees.

The Other Funds section of the budget contains smaller funds and includes two internal service funds that centralize the expenditures and replacement of vehicles and technology.

The Capital Improvement Program section contains the City's plan for major capital projects to be funded over the next six years (FY 2017-2022). These are new construction and/or renovation projects which improve the City's infrastructure. The projects are grouped according to general type: Streets and Sidewalks, Parks and Recreation, Public Buildings and Facilities, and Stormwater. Funds for these improvements come from transfers from the City's 80/20 Capital Debt Plan, the Parking Fund, Stormwater Management Fund, as well as from bonds and other sources.

## BUDGETARY FUND STRUCTURE

The City of Wilmington budget consists of two overarching fund types, governmental and proprietary funds.

**Governmental Funds** are used to account for those functions reported as governmental activities. Most of the City’s basic services are accounted for in governmental funds.

The City of Wilmington has two types of **Proprietary Funds**. *Enterprise Funds* are used to report the same functions presented as business-type activities and *Internal Service Funds* are an accounting device used to accumulate and allocate costs internally among the functions of the City of Wilmington. The City uses Internal Service Funds to account for two activities – fleet operations and technology replacement.

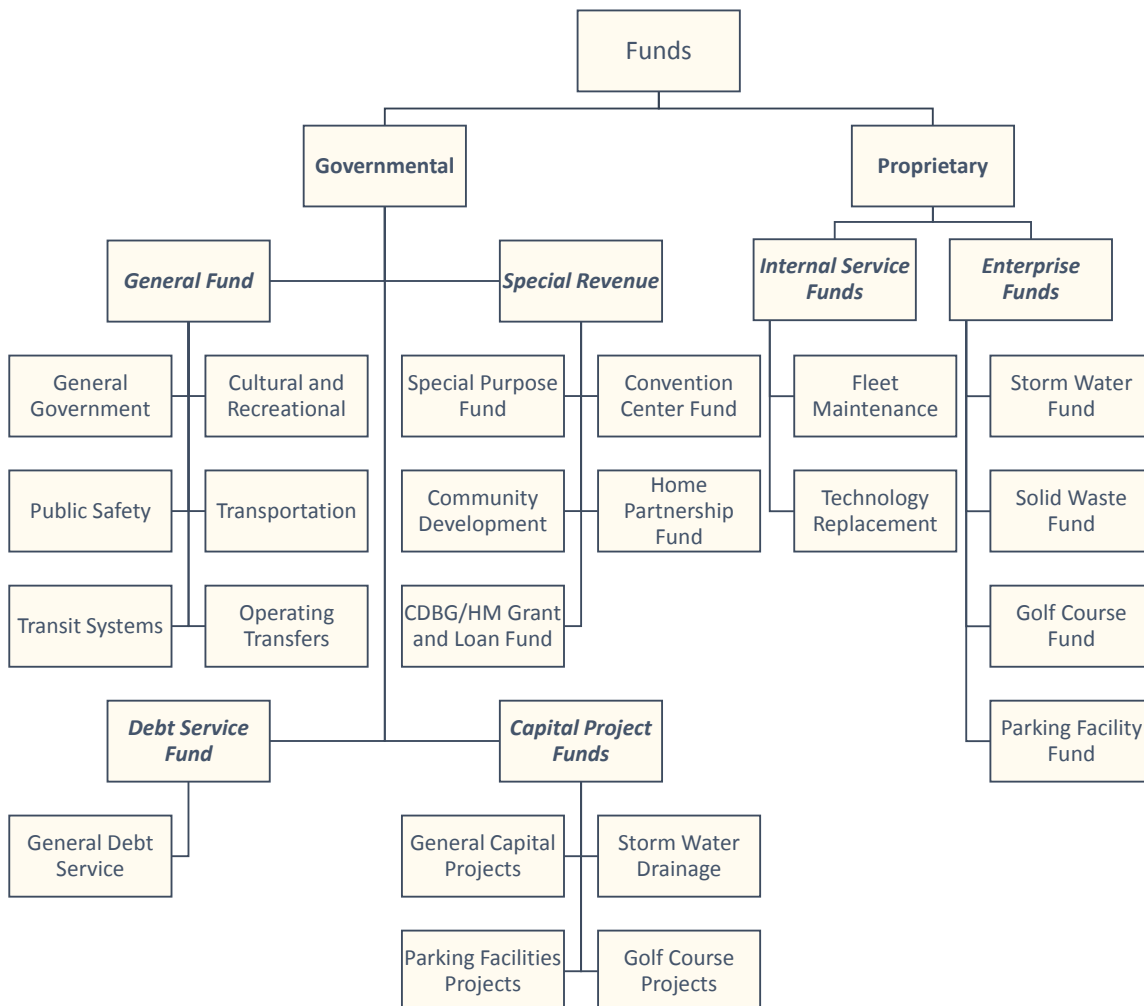


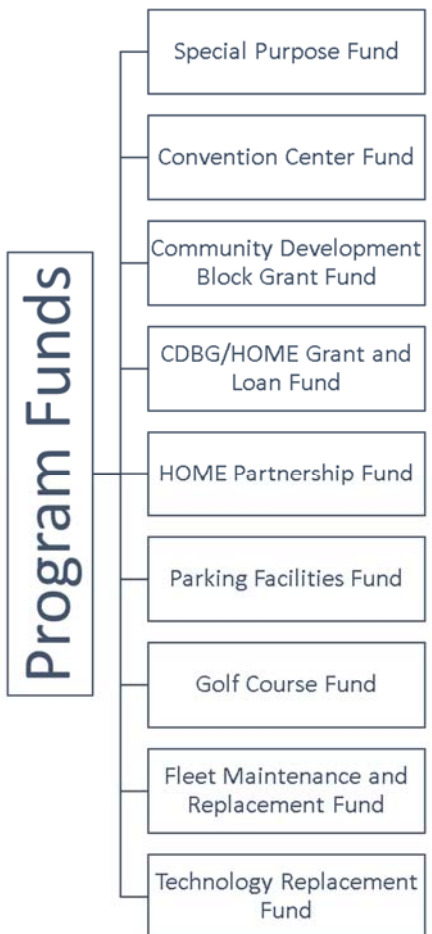
Figure 11: These funds provide for all the basic operations of the City.

## FUNDS SUBJECT TO APPROPRIATION BY CATEGORY

The **General Fund (010)** is the general purpose fund of the City of Wilmington. It was established to account for all financial resources, except those required by State law, local ordinance, and generally accepted accounting principles, to be accounted for in another fund. General Fund revenues primarily include property taxes, sales taxes, and revenues from state and federal governments, licenses, fees, and permits. The major operating activities include general government, public safety, community development, transportation, and other governmental service functions.



The **Stormwater Management Fund (050)** includes revenues and expenditures associated with the City's stormwater planning, maintenance, public information efforts, and the City's drainage capital improvements. The stormwater utility fee, which is based on the amount of impervious surface present on each parcel of property, is the primary revenue source for these expenditures.



The **Solid Waste Management Fund (056)** includes revenues and expenditures for the collection and disposal of garbage, yard waste, recyclable materials, and other refuse. Solid waste customer fees are the primary revenue source for this fund.

The **Special Purpose Fund (021)** is supported primarily by grant funds and donations to the City for special purposes.

The **Convention Center Operating Fund (022)**, established by City Council in April 2008, captures the costs of managing the project, as well as marketing and pre-opening expenditures. It is supported primarily by Room Occupancy Tax funds allocated to the City for the development of the Convention Center.

The **Community Development Block Grant Fund (023)** is supported primarily by federal grant funds allocated to the City for community development programs designed to improve low and moderate income neighborhoods.

The **CDBG/HOME Grant and Loan Fund (024)** is supported by CDBG and HOME Partnership administrative funds allocated under the entitlement to the City as well as General Fund revenues to support low and moderate income housing and community development activities.

The **HOME Partnership Fund (025)** is supported primarily by federal grant funds allocated to the City for housing-related activities in low and moderate income neighborhoods.

The **Parking Facilities Fund (055)** provides for the general operational and maintenance costs for the Second and Market Street parking decks, the Second Street and Hannah Block parking lots, and on-street parking. The fund is supported by parking deck and meter user fees as well as interest earnings.

The **Golf Course Fund (057)** is supported by the income received at the City's municipal golf course and the associated costs with running that operation

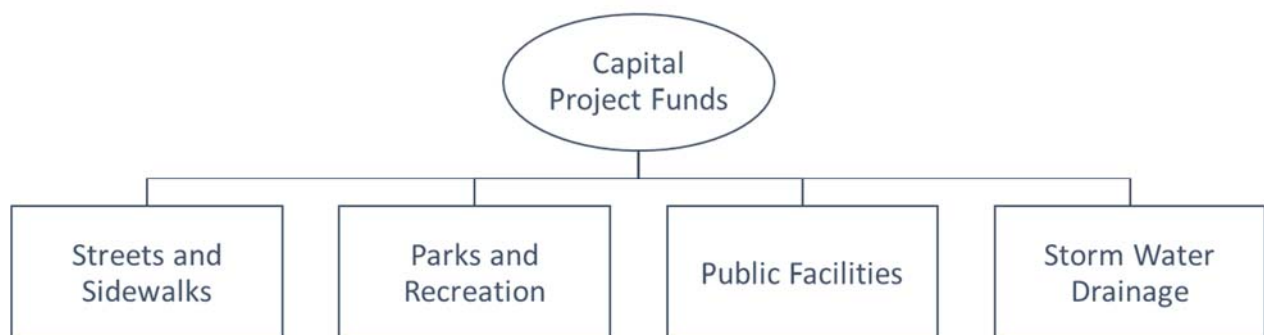
The **Fleet Maintenance and Replacement Fund (061)** is an internal service fund that centralizes the expenditures for the maintenance and replacement of vehicles for all participating departments. Each City department makes annual payments according to the types of vehicles leased.

The **Technology Replacement Fund (065)** is an internal service fund that provides for the replacement of technology to reduce the technology gap and off-site hosting of certain applications. Revenues for this fund consist of internal charges to City departments according to the type of device and a subsidy from the General Fund.

The **Debt Service Fund (015)** was established to set aside resources to meet current and future debt service requirements on general long-term debt. The fund receives a dedicated \$0.0500 of property tax which funds the City's maintenance and new infrastructure capital needs. Eighty percent (80%) of the rate pays for debt and 20% pays for pay-as-you-go projects – 80/20 Capital Debt Plan. Beginning FY 2016, the Debt Service Fund will receive a dedicated \$0.0200 tax with the voter approved Streets and Sidewalks Bonds.



The purpose of the Capital Project Funds is to account for the financial resources segregated for the acquisition or construction of major capital facilities. The budgets within these funds are adopted for the life of the project, with revenues and expenditures accumulating until the year in which the project is completed.



The Capital Project Funds provide for street and sidewalk improvement projects, park improvement projects, and various other physical improvement projects which typically cost over \$50,000, have a useful life greater than five years, and are approved by the City Council.

Funding for capital projects comes from several sources, including property and sales tax collections as well as fees.

## BUDGET PREPARATION AND ADOPTION

The City of Wilmington begins the budget process in September with the preparation for proposed new and revised capital improvements projects. The official budget kick-off is done in December with a transmittal to all staff involved in the budget process that includes budget instructions and key issues and changes. In January and/or February, work sessions are held with the City Council to review the City's financial condition and the forecasts for the future. This is also an opportunity for the Council to develop goals and objectives for the upcoming year.

In accordance with State Statutes, departments must submit a budget request to the Budget Officer before April 30 of each fiscal year. For the City of Wilmington, typically, that deadline for Departmental submissions is the end of January. After all departmental budgets are submitted, the Budget Office reviews the requests and meets with each department individually to review the needs and priorities in detail. The Budget Office and the departments then meet with the City Manager to discuss programmatic issues and the objectives to be accomplished in the new budget year. Revisions are made as necessary in the operating budgets, the capital budgets, and the revenue estimates, until a final recommended budget document is produced in April.

A budget message and a balanced budget must be submitted to the Council no later than June 1, according to State Statutes. In the City of Wilmington, these are typically submitted to City Council in May. After a formal budget submission to Council, work sessions are conducted with the Council, and a public hearing is held to provide an opportunity for all citizens to have input in the budget. In accordance with State Statutes, final adoption of the budget takes place before July 1 of each year.

In accordance with the North Carolina General Statutes, the City prepares and adopts the budget on the modified accrual basis of accounting, in which revenues are recorded when the amount becomes measurable and available, and expenditures are recorded when the liability is actually incurred. Only revenues and expenditures anticipated during the fiscal year are included in the budget. Unexpended operating budget funds revert to fund balance at the close of the fiscal year. Unexpended capital project reserve funds are carried forward life-to-date until the project is officially closed.

Throughout the fiscal year the City's financial accounting system maintains a modified accrual method as the adopted budget. At year-end, the City's Comprehensive Annual Financial Report (CAFR) is prepared on a basis consistent with "generally accepted accounting principles" or GAAP. This basis of accounting conforms to the way the City prepares its budget with some exceptions. The most notable exception is that the City's Enterprise funds are converted from the modified accrual basis of accounting to the full accrual basis for financial statement presentation purposes. In the accrual basis, revenues are recognized when they are earned and expenses are recognized when they are incurred. This change between the budget and the financial report for the Enterprise funds provides for some significant differences. One is that depreciation is recorded as an expense in the CAFR and is not recognized at all in the budget. Another

is that capital outlay and principal debt service payments are identified as expenditures in the budget but reported as adjustments to the balance sheet in the CAFR.

The following chart summarizes when accrual and modified accrual are used for the basis of reporting and the basis of budgeting:

<b>Fund</b>	<b>Basis of Budgeting</b>	<b>Basis of Reporting</b>
General	Modified Accrual	Modified Accrual
Special Revenue	Modified Accrual	Modified Accrual
Enterprise	Modified Accrual	Accrual

## BUDGET AMENDMENT PROCESS

Proposed amendments to the budget may be submitted at any time by a member of the City Council or the City Manager. The City Manager is authorized to transfer budget amounts within adopted functional categories, however, changes between categories or that change total expenditures in any fund must be approved by City Council.

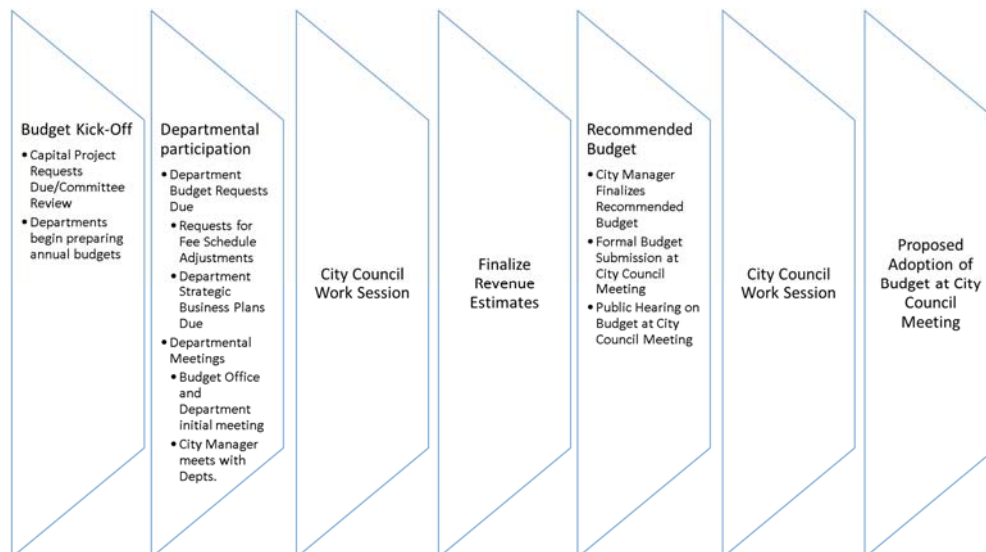
Proposed ordinance amendments are prepared by the administration and include a statement by the Finance Officer as to the availability of funds. A cover letter provides background information and the City Manager’s recommendation on the proposed amendment. Ordinances require two readings for adoption.

Minor budget changes that do not affect the ordinances are submitted to the Budget Office at any time with an explanation of and justification for the change. All changes must be approved by the Budget Office. Changes in salaries or benefits are not permitted, except in rare instances, with prior approval by the Budget Office and by the City Manager.

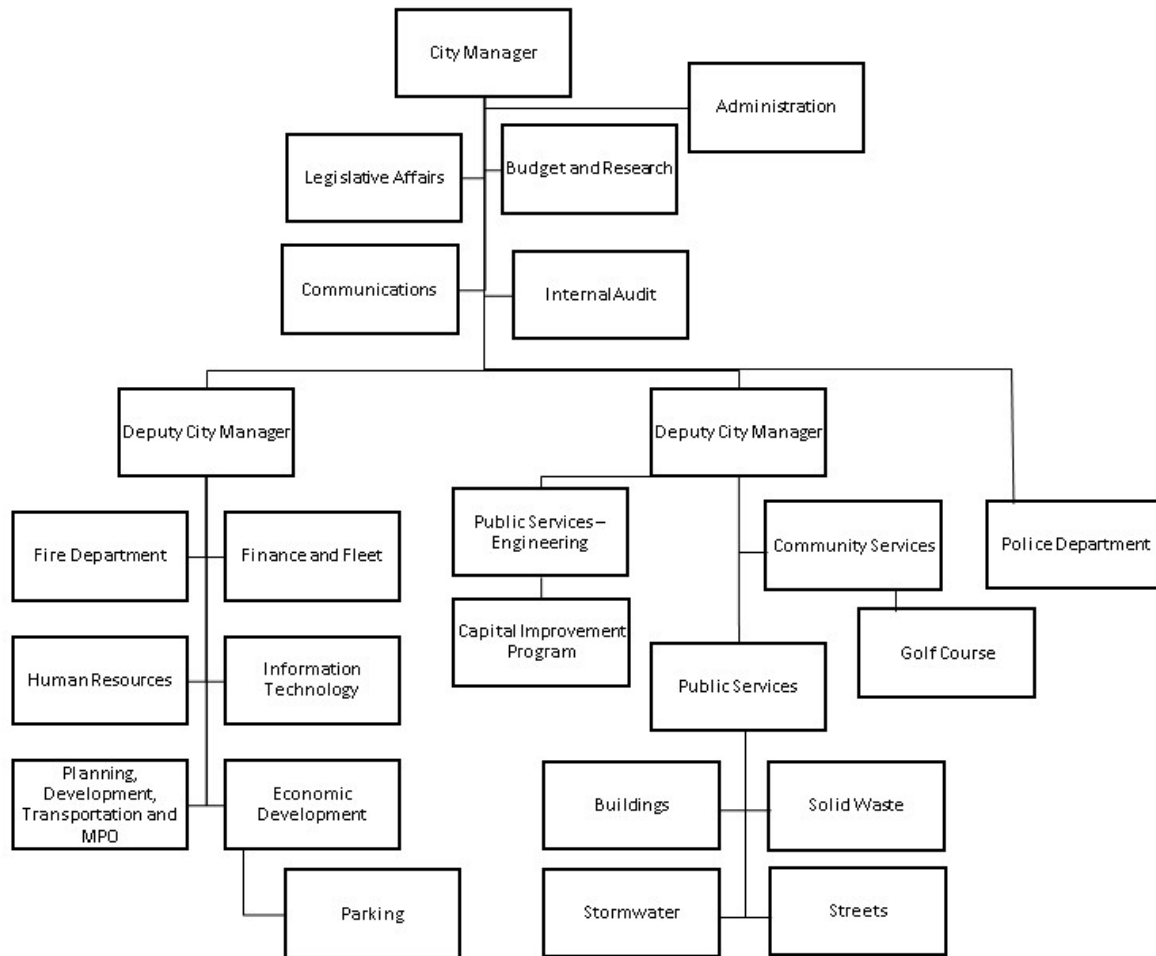
**SCHEDULE OF EVENTS FOR THE PREPARATION OF THE FY 2016-17 BUDGET**

Event	Date
<b>Budget Kick-Off and Instructions</b>	Dec. 4, 2015
<b>Capital Project Requests Due/Committee Review</b>	Dec. 4, 2015
<b>Department Budget Requests Due</b>	Jan. 29, 2016
<b>Requests for Fee Schedule Adjustments Due</b>	Jan. 29, 2016
<b>Budget Office/Department Budget Meetings</b>	Feb. 15-26, 2016
<b>City Manager/Budget Office/Department Budget Meetings</b>	Mar. 7-11, 2016
<b>City Council Budget Work Sessions</b>	April 1, April 18, 2016
<b>Finalize Revenue Estimates</b>	April 13, 2016
<b>City Manager Finalizes Recommended Budget</b>	April 22, 2016
<b>Formal Budget Submission at City Council Meeting</b>	May 3
<b>Public Hearing on Budget at City Council Meeting</b>	May 17
<b>City Council Budget Work Session</b>	May 27
<b>Budget Adoption at City Council Meeting</b>	June 7, June 21

**BUDGET PREPARATION PROCESS**



## ORGANIZATIONAL STRUCTURE



## FINANCIAL MANAGEMENT POLICIES

These Financial Management Policies serve as guidelines for the preparation and operation of the annual budget. They are designed to complement the North Carolina Local Government Budget and Fiscal Control Act, recommendations of the Local Government Commission (LGC), the Government Finance Officers Association and the National Advisory Council on State and Local Budgeting. These policies were developed by Budget staff and were formally adopted by the City Council effective July 1, 2002 and amended effective June 4, 2013. These policies are used to frame major policy initiatives and are reviewed during each budget process to ensure continued relevance and to identify any gaps that should be addressed with new policies. These policies assist in maintaining the City's stable financial position and ensures that Council's intentions are implemented and followed.



## **REVENUE POLICIES**

### **REVENUE DIVERSITY**

The City shall continue to provide adequate funds for stable operation of desired service levels through diversification of revenue sources to avoid over-reliance on any one revenue source and to maintain stable rates and fees.

### **FEES AND CHARGES**

The City shall maximize user fees where possible in order to distribute the costs of municipal services to those who use the services; include users who may have tax exempt property; to avoid subsidizing where the service is not used by the general public, except where appropriate; and maintain charges that are equitable and efficient by capturing the costs to provide the service.

All revenue sources will be reviewed on an annual basis, the levels of cost recovery will be reviewed, and the reasons for the subsidy will be reviewed.

### **USE OF ONE-TIME REVENUES**

Use of one-time revenues is limited to covering expenditures that temporarily exceed revenues, early debt retirement, or capital purchases that do not significantly increase ongoing operating expenses.

### **PROPERTY TAX ESTIMATES**

The percentage collection of property taxes relative to the tax rate estimated in the budget must not be greater than the percentage of the levy realized in cash as of June 30 of the preceding fiscal year, in accordance with State law. This ensures a conservative estimate of property tax revenues.

A dedication of \$0.0500 of the property tax rate will be restricted in the Debt Service Fund by Ordinance and evaluated in every revaluation year. This revenue is committed to pay for 80% debt and 20% pay-as-you-go funding for capital maintenance and new infrastructure needs.

### **UNPREDICTABLE REVENUE**

Estimated revenues shall include only those reasonably expected to be realized during the fiscal year.

Grant funding will be pursued and used for a variety of purposes. Application to apply will be reviewed and evaluated in advance for consistency with Council goals and compatibility with City programs and objectives. All new grants must be presented to Council for consideration before application is made. Any awarded funds will be accepted only after Council review and approval. Any changes in the original intended use of grant funds must be approved by the granting agency and City Council.

## **EXPENDITURE POLICIES**

### **BALANCED BUDGET**

The City shall prepare an annual balanced budget in accordance with the Local Government Budget and Fiscal Control Act, Generally Accepted Accounting Principles, and shall maintain excellence in finance and budgeting by meeting the standards necessary to achieve the Government Finance Officers Association's Distinguished Budget Award.

Actual funds expended and received against budget will be reported to the City Manager and department directors on a monthly basis and City Council on a quarterly basis.

### **EVALUATION AND PRIORITIZATION**

Expenditures shall be reviewed by staff, the City Manager, and City Council prior to adoption, and continually monitored throughout the budget year. Priority will be given to expenditures consistent with the City's Strategic Plan, and those necessary to carry out the mandated and core services of the City.

### **NONPROFIT AGENCIES – COMPETITIVE PROCESS**

Funding for nonprofit agencies shall be considered on a competitive basis consistent with Council's priorities or with a departmental or City-wide mission, and with the City's Consolidated Plan. Any agency receiving over \$5,000 in any one fiscal year is required to complete a financial review. Any agency receiving over \$10,000 in any one fiscal year is required to complete a financial single-audit. Community Development Block Grant Funds will be allocated to public service agencies at the maximum percentage allowable by HUD regulations. General Funds will be allocated to public service agencies that complete the competitive process a total amount not to exceed ½ percent of the General Fund operating budget. No agencies will be considered for funding without an operational budget.

### **NONPROFIT AGENCY – NON-COMPETITIVE PROCESS**

Funding considerations for any nonprofit agency not considered through the competitive process in the recommended budget will require a formal budget request made to the City of Wilmington via the City Manager on or before March 31 annually.

## **RESERVES**

### **DEBT SERVICE FUND**

The City shall maintain a Debt Service Fund and all accumulated revenues will be used towards debt service, debt administration and debt issuance.

The City Council has adopted a levy of \$0.0500 cents of the General Fund property tax rate to be restricted in the Debt Service Fund for an 80% debt and 20% pay-as-you-go funding mechanism that will cover all projects within the five year Capital Improvement Plan. This rate will be adjusted as needed in future revaluation years.

### *FUND BALANCE*

The City shall maintain a minimum unassigned fund balance equal to 15-20% of the operating budget for each of the City's funds. Any portion of the unassigned fund balance in excess of 20% of budgeted expenditures may be appropriated for one-time "pay-as-you-go" expenditures. (Examples are, but not limited to: incentive agreements, capital improvements, computer systems and software). Unassigned fund balance is not a recurring revenue source of funds and should only be appropriated for non-recurring expenditures

### *CONTINGENCY*

Reserves may be appropriated in operating budgets to a contingency account in an amount not to exceed 5% of the fund in order to meet unexpected increases in service delivery costs.

## **DEBT MANAGEMENT**

### *DEBT MODEL*

Debt Service models will be maintained for all debt and will identify the impact of future debt and the adequacy of designated resources.

### *DEBT SERVICE*

The total annual debt service paid on tax-supported debt shall not exceed 15% of the operating expenditures in the General Fund including inter-fund transfers.

### *DIRECT NET DEBT*

The outstanding direct net debt will not exceed the NC statutory limit of 8% of the appraised property subject to taxation with an optimal level of less than 4%. Net General Fund debt per capita shall not exceed \$1,000.

### *BONDED DEBT*

Capital projects financed through the issuance of bonds will be financed for a period not to exceed the expected useful life of the project.

***BOND RATING***

The City will maintain its financial condition so as to maintain a minimum AA bond ratings

***CAPITAL INVESTMENT POLICIES***

The City shall annually update and adopt a 5-year Capital Improvements Program (CIP) in conjunction with the Annual Operating Budget.

A dedicated \$0.0500 of the property tax rate will be restricted to the Debt Service Fund for an 80% debt and 20% pay-as-you-go funding mechanism that will cover all projects within the five year plan. This rate will be adjusted as needed in future revaluation years

The City shall appropriate all funds for capital projects with an Ordinance in accordance with State statutes.

Capital expenditures included in the CIP as a project will generally cost at least \$50,000 and have a useful life of at least 5 years.

Capital projects financed through the issuance of bonds will be financed for a period not to exceed the expected useful life of the project.

The capitalization threshold minimum for fixed assets is set at \$5,000. The threshold will be applied to individual fixed assets and will only be capitalized if they have a useful life of at least two years from the date of acquisition.

***ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES***

The accounting systems for the City will be compliant with the North Carolina Local Government Budget and Fiscal Control act and will be maintained to enable the preparation of financial statements that conform to generally accepted accounting principles (GAAP).

Reasonable access to the financial system will be made available to department directors and other staff for the continuous monitoring of revenues and expenditures. Emphasis will be placed on internal budgetary and financial controls with regard to the financial system for the purposes of maintaining proper checks and balances.

The City will have an annual independent audit performed by a certified accounting firm that will issue an opinion of the annual financial statements that are required by the Local Government Budget and Fiscal Control Act.

The City will prepare a Comprehensive Annual Financial Report (CAFR) that will be provided to City Council and is in compliance with established criteria to obtain the Government Finance Officers Association's

Certificate of Achievement for Excellence in Financial Reporting and will be submitted to that award program each year.

Full disclosure will be provided in all regulatory reports, financial statements and debt offering statement.

## REVENUE AND EXPENDITURE SUMMARY

	Total Revenues	Less Approp Fm Other Funds	Net Revenue	Total Expenditures	Less Approp To Other Funds	Net Expenditure
<b>Operating Funds</b>						
General Fund	\$ 104,921,057	\$ 874,875	\$ 104,046,182	\$ 104,921,057	\$ 15,614,416	\$ 89,306,641
Stormwater Management Fund	\$ 10,300,221	\$ -	\$ 10,300,221	\$ 10,300,221	\$ 2,000,000	\$ 8,300,221
Solid Waste Management Fund	\$ 9,354,080	\$ 29,866	\$ 9,324,214	\$ 9,354,080	\$ -	\$ 9,354,080
<b>Subtotal</b>	<b>\$ 124,575,358</b>	<b>\$ 904,741</b>	<b>\$ 123,670,617</b>	<b>\$ 124,575,358</b>	<b>\$ 17,614,416</b>	<b>\$ 106,960,942</b>
<b>Program Funds</b>						
Special Purpose Fund	\$ 8,073,640	\$ 550,356	\$ 7,523,284	\$ 8,073,640	\$ 5,131,886	\$ 2,941,754
Convention Center Operating Fund	\$ 8,959,761	\$ 5,131,886	\$ 3,827,875	\$ 8,959,761	\$ -	\$ 8,959,761
CDBG Fund	\$ 891,498	\$ -	\$ 891,498	\$ 891,498	\$ 487,100	\$ 404,398
CDBG/HOME Grant and Loan Fund	\$ 752,892	\$ 752,892	\$ -	\$ 752,892	\$ -	\$ 752,892
HOME Partnership Fund	\$ 587,147	\$ -	\$ 587,147	\$ 587,147	\$ 58,715	\$ 528,432
Parking Facilities Fund	\$ 4,267,290	\$ 550,386	\$ 3,716,904	\$ 4,267,290	\$ 650,000	\$ 3,617,290
Fleet Maintenance & Replacement Fund	\$ 7,054,715	\$ -	\$ 7,054,715	\$ 7,054,715	\$ -	\$ 7,054,715
Golf Course Fund	\$ 1,426,435	\$ -	\$ 1,426,435	\$ 1,426,435	\$ -	\$ 1,426,435
Technology Replacement Fund	\$ 1,236,040	\$ 349,915	\$ 886,125	\$ 1,236,040	\$ -	\$ 1,236,040
<b>Subtotal</b>	<b>\$ 33,249,418</b>	<b>\$ 7,335,435</b>	<b>\$ 25,913,983</b>	<b>\$ 33,249,418</b>	<b>\$ 6,327,701</b>	<b>\$ 26,921,717</b>
<b>Debt Service Funds</b>						
Debt Service Fund	\$ 20,784,520	\$ 9,334,832	\$ 11,449,688	\$ 20,784,520	\$ 2,499,721	\$ 18,284,799
<b>Subtotal</b>	<b>\$ 20,784,520</b>	<b>\$ 9,334,832</b>	<b>\$ 11,449,688</b>	<b>\$ 20,784,520</b>	<b>\$ 2,499,721</b>	<b>\$ 18,284,799</b>
<b>Capital Project Funds (Not of Debt)</b>						
CP - Streets and Sidewalks	\$ 7,046,453	\$ 2,216,098	\$ 4,830,355	\$ 7,046,453	\$ -	\$ 7,046,453
CP- Stormwater/Drainage	\$ 3,311,879	\$ 2,000,000	\$ 1,311,879	\$ 3,311,879	\$ -	\$ 3,311,879
CP- Parks and Recreation	\$ 2,956,800	\$ 1,020,000	\$ 1,936,800	\$ 2,956,800	\$ -	\$ 2,956,800
CP- Public Facilities	\$ 704,552	\$ 1,035,628	\$ (331,076)	\$ 704,552	\$ -	\$ 704,552
CP - Parking Facilities	\$ 840,000	\$ 840,000	\$ -	\$ 840,000	\$ -	\$ 840,000
CP - Golf Course	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CP - Public Improvement	\$ 1,755,104	\$ 1,755,104	\$ -	\$ 1,755,104	\$ -	\$ 1,755,104
<b>Subtotal</b>	<b>\$ 16,614,788</b>	<b>\$ 8,866,830</b>	<b>\$ 7,747,958</b>	<b>\$ 16,614,788</b>	<b>\$ -</b>	<b>\$ 16,614,788</b>
<b>Total All Funds</b>	<b>\$ 195,224,084</b>	<b>\$ 26,441,838</b>	<b>\$ 168,782,246</b>	<b>\$ 195,224,084</b>	<b>\$ 26,441,838</b>	<b>\$ 168,782,246</b>

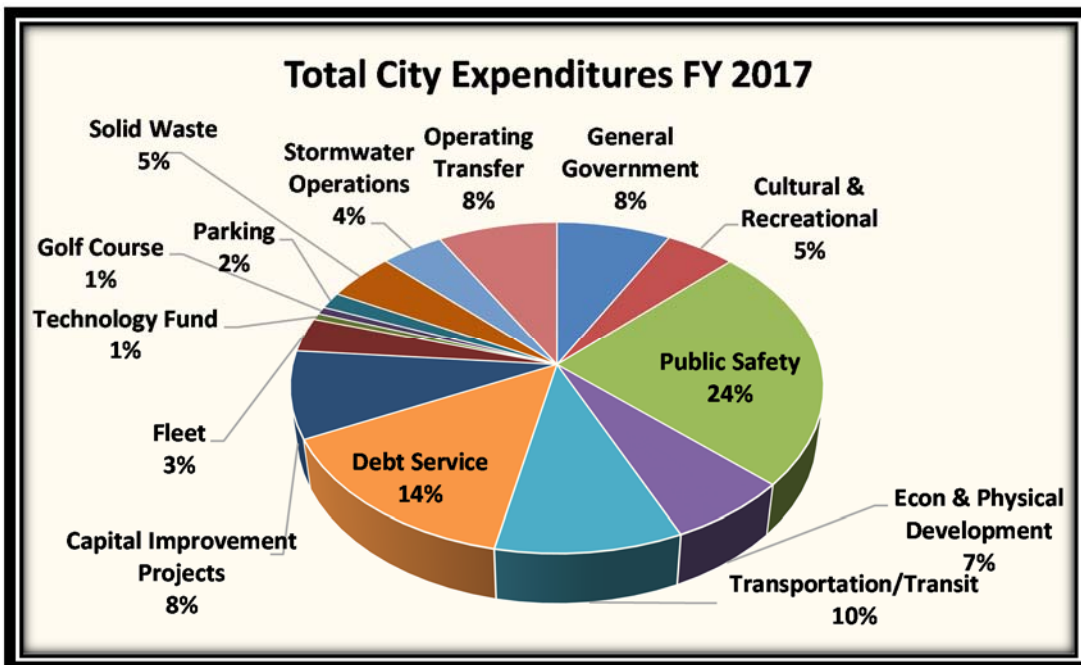
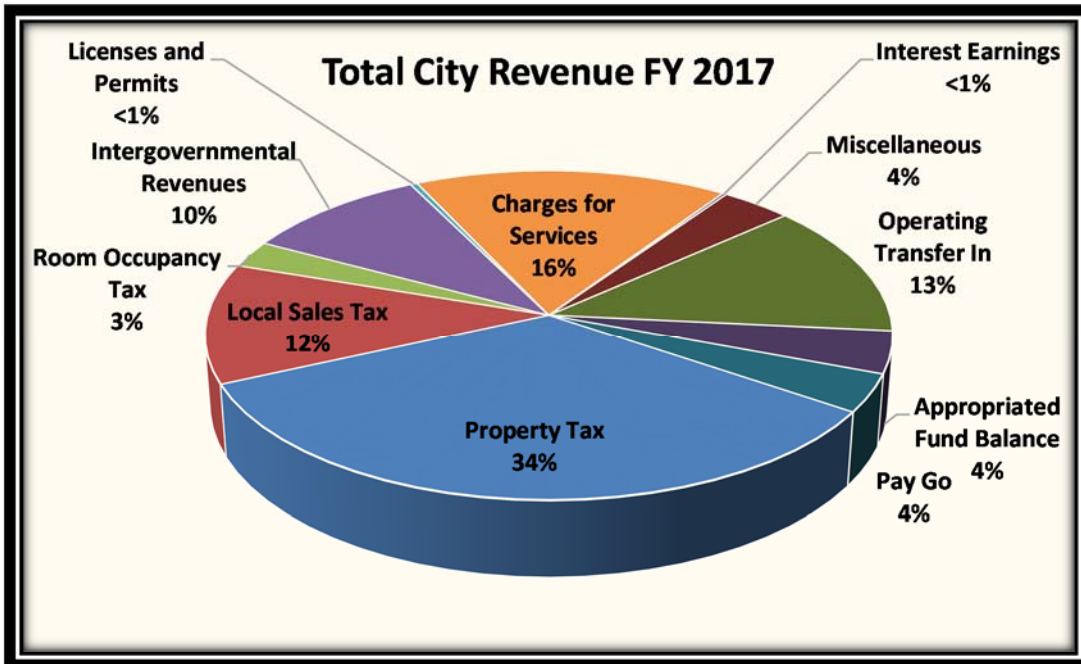
Table represents transfers actually appropriated in other funds. Periodically, transfers are appropriated on one side but not received on the other.

## TOTAL BUDGET SUMMARY (INCLUDING INTERFUND TRANSFERS)

	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted	Variance FY 15-16 to FY 16-17
<b>Revenue</b>				
Property Tax	\$ 60,530,614	\$ 64,655,366	\$ 66,079,249	2.2%
Local Sales Tax	\$ 21,483,984	\$ 22,026,474	\$ 23,142,173	5.1%
Room Occupancy Tax	\$ 3,080,208	\$ 945,399	\$ 5,131,886	442.8%
Intergovernmental Revenues	\$ 24,365,736	\$ 17,101,954	\$ 19,150,815	12.0%
Licenses and Permits	\$ 2,992,969	\$ 604,808	\$ 697,208	15.3%
Charges for Services	\$ 30,646,806	\$ 31,412,106	\$ 32,308,904	2.9%
Interest Earnings	\$ 331,152	\$ 353,411	\$ 398,139	12.7%
Miscellaneous	\$ 60,275,690	\$ 4,962,643	\$ 7,319,306	47.5%
Operating Transfer In	\$ 17,395,001	\$ 13,439,966	\$ 25,557,378	90.2%
Appropriated Fund Balance	\$ -	\$ 1,980,500	\$ 8,154,343	311.7%
Pay Go	\$ 27,062,498	\$ -	\$ 7,284,683	100.0%
<b>Revenue Total</b>	<b>\$ 248,164,658</b>	<b>\$ 157,482,627</b>	<b>\$ 195,224,084</b>	<b>24.0%</b>
<b>Appropriations</b>				
General Government	\$ 10,437,214	\$ 12,798,767	\$ 15,365,503	20.1%
Cultural & Recreational	\$ 8,437,315	\$ 8,797,978	\$ 9,446,944	7.4%
Public Safety	\$ 43,409,091	\$ 45,553,908	\$ 46,839,030	2.8%
Econ & Physical Development	\$ 12,051,050	\$ 7,672,795	\$ 12,823,394	67.1%
Transportation/Transit	\$ 17,466,414	\$ 19,078,377	\$ 19,578,214	2.6%
Debt Service	\$ 61,164,932	\$ 24,620,660	\$ 28,380,738	15.3%
Capital Improvement Projects	\$ 20,119,792	\$ 1,000,000	\$ 16,614,788	1561.5%
Fleet Management Operations	\$ 8,261,848	\$ 5,801,737	\$ 6,607,938	13.9%
Technology Fund	\$ 1,362,483	\$ 970,115	\$ 1,236,040	27.4%
Golf Course Operations	\$ 1,232,161	\$ 1,446,202	\$ 1,426,435	-1.4%
Parking Facilities Operations	\$ 2,822,889	\$ 2,671,847	\$ 3,167,920	18.6%
Solid Waste Operations	\$ 9,728,147	\$ 9,125,498	\$ 9,159,824	0.4%
Stormwater Operations	\$ 6,073,924	\$ 7,220,960	\$ 8,462,900	17.2%
Operating Transfer	\$ 11,908,504	\$ 10,723,783	\$ 16,114,416	50.3%
<b>Appropriations Total</b>	<b>\$ 214,475,765</b>	<b>\$ 157,482,627</b>	<b>\$ 195,224,084</b>	<b>24.0%</b>

Some of the larger percent changes explanations include:

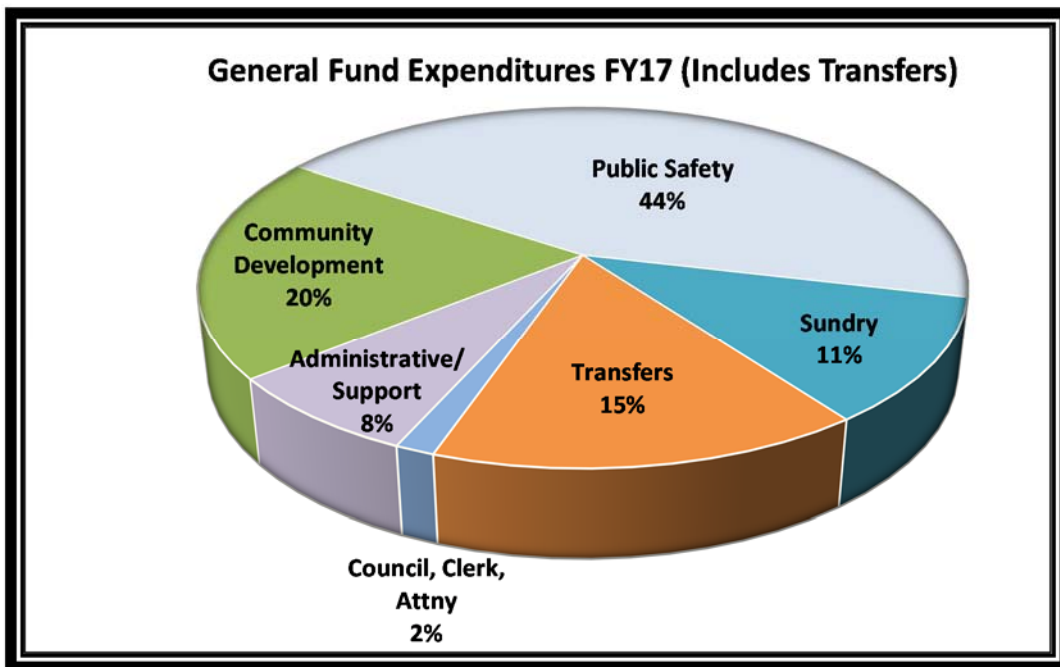
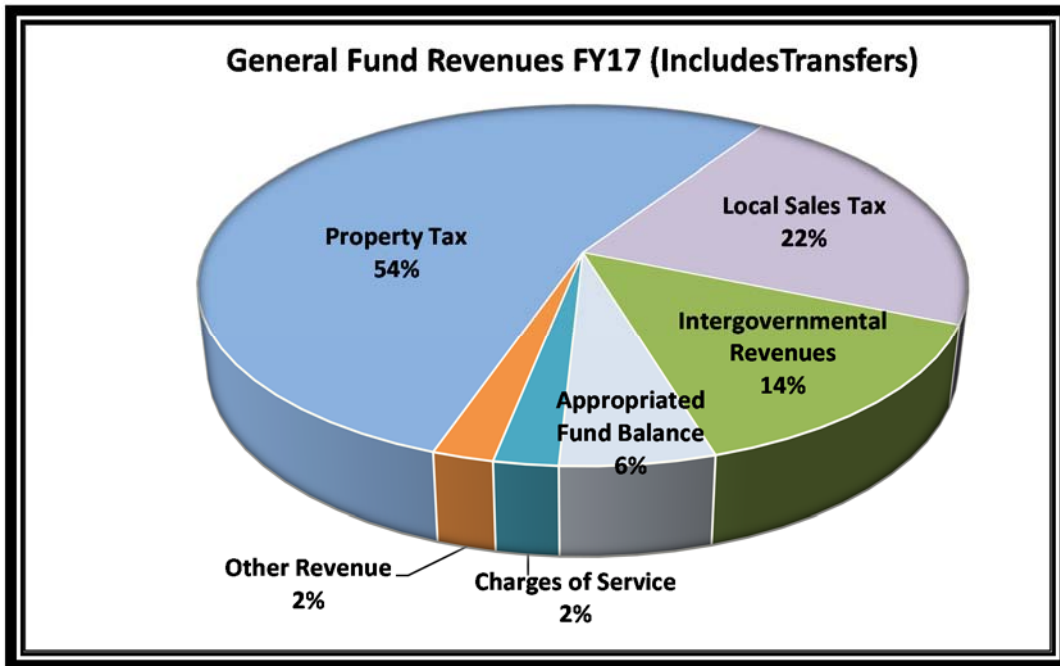
- Room Occupancy Tax reflects FY17 Convention Center having full year cost of program compared to FY16 when Capital Project closed and aided in the support of the program.
- Capital Improvement Program reflects the last year of the first 80/20 program where funding was provided every other year for all but Stormwater projects.





**GENERAL FUND BUDGET SUMMARY (INCLUDING INTERFUND TRANSFERS)**

	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>Variance</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adjusted</b>	<b>Adopted</b>	<b>FY 15-16 to FY 16-17</b>
<b>Revenues</b>					
Property Tax	\$ 53,992,024	\$ 55,440,267	\$ 55,440,267	\$ 56,649,564	2.2%
Local Sales Tax	\$ 21,483,984	\$ 22,026,474	\$ 22,026,474	\$ 23,142,173	5.1%
Licenses, Fees & Permits	\$ 2,962,469	\$ 584,808	\$ 584,808	\$ 650,208	11.2%
Charges of Service	\$ 2,450,476	\$ 2,326,887	\$ 2,361,426	\$ 2,394,604	2.9%
Intergovernmental Revenues	\$ 16,059,613	\$ 12,655,329	\$ 13,605,329	\$ 14,709,679	16.2%
Fines & Forfeitures	\$ 206,165	\$ 133,700	\$ 133,700	\$ 160,700	20.2%
Interest Earnings	\$ 160,461	\$ 204,358	\$ 204,358	\$ 204,358	0.0%
Other Revenue	\$ 1,026,051	\$ 230,553	\$ 1,662,736	\$ 1,265,428	448.9%
Appropriated Fund Balance	\$ -	\$ 1,090,966	\$ 3,211,061	\$ 5,744,343	426.5%
<b>Total</b>	<b>\$ 88,834,927</b>	<b>\$ 94,693,342</b>	<b>\$ 99,517,798</b>	<b>\$ 104,921,057</b>	<b>10.8%</b>
<b>Expenditures</b>					
City Council	\$ 205,808	\$ 214,557	\$ 214,394	\$ 217,526	1.4%
City Clerk	\$ 216,583	\$ 248,137	\$ 248,031	\$ 249,402	0.5%
City Manager	\$ 1,360,590	\$ 2,025,603	\$ 2,032,889	\$ 2,027,233	0.1%
City Attorney	\$ 815,091	\$ 862,310	\$ 862,015	\$ 1,019,149	18.2%
Human Resources	\$ 717,985	\$ 798,086	\$ 799,144	\$ 835,688	4.7%
Finance	\$ 2,053,260	\$ 2,071,559	\$ 2,091,460	\$ 2,226,072	7.5%
Information Technology	\$ 2,021,597	\$ 2,299,737	\$ 2,323,388	\$ 2,681,124	16.6%
Community Services	\$ 7,214,205	\$ 7,654,779	\$ 7,824,628	\$ 8,057,084	5.3%
Planning, Development & Trans	\$ 4,731,785	\$ 5,430,474	\$ 5,539,291	\$ 5,423,895	-0.1%
Police	\$ 16,102,636	\$ 16,996,383	\$ 17,143,405	\$ 17,464,008	2.8%
Fire	\$ 26,807,757	\$ 28,237,580	\$ 29,638,777	\$ 29,057,902	2.9%
Public Services	\$ 4,956,897	\$ 5,436,770	\$ 5,465,412	\$ 5,582,707	2.7%
PS-Engineering	\$ 1,695,686	\$ 2,160,735	\$ 2,164,879	\$ 2,214,904	2.5%
Non-Department	\$ 8,026,541	\$ 9,332,849	\$ 10,520,736	\$ 11,549,947	23.8%
Contingency	\$ -	\$ 200,000	\$ 190,000	\$ 200,000	0.0%
Transfer to Other Funds	\$ 11,908,504	\$ 10,723,783	\$ 12,459,349	\$ 16,114,416	50.3%
<b>Total</b>	<b>\$ 88,834,927</b>	<b>\$ 94,693,342</b>	<b>\$ 99,517,798</b>	<b>\$ 104,921,057</b>	<b>10.8%</b>



## APPROPRIATIONS BY FUND

		FY 14-15	FY 15-16	FY 16-17	Variance
		Actual	Adopted	Adopted	FY 15-16
					to
					FY 16-17
<b>Operating Funds</b>					
<b>010 General Fund</b>		\$ 88,834,927	\$ 94,693,342	\$ 104,921,057	11%
<i>Less Appropriations to Other Funds</i>		\$ (11,908,504)	\$ (10,723,783)	\$ (15,614,416)	46%
<b>NET GENERAL FUND</b>		<b>\$ 76,926,423</b>	<b>\$ 83,969,559</b>	<b>\$ 89,306,641</b>	<b>6%</b>
<b>050 Solid Waste Management Fund</b>		\$ 9,897,267	\$ 9,322,186	\$ 9,354,080	0%
<i>Less Appropriations to Other Funds</i>		\$ (5,000)	\$ -	\$ -	
<b>NET SOLID WASTE FUND</b>		<b>\$ 9,892,267</b>	<b>\$ 9,322,186</b>	<b>\$ 9,354,080</b>	<b>0%</b>
<b>056 Stormwater Management Fund</b>		\$ 15,665,217	\$ 9,642,562	\$ 10,300,221	7%
<i>Less Appropriations to Other Funds</i>		\$ (566,361)	\$ (1,000,000)	\$ (2,000,000)	100%
<b>NET STORMWATER FUND</b>		<b>\$ 15,098,856</b>	<b>\$ 8,642,562</b>	<b>\$ 8,300,221</b>	<b>-4%</b>
<b>Total Operating Funds</b>		<b>\$ 114,397,411</b>	<b>\$ 113,658,090</b>	<b>\$ 124,575,358</b>	<b>10%</b>
<i>Less Appropriations to Other Funds</i>		\$ (12,479,865)	\$ (11,723,783)	\$ (17,614,416)	50%
<b>NET OPERATING FUNDS</b>		<b>\$ 101,917,546</b>	<b>\$ 101,934,307</b>	<b>\$ 106,960,942</b>	<b>5%</b>
<b>Program Funds</b>					
<b>021 Special Purpose Fund</b>		\$ 8,281,929	\$ 3,643,138	\$ 8,073,640	122%
<i>Less Appropriations to Other Funds</i>		\$ (5,087,422)	\$ (945,399)	\$ (5,131,886)	443%
<b>NET SPECIAL PURPOSE FUND</b>		<b>\$ 3,194,507</b>	<b>\$ 2,697,739</b>	<b>\$ 2,941,754</b>	<b>9%</b>
<b>022 Convention Center Operating Fund</b>		\$ 8,473,707	\$ 4,191,258	\$ 8,959,761	114%
<i>Less Appropriations to Other Funds</i>		\$ -	\$ -	\$ -	0%
<b>NET CONVENTION CENTER FUND</b>		<b>\$ 8,473,707</b>	<b>\$ 4,191,258</b>	<b>\$ 8,959,761</b>	<b>114%</b>
<b>023 Community Development Block Grant Fund</b>		\$ 825,986	\$ 886,596	\$ 891,498	1%
<i>Less Appropriations to Other Funds</i>		\$ -	\$ (454,119)	\$ (487,100)	0%
<b>NET CDBG FUND</b>		<b>\$ 825,986</b>	<b>\$ 432,477</b>	<b>\$ 891,498</b>	<b>106%</b>
<b>024 CDBG/Home Grant and Loan Fund</b>		\$ 617,883	\$ 707,159	\$ 752,892	6%
<i>Less Appropriations to Other Funds</i>		\$ -	\$ -	\$ -	0%
<b>NET CDBG/HOME FUND</b>		<b>\$ 617,883</b>	<b>\$ 707,159</b>	<b>\$ 752,892</b>	<b>6%</b>
<b>025 HOME Partnership Fund</b>		\$ 936,037	\$ 689,437	\$ 587,147	-15%
<i>Less Appropriations to Other Funds</i>		\$ -	\$ (68,944)	\$ (58,715)	0%
<b>NET HOME PARTNERSHIP FUND</b>		<b>\$ 936,037</b>	<b>\$ 620,493</b>	<b>\$ 587,147</b>	<b>-5%</b>

		FY 14-15	FY 15-16	FY 16-17	Variance
		Actual	Adopted	Adopted	FY 15-16
					to
					FY 16-17
<b>Program Funds</b>					
<b>055</b>	<b>Parking Facilities Fund</b>	\$ 5,187,113	\$ 3,487,408	\$ 4,267,290	22%
	<i>Less Appropriations to Other Funds</i>	\$ (650,700)	\$ -	\$ (650,000)	0%
	<b>NET PARKING FACILITIES FUND</b>	\$ 4,536,413	\$ 3,487,408	\$ 3,617,290	4%
<b>057</b>	<b>Golf Course Fund</b>	\$ 1,232,161	\$ 1,446,202	\$ 1,426,435	-1%
	<i>Less Appropriations to Other Funds</i>	\$ -	\$ -	\$ -	0%
	<b>NET GOLF COURSE FUND</b>	\$ 1,232,161	\$ 1,446,202	\$ 1,426,435	-1%
<b>061</b>	<b>Fleet Maintenance &amp; Replacement Fund</b>	\$ 8,280,421	\$ 6,244,942	\$ 7,054,715	13%
	<i>Less Appropriations to Other Funds</i>	\$ -	\$ -	\$ -	0%
	<b>NET FLEET FUND</b>	\$ 8,280,421	\$ 6,244,942	\$ 7,054,715	13%
<b>065</b>	<b>Technology Replacement Fund</b>	\$ 1,362,483	\$ 970,115	\$ 1,236,040	27%
	<i>Less Appropriations to Other Funds</i>	\$ -	\$ -	\$ -	0%
	<b>NET TECHNOLOGY FUND</b>	\$ 1,362,483	\$ 970,115	\$ 1,236,040	27%
	<b>Loan Funds</b>	\$ 528,661	\$ -	\$ -	0%
	<i>Less Appropriations to Other Funds</i>	\$ (528,661)	\$ -	\$ -	0%
	<b>NET LOAN FUNDS</b>	\$ -	\$ -	\$ -	0%
	<b>Total Program Funds</b>	\$ 35,726,382	\$ 22,266,255	\$ 33,249,418	49%
	<i>Less Appropriations to Other Funds</i>	\$ (5,738,122)	\$ (1,468,462)	\$ (6,327,701)	331%
	<b>NET PROGRAM FUNDS</b>	\$ 29,988,260	\$ 20,797,793	\$ 26,921,717	29%
		FY 14-15	FY 15-16	FY 16-17	Variance
		Actual	Adopted	Adopted	FY 15-16
					to
					FY 16-17
<b>Debt Service Fund</b>					
<b>015</b>	<b>Debt Service Fund</b>	\$ 44,110,140	\$ 20,558,282	\$ 20,784,520	1%
	<i>Less Appropriations to Other Funds</i>	\$ (2,541,512)	\$ (247,721)	\$ (2,499,721)	0%
	<b>NET DEBT SERVICE FUND</b>	\$ 41,568,628	\$ 20,310,561	\$ 18,284,799	-10%

		FY 14-15	FY 15-16	FY 16-17	Variance
		Actual	Adopted	Adopted	FY 15-16 to FY 16-17
<b>Capital Project Funds</b>					
<b>031 Streets and Sidewalks</b>	\$	<b>6,964,702</b>	\$ -	\$ <b>7,046,453</b>	<b>100%</b>
<i>Less Appropriations to Other Funds</i>	\$	-	\$ -	\$ -	0%
<b>NET STREETS AND SIDEWALKS FUND</b>	\$	<b>6,964,702</b>	\$ -	\$ <b>7,046,453</b>	<b>100%</b>
<b>032 Stormwater/Drainage</b>	\$	<b>4,199,088</b>	\$ <b>1,000,000</b>	\$ <b>3,311,879</b>	<b>231%</b>
<i>Less Appropriations to Other Funds</i>	\$	(133,523)	\$ -	\$ -	0%
<b>NET STORMWATER/DRAINAGE FUND</b>	\$	<b>4,065,565</b>	\$ <b>1,000,000</b>	\$ <b>3,311,879</b>	<b>231%</b>
<b>033 Parking and Recreation</b>	\$	<b>2,548,386</b>	\$ -	\$ <b>2,956,800</b>	<b>100%</b>
<i>Less Appropriations to Other Funds</i>	\$	(242,100)	\$ -	\$ -	0%
<b>NET PARKING AND RECREATION FUND</b>	\$	<b>2,306,286</b>	\$ -	\$ <b>2,956,800</b>	<b>100%</b>
<b>034 Public Facilities</b>	\$	<b>4,535,228</b>	\$ -	\$ <b>704,552</b>	<b>100%</b>
<i>Less Appropriations to Other Funds</i>	\$	(511,900)	\$ -	\$ -	0%
<b>NET PUBLIC FACILITIES FUND</b>	\$	<b>4,023,328</b>	\$ -	\$ <b>704,552</b>	<b>100%</b>
<b>035 Parking Facilities</b>	\$	<b>606,099</b>	\$ -	\$ <b>840,000</b>	<b>100%</b>
<i>Less Appropriations to Other Funds</i>	\$	-	\$ -	\$ -	0%
<b>NET PARKING FACILITIES FUND</b>	\$	<b>606,099</b>	\$ -	\$ <b>840,000</b>	<b>100%</b>
<b>036 Golf Course</b>	\$	<b>745,102</b>	\$ -	\$ -	<b>0%</b>
<i>Less Appropriations to Other Funds</i>	\$	(42,481)	\$ -	\$ -	0%
<b>NET GOLF COURSE FUND</b>	\$	<b>702,621</b>	\$ -	\$ -	<b>0%</b>
<b>039 Public Improvement</b>	\$	<b>521,188</b>	\$ -	\$ <b>1,755,104</b>	<b>100%</b>
<i>Less Appropriations to Other Funds</i>	\$	-	\$ -	\$ -	0%
<b>NET PUBLIC IMPROVEMENT FUND</b>	\$	<b>521,188</b>	\$ -	\$ <b>1,755,104</b>	<b>100%</b>
<b>Total Capital Project Funds</b>	\$	<b>20,119,792</b>	\$ <b>1,000,000</b>	\$ <b>16,614,788</b>	<b>1561%</b>
<i>Less Appropriations to Other Funds</i>	\$	(930,004)	\$ -	\$ -	0%
<b>NET CAPITAL PROJECT FUNDS</b>	\$	<b>19,189,788</b>	\$ <b>1,000,000</b>	\$ <b>16,614,788</b>	<b>1561%</b>
<b>GRAND TOTAL ALL FUNDS</b>	\$	<b>214,353,726</b>	\$ <b>157,482,627</b>	\$ <b>195,224,084</b>	<b>24%</b>
<i>Less Appropriations to Other Funds</i>	\$	(21,689,504)	\$ (13,439,966)	\$ (26,441,838)	0%
<b>NET ALL FUNDS</b>	\$	<b>192,664,222</b>	\$ <b>144,042,661</b>	\$ <b>168,782,246</b>	<b>17%</b>

## CAPITAL DEBT SERVICE PROJECTS

	<b>FY 15-16 Adopted</b>	<b>FY 16-17 Adopted</b>
<b>031- Streets and Sidewalks</b>	-	4,823,423
<b>032 - Stormwater</b>	-	1,300,000
<b>033 - Parks and Recreation</b>	-	1,936,800
<b>034 - Public Facilities</b>	-	(360,000)
<b>TOTAL CAPITAL DEBT SERVICE PROJECTS</b>	-	<b>7,700,223</b>

\*Reduced Installment Financing and replaced with Pay Go

Capital Debt Service Projects presented herein represents adopted buget for Installment Financing for all funds with the exception of Stormwater which is Revenue Bond Proceeds.

## FORECAST ASSUMPTIONS AND PROVISIONS

### GENERAL FUND

#### FORECAST ASSUMPTIONS AND PROVISIONS

The General Fund financial forecast makes the following assumptions and provisions for the budget year 2017 and estimated future years as follows:

##### FY 2017

- There is no increase to property taxes and the current rate reflects a \$0.485 per \$100 assessed valuation. Property tax revenue also reflects the dedication of \$0.05 of the rate to fund the City's five-year Capital Improvement Plan and \$0.02 for the 2014 voter approved streets and sidewalks bonds.
- \$5,744,343 of fund balance is being used to balance the budget. Of this, \$5,142,370 is dedicated to 8 capital projects with the remaining \$601,973 used for one time purchases of vehicles and equipment.
- Sales tax revenue is budgeted at approximately 5.01% over the estimate adopted in the fiscal year 2016 budget.
- General Fund expenditures reflect an increase of 10.8% over FY 2016 adopted.
- Twelve organizations have received funding that provides for multiple programs serving at-risk youth in our community. The funding for fiscal year 2017 totals \$675,903 which reflects an increase of 13% over FY 2016 contribution.
- The provision for a 3% increase to salaries and the associated increase to benefits is budgeted in FY 2017.

##### FY 2018 through FY 2022

- Property taxes reflect a 1.3% growth in property tax revenue with no change in rate.
- Sales tax is estimated to realize a 3% growth each estimated year.
- Compensation is estimated at a 3% increase for each future year.
- Operating expenditures are forecast to increase at 3% in FY 2018 and all other estimated years.
- Provides for the continued funding of expanded youth violence prevention and intervention programs in FY 2018 and all future years.

**GENERAL FUND FINANCIAL FORECAST**

	Actual FY 2014-15	Adopted FY 2015-16	Adjusted FY 2015-16	Year-End Estimates FY 2015-16	Adopted FY 2016-17	Estimated FY 2017-18	Estimated FY 2018-19	Estimated FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22
<b>REVENUES</b>										
Property Taxes	53,992,023	55,440,267	55,440,267	55,836,583	56,649,564	57,388,014	58,128,657	58,878,937	59,638,979	60,408,910
Sales Taxes	21,483,984	22,026,474	22,026,474	21,025,258	23,142,173	23,643,298	24,348,410	25,074,612	25,822,537	26,592,835
Licenses, Fees, and Permits	2,962,469	584,808	584,808	739,925	650,208	659,961	669,861	679,908	690,107	701,892
Intergovernmental Revenues	16,059,613	12,655,329	13,605,329	14,912,925	14,709,679	14,868,164	15,028,886	15,191,878	15,357,172	15,524,803
Charges for Current Services	2,450,721	2,329,887	2,364,426	2,588,489	2,396,604	2,403,519	2,420,979	2,438,876	2,457,221	2,476,023
Fines and Forfeitures	206,164	133,700	133,700	208,172	160,700	160,700	160,700	160,700	160,700	160,700
Interest Earnings	160,461	204,358	204,358	192,457	204,358	206,402	210,530	214,740	219,035	223,416
Miscellaneous & Financing Proceeds	529,388	227,553	381,346	602,734	388,553	388,553	388,553	388,553	388,553	388,553
Transfers From Other Funds	496,423	-	1,278,390	1,278,390	874,875	-	-	-	-	-
Appropriated Fund Balance	-	1,090,966	3,211,061	-	5,744,343	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>98,341,243</b>	<b>94,693,342</b>	<b>99,230,159</b>	<b>97,384,933</b>	<b>104,921,057</b>	<b>99,718,610</b>	<b>101,356,575</b>	<b>103,028,204</b>	<b>104,734,304</b>	<b>106,477,132</b>
<b>EXPENDITURES</b>										
City Council	205,808	214,557	214,181	195,213	217,526	224,052	230,773	237,697	244,827	252,172
City Clerk	216,583	248,137	247,938	203,031	249,402	256,884	264,591	272,528	280,704	289,125
City Manager	1,689,752	2,025,603	2,030,674	1,899,749	2,027,233	2,088,050	2,150,691	2,215,212	2,281,669	2,350,119
City Attorney	815,091	862,310	861,358	853,621	1,019,149	1,049,683	1,081,133	1,113,526	1,146,891	1,181,255
Human Resources	717,985	798,086	798,346	771,339	835,688	860,759	886,581	913,179	940,574	968,791
Finance	1,724,098	2,071,559	2,085,061	1,908,159	2,226,072	2,292,799	2,361,527	2,432,317	2,505,230	2,580,329
Information Technology	2,021,597	2,299,737	2,302,789	2,221,141	2,681,124	2,761,496	2,844,278	2,929,543	3,017,365	3,107,822
Planning, Development & Transportation	4,731,785	5,430,474	5,574,491	4,984,794	5,423,895	5,586,358	5,753,692	5,926,044	6,103,563	6,286,406
Community Services	7,214,203	7,654,779	7,753,135	7,233,447	8,057,084	8,296,444	8,542,962	8,795,933	9,028,613	9,296,114
Police	26,807,757	28,237,580	29,481,176	29,282,557	29,057,902	29,837,002	30,661,698	31,510,170	32,383,118	33,281,262
Fire	16,102,636	16,996,383	17,111,770	16,498,676	17,464,008	17,985,018	18,521,630	19,074,310	19,643,541	20,229,819
Public Services	6,652,583	7,597,505	7,754,886	7,158,070	7,797,611	8,034,791	8,279,120	8,530,811	8,790,086	9,057,173
<b>TOTAL DEPARTMENTS</b>	<b>68,899,878</b>	<b>74,436,710</b>	<b>76,215,805</b>	<b>73,209,797</b>	<b>77,056,694</b>	<b>79,273,337</b>	<b>81,578,677</b>	<b>83,951,270</b>	<b>86,366,181</b>	<b>88,880,388</b>
Nondepartmental	6,560,232	7,869,382	8,833,019	7,997,298	9,773,863	8,570,901	8,882,821	8,983,896	9,355,705	9,569,963
Outside Agencies	1,251,060	1,231,243	1,340,298	1,252,399	1,448,860	1,450,555	1,452,301	1,454,099	1,455,951	1,457,859
Economic Incentives	215,250	232,224	282,367	222,492	327,224	232,224	232,224	232,224	255,000	255,000
Inventory Changes	-	-	-	8	-	-	-	-	-	-
Contingency	-	200,000	90,000	-	200,000	200,000	200,000	200,000	200,000	200,000
Transfers to Other Funds	1,494,586	1,388,951	1,514,599	1,447,920	1,637,214	1,263,560	1,269,959	1,276,550	1,283,338	1,290,330
Transfer to Capital Project Funds	1,109,086	-	982,138	982,138	5,142,370	5,235,054	5,365,931	5,500,079	5,637,581	5,778,520
Transfer to Debt Reserve Fund	9,334,832	9,334,832	9,971,933	9,971,933	9,334,832	9,334,832	9,334,832	9,334,832	9,334,832	9,334,832
<b>TOTAL NONDEPARTMENTAL</b>	<b>19,965,046</b>	<b>20,256,632</b>	<b>23,014,354</b>	<b>21,874,188</b>	<b>27,864,363</b>	<b>26,287,126</b>	<b>26,738,068</b>	<b>26,981,679</b>	<b>27,522,407</b>	<b>27,886,504</b>
<b>TOTAL EXPENDITURES</b>	<b>88,864,926</b>	<b>94,693,342</b>	<b>99,230,159</b>	<b>95,083,985</b>	<b>104,921,057</b>	<b>105,560,463</b>	<b>108,316,745</b>	<b>110,932,949</b>	<b>113,888,588</b>	<b>116,766,892</b>
<b>SURPLUS / (SHORTFALL)</b>	<b>9,476,362</b>	<b>-</b>	<b>-</b>	<b>2,300,948</b>	<b>-</b>	<b>(5,841,852)</b>	<b>(6,960,170)</b>	<b>(7,904,744)</b>	<b>(9,154,284)</b>	<b>(10,289,760)</b>



## **STORMWATER MANAGEMENT FUND**

### **FORECAST ASSUMPTIONS AND PROVISIONS**

The Stormwater Management Fund financial forecast makes the following assumptions and provisions for the budget year 2017 and estimated future years as follows:

#### FY 2017

- Stormwater rates reflect a 5.9% increase in FY 2017 taking the rate from \$6.23 to \$7.66 per ERU (Equivalent Residential Units) per month.
- Utility fees for City streets, paid from the General Fund, include the 5.9% rate increase as well as the 2.5% annual escalator as required by bond covenants.
- The provision for a 3% salary adjustment and corresponding benefit increases for the City's compensation plan is budgeted in FY 2017.
- There is a \$2,000,000 transfer budgeted to the CIP fund for annual storm drain rehabilitation efforts which is \$1,000,000 more than the transfer in FY 2016.

#### FY 2018 through FY 2022

- Stormwater rates reflect a 5.9% increase and a 1% growth in utility fees in all estimated years.
- The utility fees for City streets are forecast with the 5.9% rate increase as well as the 2.5% escalator required by bond covenants in all future years.
- Compensation is estimated at a 3% increase for each future year.
- Operating expenditures are forecast to increase at 3% in FY 2018 and all other estimated years.

**STORM WATER MANAGEMENT FUND FINANCIAL FORECAST**

	Actual FY 2014-15	Adopted FY 2015-16	Adjusted FY 2015-16	Year End Estimates FY 2015-16	Adopted FY 2016-17	Estimated FY 2017-18	Estimated FY 2018-19	Estimated FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22
<b>REVENUES</b>										
Storm Water Utility Fees	7,368,385	7,291,414	7,291,414	7,119,401	7,730,986	8,264,424	8,834,669	9,444,261	10,095,916	10,792,534
City Streets SW Utility Fees	2,073,600	2,249,917	2,249,917	2,249,917	2,441,004	2,646,048	2,868,316	3,109,255	3,370,432	3,653,549
Storm Water Discharge Permits	30,500	20,000	20,000	50,550	47,000	47,000	47,000	47,000	47,000	47,000
NCDOT Drainage Maintenance	29,500	37,000	37,000	29,500	37,000	37,000	37,000	37,000	37,000	37,000
Transfer from Payment in Lieu	18,501	-	-	-	-	-	-	-	-	-
Interest Earnings	33,642	44,231	44,231	36,275	44,231	45,116	46,018	46,938	47,877	48,835
Miscellaneous & Financing Proceeds	8,487,512	-	-	1,498	-	-	-	-	-	-
Appropriated Fund Balance	-	-	617,880	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>18,041,640</b>	<b>9,642,562</b>	<b>10,260,442</b>	<b>9,487,141</b>	<b>10,300,221</b>	<b>11,039,588</b>	<b>11,833,004</b>	<b>12,684,455</b>	<b>13,598,225</b>	<b>14,578,917</b>
<b>EXPENDITURES</b>										
Public Services	4,686,220	5,209,822	5,439,460	4,520,100	5,202,047	5,357,515	5,517,642	5,682,566	5,852,432	6,027,388
Nondepartmental	821,343	911,138	911,138	807,710	1,160,853	982,064	1,011,526	1,041,871	1,073,128	1,105,321
Debt Service/ Debt Reserve	9,591,293	2,421,602	2,421,602	1,680,554	1,837,321	3,336,461	3,283,361	3,283,361	3,283,361	3,283,361
Contingency	-	100,000	100,000	-	100,000	100,000	100,000	100,000	100,000	100,000
Transfer to Cap Projects Fund	566,361	1,000,000	1,388,242	1,388,242	2,000,000	500,000	500,000	500,000	500,000	500,000
<b>TOTAL EXPENDITURES</b>	<b>15,665,217</b>	<b>9,642,562</b>	<b>10,260,442</b>	<b>8,396,606</b>	<b>10,300,221</b>	<b>10,276,040</b>	<b>10,412,528</b>	<b>10,607,798</b>	<b>10,808,921</b>	<b>11,016,070</b>
<b>SURPLUS / (SHORTFALL)</b>	<b>2,376,423</b>	<b>-</b>	<b>-</b>	<b>1,090,535</b>	<b>-</b>	<b>763,548</b>	<b>1,420,475</b>	<b>2,076,656</b>	<b>2,789,304</b>	<b>3,562,847</b>

## **SOLIDWASTE MANAGEMENT FUND**

### **FORECAST ASSUMPTIONS AND PROVISIONS**

The Solid Waste Management Fund financial forecast makes the following assumptions and provisions for the budget year 2017 and estimated future years as follows:

#### FY 2017

- The twice weekly pickup service has been eliminated that affects 144 accounts (less than 1% of customers). Each account has been provided an option to request a second cart for an additional \$12.03 per month to assist with this change in service levels.
- Additional funding in the amount of \$11,800 has been budgeted to continue with the successful curbside electronic collection program that began in July 2015.
- Funding in the amount of \$279,340 has been budgeted to cover the cost of the yard waste contract until a new vendor relationship and contract can be established.
- The per month fees for weekly residential collection of refuse (95 gallon cart), recyclables, yard waste, and bulky item collection remain unchanged from FY 2016.
- Solid Waste refuse collection fees are budgeted with an anticipated 1% growth.
- The provision for a 3% adjustment to salaries and the corresponding increase in benefits are budgeted in FY 2017.

#### FY 2018 through FY 2022

- No rate increases are forecast in the estimated years however, a 1% growth is assumed cumulatively each year.
- The State disposal tax is also estimated at a cumulative 1% growth in all future years.
- Compensation is estimated at a 3% increase for each future year.
- Operating expenditures are forecast to increase at 3% in FY 2017 and all other estimated years.

**SOLID WASTE FUND FINANCIAL FORECAST**

	Actual FY 2014-15	Adopted FY 2015-16	Adjusted FY 2015-16	Year End Estimates FY 2015-16	Adopted FY 2016-17	Estimated FY 2017-18	Estimated FY 2018-19	Estimated FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22
<b>REVENUES</b>										
Refuse Fees	8,679,225	8,713,159	8,713,159	8,171,360	8,724,954	8,812,204	8,900,326	8,989,329	9,079,222	9,170,014
Intergovernmental Revenue	73,911	58,972	58,972	74,562	58,972	59,562	60,157	60,759	61,366	61,980
Recycling Sales	28,492	18,800	18,800	30,007	28,670	28,670	28,670	28,670	28,670	28,670
Interest Earnings	13,456	16,451	16,451	14,235	7,600	7,600	7,600	7,600	7,600	7,600
Bag Sales Revenue	93,723	85,230	85,230	97,109	84,200	84,200	84,200	84,200	84,200	84,200
Other Revenue	1,275,648	5,000	5,000	120,266	34,866	34,866	34,866	34,866	34,866	34,866
Appropriated Fund Balance	-	309,574	311,574	-	299,818	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>10,164,455</b>	<b>9,322,186</b>	<b>9,324,186</b>	<b>8,603,113</b>	<b>9,354,080</b>	<b>9,142,101</b>	<b>9,230,819</b>	<b>9,320,424</b>	<b>9,410,925</b>	<b>9,502,331</b>
<b>EXPENDITURES</b>										
Administration	415,056	433,352	437,212	405,681	424,913	437,660	450,790	464,314	464,314	478,243
Customer Refuse	3,702,913	3,722,697	3,489,242	3,429,609	3,673,959	3,784,178	3,897,703	4,014,634	4,014,634	4,135,073
Recycling	623,273	860,249	969,995	880,834	785,011	808,561	832,818	857,803	857,803	883,537
Yard Waste	2,729,546	1,643,367	1,536,456	1,360,354	1,858,362	1,914,113	1,971,536	2,030,682	2,030,682	2,091,603
Downtown Collection	972,557	1,029,337	1,292,697	1,182,427	1,023,941	1,054,659	1,086,299	1,118,888	1,118,888	1,152,455
Bulky/Metal Collection	532,396	653,360	618,760	578,625	644,958	664,307	684,236	704,763	704,763	725,906
Sundry	722,406	783,136	783,136	672,393	748,680	764,510	786,996	810,156	810,156	834,010
Debt Service	199,120	196,688	196,688	196,688	194,256	194,256	194,256	194,256	194,256	194,256
<b>TOTAL EXPENDITURES</b>	<b>9,897,267</b>	<b>9,322,186</b>	<b>9,324,186</b>	<b>8,706,612</b>	<b>9,354,080</b>	<b>9,622,245</b>	<b>9,904,634</b>	<b>10,195,496</b>	<b>10,195,496</b>	<b>10,495,083</b>
<b>SURPLUS / (SHORTFALL)</b>	<b>267,188</b>	<b>-</b>	<b>-</b>	<b>(103,500)</b>	<b>-</b>	<b>(480,143)</b>	<b>(673,815)</b>	<b>(875,072)</b>	<b>(784,571)</b>	<b>(992,752)</b>

## **GOLF COURSE FUND**

### *FORECAST ASSUMPTIONS AND PROVISIONS*

The Golf Course Fund financial forecast makes the following assumptions and provisions for the budget year 2017 and estimated future years as follows:

#### FY 2017

- Inland Greens budget has shifted to the Municipal course while staff and Council reevaluate Inland Greens as a Par 3 Golf Course.
- Revenue estimates for the Municipal course has been reduced to better reflect actuals.
- A new \$2.00 pull cart fee as well as a new \$300 15-round punch card for non-city residents has been included beginning with FY 2017.
- The provision for a 3% adjustment to salaries and the associated increase in benefits is budgeted in FY 2017.

#### FY 2018 through FY 2022

- Additional review and analysis to be completed regarding the need for a rate increase at the Municipal course. All revenue estimates do not reflect any increases.
- Determination on how best to proceed with Inland Greens will be established by staff and Council.
- Compensation is estimated at a 3% increase for each future year.
- Operating expenditures are forecast to increase at 3% in FY 2018 and all other estimated years.

**GOLF COURSE FUND FINANCIAL FORECAST**

	Actual FY 2014-15	Adopted FY 2015-16	Adjusted FY 2015-16	Year End Estimates FY 2015-16	Adopted FY 2016-17	Estimated FY 2017-18	Estimated FY 2018-19	Estimated FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22
<b>REVENUES</b>										
<b>Municipal Course</b>										
Daily Green Fees	465,974	795,150	795,150	674,646	788,135	788,135	788,135	788,135	788,135	788,135
Tournament Fees	12,976	5,000	13,260	27,582	7,085	7,085	7,085	7,085	7,085	7,085
Discount Card Fees	100,243	217,691	217,691	127,665	196,435	196,435	196,435	196,435	196,435	196,435
Cart Rental	173,800	276,077	276,077	252,270	269,268	269,268	269,268	269,268	269,268	269,268
Locker Fees	440	-	-	400	-	-	-	-	-	-
Concessions	114,008	150,000	150,000	166,317	163,228	163,228	163,228	163,228	163,228	163,228
<b>Inland Greens Course</b>										
Daily Green Fees	-	-	-	-	-	-	-	-	-	-
Concessions	-	-	-	-	-	-	-	-	-	-
Interest Earnings	2,689	2,284	2,284	1,812	2,284	2,284	2,284	2,284	2,284	2,284
Other Revenue	59,076	-	10,000	20,200	-	-	-	-	-	-
Appropriated Fund Balance	302,955	-	157,750	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>1,232,161</b>	<b>1,446,202</b>	<b>1,622,212</b>	<b>1,270,892</b>	<b>1,426,435</b>	<b>1,426,435</b>	<b>1,426,435</b>	<b>1,426,435</b>	<b>1,426,435</b>	<b>1,426,435</b>
<b>EXPENDITURES</b>										
<b>Municipal Course</b>										
Inland Greens Course	1,031,965	1,250,441	1,426,451	1,108,462	1,298,367	1,337,318	1,377,438	1,418,761	1,461,323	1,505,163
Miscellaneous	74,696	81,617	81,617	77,448	-	-	-	-	-	-
Contingency	125,500	114,144	114,144	104,632	128,068	131,910	135,867	139,943	144,142	148,466
Transfers	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>1,232,161</b>	<b>1,446,202</b>	<b>1,622,212</b>	<b>1,290,542</b>	<b>1,426,435</b>	<b>1,469,228</b>	<b>1,513,305</b>	<b>1,558,704</b>	<b>1,605,465</b>	<b>1,653,629</b>
<b>SURPLUS / (SHORTFALL)</b>	-	-	-	<b>(19,650)</b>	-	<b>(42,793)</b>	<b>(86,870)</b>	<b>(132,269)</b>	<b>(179,030)</b>	<b>(227,194)</b>

## **PARKING FACILITIES FUND**

### **FORECAST ASSUMPTIONS AND PROVISIONS**

The Parking Facility Fund financial forecast makes the following assumptions and provisions for the budget year 2017 and estimated future years as follows:

#### FY 2017

- Expenditure budget reflects an increase of approximately 22% over FY 2016 adopted. This increase is largely due to a transfer of \$650,000 to capital projects in FY 2017.
- The \$650,000 transfer to the CIP fund is for two projects, one being camera upgrades totaling \$300,000 that is tied in to the Police Department's Real Time Crime Center with the remaining \$350,000 to replace the Parking Access and Revenue Control Systems (PARCS) and software in three decks.
- The Water Street Parking Deck budget includes revenue and expenditure estimates through the end of September in anticipation of the demolition of the deck. This demolition will affect revenues and relocate customers to other parking facilities for at least two years.
- Funding for renovations of the Park Wilmington office is included in capital outlay.
- The provision for a 3% increase for salaries and the associated increase in benefits is budgeted for in FY 2017.

#### FY 2018 through FY 2022

- No rate increases are forecast in the estimated years however, a 2% growth is assumed in FY 2018 and 2% in other future years.
- Compensation is estimated at a 3% increase for each future year.
- Operating expenditures are forecast to increase at 3% in FY2017 and all other estimated years.
- Transfers to capital projects will continue into FY 2018 to complete the camera upgrades as well as replacement of the PARCS.

## PARKING FUND FINANCIAL FORECAST

	Actual FY 2014-15	Adopted FY 2015-16	Adjusted FY 2015-16	Year End Estimates FY 2015-16	Adopted FY 2016-17	Estimated FY 2017-18	Estimated FY 2018-19	Estimated FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22
<b>REVENUES</b>										
Parking Meters	964,578	939,400	939,400	1,015,619	1,196,480	1,219,920	1,243,829	1,268,216	1,293,090	1,318,463
Parking Fines	441,749	555,000	555,000	463,685	510,000	520,200	530,604	541,216	552,040	563,081
Parking Facility Charges	1,847,427	1,730,710	1,730,710	1,923,065	1,607,510	1,635,738	1,667,999	1,700,905	1,734,469	1,768,704
Interest Earnings	11,050	14,577	14,577	10,433	14,577	14,577	14,577	14,577	14,577	14,577
Transfers from Other Funds	2,431,680	247,721	558,740	558,740	550,386	550,386	550,386	550,386	550,386	550,386
Other Revenue	4,200	-	-	304	-	-	-	-	-	-
Appropriated Fund Balance	137,129	-	-	-	388,337	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>5,837,813</b>	<b>3,487,408</b>	<b>3,798,427</b>	<b>3,971,846</b>	<b>4,267,290</b>	<b>3,940,821</b>	<b>4,007,395</b>	<b>4,075,300</b>	<b>4,144,563</b>	<b>4,215,211</b>
<b>EXPENDITURES</b>										
Personnel	83,320	114,812	114,812	109,930	131,164	135,099	139,152	143,326	147,626	152,055
Benefits	26,309	43,170	43,170	40,915	46,961	48,370	49,821	51,316	52,855	54,441
Operating	1,790,764	2,401,865	2,401,787	1,880,706	2,228,717	2,295,579	2,364,446	2,435,379	2,508,441	2,583,694
Outlay	265,977	106,000	106,000	39,997	60,000	10,100	10,201	10,303	10,406	10,510
Nondepartmental	656,519	6,000	6,078	6,078	656,078	656,078	656,078	656,078	656,078	656,078
Debt Service	3,014,924	815,561	1,126,580	1,121,688	1,099,370	767,092	815,725	815,725	815,725	815,725
Contingency	-	-	-	-	45,000	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>5,837,813</b>	<b>3,487,408</b>	<b>3,798,427</b>	<b>3,199,314</b>	<b>4,267,290</b>	<b>3,912,317</b>	<b>4,035,423</b>	<b>4,112,127</b>	<b>4,191,131</b>	<b>4,272,503</b>
<b>SURPLUS / (SHORTFALL)</b>	-	-	-	<b>772,532</b>	-	<b>28,504</b>	<b>(28,028)</b>	<b>(36,827)</b>	<b>(46,568)</b>	<b>(57,291)</b>



## AUTHORIZED POSITION LISTING

The authorized position listing summarizes the net changes in positions for the fiscal years 2014-15 through the FY 2016-17 budget.

	FY14-15 Actuals	FY 15-16 Adopted	FY 15-16 Adjusted	FY 15-16 Corrected	FY 16-17 Adopted
<b>General Fund</b>					
City Clerk	3	3	3	3	3
City Manager	13	17.5	17.5	17.5	17.5
City Attorney	9	9	9	9	10
Human Resources	7	8.96	8.96	8.96	9.96
Finance	22	26.48	26.48	26.48	27.48
Information Technology Services	16	17	17	17	21
Community Services	78	94.62	94.62	93.48	100.68
Planning, Development and Transportation	40	43	43	43	44
Police Department	335	346.31	346.31	348.79	353.79
Fire Department	218	219.45	219.45	219.45	223.45
Public Services Department	39	39	39	39	40
Engineering	26	30	30	30	30
<b>General Fund Full-time Total</b>	<b>806</b>	<b>828</b>	<b>828</b>	<b>827</b>	<b>849</b>
<b>General Fund Part-time Total</b>	<b>0</b>	<b>26.32</b>	<b>26.32</b>	<b>28.66</b>	<b>31.86</b>
<b>General Fund Grand Total</b>	<b>806</b>	<b>854.32</b>	<b>854.32</b>	<b>855.66</b>	<b>880.86</b>
<b>Other Funds</b>					
CD/HM Grant and Loan Fund	9	10.18	10.18	9.18	8.58
Fleet Fund	13	13	13	13	13
Golf Course Fund	11	13.92	13.92	13.92	13.92
Wilmington Metropolitan Planning Organization	9	10	10	10	10
Parking Fund	2	2	2	2	2
Solid Waste Management Fund	83	83	83	83	75
Stormwater Management Fund	60	60	60	60	60
<b>Other Funds Full-time Total</b>	<b>187</b>	<b>188</b>	<b>188</b>	<b>187</b>	<b>179</b>
<b>Other Funds Part-time Total</b>	<b>0</b>	<b>4.1</b>	<b>4.1</b>	<b>4.1</b>	<b>3.5</b>
<b>Other Funds Grand Total</b>	<b>187</b>	<b>192.1</b>	<b>192.1</b>	<b>191.1</b>	<b>182.5</b>
<b>All Funds Full-time Total</b>	<b>993</b>	<b>1016</b>	<b>1016</b>	<b>1014</b>	<b>1028</b>
<b>All Funds Part-time Total</b>	<b>0</b>	<b>30.42</b>	<b>30.42</b>	<b>32.76</b>	<b>35.36</b>
<b>Grand Total All Funds</b>	<b>993</b>	<b>1046.42</b>	<b>1046.42</b>	<b>1046.76</b>	<b>1063.36</b>

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## *Overview*

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It should be noted that there is a change in the number of authorized positions from adopted FY16. The authorized strength was overstated by 2 positions, both located in Community Services. This administrative error has been corrected to reflect the accurate authorized strength of 1016 FTE's.

The FY17 adopted budget reflects a total increase of 21 positions across various departments. Also in FY17 there was the closing 8 defunded Solid Waste workers and a reduction in the Fire Department by one education coordinator for a net effect of 12. This fiscal year, the city increased its authorized strength by the following positions: staff attorney, an unclassified and unfunded position in human resources, an accountant in the collections/finance department, one code enforcement officer, three parks and landscape staff, an associate planner, one IT network administrator, three crime scene analysts assigned to the Real Time Crime Center, one crime prevention specialist, a crime scene technician and three sworn officers in the police department, three firefighters to staff the Medic Team with the Fire Department and one facilities technician with the buildings division.



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## STRATEGIC PLAN

The Strategic Plan (Plan) set forth, like the City itself, is not a static object; rather it is intended to provide a framework for positive change in the city. It sets the stage for the City's priority initiatives as voiced by citizens, vetted by staff and adopted by council. The plan is expected to evolve to ensure the city is moving towards the desired vision.

The strategic plan's philosophy ensures maintenance of the City's core and essential services while at the same time enhancing identified strategic initiatives. This ensures the services succeeding today are not the community's strategic initiatives tomorrow. It also ensures the Plan set forth is focused on a small number of community priorities to make certain that over the next four years the strategies identified will have successes.

The Plan's intent is threefold:

- To provide a strategic focus for the community and city staff,
- To provide stability and opportunities for those who already live, work and build their businesses here, and;
- To provide a common goal for all

On June 21, 2016 City Council adopted the Focus Areas, Community Outcome, and Strategies. The action steps were left flexible to be refined as needed to better serve the community.

## FOCUS AREA: CREATE A SAFE PLACE

The City will create a safe, inclusive community with neighborhood/area based public safety and support services.

### ***Community Outcomes***

1. Reduce city crime rate on a year over year basis
2. Truancy rates decline year over year
3. Participation increases in after school program
4. School drop-out rates decrease 5% annually
5. Increase newly developed “complete streets” by no less than 1,000 linear feet annually
6. The total response time for all calls for emergency service, the Fire Departments first due unit will be within four and a half (4.5) minutes for 90% of all calls for emergency service
7. Reduce the # of enforced (under order) minimum housing code and nuisance violations

### ***Strategies***

1. Partner with community and non-profit agencies to enhance youth engagement (Outcome Link: 1, 2, 3, 4)

#### Action steps:

- Proactively recruit additional resources or groups that will promote and enhance youth engagement
- Partner with non-profits that will enable affordable home ownership opportunities to eligible citizens

2. Establish a model citizen code to establish acceptable social norms (Outcome Link: 1, 3, 7)

#### Action steps:

- Proactively target and implement additional neighborhood watch programs
- Proactively identify City code violations and alert the property owner
- Encourage city staff to act as ambassadors and promote social norms by picking up trash as they are walking around the city and calling in areas that need clean up

3. Review and implement city-wide sharing of resources across departments to aid in known public safety service gaps allowing more targeted community policing (Outcome Link: 1, 2, 3, 4, 7)

#### Action steps:

- Identify departments with staffing who have ‘down-time’ to aid in areas where service gaps exist
- Real time CTR implementation

- Initiate neighborhood sweeps
- Pilot community policing approaches and roll out successful practices to more of the community

4. Implement a public safety staffing plan directed at a safer community (Outcome Link: 1, 2, 3, 4, 6, 7)

Action steps:

- Ensure current staffing levels are resourced in key areas of the city

5. Employ comprehensive plan policies and land development codes to create both defensible spaces and safe streets (Outcome Link: 1, 5, 7)

Action steps:

- Maximize active walls in pedestrian oriented areas and promote the development of more pedestrian oriented areas
- Incorporate crime prevention through environmental design (CPTED) techniques in parks, public spaces, parking decks, and new developments to maximize community safety
- Create development patterns that reduce reliance on uses divided into “pods”
- Enhance bike and pedestrian infrastructure that increases bicycle and pedestrian safety and supports public health goals.
- Coordinate street designs with placemaking and pedestrian priorities to improve traffic flow and enhance bike and pedestrian safety.
- Relocate freight trains to a more direct route into the port of Wilmington to dramatically reduce the number of at-grade freight train crossings, improve traffic flow and enhance vehicular, bicycle, and pedestrian safety.
- Plan for police and fire services in coordination with development and growth projections to allow for the efficient provision of public safety services.

6. Engage in public outreach to change citizen perception (Outcome Link: 1, 2, 3, 4, 7)

Action steps:

- Continue to use social media to enhance public outreach
- Creative messaging of media statements
- Police will partner with key groups to convey common regional communications

7. Provide state of the art equipment and personnel capabilities in order to best provide for the fire, EMS, and disaster emergency response needs of our citizens, businesses, and visitors.”

Action steps:

- Provide innovative fire suppression operations in order to protect life, property and the environment.
- Maintain external partnerships in order to enhance operational effectiveness.
- Provide emergency medical first response capabilities at the basic life support level in order to treat life-threatening medical emergencies.
- Provide specialized operational capabilities in order to safely mitigate low frequency high risk emergency incidents.

## FOCUS AREA: SUPPORT EFFICIENT TRANSPORTATION SYSTEMS

The City will advocate for, develop and maintain diverse modes of transportation needed for an inclusive, connected community. A complete transportation system includes motor vehicles, mass transit, pedestrian, bicycle and other transportation modes operating in a unified and complementary manner that increases mobility and regional connectivity.

### **Community Outcomes**

1. Improve citizen’s important-satisfaction rating for **‘overall maintenance of city streets and sidewalks’** from .2596
2. Improve Citizen’s important-satisfaction rating for **‘maintenance of neighborhood streets’** from .1277
3. Improve Citizen’s important-satisfaction rating for **‘overall management of traffic flow on city streets’** from .2549
4. Increase Bike/Pedestrian paths by at least ½ miles per year
5. Maintain and/or increase State/Federal funding levels in support of transportation improvements
6. Convert WAVE from a ‘dependency rider’ model to a ‘choice rider’ model

### **Strategies**

1. Create and follow a strategic transportation financial plan to include multiple partners (Outcome link: 1, 2, 3, 4, 5)

#### Action steps:

- Begin process to identify partnerships to formulate innovative transportation methods
- Develop a local and regional task force to aid in the development of a transportation plan
- Review and use adopted plans in developing a financial plan (ex. *Greenway Plan, MPO*)
- Acquaint federal and state legislators of our needs by meeting one on one with them and / or their staff monthly during the legislative sessions
- Actively participate in regional MPO
- Routinely evaluate routinely overall street condition using the street conditioning analysis

2. Proactively seek local and regional partners for smart development initiatives (Outcome link: 2, 3, 4)

#### Action steps:

- Work with NHCO towards common understanding of effective mixed use development and implement through respective code changes
- Work through CFPUA to encourage smart growth
- Implement limited street cut programs with partners



- Seek partners to aid in the rail realignment project

3. Develop and market public educational materials to improve traffic perceptions and ultimately behavior while driving around the city (Outcome link: 3)

Action steps:

- Use active enforcement of crosswalks w/temporary crossing guards
- Employ commercials, billboards and print ads promoting safe bike, walk drive rules
- Employ GTV8, the web and social media to convey safe driver behaviors
- Provide funding to support transportation demand management strategies

4. Enable and promote alternative modes of transportation (i.e. WAVE, carpooling, mass transit, bike sharing) (Outcome link: 3, 4, 6)

Action steps:

- Complete a feasibility study for rail realignment and trolley service development during FY17
- Improve the efficiencies of the transit system by continuing to fund WAVE transit and encouraging other local jurisdictions to participate in building capacity and service area
- Fund City share of transportation demand manager
- Create special incentives to employees for participation in ride sharing strategies
- Participate in operations review of the WAVE Transit

5. Increase attention to intergovernmental affairs to include relations, advocacy and education (Outcome Link: 5)

Action Steps:

- Increase attention to state and federal legislative action regarding transportation funding (e.g. Powell Bill Appropriations)
- Seek additional state and federal transportation funding

## FOCUS AREA: FOSTER A PROSPEROUS, THRIVING ECONOMY

The City will promote opportunity and prosperity by fostering sustainable, regionally coordinated economic growth and development strategies for creating jobs, building a strong workforce, facilitating commerce and business vitality.

### **Community Outcomes**

1. Decrease Vacancy Rates (VE)
2. Economic development partners will maintain required benchmarks
3. 2% increase in higher paying job wages in targeted industries (Garner Report/Chambers Scorecard)
4. Strategic increases in the city's tax base
5. Increase in redevelopment as measured in redevelopment projects—target no less than 3 projects per year
6. Reduce single occupancy driven miles to work measured in TDM initiatives—no less than 2 initiatives per year
7. Complete the new Land Development Code—75% complete by the end of 2017-18. 100% by 2018-19.
8. Citizen survey results related to economic development will be the same or better than the prior year's results

### **Strategies**

1. Leverage existing assets to support a diverse economy (i.e. Innovate NC, Garner Report, etc.) (Outcome Link: 2, 3, 4, 8)

#### Action steps:

- Pursue partnering projects in tri-county
- Leverage transportation bond for economic development
- Revise and adopt new business incentive policy
- Find ways to work with federal dollars to increase % used

2. Pursue partnerships for Economic Development (Outcome link: 1, 2, 3, 4, 8)

#### Action steps:

- Leverage non-profits such as WBD, WDI, Film, UNCW and TDA<sup>45</sup>
- Advocate with TDA for tourism strategies that extend beyond summer and attract more tourists
- Keep Federal and State officials advised of development opportunities

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<sup>45</sup> Acronyms equals the following: WBD (Wilmington Business Development), WDI (Wilmington Downtown Inc.), Film (Wilmington Film Commission), UNCW (University of North Carolina at Wilmington), and TDA (Tourist Development Authority)

- Use Wells Fargo Championship as an opportunity to foster regional economic development and communicate the opportunities available in Southeastern North Carolina

3. Encourage smart economic development (Outcome link: 3, 4, 5, 6, 7)

Action steps:

- Develop codes that promote accessory housing
- Market to citizens and developers benefits of placemaking; facilitate development projects that embody placemaking elements.
- Consult with the development community and citizens during the drafting of the new land development code to provide clarity, gather stakeholder input and promote more timely issuance of the permitting process
- As development returns to a normal or an above normal volume of projects, provide adequate staffing to maintain an expedited pace of development review
- Facilitate adaptive reuse and redevelopment projects to put underperforming properties back on the market and added to the tax base of the City and NHC

4. Work with regional partners to create a regional advisory board to enhance economic development (Outcome link: 1, 2, 3, 4, 8)

Action steps:

- Agendas and discussion should include smart development in all counties
- Evaluate regional process as reported annually by the Wilmington Chamber of Commerce – Regional Economic Scorecard, WBD, TDA, WBI
- Participate in regional discussion around “smart” development

## FOCUS AREA: PROMOTE CULTURE, ARTS AND PUBLIC SPACES

The City will provide unique, creative open space, parks and community facilities integrated with arts and cultural activities for all.

### **Community Outcomes**

1. All new developments in the city limits will have average open space of no less than 10% of total project acreage.
2. The Northern Waterfront Park will have no less than 1 major public event per month over the course of any given year
3. Designs for the Northern Waterfront Park will be 100% complete by FY17-18
4. The design of the Northern Waterfront Park will allow for multiple events going on at one time.
5. The Northern Waterfront area of downtown will average no less than 5 acres of enhanced development completed annually over the next 3 years.
6. The City's brownfields program shall facilitate no less than one development project annually.
7. Increase citizen's awareness of role and effectiveness of the Arts Council
8. Increased \$ value of economic impact of film industry
9. Increased youth participation in city sponsored outreach programs (FY16 = 508)
10. Increased athletic events run by the city (FY16 = 12 programs<sup>46</sup>)

### **Strategies**

1. Transform environmental constraints into amenities (Outcome link: 1, 6)

#### Action steps:

- Employ replacement of Land Development Code as opportunity to capitalize on wetlands and low lying areas as passive, natural open space amenities.
- Employ stream corridors and buffer areas for recreation and non-vehicular mobility
- Investigate opportunities to allow for the use old railway beds for public spaces
- Promote the reuse of Brownfield properties through proactive initiatives.

2. Promote Northern Waterfront Park to be a large public gathering place with activities for all (Outcome link: 2, 3, 4, 5)

#### Action steps:

- Adopt a master plan for the northern end of downtown as part of the Heart of Wilmington Plan
- Design the park to accommodate a diversity of events year round.
- Partner with UNCW with regard to the increased # of international students and plan events accordingly

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<sup>46</sup> Twelve programs referenced includes collaborative programs. City runs 7 programs and 6 more collaboratively with city partners.

- Adopt a master plan specifically for the Northern Waterfront Park by the end of FY 16-17.
- Develop funding scheme for improvements including private contributions

3. Engage in civic partnerships to bring arts and cultural events to public spaces (Outcome link: 7)

Action steps:

- Develop a Sister City strategic plan
- Participate and develop a Strategic Plan for the Arts Council and related groups
- Provide 3 years of support to the Arts Council efforts to conduct an Economic Impact study
- Promote the viability of the Arts Council by working in tandem with the Council to develop funding marketing and educational opportunities

4. Promote film industry by continuing to value the necessity of incentives and capitalization (Outcome link: 8)

Action steps:

- Continue support for the film industry on the City's legislative agenda
- Communicate the positive economic impact of the film industry to the public

5. Continue to promote the use of the city's public spaces (Outcome link: 1, 2, 4, 8, 9, 10)

Action steps:

- Continue support and growth of athletic events that positively impact the community
- Market city programs to youth
- Use social media as a method to promote activities available in the City's public spaces
- Communicate the positive impact of the quality of life that diverse public spaces generate

6. Increase the creative class base in Wilmington (outcome link: 2, 7)

Action steps:

- Support Science Technology Engineering and Math (STEM) education curriculums in schools
- Promote assets of area to attract creative talents
- Support the generation of entrepreneurial ideas thru public/private partnerships

## FOCUS AREA: ENGAGE IN CIVIC PARTNERSHIP

The City will build and improve partnerships, collaborations and relationships with all stakeholders, including our citizens and public and private organizations.

### **Community Outcomes**

1. Increase citizen satisfaction rating with the level of public involvement in decision-making (FY15 = 29%)
2. Increase citizen's satisfaction with the quality of City recreation programs/classes (FY15 = 45%)
3. Increase # of civic presentations about the city's priorities
4. Increase # of social organizations that support and help solve the city's social challenges
5. Reduce city crime rate year over year
6. Increase in Community Youth intervention and prevention activities
7. Reduce the number of citizen's who feel less safe in their residential community

### **Strategies**

1. Leverage the existing process of civic partnerships to maximize the utilization of existing public sector resources (Outcome link: 2, 3, 4, 5, 6, 7)

#### Action steps:

- Increase resources going to organizations that address youth violence reduction programs
- Encourage civic partners to collaborate on affordable housing/workforce housing and other City priorities
- Review the city's civic partnership's annual performance requirements to ensure relevancy towards city priorities
- Target partnership with citizens and/or citizen groups who feel less safe in their communities in order to work with them to create a safe place
- Market and support active lifestyle programs
- Market and support athletic and recreation programs

2. Promote both City and citizen engagement in the community (Outcome link: 1, 3)

#### Action steps:

- Leverage existing tools and resources that will enable the public to contribute opinions and ideas more readily
- Create opportunities to work jointly with individuals, non-profits, academic and other groups to address the needs of the community
- Use social media to engage citizens' feedback on priority issues
- Encourage employees to volunteer with non-profits to address the needs of the community

## FOCUS AREA: PROVIDE SUSTAINABILITY AND ADAPTABILITY

The City will protect and preserve our natural resources with quality design for the built environment. The City will make strategic decisions focused on the long-term financial, physical and social health of the entire City to enhance our ability to respond to changing economic and demographic conditions. Our actions will be based on a shared commitment to inclusiveness, equity and continuous improvement.

### ***Community Outcomes***

1. City's utility consumption will reduce by 2% annually (per heated sq foot of city-owned buildings)
2. Maintain current bond rating annually
3. Maintain or increase citizen satisfaction ratings for City taxes and fees (FY15 = 32%); quality of services provided by the City (FY15 = 64%) and availability of affordable housing (FY15 = 31%)
4. Maintain an undesignated fund balance of each year at targeted levels
5. 90% of CIPs will follow draft environmental performance standards including the potential to integrate renewable energy
6. Revenues at least equal to budgets
7. Increase # of new revenue sources made available
8. The Comprehensive Plan will be used in 100% of all land use decisions brought before the Planning Commission and City Council
9. Upon adoption of the new land development code, sustainable, form based development shall represent no less than 1/4 of all development projects in the 1945 corporate limits annually

### ***Strategies***

1. Invest in the development of human capital to meet organizational goals (Outcome link: 3)

#### Action steps:

- Develop operational staffing plans to reflect services and infrastructure growth
- Develop internal service staffing plan to respond to the increased capital and resource growth and demand for service
- Promote a culture of life-long learning through avenues such as career development, succession planning or the City's performance process
- Develop leaders who promote a culture of camaraderie
- Promote employee and community engagement in improving our service delivery

2. Promote uses of alternative energy and reduction in resource consumption (Outcome link: 1, 2, 5)

Action steps:

- Develop policy on new construction following the draft environmental performance standards
- Require capital projects to include total cost of ownership projections
- Develop policy on personal appliances in city owned buildings/offices
- Assess new and existing buildings for potential energy innovations
- Evaluate electric and natural gas for the City's fleet

3. Diversify the city's sources of funding (Outcome link: 2, 3, 6, 7)

Action steps:

- Pursue legislative strategies to charge new fees thus augmenting fees in lieu of taxes
- Maximize dollars by leveraging grant opportunities
- Align revenue with the cost of doing business for certain services

4. Implement the Comprehensive Plan and create a new development code (Outcome link: 8, 9)

Action steps:

- Conduct the rail feasibility study with a focus on the benefits of a rail realignment and potential trolley system
- Develop local and regional partnerships, as well as private sector participation, to aid in the rail initiative
- Develop new LDC employing form-based development principles where appropriate
- Prepare and employ alternative transportation map for in land use decisions
- Continue to link higher density development with higher density facilities
- Promote walkability to public facilities (especially parks and schools)

5. Cultivate stewardship of the taxpayer's money at all levels (Outcome link: 2, 3, 4, 6, 7)

Action steps:

- Develop life cycle costing policies and steps for users to take
- Continue to secure low interest bonds
- Deliver value for money through innovation and continuous improvement of processes
- Review both service standards and levels to ensure they are meeting citizen expectations



6. Partner with developers and non-profits on ways to tackle the challenges to create more affordable housing (Outcome Link: 3)

Action steps:

- Facilitate the effective policy and recommendation setting capacity of the Mayor's Taskforce on affordable housing
- Seek incentives and greater flexibility in the Land Development Code to promote affordable housing
- Consider providing infrastructure improvements as the city's contribution to creating affordable housing

7. Foster a culture of transparent government (Outcome link: 3)

Action steps:

- Adopt policies, practices and procedures that allow citizens to have access to understandable, accurate data and information about the city's operations and decision making
- Review current methods or establish new methods to enable citizens to find information, complete transactions and provide input via the city's web-site
- Disclose information rapidly in forms that the public can easily find and use

## REVENUE SUMMARY

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted	Variance FY 15-16 to FY 16-17
<b>Operating Funds</b>					
010 General Fund	\$ 98,341,243	\$ 94,693,342	\$ 99,230,159	\$ 104,921,057	10.8%
050 Stormwater Management Fund	\$ 18,041,639	\$ 9,642,562	\$ 10,260,442	\$ 10,300,221	6.8%
056 Solid Waste Management Fund	\$ 10,164,455	\$ 9,322,186	\$ 9,324,186	\$ 9,354,080	0.3%
<b>Subtotal</b>	<b>\$ 126,547,337</b>	<b>\$ 113,658,090</b>	<b>\$ 118,814,787</b>	<b>\$ 124,575,358</b>	<b>9.6%</b>
<b>Program Funds</b>					
021 Special Purpose Fund	\$ 6,359,888	\$ 3,643,138	\$ 4,817,082	\$ 8,073,640	121.6%
022 Convention Center Operating Fund	\$ 8,735,323	\$ 4,191,258	\$ 59,869,179	\$ 8,959,761	113.8%
023 CDBG Fund	\$ 825,986	\$ 886,596	\$ 886,596	\$ 891,498	0.6%
024 CDBG/HOME Grant and Loan Fund	\$ 617,883	\$ 707,159	\$ 709,659	\$ 752,892	6.5%
025 HOME Partnership Fund	\$ 936,037	\$ 689,437	\$ 709,437	\$ 587,147	-14.8%
055 Parking Facilities Fund	\$ 5,700,683	\$ 3,487,408	\$ 3,798,427	\$ 4,267,290	22.4%
057 Golf Course Fund	\$ 929,206	\$ 1,446,202	\$ 1,622,212	\$ 1,426,435	-1.4%
061 Fleet Maintenance & Replacement Fund	\$ 9,344,186	\$ 6,244,942	\$ 7,105,193	\$ 7,054,715	13.0%
065 Technology Replacement Fund	\$ 1,009,793	\$ 970,115	\$ 970,115	\$ 1,236,040	27.4%
<b>Subtotal</b>	<b>\$ 34,458,986</b>	<b>\$ 22,266,255</b>	<b>\$ 80,487,900</b>	<b>\$ 33,249,418</b>	<b>49.3%</b>
<b>Debt Service Funds</b>					
015 Debt Service Fund	\$ 45,931,493	\$ 20,558,282	\$ 30,418,341	\$ 20,784,520	1.1%
<b>Subtotal</b>	<b>\$ 45,931,493</b>	<b>\$ 20,558,282</b>	<b>\$ 30,418,341</b>	<b>\$ 20,784,520</b>	<b>1.1%</b>
<b>Capital Project Funds (Not of Debt)</b>					
031 CP - Streets and Sidewalks	\$ 14,774,239	\$ -	\$ 2,813,291	\$ 7,046,453	100.0%
032 CP- Stormwater/Drainage	\$ 15,036,937	\$ 1,000,000	\$ 1,448,730	\$ 3,311,879	231.2%
033 CP- Parks and Recreation	\$ 650,700	\$ -	\$ -	\$ 840,000	100.0%
034 CP- Public Facilities	\$ 1,079,259	\$ -	\$ 75,278	\$ 2,956,800	100.0%
035 CP - Parking Facilities	\$ 9,001,668	\$ -	\$ 510,850	\$ 704,552	100.0%
036 CP - Golf Course	\$ 162,823	\$ -	\$ -	\$ -	100.0%
039 CP - Public Improvement	\$ 521,216	\$ -	\$ 236,478	\$ 1,755,104	100.0%
<b>Subtotal</b>	<b>\$ 41,226,842</b>	<b>\$ 1,000,000</b>	<b>\$ 5,084,627</b>	<b>\$ 16,614,788</b>	<b>1561.5%</b>
<b>Total All Funds</b>	<b>\$ 248,164,658</b>	<b>\$ 157,482,627</b>	<b>\$ 234,805,655</b>	<b>\$ 195,224,084</b>	<b>24.0%</b>
Less Interfund Transfers	\$ (22,487,258)	\$ (13,439,966)	\$ (17,766,960)	\$ (26,441,838)	96.7%
<b>Net Operating &amp; Capital</b>	<b>\$ 225,677,401</b>	<b>\$ 144,042,661</b>	<b>\$ 217,038,695</b>	<b>\$ 168,782,246</b>	<b>17.2%</b>

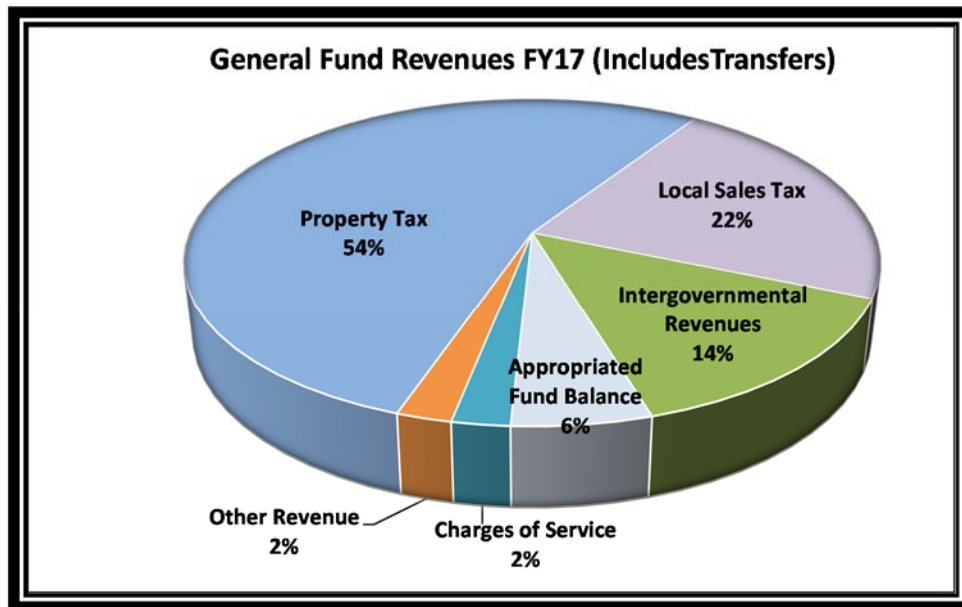
## REVENUE ESTIMATES

The revenue estimates for the FY17 budget have been made in accordance with the City’s Financial Management Policies. These estimates include only those reasonably expected to be realized during the fiscal year to meet all operating, debt and capital needs in line with the “no deficiency” budget requirements imposed by State Statute. Significant revenue sources for all funds are listed below.

### OPERATING FUNDS

#### GENERAL FUND

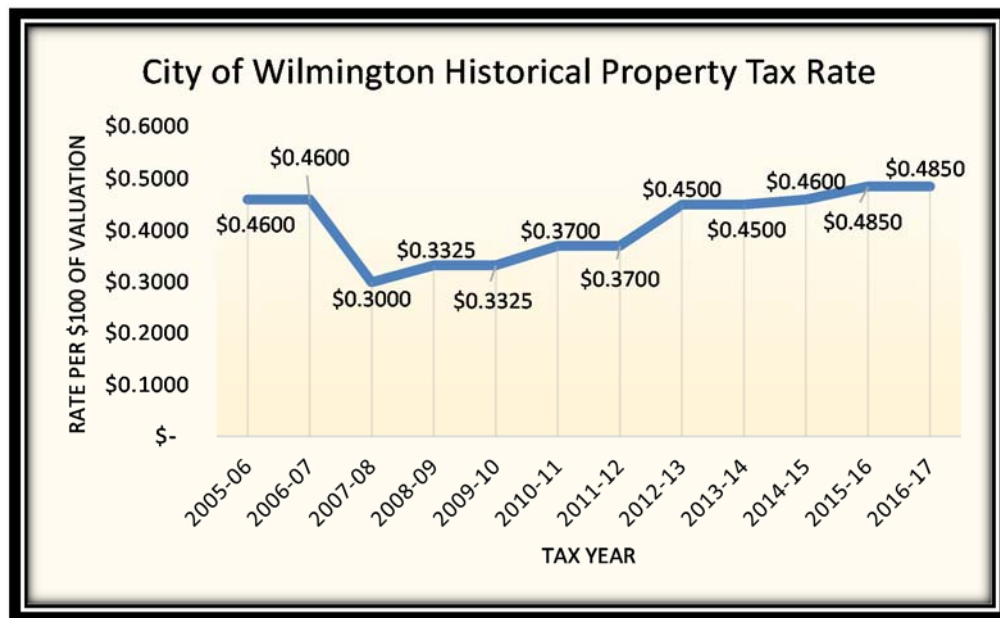
	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted	Variance FY 15-16 to FY 16-17
Property Tax	\$ 53,992,024	\$ 55,440,267	\$ 55,440,267	\$ 56,649,564	2.2%
Local Sales Tax	\$ 21,483,984	\$ 22,026,474	\$ 22,026,474	\$ 23,142,173	5.1%
Licenses, Fees & Permits	\$ 2,962,469	\$ 584,808	\$ 584,808	\$ 650,208	11.2%
Intergovernmental Revenues	\$ 16,059,613	\$ 12,655,329	\$ 13,605,329	\$ 14,709,679	16.2%
Charges for Current Services	\$ 2,450,717	\$ 2,329,887	\$ 2,364,426	\$ 2,396,604	2.9%
Fines & Forfeitures	\$ 206,165	\$ 133,700	\$ 133,700	\$ 160,700	20.2%
Interest Earnings	\$ 160,461	\$ 204,358	\$ 204,358	\$ 204,358	0.0%
Other Revenue	\$ 1,025,810	\$ 227,553	\$ 1,659,736	\$ 1,263,428	455.2%
Appropriated Fund Balance	\$ -	\$ 1,090,966	\$ 3,211,061	\$ 5,744,343	426.5%
<b>General Fund</b>	<b>\$ 98,341,243</b>	<b>\$ 94,693,342</b>	<b>\$ 99,230,159</b>	<b>\$ 104,921,057</b>	<b>10.8%</b>



*Property Taxes*

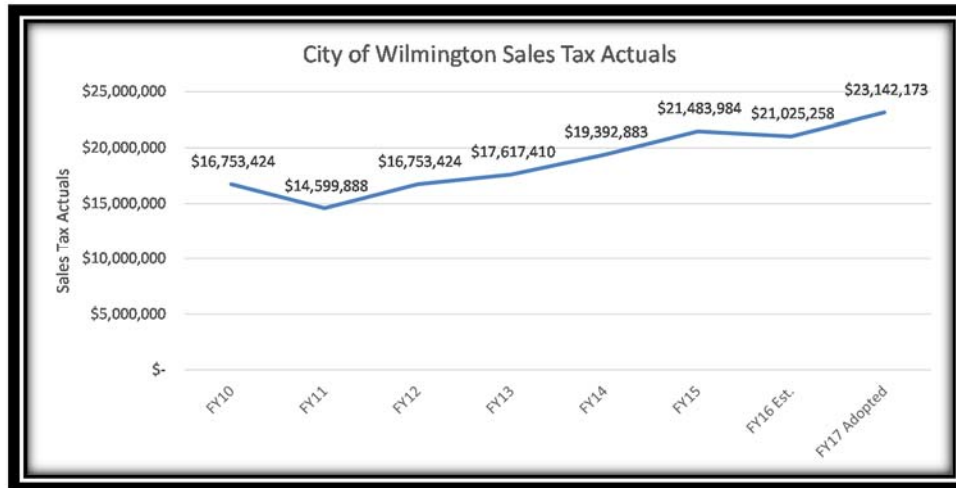
Property Taxes are the largest revenue source for the General Fund at approximately 54% representing \$56.6 million. The amount represented here includes current and prior year tax as well as penalties and interest. The property tax rate will be \$0.4850 per \$100 assessed valuation. The value of one penny of the tax rate is equivalent to approximately \$1,347,098 based on a 98.55% collection rate for Property and a 99.94% collection rate for Motor Vehicles. Of the \$0.4850, \$0.0700 is dedicated to the Debt Service Fund to support capital projects with \$0.0500 supporting an 80% debt and 20% pay-as-you-go 5 year capital program plan covering FY 2013 – FY 2017 and \$0.0200 funding the voter approved Streets and Sidewalks bond.

The City’s tax base for FY17 is estimated at \$13,656,573,000. The City’s real property is expected to total approximately \$12,762,573,000. Motor Vehicle property is projected to be approximately \$894,000,000. Overall values increased about \$261.8 million from the FY16 assessed values or 1.95%.



*Local Sales Tax*

Local sales tax revenues for FY17 are estimated at \$23,142,173 reflecting a 5.1% increase over FY16 adopted levels and a 7.7% increase over the FY15 actuals. Sales Tax represents 22% of the total General Fund revenues. Of this amount, \$10.9 million comes from the locally collected and distributed one-cent levy. The balance of the revenue, approximately \$11.9 million, comes from the statewide collected 1.5 cent levy. Both levies are distributed among New Hanover County’s local governments based on property tax levy.



*Licenses, Fees, and Permits*

This revenue category includes the anticipated revenues for such items as motor vehicle licenses and annual fire permit fees, and reflects an increase of 11% from FY16 adopted levels which is due to adjusting the revenues to reflect closer estimates to FY15’s actuals. This category of revenue makes up less than 1% of the General Fund revenues totaling \$650,208.

*Intergovernmental Revenues*

The total Intergovernmental Revenues represents approximately 14% of the City’s anticipated total revenues at a value of \$14.7million. These revenues include utility franchise taxes, beer and wine, video programming tax, piped natural gas, telecommunications service tax, court fees, ABC revenue, Powell Bill and local jurisdictions contributions. The largest in the revenues is the Utility Franchise tax which saw a change in base mid-year FY14 resulting what appears to be a growing revenue. FY15 and FY16 proved difficult to budget for any increase given the revenues are received quarterly and the net effect of the change has not yet provided enough quarters of actuals to make sound projections. FY17 Utility Franchise revenue is \$6,900,000 which represents 49% more budget than FY16 adopted levels but only a 2.9% increase over FY15’s actuals.

Powell Bill revenues, a major revenue source in the Intergovernmental Revenues section, previously was distributed based on the State’s gasoline tax that was distributed to cities on the basis of population and mileage of City-maintained streets, with 75% of the distribution based on population. A recent legislative change, removed the revenue from the gasoline tax and instead it is now a State appropriation. For FY17 the Powell Bill is projected to provide the City with \$2,925,558 in revenue. This represents less than 1% increase over the FY16’s adopted budget and a reduction of less than 1% over FY15’s actuals.

The overall intergovernmental revenue category grew 16% above the FY16’s adopted levels which is still 8% less than the FY15’s actuals due to the difficulty in predicting revenues given the distribution change in recent years.

*Charges for Current Services*

Charges for current services represent approximately 2.2% of total anticipated General Fund revenues for FY17. Charges for current services are classified in five sub-categories: general government services, public safety services, public services, recreation programs, and miscellaneous charges. For the FY17 budget, these revenues total \$2,396,604 which represents almost a 3% increase over FY16's adopted budget and a slightly more than a 2% reduction from the FY15's actuals.

*Other Revenue, Interest and Fines and Forfeitures*

Other revenue includes miscellaneous revenue sources in the amount of \$1,629,486. The FY17 budget represents a 33% increase for the FY16's adopted budget and a decrease of less than 1% from the FY15's actuals.

Fines and Forfeitures include civil citations and fire code violations. The budget reflects the City's historical experience in collection of civil citations.

*Appropriated Fund Balance*

Appropriated fund balance in the amount of \$5,744,343 is included in the budget for FY 2016-17 for one-time expenditures. The Capital Improvement Plan (CIP) will receive \$5,142,370 of the appropriated fund balance which will be dedicated to the following CIP projects:

- Bridge Repairs: \$702,266
- 23<sup>rd</sup> Street Connection: \$2,650,000
- Self-Contained Breathing Apparatus Replacement: \$1,020,300
- Parks Maintenance Facility Space Needs: \$35,000
- Work Order System: \$290,000
- Development Tracking System: \$200,000
- GTV Upgrade: \$164,804
- Replace Main Firewall: \$80,000

Associated with general fund purchases, \$601,973 was appropriated to support the following purchases.

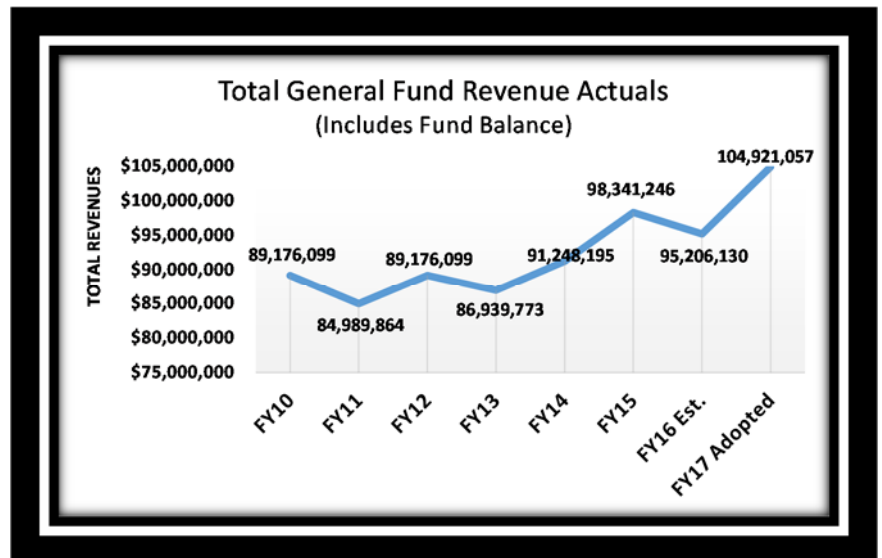
Department	Estimated Quantity	One-time Purchases	Funding Amount
Community Services	1	♦ Pick-up trucks with bed liner	\$ 22,000
Community Services	1	♦ Ford F 350 Crew cab truck - Parks and Rec (Inland Greens)	\$ 40,000
Community Services	1	♦ JD Out-front Mower	\$ 25,000
Community Services	1	♦ Mini Skid Steer w/ attached trailer	\$ 25,000
Fire	1	♦ Medic Vehicle (SUV)	\$ 36,000
Fire	1	♦ 2005 Crown Victoria	\$ 23,000
Fire	1	♦ 2010 Pickup Truck	\$ 22,000
Fire	2	♦ Defibrillators	\$ 14,000
Fire	14	♦ Extrication air bags	\$ 35,000
Police	137	♦ Ballistic vests	\$ 87,543
Police	20	♦ 6500 Mobile and Portable Police Radios	\$ 59,020
Police	8	♦ Car Video Systems	\$ 39,600
Police	1	♦ Live Scan Fingerprinting equipment	\$ 20,875
Police	1	♦ Special Operations Antennae	\$ 51,000
Police	15	♦ Tasers	\$ 22,275
Police	2	♦ Unmarked SUV	\$ 43,806
Police	2	♦ Unmarked Sedans	\$ 35,854
			\$ 601,973

Unassigned fund balance as of June 30, 2016 is anticipated to be approximately 38.13% of FY 2016-17 budgeted expenditures or \$40 million.

*General Fund Revenue Discussion*

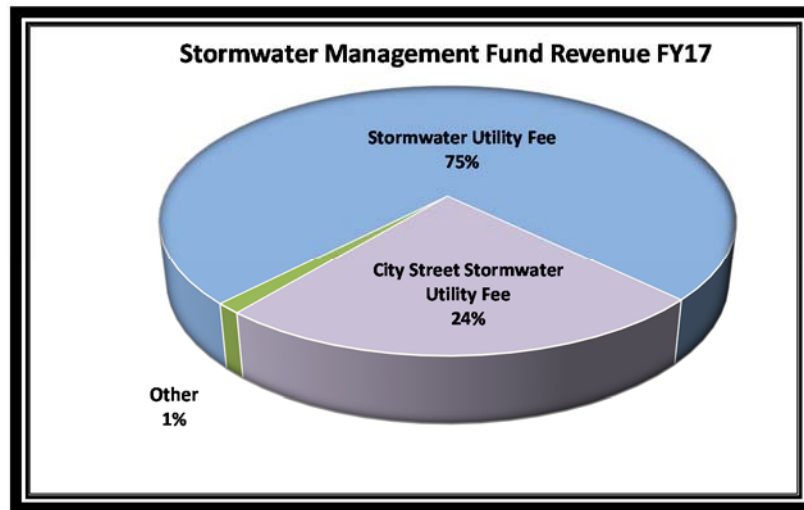
In FY 2013 a revaluation of real property was done and an 8 cent tax increase was implemented bringing the ad valorem rate to 45 cents. However, a decrease in General Fund revenue was realized because the City committed 5 cents of the new tax rate to a structured 80% debt/20% pay-go capital improvement plan.

The FY 2016 revenue estimates reflect an increase to the tax rate of 2.5 cents. Of this increase, 2% is dedicated to support the voter approved Streets and Sidewalks bond with the remaining 1/2 cent partially funding additional staff and resources to support the bond initiative. The FY 2017 increased mainly due the righting the intergovernmental revenues once a positive trends was realized, a subtle increase in property taxes as well as sales tax and a larger than normal fund balance appropriation.



**STORMWATER MANAGEMENT FUND**

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted	Variance FY 15-16 to FY 16-17
Stormwater Utility Fee	\$ 7,386,885	\$ 7,291,414	\$ 7,291,414	\$ 7,730,986	6.0%
City Street Stormwater Utility Fee	\$ 2,073,600	\$ 2,249,917	\$ 2,249,917	\$ 2,441,004	8.5%
Stormwater Discharge Permit	\$ 30,500	\$ 20,000	\$ 20,000	\$ 47,000	135.0%
Interest on Investments	\$ 33,642	\$ 44,231	\$ 44,231	\$ 44,231	0.0%
NCDOT Street Sweeping/Maintenance	\$ 29,500	\$ 37,000	\$ 37,000	\$ 37,000	0.0%
Intergovernmental Revenues	\$ 34,709	\$ -	\$ -	\$ -	0.0%
Sale of Assets/Other Revenue	\$ 8,452,803	\$ -	\$ -	\$ -	0.0%
Appropriated Fund Balance	\$ -	\$ -	\$ 617,880	\$ -	0.0%
<b>Stormwater Management Fund</b>	<b>\$18,041,639</b>	<b>\$ 9,642,562</b>	<b>\$ 10,260,442</b>	<b>\$ 10,300,221</b>	<b>6.8%</b>



*Stormwater Utility Fees*

The Stormwater Utility Fees for FY 2017 represents an 8.5% increase over FY 16 adopted budget. This increase includes a 5.9% incremental increase in the Stormwater utility rate in accordance with the rate model.

The General Fund pays the Stormwater Fund for City streets, which for FY 2017 represents \$2,441,004. This amount is derived by the ERU calculation for impervious surface, a 2.5% annual increase as required by bond covenant, plus any rate increases imposed.



*Other Revenue and Interest on Investments*

The State of North Carolina pays \$37,000 to the City for street sweeping and drainage maintenance on State- maintained streets. Funds are also collected from some new developments where on-site retention is not feasible, and a payment is made in lieu of constructing such facilities. These funds are dedicated to capital improvements of the City’s stormwater management system. Other revenue also includes interest on investments (\$44,231) and permits for stormwater discharge (\$47,000).

*Appropriated Fund Balance*

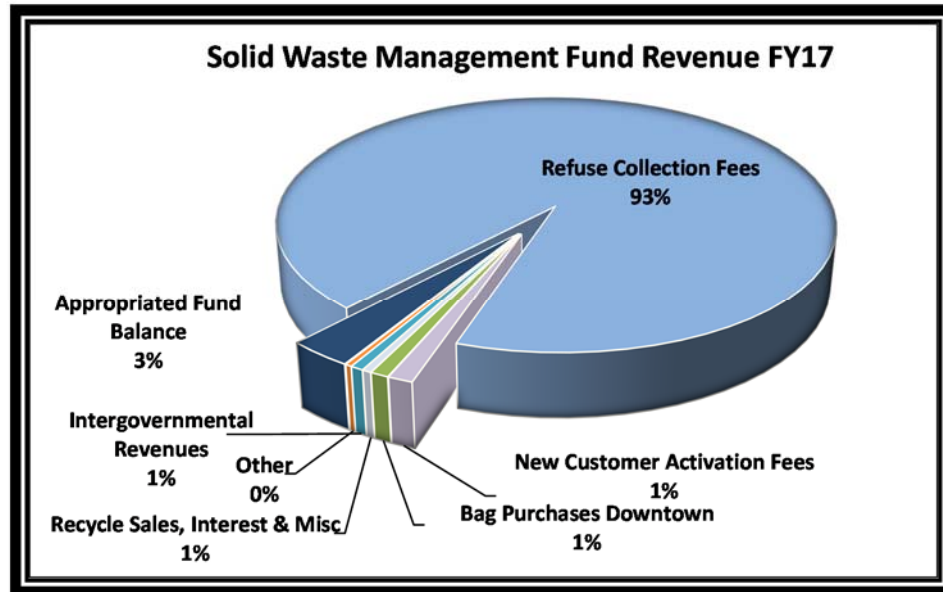
The unassigned fund balance in the Stormwater Fund as of June 30, 2016 is expected to be \$8,910,875 or 86.51% of FY 2017 projected expenditures. No appropriation of fund balance is required in FY 2017.

**SOLID WASTE MANAGEMENT FUND**

	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>Variance</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adjusted</b>	<b>Adopted</b>	<b>FY 15-16 to FY 16-17</b>
Refuse Collection Fees	\$ 8,649,540	\$ 8,828,159	\$ 8,828,159	\$ 8,724,954	-1.2%
New Customer Activation Fees	\$ -	\$ -	\$ -	\$ 115,000	100.0%
Bag Purchases Downtown	\$ 93,723	\$ 85,230	\$ 85,230	\$ 84,200	-1.2%
Recycling Sales	\$ 28,492	\$ 18,800	\$ 18,800	\$ 28,670	52.5%
Intergovernmental Revenues	\$ 73,911	\$ 58,972	\$ 58,972	\$ 58,972	0.0%
Interest on Investments	\$ 13,456	\$ 16,451	\$ 16,451	\$ 7,600	-53.8%
Miscellaneous	\$ 1,275,648	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Other Revenue and Interest Earnings	\$ 29,685	\$ -	\$ -	\$ -	0.0%
Transfer From General Fund	\$ -	\$ -	\$ -	\$ 29,866	100.0%
Appropriated Fund Balance	\$ -	\$ 309,574	\$ 311,574	\$ 299,818	-3.2%
<b>Solid Waste Management Fund</b>	<b>\$10,164,455</b>	<b>\$ 9,322,186</b>	<b>\$ 9,324,186</b>	<b>\$ 9,354,080</b>	<b>0.3%</b>

*Refuse Collection Fees*

Solid Waste Fund revenues are earned primarily from monthly fees charged to solid waste customers based on the chosen level of service. The selected number and size of the refuse containers and the frequency of collection determine monthly fees. The monthly rates include refuse, recycling, and yard waste collection as well as bulky item collection on an “on-call” basis. The FY 2017 budget reflects a slight decrease over FY 2016’s budgeted amount. This decrease is based on an average of actual receipts in collection fees over the past 3 years.



*New Customer Account Activation Fees*

Effective July 1, 2015, an activation fee of \$25 has been adopted that is specifically for all new customer accounts and it is anticipated to generate approximately \$115,000 annually. The FY 2017 budget continues with this budgeted estimate.

*Intergovernmental Revenues*

On February 16, 2009 eligible local governments received their first quarterly distribution from the \$2.00 per ton State disposal tax implemented on July 1, 2008. This distribution may only be used for solid waste related programs and services. The estimated amount of receipts totaling \$58,972 for FY 2017 has remained the same as the FY 2016 budget amount.

*Recycling Sales and Fees*

The revenue from the sale of metals and aluminum cans was budgeted at \$29,866 for FY 2017 which is a 52.5% increase over the adopted FY16 amount of \$18,800. The estimated FY 2016 amount is \$30,000.

*Interest on Investments*

Interest from investments for FY 2017 is expected to decrease from FY 2016 budgeted levels from \$16,451 to \$7,600.

*Bag Purchases Downtown*

Approximately \$84,000 is expected to be generated from the sale of bags for the special bag program in the downtown business district at the end of FY 2016. This amount is slightly less than the FY 2016 budgeted amount by 1.2%.

*Transfer from General Fund*

New in FY 2017 is a \$29,866 transfer from the General Fund to aid in a cross departmental effort with the Wilmington Police Department to clean up City right of ways and illegal dumpsites.

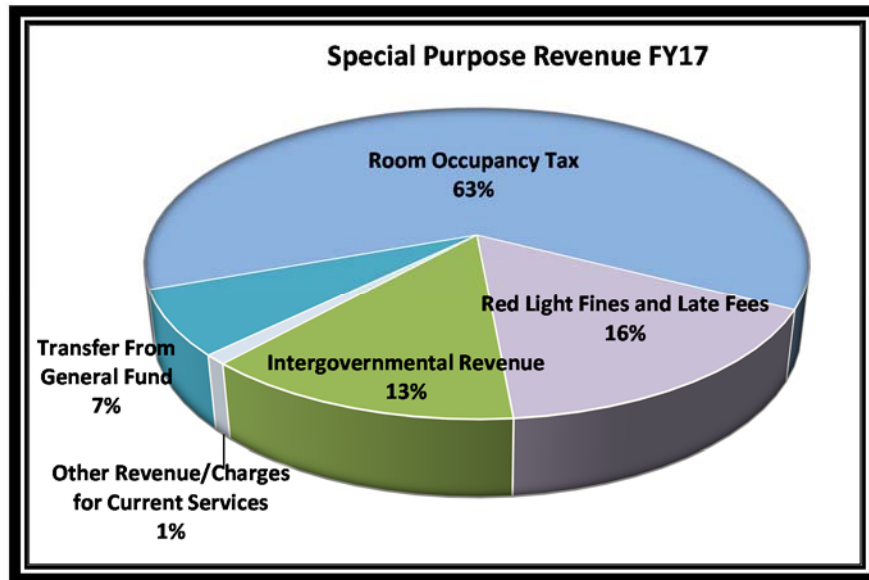
*Appropriated Fund Balance*

Unassigned fund balance for the Solid Waste Fund as of June 30, 2016 is anticipated to be approximately \$2,674,525 million or 27.49% of FY 2017 budgeted expenditures. An appropriation of fund balance is required in the amount of \$299,818 for FY 2017.

**PROGRAM FUNDS**

**SPECIAL PURPOSE FUND**

	<b>FY 15-16 Adopted</b>	<b>FY 16-17 Adopted</b>	<b>Variance FY 15-16 to FY 16-17</b>
Room Occupancy Tax	\$ 945,399	\$ 5,131,886	443%
Red Light Fines and Late Fees	\$ 866,676	\$ 1,297,280	50%
Intergovernmental Revenue	\$ 989,696	\$ 952,037	-4%
Fed Forfeiture	\$ 115,744	\$ 115,744	0%
Charges for Services	\$ -	\$ 23,680	100%
Interest on Investments	\$ 768	\$ 857	12%
Other Revenue	\$ -	\$ 1,800	100%
Transfer From General Fund	\$ 724,855	\$ 550,356	-24%
<b>Special Purpose Fund</b>	<b>\$ 3,643,138</b>	<b>\$ 8,073,640</b>	<b>122%</b>



*Room Occupancy Tax*

Room Occupancy Tax revenues are recorded in the Special Purpose Fund. The appropriation for FY 2017 reflects the portion that is needed to cover the operating expenditures for the Convention Center Operations Fund totaling \$5,131,886. A one-time debt service reduction occurred in FY16 related to a close out of a Convention Center capital project that has excess funding appropriated which resulted in budgeting less room occupancy tax. FY17's funding budgets the full amount required.

*Intergovernmental Revenues*

Total budgeted intergovernmental revenue for FY17 totals \$1,067,781. This budgeted revenue includes \$171,458 from New Hanover County for their contribution to the continued operating expenses associated with the Safelight program and contributions from the Town of Leland, Pender County, and New Hanover County for the S.A.B.L.E. program in the amount of \$30,000. Federal Forfeiture funds in the amount of \$115,744 are also budgeted to support S.A.B.L.E. State and Federal Contributions for the Wilmington Metropolitan Planning Organization and relative local matches from multiple member jurisdictions for the Metropolitan Planning Administration project in the amount of \$750,579 are also included.

*Red Light Camera Fines and Late Fees*

Fine and late fee revenues for the Safelight program is estimated at \$1,297,280 for FY 2017. FY 2016's budget required a mid-year appropriation, this budget reflects the new estimated amount of red light fines and fees.

*Interest on Investments*

The interest on investments revenue anticipated on the cash balances for the Safelight program is estimated at \$857 for FY 2017.

*Other Revenue/Charges for Current Services*

A total of \$25,480 was budgeted for anticipated program income for the Homeownership Services project (3EP100).

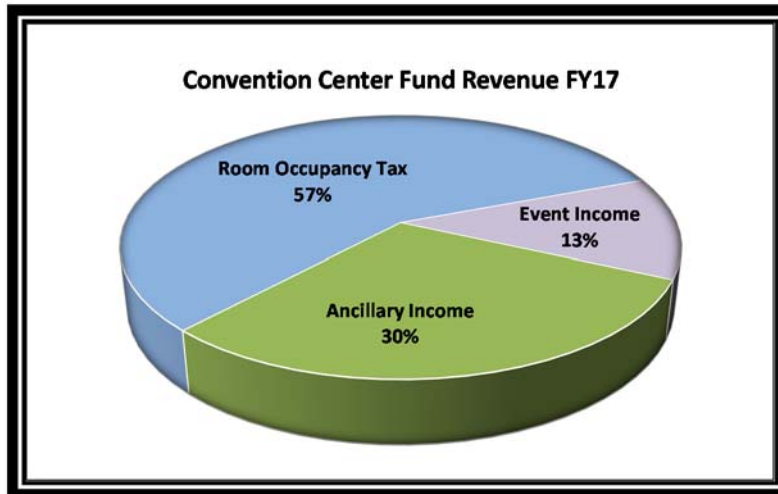
*Transfer in From General Fund*

A transfer totaling \$550,356 from the General Fund covers the City's contribution to the operation of the following Special Purpose Fund projects:

Safelight	\$200,000
S.A.B.L.E	\$161,201
Annual Affordable Housing Summit	\$7,000
Metropolitan Planning Administration	\$182,155

**CONVENTION CENTER FUND**

	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>Variance</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adjusted</b>	<b>Adopted</b>	<b>FY 15-16 to FY 16-17</b>
Room Occupancy Tax	\$ 5,065,722	\$ 945,399	\$ 945,399	\$ 5,131,886	442.8%
Event Income	\$ 1,154,611	\$ 829,522	\$ 1,140,522	\$ 1,124,293	35.5%
Ancillary Income	\$ 2,514,990	\$ 2,416,337	\$ 57,783,258	\$ 2,703,582	11.9%
<b>Convention Center Operating Fund</b>	<b>\$ 8,735,323</b>	<b>\$ 4,191,258</b>	<b>\$ 59,869,179</b>	<b>\$ 8,959,761</b>	<b>113.8%</b>



*Room Occupancy Tax*

The Convention Center Operations Fund provides for the administration and management of the Convention Center project, as well as the marketing and debt service. Room Occupancy Tax totaling \$5,131,886 covers the majority of the Convention Center expenditures.

*Event Income*

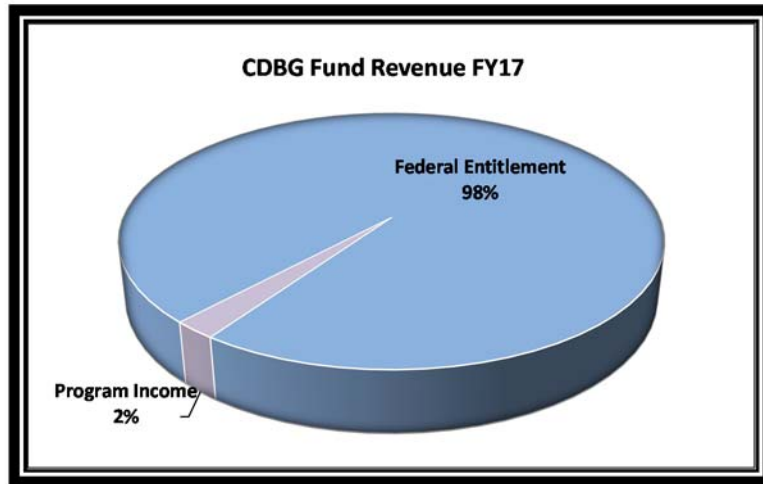
Direct events revenue includes rental income and service income totaling \$1,124,293 a 35.5% increase from FY 2016. In FY 2016 a mid-year adjustment was required to support the on-going events. With the increased events, FY 2017’s budget reflects that increase.

*Ancillary Income*

Ancillary income includes concessions, parking, and catering billable expenditures. These make up approximately 73.46% of the total revenue and are anticipated at approximately \$2,703,582 for FY 2017.

**COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG)**

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted	Variance FY 15-16 to FY 16-17
Federal Entitlement	\$ 518,859	\$ 881,896	\$ 881,896	\$ 871,498	-1.2%
Program Income	\$ 7,127	\$ 4,700	\$ 4,700	\$ 20,000	325.5%
Transfers In	\$ 300,000	\$ -	\$ -	\$ -	0.0%
<b>CDBG Fund</b>	<b>\$ 825,986</b>	<b>\$ 886,596</b>	<b>\$ 886,596</b>	<b>\$ 891,498</b>	<b>0.6%</b>

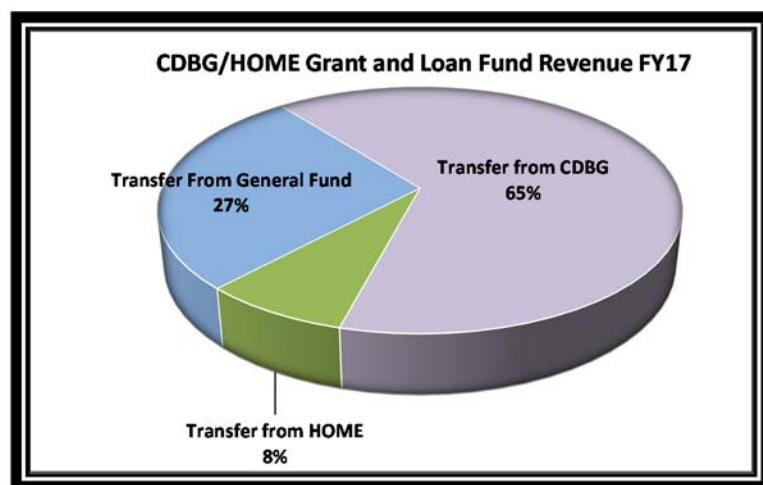


*Federal Entitlement/Program Income*

The City of Wilmington has been a Community Development Block Grant (CDBG) entitlement community since 1975. Funding comes to the City in the form of an annual block grant through the U.S. Department of Housing and Urban Development (HUD). The federal entitlement from HUD is estimated at \$871,498 for FY 2017. This represents an approximate 1.2% decrease from FY 2016 adopted levels. An additional amount of \$20,000 in program income is also appropriated for FY 2017.

**CDBG/HOME GRANT AND LOAN FUND**

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted	Variance FY 15-16 to FY 16-17
Transfer From General Fund	\$ 181,548	\$ 184,096	\$ 184,096	\$ 207,077	12.5%
Transfer from CDBG	\$ 369,470	\$ 454,119	\$ 454,119	\$ 487,100	7.3%
Transfer from HOME	\$ 66,865	\$ 68,944	\$ 68,944	\$ 58,715	-14.8%
Appropriated Fund Balance	\$ -	\$ -	\$ 2,500	\$ -	0.0%
<b>CDBG/HOME Grant and Loan Fund</b>	<b>\$ 617,883</b>	<b>\$ 707,159</b>	<b>\$ 709,659</b>	<b>\$ 752,892</b>	<b>6.5%</b>



*Transfer in From General Fund*

The FY 2017 budget reflects the General Fund contribution to the CDBG/HOME Grant and Loan Fund activities within the City and represents a 12.5% increase from FY 2016 adopted.

*Transfer in From Community Development Block Grant Fund*

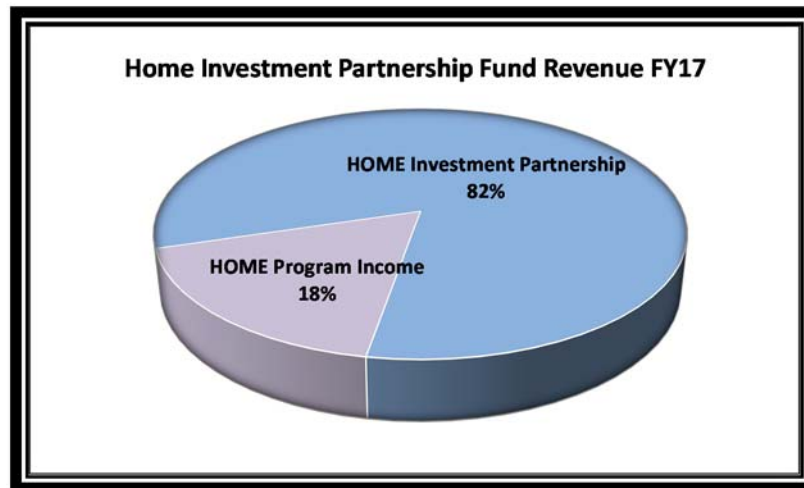
This transfer is the maximum allowable portion of the federal entitlement from HUD for CDBG program administration and planning, as well as housing delivery costs for community development activities and represents the largest component of revenue at 65%. The budgeted \$487,100 represents a 7.3% increase over the FY 2016 amount.

*Transfer in From HOME Investment Partnership Fund*

This transfer totaling \$58,715 is the portion of HOME Investment Partnership entitlement funds associated with the program administration and planning activities.

**HOME INVESTMENT PARTNERSHIP FUND**

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted	Variance FY 15-16 to FY 16-17
HOME Investment Partnership	\$ 718,055	\$ 439,437	\$ 439,437	\$ 484,147	10.2%
HOME Program Income	\$ 34,863	\$ 250,000	\$ 250,000	\$ 103,000	-58.8%
Transfer from HOME Investment	\$ 183,119	\$ -	\$ 20,000	\$ -	0.0%
<b>HOME Partnership Fund</b>	<b>\$ 936,037</b>	<b>\$ 689,437</b>	<b>\$ 709,437</b>	<b>\$ 587,147</b>	<b>-14.8%</b>

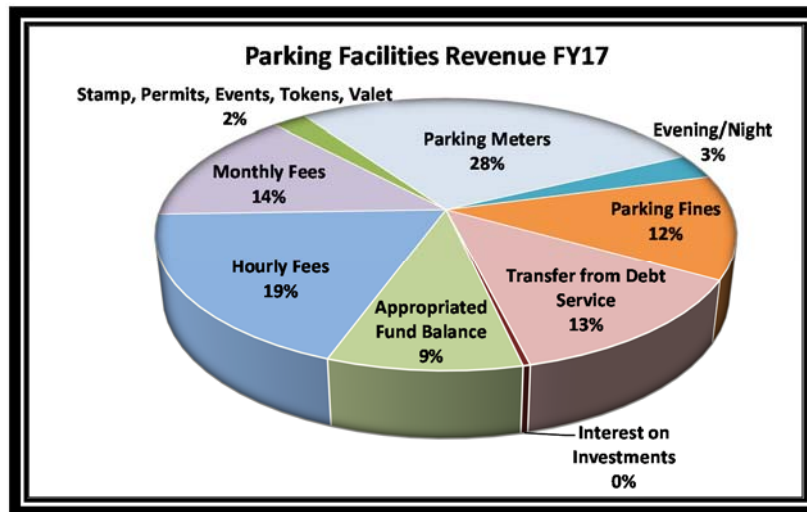


*Federal Entitlement/Program Income*

The federal entitlement from HUD for the FY 2017 HOME program is budgeted at \$484,147, approximately 10.2% more than FY 2016. An amount of \$103,000 in program income from loan repayments and recaptured funds will also be appropriated to support the FY 2017 program.

**PARKING FACILITIES FUND**

	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
Hourly Fees	\$ 875,811	\$ 864,000	\$ 864,000	\$ 806,500	-6.7%
Monthly Fees	\$ 659,214	\$ 646,060	\$ 646,060	\$ 580,540	-10.1%
Stamp Sales	\$ 15,315	\$ 1,000	\$ 1,000	\$ 850	-15.0%
Parking Meters	\$ 955,636	\$ 916,000	\$ 916,000	\$ 1,172,000	27.9%
Evening/Night	\$ 121,733	\$ 140,000	\$ 140,000	\$ 128,000	-8.6%
Parking Permits	\$ 27,647	\$ 10,000	\$ 10,000	\$ 42,000	320.0%
Special Events	\$ 108,878	\$ 25,500	\$ 25,500	\$ 39,200	53.7%
Parking Tokens	\$ 8,942	\$ 4,000	\$ 4,000	\$ 4,500	12.5%
Valet Parking	\$ 38,829	\$ 40,000	\$ 40,000	\$ 10,000	-75.0%
Parking Fines	\$ 441,749	\$ 578,550	\$ 578,550	\$ 530,400	-8.3%
Other Revenue	\$ 4,200	\$ -	\$ -	\$ -	0.0%
Installment Financing	\$ 2,177,343	\$ -	\$ -	\$ -	0.0%
Transfer from Debt Service	\$ 254,337	\$ 247,721	\$ 558,740	\$ 550,386	122.2%
Interest on Investments	\$ 11,050	\$ 14,577	\$ 14,577	\$ 14,577	0.0%
Appropriated Fund Balance	\$ 137,129	\$ -	\$ -	\$ 388,337	0.0%
<b>Parking Facilities Fund</b>	<b>\$ 5,837,812</b>	<b>\$ 3,487,408</b>	<b>\$ 3,798,427</b>	<b>\$ 4,267,290</b>	<b>22.4%</b>



*Parking Meters*

Parking meter revenue is forecast at a 27.9% increase over FY 2016 adopted levels. This projection is based on increased activity in the downtown area as well as the addition of new parking meters in the northern Central Business District.

*Parking Fines*

The budget for fines decreased slightly by 8.3% in FY 2017. The fine budget of \$530,400 represents an 8.3% decrease over FY 2016's budget totaling \$579,550. This decrease is expected mainly due easier access to meter payment options using smart phone applications.



*Monthly Fees*

Monthly parking deck revenues are expected to decrease by 10.1% in FY 2017 based on current year trends and the demolition of the Water Street Parking Deck.

*Hourly Fees*

Hourly parking revenues also project a decrease in FY 2017 over FY 2016 adopted levels by 6.7% primarily attributable to the demolition of the Water Street deck.

*Stamp, Permits, Events, Token, Valet*

Parking tokens were budgeted at \$4,500 just \$500 more than FY 2016. Special events revenue saw a rise of 53.7% totaling \$39,200 whereas Valet parking saw a decrease of 75% totaling \$10,000. Stamp sales remained relatively the same with a budget of \$850 compared to FY 2016's budget of \$1,000.

*Evening/Night Collections*

Evening and night collections for Second and Market Street parking decks are budgeted 8.6% less than in FY 2016 which is a direct representation of the trends.

*Interest on Investments*

Interest on investments in the Parking Facilities Fund are estimated to be at the same level as FY 2016 totaling \$14,577.

*Transfer from Debt Service*

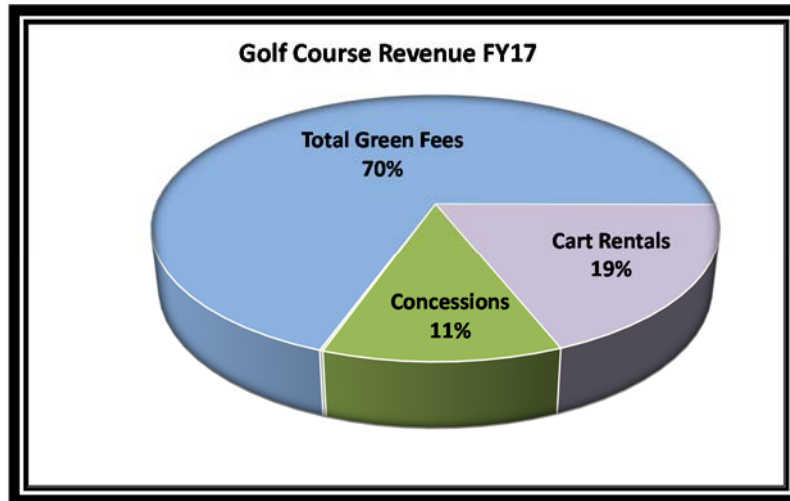
A total of \$550,386 was transferred from the Debt Service fund to help cover capital improvement projects slated for FY 2017.

*Appropriated Fund Balance*

To balance the Parking Fund, a total of \$388,337 was appropriated for FY 2017 to help fund operating needs.

**GOLF COURSE FUND**

	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>Variance</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adjusted</b>	<b>Adopted</b>	<b>FY 15-16 to FY 16-17</b>
Locker Fees	\$ 440	\$ -	\$ -	\$ -	0.0%
Total Green Fees	\$ 579,194	\$ 1,017,841	\$ 1,026,101	\$ 991,655	-2.6%
Cart Rentals	\$ 173,800	\$ 276,077	\$ 276,077	\$ 269,268	-2.5%
Concessions	\$ 114,008	\$ 150,000	\$ 150,000	\$ 163,228	8.8%
Transfer from CP Golf Fund	\$ 42,481	\$ -	\$ -	\$ -	0.0%
Interest on Investments	\$ 2,689	\$ 2,284	\$ 2,284	\$ 2,284	0.0%
Miscellaneous	\$ 16,594	\$ -	\$ 10,000	\$ -	0.0%
Appropriated Fund Balance	\$ 302,955	\$ -	\$ 157,750	\$ -	0.0%
<b>Golf Course Fund</b>	<b>\$ 1,232,161</b>	<b>\$ 1,446,202</b>	<b>\$ 1,622,212</b>	<b>\$ 1,426,435</b>	<b>-1.4%</b>



*Total Greens Fees*

These fees include daily greens fees, tournament fees, and discount card greens fees. The FY 2017 budget reflects a decrease of 2.6% over FY 2016. This decrease is due to the number of rounds expected to be played has decreased.

*Cart Rentals*

Cart rental revenue totaling \$269,268 represents a decreased of approximately 2.5% from FY 2016's \$276,077 to better reflect the actuals.

*Interest on Investments*

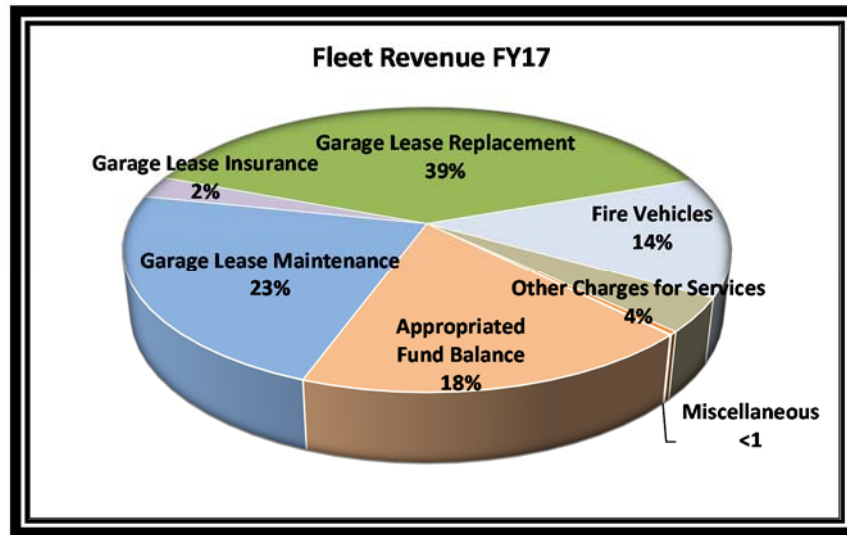
Interest on investments is budgeted at the same level as in FY 2016 totaling \$2,284 and represents less than 1% of the total budget.

*Concessions*

The budget for concession revenues totaling \$163,228 increased by 8.8% over FY 2016's amount of \$150,000 to better reflect expected sales in FY 2017.

**FLEET MAINTENANCE & REPLACEMENT FUND**

	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
Garage Lease Maintenance	\$ 1,606,315	\$ 1,611,269	\$ 1,611,269	\$ 1,601,611	-0.6%
Garage Lease Insurance	\$ 174,390	\$ 177,142	\$ 177,142	\$ 177,249	0.1%
Garage Lease Replacement	\$ 2,534,418	\$ 2,713,042	\$ 2,713,042	\$ 2,735,319	0.8%
Fire Vehicles	\$ 823,143	\$ 844,617	\$ 844,617	\$ 966,663	14.4%
Other Charges for Services	\$ 274,417	\$ 291,150	\$ 291,150	\$ 270,805	-7.0%
Interest on Investments	\$ 20,898	\$ 22,762	\$ 22,762	\$ 25,166	10.6%
Miscellaneous	\$ 3,910,604	\$ 5,000	\$ 5,000	\$ 6,057	21.1%
Appropriated Fund Balance	\$ -	\$ 579,960	\$ 1,440,211	\$ 1,271,845	119.3%
<b>Fleet Maintenance &amp; Replacement Fund</b>	<b>\$ 9,344,186</b>	<b>\$ 6,244,942</b>	<b>\$ 7,105,193</b>	<b>\$ 7,054,715</b>	<b>13.0%</b>



*Lease Charges – Maintenance/Insurance/Replacement*

These revenues are internal charges to City departments for centralized vehicle and equipment management services. An annual lease rate is established each fiscal year for each type of vehicle to cover replacement, anticipated maintenance, and insurance. Revenue for FY 2017 totaling \$4,514,179 is budgeted with little change from FY 2016 totaling \$4,501,453.

*Fire Vehicles*

The Equipment Maintenance and Replacement Fund provides centralized, large vehicle purchase and replacement to the Fire Department. This revenue represents the maintenance, insurance, and replacement lease cost for those particular vehicles. FY 2017’s budgeted amount totals \$966,663 an increase of 14.4% over FY 2016’s amount of \$844,617.

*Other Charges for Service*

These revenues represent internal charges to other City department’s usage of pool vehicles, fuel, and services provided above and beyond the routine preventative maintenance. The FY 2017’s budget totals \$270,805 which is a 7% decrease from FY 2016’s budget of \$291,150.

*Interest on Investments*

Interest on investments is expected to increase by 10.6% from FY 2016 adopted levels for a FY 2017 budget totaling \$25,166 as compared to \$22,762.

*Miscellaneous*

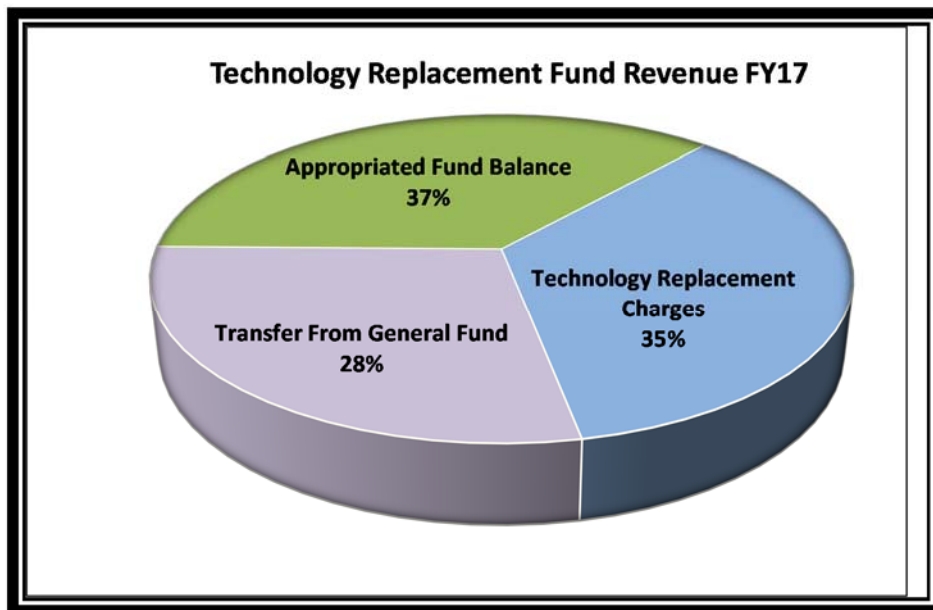
Miscellaneous budget has increased by \$1,057 a 21.1% increase over FY 2016. The FY 2017 budget totals \$6,057 as compared to the FY 2016’s budget of \$5,000.

*Appropriated Fund Balance*

Fund balance is used to purchase replacement vehicles and equipment as scheduled. The FY 2017's budget totals \$1,271,845.

**TECHNOLOGY REPLACEMENT FUND**

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted	Variance FY 15-16 to FY 16-17
Technology Replacement Charges	\$ 529,793	\$ 490,115	\$ 490,115	\$ 436,125	-11.0%
Transfer From General Fund	\$ 480,000	\$ 480,000	\$ 480,000	\$ 349,915	-27.1%
Appropriated Fund Balance	\$ 352,690	\$ -	\$ -	\$ 450,000	100.0%
<b>Technology Replacement Fund</b>	<b>\$ 1,362,483</b>	<b>\$ 970,115</b>	<b>\$ 970,115</b>	<b>\$ 1,236,040</b>	<b>27.4%</b>



*Technology Replacement Charges*

These revenues are internal charges to City departments for replacement of desktop and laptop technology on a specified cycle. The annual replacement rates are adjusted each fiscal year for any new purchases based on the projected cost to replace the hardware over a period of time. This revenue represent 35% of the FY 2017's budget.

*General Fund*

These funds represent a transfer-in from the General Fund to support the fund for the off-site hosting of certain applications used enterprise wide. The transfer-in represents 28% of the total revenues. This fiscal year, the revenue required by the general fund is 27% less than FY 2016.

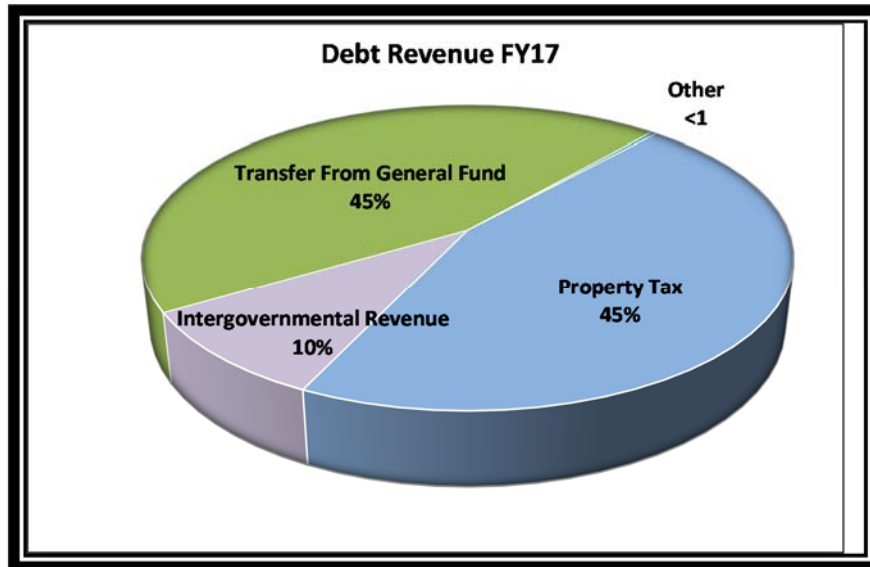
*Appropriated Fund Balance*

The appropriation of fund balance is used to purchase replacement equipment and contractual services and represents 37% of the total budget.

**DEBT SERVICE FUNDS**

**DEBT SERVICE FUND**

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted	Variance FY 15-16 to FY 16-17
Property Tax	\$ 6,538,590	\$ 9,215,099	\$ 9,215,099	\$ 9,429,685	2.3%
Intergovernmental Revenue	\$ 4,433,142	\$ 1,960,880	\$ 1,960,880	\$ 1,958,738	-0.1%
Transfer From General Fund	\$ 9,334,832	\$ 9,334,832	\$ 9,971,933	\$ 9,334,832	0.0%
Appropriated Fund Balance	\$ -	\$ -	\$ 1,286,000	\$ -	0.0%
Interest on Investment	\$ 29,351	\$ 47,471	\$ 47,471	\$ 61,265	29.1%
Refunding Proceeds	\$ 25,595,578	\$ -	\$ 7,936,958	\$ -	0.0%
<b>Debt Service Fund</b>	<b>\$ 45,931,493</b>	<b>\$ 20,558,282</b>	<b>\$ 30,418,341</b>	<b>\$ 20,784,520</b>	<b>1.1%</b>



*Property Tax*

Beginning in FY 2013, \$0.0500 cents on the City’s ad valorem rate was dedicated to the debt service fund to cover 80% debt and 20% pay-go funding for capital improvement projects outlined in the recommended 5-year capital improvement plan FY 2013 – FY 2017. This dedicated funding source represents approximately 45.4% of the total Debt Service Fund revenues and has allowed the City to accelerate its capital improvement program. Beginning FY 2016, the Debt Service Fund will receive a dedicated \$0.0200 tax with the voter approved Streets and Sidewalks Bonds. Expected FY 2017 revenue from property tax equals \$9,429,685 a 2.3% increase over the FY 2016’s adopted budget of \$9,215,099.

*Intergovernmental Revenues*

These revenues are received from the Cape Fear Public Utility Authority to pay debt service on water and sewer debt issued by the City in prior years that cannot be transferred to the authority. The Go Bond debt principal and interest was retired in FY 2015, reducing the intergovernmental revenues by

56% in FY 2016. The FY 2017 budget remains relatively the same at \$1,958,738 as compared to FY 2016's budget of \$1,960,880.

#### *General Fund*

The transfer-in from the General Fund represents approximately 10% of the General Fund budgeted expenditures and 46% of the total revenue in the Debt Service Fund. This annual transfer is based on the City's existing debt service and will remain at this level.

#### *Interest on Investments*

Interest on investments in the Debt Service Fund is expected to yield \$61,265 to the fund in FY 2017.

### **CAPITAL PROJECT FUNDS**

Revenues within the Capital Project Funds include several sources which include appropriations of bond proceeds, debt financing, pay-as-you-go funding, and interest on investments. There is a special section for Capital Improvement Projects in this adopted book.

**PROPERTY TAX ANALYSIS**

		Property Valuation	Tax Rate Per \$100	Adjusted Tax Levy <sup>2</sup>	Current Collections	% Collected <sup>3</sup>
2008-09	Real	12,271,215,860	0.3325	46,343,406	45,631,444	98.46%
	Personal	1,528,093,049				
	State Appraised	<u>153,314,021</u>				
		13,952,622,930				
2009-10	Real	12,471,675,092	0.3325	46,849,408	46,128,218	98.46%
	Personal	1,440,865,238				
	State Appraised	<u>149,960,983</u>				
		14,062,501,313				
2010-11	Real	12,565,723,884	0.37	52,144,205	51,377,685	98.53%
	Personal	1,384,038,482				
	State Appraised	<u>143,265,912</u>				
		14,093,028,278				
2011-12	Real	12,639,603,074	0.37	52,716,306	52,020,321	98.46%
	Personal	1,464,781,289				
	State Appraised	<u>143,265,912</u>				
		14,247,650,275				
2012-13	Real	11,265,000,000 <sup>1</sup>	0.45	57,928,500	56,479,774	97.50%
	Personal	1,468,000,000				
	State Appraised	<u>140,000,000</u>				
		12,873,000,000				
2013-14	Real	11,209,619,200	0.45	58,189,586	58,402,556	100.37%
	Personal	1,578,200,000				
	State Appraised	<u>143,200,000</u>				
		12,931,019,200				
2014-15 Adopted	Real	11,375,000,000	0.46	60,208,572	59,143,243	98.23%
	Personal	1,578,820,000				
	State Appraised	<u>135,000,000</u>				
		13,088,820,000				
2015-16 Adopted	Real	11,614,415,000	0.485	64,966,565	63,817,048	98.23%
	Personal	1,650,753,000				
	State Appraised	<u>130,000,000</u>				
		13,395,168,000				
2016-17 Adopted	Real	11,808,780,000	0.485	66,234,394	65,333,606	98.64%
	Personal	1,685,696,000				
	State Appraised	<u>162,100,000</u>				
		13,656,576,000				

<sup>1</sup> Property revaluation, required by State Statute at least every eight years, is performed under the direction of New Hanover County.

<sup>2</sup> Includes penalties.

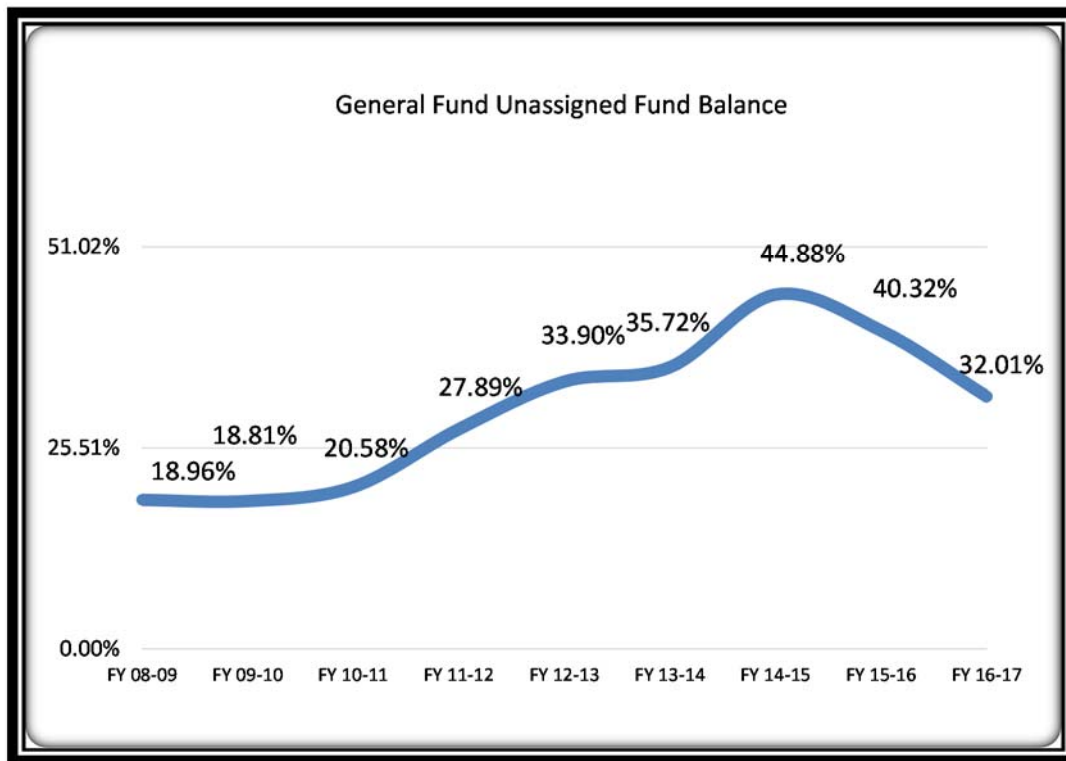
<sup>3</sup> Percent collected is an average between the Personal and Real property each having a different collection rate.

### CONSOLIDATED UNASSIGNED FUND BALANCE SUMMARY

Fund	Unassigned Fund Balance As of June 30, 2015	Anticipated Unassigned Fund Balance June 30, 2016	FY 16-17 Budgeted Expenditures	% of FY 16-17 Budgeted Expenditures	Anticipated Unassigned Fund Balance June 30, 2017	% of FY 16-17 Budgeted Expenditures
General Fund	39,882,556	40,004,701	104,921,057	38.13%	33,585,172	32.01%
Solid Waste Management Fund	2,674,525	2,571,025	9,354,080	27.49%	2,271,207	24.28%
Storm Water Management Fund	7,820,340	8,910,875	10,300,221	86.51%	8,827,607	85.70%
Golf Course Fund	305,433	285,783	1,426,435	20.03%	282,043	19.77%
Parking Facilities Fund	2,421,357	3,193,889	4,267,290	74.85%	2,755,727	64.58%

The anticipated unassigned fund balance as of June 30, 2016 includes any FY 2017 appropriations. The unassigned fund balance for FY 2017 assumes receipt of budgeted revenues and use of all budgeted expenditures.

38.13% represents the percentage of anticipated unassigned fund balance at FYE16 as compared to FY 16-17 budgeted expenditures. 32.01% represents the percentage of anticipated unassigned fund balance at FYE17 as compared to FY 16-17 budgeted expenditures.



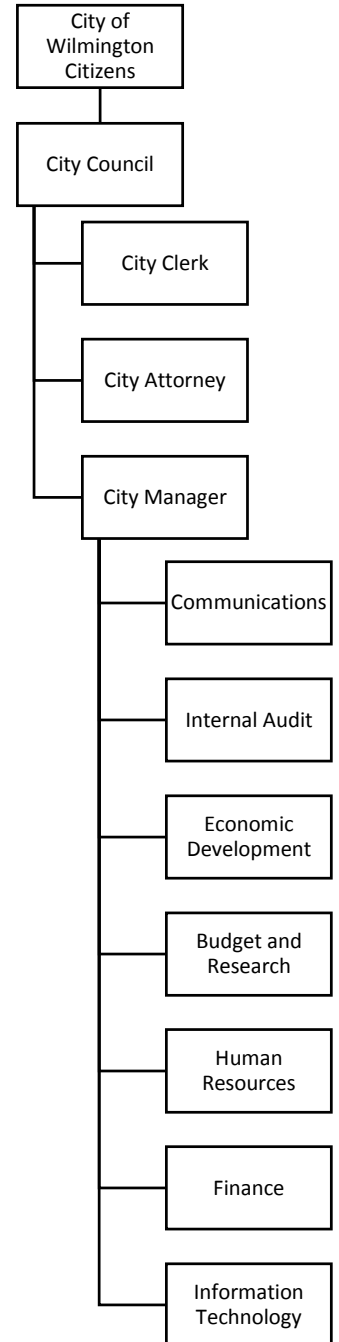
Fund balance is the accumulated excess of revenues and other financing sources over expenditures and other financing uses for governmental functions. **Unassigned** fund balance is the residual classification for the government’s General Fund based on GASB (Governmental Accounting Standards Board) Statement #54 and includes all spendable amounts not contained in other classifications.





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## GOVERNANCE OFFICES



## CITY COUNCIL

The seven-member **City Council** is the official legislative and policy-making body of the City of Wilmington. The Mayor, the presiding officer of the City Council, serves as the official and ceremonial head of the City and is a voting member of the City Council.

The Mayor serves a two-year term, while the other six members of the City Council serve four-year terms. The six members of City Council serve staggered terms, with three members elected in each odd-numbered year. All members are elected at-large on a non-partisan basis.

All official actions of the City Council are taken at public meetings. City Council holds regular public meetings on the first and third Tuesday of each month. The City Council also conducts special meetings, work sessions on the City budget, and other issues of special interest.

All City Council meetings are broadcast live on cable channel 8, the City’s Government Information Channel. Taped meetings are also re-broadcast several times between City Council meetings.

### BUDGET SUMMARY

Expenditure by Category	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
Personnel	\$ 133,299	\$ 124,732	\$ 124,732	\$ 127,276	2.0%
Benefits	\$ 40,021	\$ 43,225	\$ 43,019	\$ 43,429	0.5%
Operating	\$ 32,488	\$ 46,600	\$ 46,643	\$ 46,821	0.5%
<b>Grand Total</b>	<b>\$ 205,808</b>	<b>\$ 214,557</b>	<b>\$ 214,394</b>	<b>\$ 217,526</b>	<b>1.4%</b>

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### Overview

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The City Council budget reflects a continuation of current services and the 3% compensation increase.

## CITY CLERK

Appointed by the City Council to a two-year term, the **City Clerk** acts as the official record keeper for the City of Wilmington. The City Clerk attends and records minutes of all Council meetings, certifies ordinances and resolutions adopted by City Council, maintains files of deed and contractual transactions, provides for the official notification of special meetings and public hearings, maintains the membership record of all City boards and commissions, manages the codification of ordinances, and provides information from these reports to the Council, public, and staff.

### BUDGET SUMMARY

Expenditure by Category	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
Personnel	\$ 149,628	\$ 161,244	\$ 159,744	\$ 160,364	-0.5%
Benefits	\$ 48,515	\$ 54,669	\$ 54,563	\$ 57,438	5.1%
Operating	\$ 18,440	\$ 32,224	\$ 33,724	\$ 31,600	-1.9%
<b>Grand Total</b>	<b>\$ 216,583</b>	<b>\$ 248,137</b>	<b>\$ 248,031</b>	<b>\$ 249,402</b>	<b>0.5%</b>
<b>Authorized Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	

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### *Budget Overview*

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The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. This budget continues core services.

## CITY MANAGER

The City Manager is appointed by the City Council and serves as Chief Executive Officer of the City of Wilmington. The City Manager provides leadership and management of City operations and works through a management team composed of two Deputy City Managers, department directors, and other key staff to identify needs, establish priorities, administer programs, policies and operations, and build organizational capacity. The City Manager also assists City Council in its policy making role by providing recommendations and background materials on programs, trends, and issues of concern to the City Council and the Administration.

### BUDGET SUMMARY

Expenditure by Division	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
Administration	\$ 738,440	\$ 971,542	\$ 972,758	\$ 982,625	1.1%
Communications	\$ 440,426	\$ 510,176	\$ 516,454	\$ 505,159	-1.0%
Budget Office	\$ 1,305	\$ 354,121	\$ 353,965	\$ 346,626	-2.1%
Internal Audit	\$ 93,404	\$ 97,909	\$ 97,883	\$ 100,537	2.7%
Economic Development	\$ 103,116	\$ 108,065	\$ 108,039	\$ 109,069	0.9%
Allocated Cost	\$ (16,100)	\$ (16,210)	\$ (16,210)	\$ (16,783)	3.5%
<b>Grand Total</b>	<b>\$1,360,590</b>	<b>\$ 2,025,603</b>	<b>\$ 2,032,889</b>	<b>\$ 2,027,233</b>	<b>0.1%</b>
<b>Expenditure by Category</b>					
Personnel	\$ 984,092	\$ 1,504,599	\$ 1,497,327	\$ 1,493,567	-0.7%
Benefits	\$ 243,937	\$ 342,581	\$ 343,193	\$ 382,997	11.8%
Operating	\$ 132,454	\$ 160,783	\$ 173,281	\$ 167,452	4.1%
Outlay	\$ 16,206	\$ 33,850	\$ 35,298	\$ -	-100.0%
Allocated Cost	\$ (16,100)	\$ (16,210)	\$ (16,210)	\$ (16,783)	3.5%
<b>Grand Total</b>	<b>\$1,360,590</b>	<b>\$ 2,025,603</b>	<b>\$ 2,032,889</b>	<b>\$ 2,027,233</b>	<b>0.1%</b>
<b>Authorized Positions</b>					
Administration	6	7	7	7	
Communications	5	5	5	5	
Budget Office	0	3	3	3	
Internal Audit	1	1	1	1	
Economic Development	1	1	1	1	
<b>Grand Total</b>	<b>13</b>	<b>17</b>	<b>17</b>	<b>17</b>	

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## *Division Descriptions*

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The **Administrative** arm of the City Manager's department includes the City Manager, two Deputy City Managers, Legislative Affairs staff and support staff. Together they provide professional, effective leadership and management of all City operations. In addition, they assist City Council in their policy making role by providing information to ensure that Council makes informed decisions.

The **Communications** division of the City Manager's office ensures that the public at-large is provided with current and relevant information provided through the City's website, print media, press releases, and the citizen information line. The Government Television section reflects the costs associated with operating the City's cable channel 8 (GTV).

The City of Wilmington's **Budget and Research Office** facilitates city-wide budget priorities by determining what is to be achieved and how resources are to be allocated for the city's delivery of services. The office critically assesses the financial health, sustainability and resiliency of the organization placing particular emphasis on the adequacy of service delivery and appropriate level of funding with a focus on sustainable practices. Various tasks include coordinating the preparation of the annual operating and capital budget including financial forecasting, ensuring fiscal control over City expenditures, conducting program evaluations and analysis and coordinating the development and progress of the City's Strategic Plan.

The **Internal Audit** division conducts financial and performance audits within the organization to identify and reduce risks, ensures acceptable policies and procedures are followed, established standards are met, resources are used efficiently and effectively and the organization's objectives are achieved.

The **Economic Development** division provides resources for economic development guidance and management. The division is responsible for convention center support and associated hotel and adjacent area project coordination, development agreement and opportunities oversight, and downtown parking management oversight.

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## *Budget Overview*

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The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represent further initiatives made to the budget specific to the department.

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## Base Budget Adjustments

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### A. One-time, Non-Recurring Expenditure Reduction: Other Equipment

**Division:** GTV

**Total Cost:** (\$26,350)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed from the FY17 base budget totaling \$26,350 for equipment related to City Council Chambers (screen and lights).

### B. One-time, Non-Recurring Expenditure Reduction: Other Equipment

**Division:** Administration

**Total Cost:** (\$7,500)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed from the FY17 base budget totaling \$7,500 related to office furniture.

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## Budget Modifications

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### A. Training

**Division:** Budget and Research

**Total Cost:** (\$625)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The net reduction of \$625 is a combination of the following. Budgeted in the travel line is \$500 for an analyst to become a certified budget officer through UNC School of Government. The upcoming year this certification is not needed. Also reduced is a registration fee of \$125 for the NCLGBA winter conference. Only two out of the three budget staff will be attending. This reduction will leave a budget of \$1,900.

### B. Business Travel

**Division:** Budget and Research

**Total Cost:** (\$500)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** For the winter NCLGBA conference in FY17, only two staff will be attending the NCLGBA winter conference thus leaving a member of the team working to continue answer customer inquiries. This reduction totals \$500 and will leave a budget of \$5,525.

**C. Non-payroll benefits**

**Division:** Public Information  
**Total Cost:** \$1,751  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** In FY16, non-payroll benefits totaling \$1,751 were not funded for a temporary position salary. This funding corrects the error in the FY17 budget.

**D. Contracted Temporary Services**

**Division:** GTV  
**Total Cost:** \$7,000  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** A total amount of \$7,000 was added to the budget. The funding enables the Communications division to increase contracted temporary services to assist with GTV Master Control. Working with UNCW and CFCC to identify and work with students or recent graduates keeps the cost per hour lower than the industry standard. This funding will allow GTV bulletin board and video schedules to be updated daily, to create custom graphics for each live meeting and to identify malfunctioning equipment.

*Performance Measures*

Provide Sustainability and Adaptability		FY 15	FY 16	FY 16	FY 17
		Actual	Target	Actual	Target
<b>Goal:</b> To implement an integrated, purposeful approach for the development of effective policies and processes.					
<b>Objective:</b> Prepare agendas for policy deliberation.	<b>Measure:</b> Number of agendas completed	22	22	22	22
<b>Objective:</b> Maintain an effective policy making process.	<b>Measure:</b> Number of days prior to the Legislative session the City legislative agenda is approved.	8	14	20	14



Engage in Civic Partnerships	FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
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**Goal:** Maintain existing communication infrastructure to facilitate continued one-way information sharing and two-way engagement with citizens.

<b>Objective:</b> To maintain the City newsletter as a source of information at 45% as measured in the biennial citizen survey.	<b>Measure:</b> Publish newsletter quarterly.	4	4	4	4
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<b>Objective:</b> To provide gavel to gavel coverage of City Council and Planning Commission meetings	<b>Measure:</b> To cablecast and webcast 100% of all regularly scheduled City Council and Planning Commission meetings.	100%	100%	100%	100%
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<b>Objective:</b> To provide timely responses to daily TV and newspaper inquiries.	<b>Measure:</b> Respond to routine inquiries within 24 hours.	95%	95%	95%	95%
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Foster a Prosperous, Thriving Economy	FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
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**Goal:** To promote business growth and development in the community.

<b>Objective:</b> To facilitate regional discussion concerning economic development.	<b>Measure:</b> Number of meetings with regional economic development organizations.	8	4	9	10
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## CITY ATTORNEY

The City Attorney provides legal advice and assistance to the City Council, City Manager, and staff, as it relates to their official duties. The City Attorney is appointed by City Council and represents the City in all legal proceedings on behalf of the City. As legal advisor, the Attorney prepares and reviews legal documents, informs Council and staff of changes in the law affecting City operations, assists in the development of programs and procedures to ensure compliance with Local, State and Federal laws, and assists in the review and enforcement of City ordinances.

### BUDGET SUMMARY

Expenditure by Category	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
Personnel	\$ 608,834	\$ 611,281	\$ 611,281	\$ 731,589	19.7%
Benefits	\$ 165,763	\$ 179,376	\$ 179,119	\$ 211,851	18.1%
Operating	\$ 40,234	\$ 71,653	\$ 69,615	\$ 73,699	2.9%
Outlay	\$ 260	\$ -	\$ 2,000	\$ 2,010	100.0%
<b>Grand Total</b>	<b>\$ 815,091</b>	<b>\$ 862,310</b>	<b>\$ 862,015</b>	<b>\$ 1,019,149</b>	<b>18.2%</b>
<b>Authorized Positions</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>10</b>	

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### Budget Overview

The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department.

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### Budget Modifications

#### A. Dues and Subscriptions

**Division:** Attorney

**Total Cost:** \$175

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding totaling \$175 covers the cost of increased State Bar dues.

**B. Training**

**Division:** Attorney

**Total Cost:** \$600

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding of \$600 allows the Attorney's office to ensure employees maintain state licenses and certifications with mandatory continuing education requirements.

**C. One (1) Attorney**

**Division:** Attorney

**Total Cost:** \$112,225

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 1; Part-Time: 0

**Description:** The funding enables the Attorney's office to hire a new attorney aiding in the department's activities under Chapter 19 and Articles 13A and 13B of Chapter 14 of the N.C. General Statutes in support of the City Council priority of Youth Violence Reduction Initiatives. Total cost includes \$108,340 salary and benefits and \$3,885 for associated operating.

## HUMAN RESOURCES

The Human Resources department provides comprehensive services which support effective management of the workforce to all City departments. Functional areas include recruitment, classification, compensation and benefits administration, personnel records management, training, health and wellness, safety and risk management and employee relations.

### BUDGET SUMMARY

Expenditure by Category	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
Personnel	\$ 533,120	\$ 552,985	\$ 552,985	\$ 601,726	8.8%
Benefits	\$ 125,399	\$ 131,379	\$ 131,336	\$ 154,443	17.6%
Operating	\$ 57,599	\$ 113,722	\$ 113,523	\$ 79,519	-30.1%
Outlay	\$ 1,868	\$ -	\$ 1,300	\$ -	0.0%
<b>Grand Total</b>	<b>\$ 717,985</b>	<b>\$ 798,086</b>	<b>\$ 799,144</b>	<b>\$ 835,688</b>	<b>4.7%</b>
<b>Authorized Positions</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>9</b>	

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### Budget Overview

The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department.

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### Base Budget Adjustments

#### A. Other Professional Services

**Division:** Human Resources

**Total Cost:** (\$25,000)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$25,000 used for a market rate analysis.

## B. Contracted Temporary Services

**Division:** Human Resources

**Total Cost:** (\$2,500)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$2,500 used for temporary clerical help cleaning up personnel files.

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## Budget Modifications

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### A. Business Travel

**Division:** Human Resources

**Total Cost:** (\$1,000)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction in this line was validated leaving a budget of \$11,000.

### B. Specialized Training

**Division:** Human Resources

**Total Cost:** (\$860)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction in this line was validated leaving a budget of \$6,500.

### C. Training and Development

**Division:** Human Resources

**Total Cost:** (\$750)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction in this line was validated leaving a budget of \$6,000.

### D. Communication-Data Lines

**Division:** Human Resources

**Total Cost:** (\$175)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction totaling \$175 was validated.

**E. Bereavement**

**Division:** Human Resources  
**Total Cost:** (\$150)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** A three year analysis of trend data usage was reviewed and a reduction in this line was validated leaving a budget of \$150.

**F. Special Program Materials**

**Division:** Human Resources  
**Total Cost:** (\$36)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** A three year analysis of trend data usage was reviewed and a reduction in this line was validated leaving a budget of \$3,000.

**G. Non-payroll benefits**

**Division:** Human Resources  
**Total Cost:** \$2,517  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The FY16 budget did not have associated benefits budgeted for \$32,904 temporary services funding. This cost to adequately budget for the benefits in FY17 is \$2,517.

**H. Reclassification of HR Analyst to Sr. HR Analyst**

**Division:** Human Resources  
**Total Cost:** \$7,644  
**Priority:** Continuation of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding allows the HR department to reclassify an HR Analyst to Sr. HR Analyst. This funding places the HR Department's staffing levels back to the FY16's original status. Total cost of the reclassification is \$7,427 for salary and benefits.

**I. Temporary salary**

**Division:** Human Resources  
**Total Cost:** \$26,913  
**Priority:** Strategic Plan  
**Position(s):** Full Time Equivalent: 1 (unfunded); Part-Time: 0  
**Description:** An addition of \$26,913 in the temporary salary funding line to be used to respond if necessary to a Human Resource Assessment report by a consultant. The total includes salary plus social security and medicare. In addition a vacant unfunded FTE was authorized allowing for response to the report.

*Performance Measures*

Provide Sustainability and Adaptability		FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
<b>Goal:</b> Work in partnership with our clients to support their business outcome.					
<b>Objective:</b> Develop a detailed recruitment/selection plan prior to opening any recruitment.	<b>Measure:</b> Increase retention of new hires during probation period.	85%	80%	80%	85%
	<b>Measure:</b> Percentage of positions posted with prescreening questions.	85%	75%	77%	85%
	<b>Measure:</b> Number of positions filled at or before 60 days (from initial posting date to start date).	35%	45%	48%	50%
<b>Goal:</b> Create, promote, and foster individual and organizational effectiveness by offering diverse and innovative programs that support the City's values.					
<b>Objective:</b> Recognize the value of our employees by providing opportunities for developing their knowledge, skills and abilities.	<b>Measure:</b> Percent of employees completing safety training with a goal of 100%.	72%	75%	75.2%	75%
	<b>Measure:</b> Percentage of participants rating training programs as useful to their job with a goal of 90%.	98%	95%	98%	100%
<b>Goal:</b> Offer a variety of wellness/personal enrichment classes.					
<b>Objective:</b> Provide services and programs that promote optimal health and productivity of employees.	<b>Measure:</b> Percentage of clinic visits related to chronic disease management.	53%	60%	53%	27%
	<b>Measure:</b> Percent participation in the annual Health Risk Assessment.	70%	70%	60%	60%

## FINANCE

The Finance Department focuses on the City's financial services, including debt service management, cash investments, payroll, payables, billing, collections and purchasing.

### BUDGET SUMMARY

	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
<b>Expenditure by Division</b>					
Accounting/Treasury Svcs	\$ 1,098,342	\$ 1,295,811	\$ 1,311,348	\$ 1,381,484	6.6%
Billing And Collections	\$ 498,781	\$ 569,205	\$ 572,999	\$ 639,603	12.4%
Budget	\$ 329,162	\$ -	\$ -	\$ -	0.0%
Purchasing	\$ 259,538	\$ 345,433	\$ 346,003	\$ 355,750	3.0%
Allocated Cost	\$ (132,563)	\$ (138,890)	\$ (138,890)	\$ (150,765)	8.5%
<b>Grand Total</b>	<b>\$ 2,053,260</b>	<b>\$ 2,071,559</b>	<b>\$ 2,091,460</b>	<b>\$ 2,226,072</b>	<b>7.5%</b>
<b>Expenditure by Category</b>					
Personnel	\$ 1,502,371	\$ 1,492,791	\$ 1,522,278	\$ 1,632,462	9.4%
Benefits	\$ 417,502	\$ 460,472	\$ 454,859	\$ 491,180	6.7%
Operating	\$ 231,367	\$ 256,035	\$ 231,631	\$ 250,441	-2.2%
Outlay	\$ 34,584	\$ 1,151	\$ 21,582	\$ 2,754	139.3%
Allocated Cost	\$ (132,563)	\$ (138,890)	\$ (138,890)	\$ (150,765)	8.5%
<b>Grand Total</b>	<b>\$ 2,053,260</b>	<b>\$ 2,071,559</b>	<b>\$ 2,091,460</b>	<b>\$ 2,226,072</b>	<b>7.5%</b>
<b>Authorized Positions</b>					
Accounting/Treasury Svcs	13	14	14	14	
Billing And Collections	7	7	7	8	
Budget	3	0	0	0	
Purchasing	4	5	5	5	
<b>Grand Total</b>	<b>27</b>	<b>26</b>	<b>26</b>	<b>27</b>	



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## Division Descriptions

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The **Purchasing** division provides quality and economical materials and services that are promptly priced and purchased.

The **Billing and Collections** division handles the cash receipts for all accounts receivables to include rehab loans, assessments, demolition/lot cleaning liens, annual billing and the collection of beer/wine permits as well as miscellaneous invoices for in-person, mail, after-hours depository, drive-thru and draft payments. This division is also responsible for the delivery of mail to all City departments.

The **Accounting and Treasury Services** division is responsible for all financial transactions including accounts payable and receivable, management of fixed assets, preparation of the City's Comprehensive Annual Financial Report, filing of statutory reports, grant reporting, various state and federal tax filings, and the management of the City's cash and investment portfolio and debt issuance. Payroll is also processed in the Accounting and Treasury Services division.

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## Budget Overview

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The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department.

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## Budget Modifications

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### A. Legal Filing Fees

**Division:** Billing and Collections

**Total Cost:** (\$3,609)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction in this line was validated. The reduction leaves a budget of \$34,391.

**B. Office Supplies**

**Division:** Purchasing  
**Total Cost:** (\$300)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** A three year analysis of trend data usage was reviewed and a reduction totaling \$300 was removed.

**C. Auto Mileage**

**Division:** Purchasing  
**Total Cost:** (\$100)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** A three year analysis of trend data usage was reviewed and a reduction totaling \$100 was removed.

**D. Office Supplies**

**Division:** Billing and Collections  
**Total Cost:** \$1,364  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** Funding in the amount of \$1,364 allows Finance Billing and Collections to cover the costs associated with Collections sending a final late notice prior to referring accounts to Legal for demand letters.

**E. Contract Services**

**Division:** Accounting and Treasury Services  
**Total Cost:** \$21,530  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$21,530 allows for the continued contracted temporary services to assist with project management during the Finance Director position vacancy.

**F. One (1) Accountant**

**Division:** Billing and Collections  
**Total Cost:** \$77,390  
**Priority:** Strategic Plan  
**Position(s):** Full Time Equivalent: 1; Part-Time: 0  
**Description:** The funding enables the Finance Dept. to hire a new, full-time accountant to improve the collection of delinquent housing loans and other accounts receivable. The funding of \$77,390 covers salary, benefits and associated operating expenses.

*Performance Measures*

Provide Sustainability and Adaptability		FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
<p><b>Goal:</b> To provide financial, debt and cash management for all City funds in accordance with statutory requirements and generally accepted accounting principles.</p>					
<p><b>Objective:</b> Minimize credit risk by limiting investments purchased to those types authorized by State statute.</p>	<p><b>Measure:</b> Dollars invested during the course of the fiscal year in security types not authorized by State statute.</p>	\$0	\$0	\$0	\$0
<p><b>Objective:</b> Minimize the concentration of credit risk by diversifying investments by security type. Limit investments in a single government agency security type to 25% of investment portfolio.</p>	<p><b>Measure:</b> The greatest percentage of the total investment portfolio occupied by a single government agency security type.</p>	7%	<25%	4.8%	<25%
<p><b>Goal:</b> To provide a centralized system that bills and collects in a timely and accurate manner and to maintain an environment that supports the collection of all City revenue.</p>					
<p><b>Objective:</b> Ensure all invoices and account statements are accurately processed, generated and billed as scheduled.</p>	<p><b>Measure:</b> Percent of available invoices and account statements processed, generated and billed as scheduled.</p>	100%	100%	100%	100%
<p><b>Objective:</b> Ensure all revenue received is accurately processed and applied to the revenue item for which it is designated.</p>	<p><b>Measure:</b> Percent of payments accurately processed and applied.</p>	99.97%	100%	99.97%	100%
<p><b>Goal:</b> To enhance customer service to all City departments by insuring that all materials, supplies, equipment and services are acquired in a timely manner, at the best quality and value, and in compliance with all applicable procurement laws.</p>					
<p><b>Objective:</b> Secure goods and services at the lowest possible cost to support city operations by reviewing requisitions and securing quotes for items requested.</p>	<p><b>Measure:</b> Number of quotes received per requisition.</p>	2-3	2-3	2-3	2-3

## INFORMATION TECHNOLOGY

The Information Technology department provides a wide array of services which support all departments through end-user client support, network infrastructure, software applications, and championing the use of technology to meet the City's strategic goals.

### BUDGET SUMMARY

Expenditure by Category	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
Personnel	\$ 977,479	\$ 1,167,482	\$ 1,167,482	\$ 1,475,214	26.4%
Benefits	\$ 275,368	\$ 332,491	\$ 332,491	\$ 373,615	12.4%
Operating	\$ 758,546	\$ 794,364	\$ 801,895	\$ 829,195	4.4%
Outlay	\$ 10,204	\$ 5,400	\$ 21,520	\$ 3,100	-42.6%
<b>Grand Total</b>	<b>\$ 2,021,597</b>	<b>\$ 2,299,737</b>	<b>\$ 2,323,388</b>	<b>\$ 2,681,124</b>	<b>16.6%</b>
<b>Authorized Positions</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>21</b>	

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### Budget Overview

The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department.

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### Base Budget Adjustments

#### A. One-time, Non-Recurring Expenditure Reduction: Office Furniture

**Division:** Information Technology

**Total Cost:** (\$3,000)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$3,000 for purchases of office furniture.

**B. One-time, Non-Recurring Expenditure Reduction: Data Processing**

**Division:** Information Technology

**Total Cost:** (\$2,400)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$2,400 for purchases of phone and computer.

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**Budget Modifications**

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**A. Software Rental: Brainshark**

**Division:** Information Technology

**Total Cost:** (\$12,500)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** Reduction totaling \$12,500 was accepted due to infrequent use and use by only two departments of the software Brainshark. Additionally, an in-house solution potentially exists and is currently being investigated.

**B. Software Rental: GIS Hosting**

**Division:** Information Technology

**Total Cost:** (\$5,000)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The reduction was accepted due to an in-house solution offered.

**C. Software Rental: Surplus**

**Division:** Information Technology

**Total Cost:** (\$2,724)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction in this line was validated.

**D. Non-payroll benefits**

**Division:** Information Technology

**Total Cost:** \$153

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The FY16 budget did not have associated benefits for \$2,000 for time and one-half. The cost to adequately budget for the benefits in FY17 is \$153.

**E. Central Fleet participation**

**Division:** Information Technology

**Total Cost:** \$4,513

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding of \$4,513 allows for the coverage of maintenance cost associated with a van being transferred to the IT department in FY17. It also allows the IT department to begin participating in the fleet replacement fund for future needs.

**F. Reclassification: Client Services Supervisor to Client Services Manager**

**Division:** Information Technology

**Total Cost:** \$6,745

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding allows the IT Dept. to reclassify the Client Services Supervisor (E6) to Client Services Manager (E7) due to taking on responsibilities associated with the position. Cost associated with this is an increase of \$5,642 in salary and \$1,101 in related benefits.

**G. Common Area Maintenance (CAM) Fees**

**Division:** Information Technology

**Total Cost:** \$15,907

**Priority:** Continuation of Services

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding in the amount of \$15,907 will cover the cost of common area maintenance fees associated with newly acquired property.

**H. PC Replacement**

**Division:** Information Technology

**Total Cost:** \$21,118

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding in the amount of \$21,118 allows the IT department to place multiple Lync Voice project servers into the Technology fund.

**I. One (1) Network Administrator**

**Division:** Information Technology

**Total Cost:** \$80,866

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 1; Part-Time: 0

**Description:** The funding enables the IT department to hire a Network Administrator to aid in the Technical Systems division with infrastructure deadlines related to undertakings such as Microsoft EA, Lync Voice, server updates. The cost associated includes \$77,266 in salary and benefits and \$3,600 for associated operational.

**J. Shift of IT positions from WPD; includes reclass request**

**Division:** Information Technology  
**Total Cost:** \$211,721  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 3; Part-Time: 0  
**Description:** This funding represents a shift from the Police Department's IT staff in the amount of \$207,291 for salary and benefits for a Computer Support Specialist, Technology Support Assistant and a Business Systems Analyst. This includes the proposed 3% compensation increase. Additionally, there is a reclassification request for the Technology Support Assistant (N4) to become a Computer Support Specialist (N6) totaling \$4,430. The reclassification will allow this position to work not only with the PD but city-wide thus increasing the responsibilities and skillset required. Note, there is an associated reduction in the PD departmental budget.

*Performance Measures*

Provide Sustainability and Adaptability		FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
<b>Goal:</b> Improve the overall efficiency of the City by standardizing applications and common data elements.					
<b>Objective:</b> Determine the best enterprise solution for Microsoft Office products	<b>Measure:</b> All City supported computers will have the same operating system and version of Microsoft Office products.	100%	99%	99%	100%
<b>Objective:</b> Review duplication in multiple applications in the City	<b>Measure:</b> Complete an analysis of any duplication in the applications currently used throughout the City of Wilmington.	100%	50%	50%	100%
<b>Objective:</b> Identify common data elements within and between enterprise applications	<b>Measure:</b> A glossary of common data elements and the applications they belong to	N/A	N/A	25%	100%

Provide Sustainability and Adaptability	FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
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**Goal:** Build out the City's IT infrastructure to ensure that the City is able to function at optimal levels, meet potential interruptions in service with a minimum of down time, and plan for recovery operations if and when they are necessary.

<b>Objective:</b> Provide a high degree of Information Technology system reliability	<b>Measure:</b> Percent of Network Outages within the department's control	98%	99%	95%	99%
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<b>Objective:</b> Reduce the down time for any outages within the department's control	<b>Measure:</b> Average length of time for any network outages due to City configuration	< 1 hour	< 30 minutes	4 hours	<1 hour
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## SUNDRY APPROPRIATIONS

### NONDEPARTMENTAL

Non-Departmental	FY 14-15	FY 15-16	FY 15-16	FY 16-17
	Actual	Adopted	Adjusted	Adopted
Employee Recognition	\$ 4,813	\$ 12,000	\$ 9,865	\$ 12,000
City Facilities Storm Water	\$ 101,956	\$ 120,000	\$ 120,000	\$ 110,000
City Newsletters	\$ 68,128	\$ 85,000	\$ 79,500	\$ 85,000
Facilities Insurance	\$ 584,269	\$ 685,231	\$ 634,930	\$ 690,049
Unemployment Compensation	\$ 28,547	\$ 65,000	\$ 42,975	\$ 65,000
Workers' Compensation Claims	\$ 32,100	\$ 99,500	\$ 41,761	\$ 99,500
Dues - Associations	\$ 86,575	\$ 102,660	\$ 110,480	\$ 115,000
Claims Against the City	\$ 228,928	\$ 90,000	\$ 134,973	\$ 90,000
City Advertising	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000
Medical Insurance - Regular	\$ 3,877	\$ 581,726	\$ 518,036	\$ 580,000
Medical Insurance - Retiree	\$ 1,303,512	\$ 1,450,000	\$ 1,403,315	\$ 1,450,000
New Hanover County Tax Collections	\$ 398,089	\$ 411,823	\$ 411,823	\$ 417,573
Independent Audit	\$ 71,500	\$ 82,000	\$ 144,000	\$ 85,000
Employee Parking	\$ 79,365	\$ 84,525	\$ 84,525	\$ 84,525
Municipal Elections	\$ -	\$ 70,000	\$ 70,000	\$ 20,000
Actuarial Studies	\$ 7,949	\$ 650	\$ 7,675	\$ 7,900
United Way Fund Raising Campaign	\$ 417	\$ 500	\$ 700	\$ 1,000
Wellness Program	\$ 6,082	\$ 2,500	\$ 24,713	\$ 25,000
City-Wide Training	\$ 5,054	\$ 20,000	\$ 19,752	\$ 20,000
City-Wide Tuition Reimbursement	\$ 28,870	\$ 30,000	\$ 30,000	\$ 40,000
Retirement Payout Estimate	\$ -	\$ 100,000	\$ 100,000	\$ 150,000
Records Retention	\$ 5,364	\$ 30,000	\$ 30,000	\$ 30,000
City Streets Storm Water	\$ 2,073,600	\$ 2,247,782	\$ 2,249,917	\$ 2,441,004
Strategic Planning	\$ 21,333	\$ -	\$ -	\$ 25,000
Technology Projects	\$ 1,500	\$ -	\$ 3,767	\$ 77,308
Rent - Coast Guard Spaces	\$ 21,000	\$ 29,250	\$ 29,250	\$ 17,625
Payments to NCDOT	\$ 12,475	\$ -	\$ -	\$ -
Bank Service Fees	\$ 40,389	\$ 40,600	\$ 42,050	\$ 42,503
City-Wide Intern Pool	\$ 5,501	\$ 61,250	\$ 36,750	\$ 53,825
Convention Center Hotel Costs	\$ 98,575	\$ -	\$ 10,817	\$ -
Economic Development Initiatives	\$ -	\$ 50,000	\$ 33,357	\$ 70,000
City Marketing	\$ -	\$ 15,000	\$ 15,000	\$ 20,000
Arts Council Strategic Plan	\$ -	\$ -	\$ -	\$ 703
Municipal Service District	\$ 30,000	\$ 30,000	\$ 30,000	\$ -

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted
<b>Non-Departmental</b>				
InnovateNC	\$ -	\$ -	\$ 15,173	\$ -
Legislative Affairs	\$ 40,756	\$ 50,000	\$ 50,000	\$ 50,000
Miscellaneous	\$ 2,617	\$ 30,000	\$ 47,850	\$ 116,198
Leadership Development	\$ 6,656	\$ 17,000	\$ 17,000	\$ 20,000
Office Space Assessment	\$ 21,120	\$ 220,000	\$ 85,021	\$ 355,000
Accounting Move/Rent	\$ -	\$ -	\$ -	\$ 546,955
DMV Tax Collection Fees	\$ 103,898	\$ 99,678	\$ 99,678	\$ 111,236
Cost Recovery Agreements	\$ -	\$ -	\$ 5,000	\$ -
Vision Self Insurance	\$ (12,019)	\$ -	\$ -	\$ -
Dental Self Insurance	\$ (96,668)	\$ -	\$ 30,000	\$ -
Disease Management	\$ 353,900	\$ 360,000	\$ 360,000	\$ 360,000
HRA Retiree and Administrative Fees	\$ 7,515	\$ 66,833	\$ 66,833	\$ 64,944
FSA Administrative Fees	\$ 14,088	\$ 16,002	\$ 16,002	\$ 16,350
Employment Medical	\$ 105,581	\$ 100,000	\$ 100,000	\$ 100,000
Employee Assistance Program	\$ 10,266	\$ 9,527	\$ 9,527	\$ 10,557
OPEB Contribution Trust	\$ 416,423	\$ -	\$ 1,278,390	\$ 874,875
Retiree Health Claims Audit	\$ 534	\$ 800	\$ 800	\$ 800
Health Claims Audit	\$ 800	\$ 800	\$ 800	\$ 800
Separation Allowance Police	\$ 250,000	\$ 250,000	\$ 250,000	\$ 350,000
Burn Pit Costs	\$ 6,291	\$ -	\$ -	\$ -
Wave Transit Subsidy	\$ 1,442,822	\$ 1,442,822	\$ 1,442,822	\$ 1,323,550
Voluntary Annexation Costs	\$ (406)	\$ -	\$ -	\$ 7,000
Special Purpose Grant Match	\$ -	\$ 100,000	\$ 85,000	\$ 175,278
Allocated Costs	\$ (1,438,710)	\$ (1,521,077)	\$ (1,521,077)	\$ (1,644,492)
<b>Total</b>	<b>\$ 6,590,231</b>	<b>\$ 7,849,382</b>	<b>\$ 8,918,750</b>	<b>\$ 9,774,566</b>

The FY 2016-17 General Fund Nondepartmental budget includes funding for general City expenditures not attributable to a specific City departments. Some highlights for the allotments are as follows:

- An increase in the expense for stormwater fees associated with City-owned streets includes a 5.9% increase in the stormwater utility rate from \$7.23 to \$7.66.
- A transfer from the Debt Service for the City's OPEB contribution totaling \$874,875 is reflected. This is the last year of the contribution resulting from refinancing to apply the savings from the 2014 Refunding LOBs.
- Funding for WAVE Transit was budgeted in the amount of \$1,323,550 for operating costs.
- A \$5,000 increase was provided to the city-wide tuition reimbursement program.

**SUNDRY'S PUBLIC SERVICE AGENCY APPROPRIATIONS**

The City provides funding to public service agencies through the General Fund, Community Development Block Grant, and HOME Investment Partnership funds that provide services consistent with the City Council's strategic focus areas, Department of Housing and Urban Development (HUD) national guidelines, and the priorities of the City's Five-year Consolidated Plan for CDBG/HOME. Applications for these funds are considered through a competitive process for two consecutive years of funding that is appropriated annually by City Council through the budget process. Fiscal Year 2017 is the first year of the biennial process.

Public Service Agencies - General Fund

The agencies listed here received funding through the City's application process and are funded from the General Fund.

	FY 14-15	FY 15-16	FY 15-16	FY 16-17
	Actual	Adopted	Adjusted	Adopted
<b>General Fund Competitive Agencies</b>				
Coastal Horizons	\$ 95,041	\$ 66,180	\$ 68,169	\$ 71,474
Domestic Violence Shelter & Services, Inc.	\$ -	\$ -	\$ -	\$ 25,073
Elderhaus	\$ 19,231	\$ 19,231	\$ 19,231	\$ 20,385
YWCA Lower Cape Fear	\$ -	\$ -	\$ -	\$ 5,174
Phoenix Employment Ministries	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Kids Making It Woodworking	\$ 30,288	\$ 30,288	\$ 30,288	\$ 32,711
Brigade Boys and Girls Club	\$ 70,819	\$ 70,819	\$ 70,819	\$ 52,045
American Red Cross	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,800
Good Shepherd Ministries	\$ -	\$ 12,487	\$ 12,487	\$ -
Southside Community Development	\$ -	\$ -	\$ -	\$ 25,000
Food Bank of North Carolina	\$ 14,853	\$ 14,853	\$ 14,853	\$ 15,744
Cape Fear United Way/Blue Ribbon Commission	\$ 30,000	\$ 30,000	\$ 30,000	\$ 32,400
Cape Fear United Way/BRC Summer Youth Employment	\$ -	\$ -	\$ -	\$ 30,000
Wilmington Coastal Boxing	\$ 4,102	\$ 10,000	\$ 15,898	\$ -
Communities in Schools in Cape Fear	\$ 19,808	\$ 19,808	\$ 19,808	\$ 21,393
Ability Garden	\$ 6,500	\$ 6,500	\$ 6,500	\$ 7,020
Historic Wilmington Foundation	\$ 11,723	\$ 11,723	\$ 11,723	\$ 12,426
Aging in Place Downtown	\$ 8,998	\$ 8,998	\$ 8,998	\$ 9,268
Cape Fear Literacy Council	\$ 13,581	\$ 13,581	\$ 13,581	\$ 14,667
LINC - Leading Into New Communities	\$ 36,561	\$ 36,972	\$ 58,951	\$ 72,975
AME Zion Housing CDC	\$ -	\$ 25,330	\$ 30,660	\$ -
Cape Fear Housing Land Trust	\$ 21,767	\$ 21,767	\$ 21,767	\$ 22,420
Dreams	\$ 19,999	\$ 20,000	\$ 20,000	\$ 21,200
Wilmington Residential Adolescent Achievement	\$ 22,844	\$ 22,844	\$ 22,844	\$ 24,215
Community Boys and Girls Club	\$ 20,000	\$ 20,000	\$ 20,000	\$ 44,513
CF COG- Continuum of Care (10 Yr Plan)	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
Wilmington Area Rebuilding Ministry	\$ -	\$ -	\$ -	\$ 40,000
<b>Total General Fund Competitive Agencies</b>	<b>\$ 471,115</b>	<b>\$ 536,381</b>	<b>\$ 571,577</b>	<b>\$ 675,903</b>

Public Service Agencies - CDBG

The agencies listed here received funding through the City's application process and are funded from Federal entitlement funds associated with the Community Development Block Grant.

<b>CDBG Competitive Agencies</b>	<b>FY 14-15 Actual</b>	<b>FY 15-16 Adopted</b>	<b>FY 15-16 Adjusted</b>	<b>FY 16-17 Adopted</b>
Domestic Violence Shelter & Services, Inc.	\$ 32,151	\$ 32,151	\$ 32,151	\$ 9,650
Good Shepherd Ministries/Wilmington Interfaith	\$ 114,107	\$ 101,620	\$ 101,620	\$ 117,523
LINC - Leading Into New Communities	\$ 10,597	\$ 10,597	\$ 10,597	\$ -
First Fruit Ministries	\$ 21,535	\$ 21,535	\$ 21,535	\$ 22,827
<b>Total CDBG Competitive Agencies</b>	<b>\$ 178,390</b>	<b>\$ 165,903</b>	<b>\$ 165,903</b>	<b>\$ 150,000</b>
<b>Grand Total Competitive Agencies</b>	<b>\$ 649,505</b>	<b>\$ 702,284</b>	<b>\$ 737,480</b>	<b>\$ 825,903</b>

**CIVIC DEVELOPMENT PARTNER AGENCY APPROPRIATIONS**

The City also provides funding to Civic Development Partner agencies through the General Fund such as those that provide economic and physical development, cultural and recreational programs, or boards and commissions that enhance the area and quality of life for its citizens. Applications through the General Fund for these agencies are also considered through a competitive process. Fiscal Year 2017 is the first year of a three year contract with the agencies below.

<b>Economic Civic Partners</b>	<b>FY 14-15 Actual</b>	<b>FY 15-16 Adopted</b>	<b>FY 15-16 Adjusted</b>	<b>FY 16-17 Adopted</b>
<b><i>Economic Development</i></b>				
Wilmington Business Development	\$ 86,087	\$ 87,551	\$ 87,551	\$ 100,000
Wilmington Downtown, Inc.	\$ 65,216	\$ 66,325	\$ 66,325	\$ 86,000
Wilmington Regional Film Commission	\$ 117,502	\$ 119,500	\$ 119,500	\$ 121,890
<b><i>Cultural and Recreation</i></b>				
Entrepreneur Center	\$ 140,000	\$ 70,000	\$ 70,000	\$ 70,000
Cucalorus Film Foundation	\$ 12,000	\$ 20,000	\$ 20,000	\$ 22,000
Arts Council	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Cameron Art Museum	\$ 10,000	\$ -	\$ -	\$ 10,000
Wilmington Jewish Film Festival	\$ -	\$ 2,000	\$ 2,000	\$ 2,000
Cape Fear Future	\$ 15,000	\$ 20,000	\$ 20,000	\$ -
Children's Museum of Wilmington	\$ -	\$ -	\$ -	\$ 10,000
<b>Total Economic Civic Partner Agencies</b>	<b>\$ 470,805</b>	<b>\$ 410,376</b>	<b>\$ 410,376</b>	<b>\$ 446,890</b>

### OTHER GENERAL FUND AGENCY APPROPRIATIONS

Other General Fund agencies include those that provide quality of life for the citizens of the greater Wilmington region and are considered annually in the budget. These agencies do not go through an application process.

Other General Fund Agencies	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted
<b>Agencies</b>				
Battleship Fireworks	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Thalian Hall Center for the Performing Arts	\$ 129,540	\$ 131,742	\$ 131,742	\$ 132,664
Community Arts Center	\$ 53,700	\$ 53,700	\$ 53,700	\$ 53,700
Flemington Soccerplex	\$ 35,000	\$ -	\$ -	\$ -
Children's Museum of Wilmington	\$ -	\$ 10,000	\$ 10,000	\$ -
Kids Making It Summer Jobs Program	\$ -	\$ 50,000	\$ 50,000	\$ -
UNCW Track	\$ -	\$ -	\$ -	\$ 100,000
<b>Boards and Commissions</b>				
Cape Fear Council of Governments*	\$ 20,044	\$ 20,044	\$ 12,224	\$ -
City Boards	\$ 9,176	\$ 6,500	\$ 22,500	\$ 6,500
Sister City Commission	\$ 1,680	\$ 2,500	\$ 2,500	\$ 2,500
<b>Total Other Agencies</b>	<b>\$ 279,140</b>	<b>\$ 304,486</b>	<b>\$ 312,666</b>	<b>\$ 325,364</b>

\*Cape Fear Council of Government dues (\$20,420) moved to Dues and Associations

### CONTINGENCY

Contingency	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted
Council Contingency	\$ -	\$ 100,000	\$ 90,000	\$ 100,000
Contingency for Economic Development	\$ -	\$ 100,000	\$ 100,000	\$ 100,000
<b>Total</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 190,000</b>	<b>\$ 200,000</b>

Contingency funds are budgeted for unforeseen needs that may arise during the fiscal year. Any use of contingency funds must be approved by City Council.

### ECONOMIC INCENTIVES

	FY 14-15	FY 15-16	FY 15-16	FY 16-17
Economic Incentives	Actual	Adopted	Adjusted	Adopted
Pharmaceutical Product Development	\$ 115,250	\$ 125,000	\$ 125,000	\$ 125,000
Castle Branch	\$ 50,000	\$ 50,000	\$ 100,000	\$ 50,000
Live Oak Bank	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
AAI Pharma	\$ -	\$ -	\$ 143	\$ 45,000
Wrightsville Beach Galleria	\$ -	\$ 7,224	\$ 7,224	\$ 7,224
Miscellaneous Incentives	\$ -	\$ -	\$ -	\$ 50,000
<b>Total</b>	<b>\$ 215,250</b>	<b>\$ 232,224</b>	<b>\$ 282,367</b>	<b>\$ 327,224</b>

Incentive payment agreements with PPD, Castle Branch, Live Oak Bancshares and AAI Pharma are recommended in FY 2017. Also included is a contractual payment to Wrightsville Beach for the annexation of the Galleria property as well as a miscellaneous incentive funding.

### TRANSFERS

	FY 14-15	FY 15-16	FY 15-16	FY 16-17
Transfers	Actual	Adopted	Adjusted	Adopted
Debt Service	\$ 9,334,832	\$ 9,334,832	\$ 9,971,933	\$ 9,334,832
Special Purpose	\$ 703,038	\$ 724,855	\$ 841,182	\$ 650,356
CDBG/HOME Grant & Loan Administration	\$ 181,548	\$ 184,096	\$ 184,096	\$ 207,077
Capital Projects Streets and Sidewalks	\$ 403,731	\$ -	\$ 352,500	\$ 3,352,266
Capital Projects Parks and Recreation	\$ 345,355	\$ -	\$ 118,788	\$ -
Capital Projects Public Facilities	\$ 330,000	\$ -	\$ 510,850	\$ 35,000
Capital Projects Public Improvement	\$ 30,000	\$ -	\$ -	\$ 1,755,104
Solid Waste Management Fund	\$ -	\$ -	\$ -	\$ 29,866
Technology Replacement Fund	\$ 480,000	\$ 480,000	\$ 480,000	\$ 349,915
Loan Fund: Rehabilitation	\$ 100,000	\$ -	\$ -	\$ -
Loan Fund: HOP Revolving	\$ -	\$ -	\$ -	\$ 50,000
Loan Fund: Legal and Forgivable Loans	\$ -	\$ -	\$ -	\$ 350,000
<b>Total Transfers</b>	<b>\$ 11,908,504</b>	<b>\$ 10,723,783</b>	<b>\$ 12,459,349</b>	<b>\$ 16,114,416</b>

The FY 2016-17 Sundry Transfers budget provides for approximately \$9.3 million to the Debt Service Fund, which represents existing debt service previously incorporated into the property tax rate. This level of funding will continue until that debt is retired.

Transfers to the Special Purpose Fund moves funding into life-to-date projects for various programs. The budget for FY 2017 includes:

Safelight	\$200,000
S.A.B.L.E.	\$161,201
Annual Affordable Housing Summit	\$7,000
Metropolitan Planning Administration	\$282,155
Downtown Business Alliance	\$11,000

The General Fund subsidizes the community development activities in the CD/HM Grant and Loan Administration Fund, which is funded primarily with Community Development Block Grant and HOME funds from the federal government. The General Fund contribution for FY 2017 is 27.5% of the total allotment for these activities.

Support for the fourth annual Affordable Housing Summit is provided at \$7,000. The City anticipates the receipt of sponsorships to assist with the initiative.

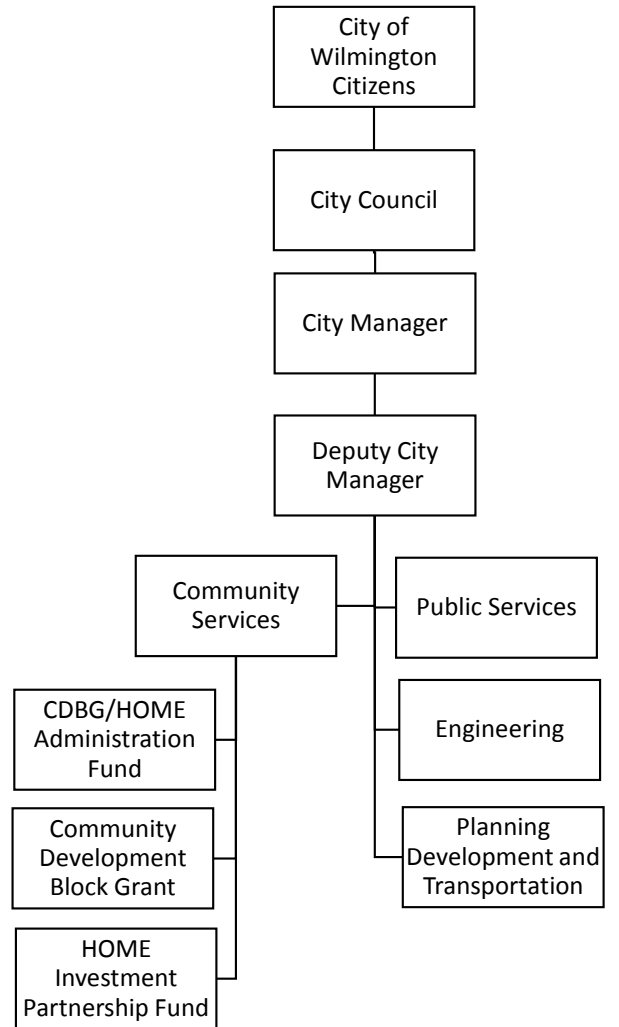
The \$349,915 to the Technology Replacement Fund provides for the costs associated with the City's transition to a hosted environment also known as cloud computing.

The General Fund is transferring \$50,000 in FY17 to support the Home Ownership Pool (HOP) program revolving loan fund to provide resources for moderate income workforce housing, those with income from 80% to 120% of area median income, looking to achieve the benefit of home ownership.

\$250,000 is being provided for deferred/forgivable loans for owner occupied home rehabilitations to include a program for minor repairs up to \$10,000 and housing rehabilitations projects up to \$75,000. This resource is available for households with income of 50% or less of area median income.

Additionally there is \$100,000 transfer to the to the Legal Fees & Forgivable Loans Loan fund to aid legal fees for foreclosed properties.

# COMMUNITY DEVELOPMENT





## COMMUNITY SERVICES

The Community Services department encompasses programs designed to improve the quality of life for all City residents regardless of age or economic standing.

### BUDGET SUMMARY

Expenditure by Division	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
Administration	\$ 202,301	\$ 212,257	\$ 214,557	\$ 213,221	0.5%
Code Enforcement	\$ 540,581	\$ 576,707	\$ 733,055	\$ 669,455	16.1%
Parks and Recreation	\$ 6,517,894	\$ 6,915,514	\$ 6,926,715	\$ 7,224,107	4.5%
Allocated Cost	\$ (46,572)	\$ (49,699)	\$ (49,699)	\$ (49,699)	0.0%
<b>Grand Total</b>	<b>\$ 7,214,205</b>	<b>\$ 7,654,779</b>	<b>\$ 7,824,628</b>	<b>\$ 8,057,084</b>	<b>5.3%</b>
<b>Expenditure by Category</b>					
Personnel	\$ 4,015,524	\$ 4,215,364	\$ 4,084,662	\$ 4,324,155	2.6%
Benefits	\$ 1,175,865	\$ 1,254,253	\$ 1,254,445	\$ 1,332,561	6.2%
Operating	\$ 2,020,412	\$ 2,161,976	\$ 2,442,130	\$ 2,335,867	8.0%
Outlay	\$ 48,976	\$ 72,885	\$ 93,090	\$ 114,200	56.7%
Miscellaneous	\$ (1)	\$ -	\$ -	\$ -	0.0%
Allocated Cost	\$ (46,572)	\$ (49,699)	\$ (49,699)	\$ (49,699)	0.0%
<b>Grand Total</b>	<b>\$ 7,214,205</b>	<b>\$ 7,654,779</b>	<b>\$ 7,824,628</b>	<b>\$ 8,057,084</b>	<b>5.3%</b>
<b>Authorized Positions</b>					
Administration	2	2	2	2	
Code Enforcement	7	5	5	6	
Parks and Recreation	75	75	75	77	
<b>Grand Total</b>	<b>84</b>	<b>82</b>	<b>82</b>	<b>85</b>	

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### *Division Description*

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The **Administration** division's primary responsibility is the oversight, coordination, and management of all departmental activities.

The primary responsibility of the **Code Enforcement** division is to enforce City ordinances and educate citizens on maintaining a healthy and safe environment.

The **Community Development and Housing** division administers federal, state and local funding to benefit low-to-moderate income citizens by supporting the production and rehabilitation of affordable housing, assistance for homebuyers and numerous community-based organizations that serve at-risk youth, elderly, homeless, victims of abuse and neglect, disabled, and other special populations. The Community Development and Housing division works to leverage limited funding by working in collaboration with the non-profit and private sectors to address a variety of issues impacting the quality of life in a community.

The **Parks and Recreation** division provides an array of services such as individual and team activities to youth and adults for improvement in mental health, health maintenance, and promotion of positive sportsmanship. It also provides outlets for social interaction, physical activity, environmental awareness, and to support community integration through creative programming for the total family and to make a positive impact towards their quality of life. The Parks, Landscape and Tree Maintenance section maintains landscaping and trees in City greenways and supports over 50 public parks and playgrounds throughout the City. Additionally the division provides set-up and support for press conferences and special meetings throughout City departments.

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### *Budget Overview*

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The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department.

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## Budget Modifications

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### A. Office Supplies

**Division:** Community Development

**Total Cost:** (\$500)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction in this line totaling \$500 was validated.

### B. Other Professional Services

**Division:** Administration

**Total Cost:** (\$290)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The reduction of \$290 results in consulting services from Goforward being cancelled.

### C. Computer Software

**Division:** Code Enforcement

**Total Cost:** (\$261)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** Due to lack of use, the cost estimation software reduction was accepted reducing the budget by \$261.

### D. Advertising

**Division:** Code Enforcement

**Total Cost:** (\$150)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction in this line totaling \$150 was validated.

### E. Communication-Data Lines

**Division:** Code Enforcement

**Total Cost:** (\$145)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction in this line totaling \$145 was validated.

**F. Printing/Copies**

**Division:** Code Enforcement

**Total Cost:** (\$96)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction in this line totaling \$96 was validated.

**G. Uniforms and Clothing**

**Division:** Downtown Services

**Total Cost:** \$150

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding allows the Downtown Services division to purchase uniform shirts. A total of \$150 was added to the budget.

**H. Advertising**

**Division:** Downtown Services

**Total Cost:** \$300

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding totaling \$300 enables the Downtown Services division to increase advertising efforts.

**I. Business Travel**

**Division:** Recreation Intervention

**Total Cost:** \$500

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding of \$500 allows the Recreation Intervention division to travel to training and/or professional conferences.

**J. Business Travel**

**Division:** Recreation Admin

**Total Cost:** \$500

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding totaling \$500 allows for the Recreation Superintendent to attend the NCRPA Director's Conference.

**K. Advertising**

**Division:** Code Enforcement  
**Total Cost:** \$800  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** Funding totaling \$800 allows the Code Enforcement division to manage increased advertising for public hearings.

**L. Legal**

**Division:** Code Enforcement  
**Total Cost:** \$1,500  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$1,500 in the Code Enforcement division allows staff to complete title work on cold cases.

**M. Legal Filing Fees**

**Division:** Code Enforcement  
**Total Cost:** \$1,564  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** Funding in the amount of \$1,564 in the Code Enforcement division accommodates an increase in filing fees in the amount of \$1,564 due to the number of structure cases being prepared for hearing and in REM foreclosure.

**N. Reclassification: Admin Support Assist to Admin Support Tech**

**Division:** Code Enforcement  
**Total Cost:** \$4,901  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$4,901 is in place to reclassify an Administrative Support Assistant to an Administrative Support Technician in the Community Services Code Enforcement division.

**O. Stand-by: After hours response**

**Division:** Tree Management  
**Total Cost:** \$7,410  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The Community Services Tree Management division will utilize \$7,410 to allow for a stand-by program, sharing 24/7 response responsibilities with the Public Services' Streets and Stormwater divisions. This funding enables the division to budget for non-exempt personnel to respond to after hours events.

**P. Northern Downtown: Grounds Technician part-time employee**

**Division:** Parks & Landscape

**Total Cost:** \$12,918

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 1

**Description:** This funding totaling \$12,918 enables the Parks and Landscape division to maintain the Northern Riverwalk on weekends with part-time temporary staff.

**Q. Other Professional Services**

**Division:** Community Development

**Total Cost:** \$15,000

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding totaling \$15,000 enables the Community Development division to work with a consulting service to assist with preparation of AFFH-Analysis for Further Fair Housing as required by HUD.

**R. Skatepark: Recreation Assistant part-time employee**

**Division:** Recreation Facilities

**Total Cost:** \$16,148

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 1

**Description:** The funding of \$16,148 enables the Community Services Recreation Facilities division to hire a part time Recreation Assistant to staff the Greenfield Grind skate park.

**S. Pool contract**

**Division:** Recreation Facilities

**Total Cost:** \$16,977

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding of \$16,977 enables the Recreation Facilities division to contract with an outside vendor to manage the City pools, increasing youth programs.

**T. Part-time Seasonal Staff Supporting Concessions**

**Division:** Concessions

**Total Cost:** \$22,499

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 6

**Description:** The funding allows Community Services to enhance existing funds to hire additional temporary staff in the Concessions division, given that current temporary staff can only work 19 hours per week and cannot exceed those hours or they fall into another employee category. In order to sustain current service levels and allow coverage for the seasonal concessions work, funding in the amount of \$22,499 for additional staff is

needed. Funding will support 5 part-time food and beverage servers and 1 recreation specialist.

#### U. Other Professional Services

**Division:** Community Development

**Total Cost:** \$25,000

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding in the amount of \$25,000 allows the Community Development division to pay for consulting services to prepare job procedure manuals for all positions in CD Housing Section including loans, at the recommendation of the Internal Audit.

#### V. Tree Maintenance Contracts

**Division:** Tree Management

**Total Cost:** \$33,023

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding totaling \$33,023 enables the Tree Management division to expand an existing tree maintenance contract to include additional stump removal, allowing staff time to be dedicated to other tree services and addressing the tree management backlog.

#### W. Other Professional Services

**Division:** Concessions

**Total Cost:** \$35,000

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A total of \$35,000 was added to the budget. The funding covers an increase in concession revenue shares for Legion and Amphitheater facility users.

#### X. One (1) Code Enforcement Officer

**Division:** Code Enforcement

**Total Cost:** \$82,465

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 1; Part-Time: 0

**Description:** The funding enables the Code Enforcement division to hire one (1) additional Code Enforcement officer. Total cost includes salary and benefits (\$52,261) and associated operating costs (\$30,204), totaling \$82,465 which includes the cost of a vehicle.

**Y. Site Clean Up**

**Division:** Code Enforcement  
**Total Cost:** \$120,000  
**Priority:** Continuation of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding enables the Code Enforcement division to complete asbestos surveys, abatement and demolitions for backlog violations. A total of \$120,000 was added to the budget.

**Z. Inland Greens, small parks and city right-of-ways**

**Division:** Parks & Landscape  
**Total Cost:** \$239,668  
**Priority:** Strategic Plan  
**Position(s):** Full Time Equivalent: 3; Part-Time: 0  
**Description:** The funding allows the Parks and Landscape division to staff and maintain Inland Greens, right-of-ways and additional smaller parks with a Crew Leader, Senior Grounds Tech, Facilities Tech at \$142,758. The funding includes landscaping equipment \$2,500, materials and supplies \$2,000, plant materials \$1,000, and a F350 Crew Cab, JD Out Front mower, and mini Skid Steer for \$90,000.

**Performance Measures**

Promote Culture, Arts and Public Spaces	FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
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**Goal:** To provide abundant well maintained City park system and athletic facilities.

<b>Objective:</b> To maintain overall citizen satisfaction with maintenance and appearance of City parks per citizen survey.	<b>Measure:</b> Achieve 75% or higher satisfaction rating on biennial citizen survey.	79%	N/A	N/A	80%
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Foster a Prosperous, Thriving Economy	FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
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**Goal:** To develop and preserve an increased stock of affordable housing alternatives accessible to all citizens in need.

<b>Objective:</b> To develop new affordable housing, including homeowner and rental.	<b>Measure:</b> Number of new units of affordable homeowner and rental housing constructed/completed.	64	72	0	31
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Create a Safe Place	FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
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**Goal:** To enhance quality of life, and protect public health and safety, through targeted code enforcement initiatives.

<p><b>Objective:</b> To decrease the number of City initiated demolitions and voluntary demolitions, which maintain the housing stock by increasing the number of rehabilitations through the minimum housing initiatives.</p>	<p><b>Measure:</b> Percentage of rehabilitations to demolitions.</p>	49%	75%	66%	75%
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Provide Sustainability and Adaptability	FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
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**Goal:** To provide for current and growing demand for recreational programming, greenways, and first class facilities, ensuring that service gaps and future capacity requirements are addressed.

<p><b>Objective:</b> To complete construction of the Gary Shell Cross-City Trail.</p>	<p><b>Measure:</b> Number of sections complete.</p>	13	14	13	14
<p><b>Objective:</b> To maintain facility levels to meet demand.</p>	<p><b>Measure:</b> Number of parks and recreation facilities in the current year Capital Improvement Program</p>	4	4	0	3

## CDBG/HOME GRANT AND LOAN ADMIN FUND

The CDBG/HOME Grant and Loan Fund was established in FY 2010 to capture the costs associated with the City's community development and housing activities.

### BUDGET SUMMARY

	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
<b>Revenue by Ordinance</b>					
Transfer from General Fund	\$ 181,548	\$ 184,096	\$ 184,096	\$ 207,077	12%
Transfer from CDBG	\$ 369,470	\$ 454,119	\$ 454,119	\$ 487,100	7%
Transfer from HOME	\$ 66,865	\$ 68,944	\$ 68,944	\$ 58,715	-15%
Appropriated Fund Balance	\$ -	\$ -	\$ 2,500	\$ -	0%
<b>Grand Total</b>	<b>\$ 617,883</b>	<b>\$ 707,159</b>	<b>\$ 709,659</b>	<b>\$ 752,892</b>	<b>6%</b>
<b>Expenditure by Division</b>					
Finance	\$ 169,699	\$ 189,419	\$ 191,865	\$ 195,777	3.4%
Community Development	\$ 191,328	\$ 244,522	\$ 244,592	\$ 295,163	20.7%
Housing Development	\$ 187,504	\$ 223,519	\$ 223,503	\$ 212,253	-5.0%
Allocated Costs	\$ 69,352	\$ 49,699	\$ 49,699	\$ 49,699	0.0%
<b>Grand Total</b>	<b>\$ 617,883</b>	<b>\$ 707,159</b>	<b>\$ 709,659</b>	<b>\$ 752,892</b>	<b>6.5%</b>
<b>Expenditure by Category</b>					
Benefits	\$ 109,551	\$ 145,223	\$ 145,211	\$ 144,598	-0.4%
Operating	\$ 122,311	\$ 102,550	\$ 130,262	\$ 143,090	39.5%
Personnel	\$ 386,021	\$ 459,386	\$ 434,186	\$ 465,204	1.3%
<b>Grand Total</b>	<b>\$ 617,883</b>	<b>\$ 707,159</b>	<b>\$ 709,659</b>	<b>\$ 752,892</b>	<b>6.5%</b>
<b>Authorized Positions</b>					
Administration		9	9	9	8

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### Budget Overview

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The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department.

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## **Budget Modifications**

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### **A. Office Supplies**

**Division:** Accounting and Treasury Services

**Total Cost:** (\$64)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The reduction of \$64 was removed using a three year trend analysis.

### **B. Fiscal Support Technician (#1) correction**

**Division:** Accounting and Treasury Services

**Total Cost:** \$1,297

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding enhancement request totaling \$1,297 corrects the base budget going forward due to incorrect hourly rate.

### **C. Reclassification: Admin Support Assist to Fiscal Support Technician**

**Division:** Accounting and Treasury Services

**Total Cost:** \$3,418

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding in the amount of \$3,418 allows a reclassification of the Administrative Support Assistant to Fiscal Support Technician to perform more complex accounting tasks.

## COMMUNITY DEVELOPMENT BLOCK GRANT

The Community Development Block Grant (CDBG) Entitlement Program provides annual grants on a formula basis to entitled cities and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.

### BUDGET SUMMARY

	FY 15-16	FY 16-17	Variance
	Adopted	Adopted	FY 15-16 to FY 16-17
<b>Revenue by Ordinance</b>			
Federal Entitlement	\$ 881,896	\$ 871,498	-1%
Program Income	\$ 4,700	\$ 20,000	326%
<b>Grand Total</b>	<b>\$ 886,596</b>	<b>\$ 891,498</b>	<b>1%</b>
<b>Expenditure by Division</b>			
<b>Housing</b>			
Home Ownership Program (HOP)	\$ 166,574	\$ 227,398	37%
Housing Delivery Costs	\$ 205,000	\$ 205,000	0%
Undesignated	\$ 100,000	\$ -	-100%
<b>Subtotal</b>	<b>\$ 471,574</b>	<b>\$ 432,398</b>	<b>-8%</b>
<b>Public Facilities</b>			
Domestic Violence	\$ 32,151	\$ 9,650	-70%
First Fruit Ministries	\$ 21,535	\$ 22,827	6%
Good Shepherd	\$ 101,620	\$ 117,523	16%
LINC	\$ 10,597	\$ -	-100%
<b>Subtotal</b>	<b>\$ 165,903</b>	<b>\$ 150,000</b>	<b>-10%</b>
<b>Program Administration and Planning</b>			
CDBG Activities	\$ 249,119	\$ 236,100	-5%
<b>Subtotal</b>	<b>\$ 249,119</b>	<b>\$ 236,100</b>	<b>-5%</b>
<b>Public Services</b>			
Community Boys and Girls	\$ -	\$ 40,000	100%
Child Development Center	\$ -	\$ 33,000	100%
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 73,000</b>	<b>100%</b>
<b>Grand Total</b>	<b>\$ 886,596</b>	<b>\$ 891,498</b>	<b>1%</b>

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### *Budget Overview*

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In program year 2016-17, the City anticipates \$871,498 in CDBG entitlement funds (\$10,398 decrease) and \$484,147 in HOME entitlement funds (\$44,710 increase). One hundred percent of CDBG funds are anticipated to be used for the benefit of low-to-moderate income persons.

The proposed projects and programs for implementation in the coming fiscal year include projects to increase the supply of affordable rental housing; foster homeownership; preserve and rehabilitate existing housing stock; and provide services and support for the homeless, including ex-offenders, victims of domestic violence and at-risk youth. Resources are made available to provide for services to improve neighborhoods and serve citizens, including at-risk youth.

## HOME INVESTMENT PARTNERSHIP FUND

The HOME Investment Partnerships Program (HOME) provides formula grants to States and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.

### BUDGET SUMMARY

	FY 15-16	FY 16-17	Variance
	Adopted	Adopted	FY 15-16 to FY 16-17
<b>Revenue by Ordinance</b>			
HOME Investment Partnership	\$ 439,437	\$ 484,147	10%
HOME Program Income	\$ 250,000	\$ 103,000	-59%
<b>Grand Total</b>	<b>\$ 689,437</b>	<b>\$ 587,147</b>	<b>-15%</b>
<b>Expenditure by Division</b>			
<b>Housing</b>			
Undesignated	\$ 225,000	\$ -	-100%
Beacon Management	\$ 226,573	\$ -	-100%
CHDO - Cape Fear Regional CDC	\$ -	\$ 178,649	100%
Housing Rehabilitation	\$ -	\$ 277,161	100%
Non-CHDO Housing	\$ 168,920	\$ 72,622	-57%
<b>Subtotal</b>	<b>\$ 620,493</b>	<b>\$ 528,432</b>	<b>-15%</b>
<b>Program Administration and Planning</b>			
HOME Planning and Administration	\$ 68,944	\$ 58,715	-15%
<b>Subtotal</b>	<b>\$ 68,944</b>	<b>\$ 58,715</b>	<b>-15%</b>
<b>Grand Total</b>	<b>\$ 689,437</b>	<b>\$ 587,147</b>	<b>-15%</b>

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### Budget Overview

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In program year 2016-17, the City anticipates \$871,498 in CDBG entitlement funds (\$10,398 decrease) and \$484,147 in HOME entitlement funds (\$44,710 increase). One hundred percent of CDBG funds are anticipated to be used for the benefit of low-to-moderate income persons.

The proposed projects and programs for implementation in the coming fiscal year include projects to increase the supply of affordable rental housing; foster homeownership; preserve and rehabilitate existing housing stock; and provide services and support for the homeless, including ex-offenders, victims of domestic violence and at-risk youth. Resources are made available to provide for services to improve neighborhoods and serve citizens, including at-risk youth.

## PLANNING, DEVELOPMENT AND TRANSPORTATION

The Planning, Development and Transportation department is comprised of the Planning and Traffic Engineering divisions. The department provides technical support to ensure growth and redevelopment contribute to the quality of life in the City of Wilmington.

### BUDGET SUMMARY

Expenditure by Division	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
Administration	\$ 265,918	\$ 314,664	\$ 316,441	\$ 328,083	4.3%
Planning	\$ 1,164,322	\$ 1,584,701	\$ 1,691,729	\$ 1,518,862	-4.2%
Transportation Traffic	\$ 3,311,475	\$ 3,531,109	\$ 3,531,121	\$ 3,576,950	1.3%
Allocated Cost	\$ (9,930)	\$ -	\$ -	\$ -	0.0%
<b>Grand Total</b>	<b>\$ 4,731,785</b>	<b>\$ 5,430,474</b>	<b>\$ 5,539,291</b>	<b>\$ 5,423,895</b>	<b>-0.1%</b>
<b>Expenditure by Category</b>					
Personnel	\$ 2,206,327	\$ 2,363,284	\$ 2,366,432	\$ 2,552,782	8.0%
Benefits	\$ 620,703	\$ 678,184	\$ 678,276	\$ 771,918	13.8%
Operating	\$ 1,854,747	\$ 2,389,006	\$ 2,478,506	\$ 2,086,495	-12.7%
Outlay	\$ 59,938	\$ -	\$ 16,077	\$ 12,700	100.0%
Allocated Cost	\$ (9,930)	\$ -	\$ -	\$ -	100.0%
<b>Grand Total</b>	<b>\$ 4,731,785</b>	<b>\$ 5,430,474</b>	<b>\$ 5,539,291</b>	<b>\$ 5,423,895</b>	<b>-0.1%</b>
<b>Authorized Positions</b>					
Administration	3	3	3	3	
Planning	15	17	17	18	
Transportation Traffic	22	23	23	23	
<b>Grand Total</b>	<b>40</b>	<b>43</b>	<b>43</b>	<b>44</b>	

### Division Description

The management of the Planning, Development and Transportation operational divisions is the primary activity of the **Administration** division.

The **Traffic Engineering** division provides an array of professional traffic engineering and transportation services. These services include traffic signal design, timing, repair, and maintenance for over 216 intersections. Also included are the installation and maintenance of traffic signs and pavement markings on City streets. Traffic Engineering manages several special programs such as Street Lights and the Neighborhood Traffic Management Program. The Safelight program, which serves to reduce the number of traffic incidents and people injured by red light runners, is also managed through this division.

The **Planning** division is comprised of the Zoning, Development Review and Long-Range planning sections. The Zoning section assists citizens with information on permitted uses, dimensional requirements for property and referrals to the appropriate City staff. This section is also responsible for official interpretations of the zoning code, issuing a variety of permits and conducting zoning inspections. Development Review staff reviews current development projects for City code compliance and construction release. Long-Range planning staff draft and maintain plans pertaining to future land use to effectively guide growth and development. The Historic Preservation Unit housed in the Planning division administers the design review process in the City's Historic District.

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## **Budget Overview**

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The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department.

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## **Base Budget Adjustments**

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### **A. One-time, Non-Recurring Expenditure Reduction: Contracted Services**

**Division:** Planning

**Total Cost:** (\$300,000)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$300,000 used for contracted services to aid in the development of the Comprehensive Plan.



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## Budget Modifications

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### A. Non-payroll benefits

**Division:** Planning

**Total Cost:** \$1,164

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The FY16 budget for non-payroll rollover benefits such as time and 1/2, temporary etc. were not included. The increase of \$1,164 corrects that error in the FY17 budget.

### B. Upgrade Flashing Yellow Arrow on NCDOT signals

**Division:** Traffic

**Total Cost:** \$10,000

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding totaling \$10,000 aids in the upgrading of two NCDOT signals to Flashing Yellow Arrow design.

### C. Street Lights: Approved TRC Items

**Division:** Traffic

**Total Cost:** \$12,892

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding in the amount of \$12,892 will allow the Traffic division to accept street lighting associated with developments that have been approved by the TRC Development Review Process.

### D. One (1) Associate Planner

**Division:** Planning

**Total Cost:** \$73,171

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 1; Part-Time: 0

**Description:** The funding in the amount of \$73,171 allows the PDT department to hire an Associate Planner who will aid in the plan review processing and permitting and zoning activities thus elevating the Assistant Director's time to work on major projects occurring around the city and aiding the Historic Preservation Planner as well as the Urban Designer as needed. The funding represents \$69,019 in salary and benefits and \$4,152 in operational costs.

*Performance Measures*

Support Efficient Transportation Systems		FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
<b>Goal:</b> To promote regional mobility within the City of Wilmington and the Cape Fear Region by integrating transportation and land use policies and procedures.					
<b>Objective:</b> To develop corridor studies, collector street plans, and transportation studies that provide guidance for opportunities to integrate transportation and land-use planning.	<b>Measure:</b> Number of plans completed that include transportation and land use recommendations.	0	3	4	3
Engage in Civic Partnerships		FY -15 Actual	FY 16 Target	FY -16 Actual	FY 17 Target
<b>Goal:</b> To develop and implement a public outreach program by fostering relationships and civic partnerships.					
<b>Objective:</b> To promote education and outreach initiatives.	<b>Measure:</b> Number of attendees at sponsored meetings.	1,800	500	1,450	1,500
<b>Objective:</b> To apply for transportation related grants that will promote transportation in the City of Wilmington.	<b>Measure:</b> Number of grant applications submitted.	1	0	1	1
Foster a Prosperous, Thriving Economy		FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
<b>Goal:</b> To facilitate responsive plan review and technical assistance within the Planning, Development and Transportation Department.					
<b>Objective:</b> To maintain a 15 business day completion rate on initial review submittal for development review through the utilization of ProTrak.	<b>Measure:</b> Percent of initial plan reviews completed within 15 business days/total initial plan submittals.	100%	90%	95%	90%
<b>Objective:</b> To maintain a 10 business day completion rate on re-submittal plan review.	<b>Measure:</b> Percent of re-submitted plan reviews completed within 10 business days/total number of re-submittal plans.	81%	90%	78%	90%

## PUBLIC SERVICES

The Public Services department is responsible for streets, City buildings and facilities, stormwater services (managed through the Stormwater enterprise fund) and solid waste services (managed through the Solid Waste enterprise fund).

### BUDGET SUMMARY

Expenditure by Division	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
Administration	\$ 442,983	\$ 496,367	\$ 497,209	\$ 487,422	-1.8%
Buildings	\$ 2,641,543	\$ 2,896,279	\$ 2,914,045	\$ 3,047,656	5.2%
Streets	\$ 2,000,790	\$ 2,209,784	\$ 2,219,818	\$ 2,210,235	0.0%
Allocated Cost	\$ (128,419)	\$ (165,660)	\$ (165,660)	\$ (162,606)	-1.8%
<b>Grand Total</b>	<b>\$ 4,956,897</b>	<b>\$ 5,436,770</b>	<b>\$ 5,465,412</b>	<b>\$ 5,582,707</b>	<b>2.7%</b>
<b>Expenditure by Category</b>					
Personnel	\$ 1,772,097	\$ 1,922,773	\$ 1,915,258	\$ 1,963,139	2.1%
Benefits	\$ 520,103	\$ 591,437	\$ 592,024	\$ 621,798	5.1%
Operating	\$ 2,780,100	\$ 3,088,220	\$ 3,111,530	\$ 3,160,376	2.3%
Outlay	\$ 13,017	\$ -	\$ 12,260	\$ -	0.0%
Allocated Cost	\$ (128,419)	\$ (165,660)	\$ (165,660)	\$ (162,606)	-1.8%
<b>Grand Total</b>	<b>\$ 4,956,897</b>	<b>\$ 5,436,770</b>	<b>\$ 5,465,412</b>	<b>\$ 5,582,707</b>	<b>2.7%</b>
<b>Authorized Positions</b>					
Administration	5	5	5	5	
Buildings	9	9	9	10	
Streets	25	25	25	25	
<b>Grand Total</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>40</b>	

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### Division Description

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The **Administration** division is responsible for oversight and management of all Public Services divisions, as well as employee development and overall financial and budget development and management. The division also houses the compliance, sustainability, and safety programs.

The **Streets** Division's mission is to maintain a simple, dependable street and sidewalk system, allowing people in Wilmington to travel safely and efficiently. To fulfill this mission, the division provides a dependable and well-maintained street system and coordinates street and sidewalk rehabilitation projects.

The Public **Buildings** division manages maintenance needs in City-owned buildings and property through a combination of preventative, corrective, and emergency maintenance.

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## Budget Overview

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The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represent further initiatives made to the budget specific to the department.

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## Budget Modifications

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### A. Natural Gas

**Division:** Buildings  
**Total Cost:** (\$5,702)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The reduction was supported with natural gas trend data.

### B. Maintenance Contracts

**Division:** Buildings  
**Total Cost:** \$2,600  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$2,600 allows the Public Services' Dept. to meet the increased contract need for the janitorial services at the Municipal building at 305 Chestnut. The current service provides two days per week for the five-story side of the building. This enhancement will allow the Facilities division to maintain the current level of service.

**C. Park and area lighting conversion to LED**

**Division:** Buildings

**Total Cost:** \$7,753

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding totaling \$7,753 enables the Public Services Dept. to continue to convert leased park and area lighting to LED. Duke Energy Progress recently opened up LED conversion to post-style light fixture styles. Post-style lights and additional identified park and area lighting will be converted with these funds, creating uniformity in lighting across the city.

**D. General Fund dumpster cost**

**Division:** Buildings

**Total Cost:** \$21,492

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding totaling \$21,492 allows the city office and park dumpster cost to move from the enterprise Solid Waste division budget. Solid Waste is proposing a corresponding reduction.

**E. One (1) Facilities Technicians**

**Division:** Buildings

**Total Cost:** \$44,076

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 1; Part-Time: 0

**Description:** The funding allows the Facilities division to hire one (1) facilities technicians to assist existing facilities specialists in repairing and maintaining over 1 million square feet of city facilities and buildings. There has been no staff additions since 2007, but the addition of over approximately 54,000 sq feet plus 4,400 linear feet and 111 lights on the Riverwalk. The total funding includes salary and benefits \$43,095 and associated operating costs \$980 for the technician.

**F. Utility and operating costs for new square footage**

**Division:** Buildings

**Total Cost:** \$56,830

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding covers the utility costs and operating costs associated with increased square footage, specifically the electricity, water, sewer, refuse, natural gas, security and facilities operating costs associated with 1110 Castle St., Cinema Dr. Fire Station, Empie Park Phase 2 and additions to the Riverwalk. A total of \$56,830 was added to the budget.

*Performance Measures*

Support Efficient Transportation Systems	FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
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**Goal:** To maintain the integrity of City streets and sidewalks so that there is a safe and clear passageway for all vehicular and pedestrian traffic.

<b>Objective:</b> Ensure the citizens receive the best quality service that enhances their quality of life.	<b>Measure:</b> Citizens who are satisfied with the maintenance of streets and sidewalks in their neighborhood.	43%	N/A	N/A	>=43%
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<b>Objective:</b> To protect the City’s investment and the public through preventative maintenance and rebuilding of sidewalks.	<b>Measure:</b> Square yards of concrete removed and replaced per man day	3.33	3.74	3.87	3.92
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Provide Sustainability and Adaptability	FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
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**Goal:** To protect the citizens and employees by providing standards to safeguard life and limb, health, property and public welfare through both preventative and proactive facilities maintenance.

<b>Objective:</b> Ensure all existing facilities meet required standards while ensuring reliable and cost-effective facility usage.	<b>Measure:</b> Square footage per facilities FTE for City-owned buildings	120,025	N/A	123,323	110,991
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## PUBLIC SERVICES: ENGINEERING

The Engineering Division provides civil engineering and related services. The Administration Section establishes Technical Standards and Specifications, processes contract payments, and oversees administrative functions. The Plan Review Section regulates private development stormwater permitting, variances, sureties, official acceptance, and encroachments. The Construction Management Section oversees engineering inspections for public and private development projects; performs constructability reviews; and administers the Right-of-Way Permit program. The Capital Projects group is comprised of three sections. The Project Management Section and Design Section implement Capital Improvement Program public infrastructure projects (e.g., bridges, roadway, pedestrian & bicycle, riverfront, facilities, streetscape, and utilities). The Geomatics Section provides professional surveying and mapping services for capital projects, legal, planning, police, and operations staff.

### BUDGET SUMMARY

Expenditure by Category	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
Personnel	\$ 1,497,933	\$ 1,745,911	\$ 1,745,311	\$ 1,908,566	9.3%
Benefits	\$ 440,143	\$ 559,489	\$ 559,902	\$ 432,448	-22.7%
Operating	\$ 144,685	\$ 193,367	\$ 192,512	\$ 186,614	-3.5%
Outlay	\$ (387,075)	\$ (338,032)	\$ (332,846)	\$ (312,724)	100.0%
<b>Grand Total</b>	<b>\$ 1,695,686</b>	<b>\$ 2,160,735</b>	<b>\$ 2,164,879</b>	<b>\$ 2,214,904</b>	<b>2.5%</b>
<b>Authorized Positions</b>	<b>26</b>	<b>30</b>	<b>30</b>	<b>30</b>	

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### Budget Overview

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The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department.

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## Base Budget Adjustments

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### A. One-time, Non-Recurring Reduction: Motor Vehicles

**Division:** Engineering

**Total Cost:** (\$25,000)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$25,000 for a vehicle provided for a bond inspector and manager authorized in FY16.

### B. One-time, Non-Recurring Reduction: Data Processing

**Division:** Engineering

**Total Cost:** (\$9,588)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$9,588 for equipment related to the one-time operational needs for the bond inspector and manager authorized in FY16.

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## Budget Modifications

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### A. Advertising

**Division:** Engineering

**Total Cost:** (\$234)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** Due to the Engineering office being fully staffed, and the funds being used to recruit staff in prior years, the reduction of \$234 was accepted.

### B. Time and One Half

**Division:** Engineering

**Total Cost:** \$3,230

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding of \$3,230 allows Engineering to cover overtime for contract administrator, engineering technicians, construction inspectors, and surveyors. The funding is needed to ensure proper inspection and compliance with NCDOT and FHA construction management and inspection requirements.



**C. Vacant Administrative position upgraded to Staff Engineer**

**Division:** Engineering  
**Total Cost:** \$20,953  
**Priority:** Strategic Plan  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding for this request totaling \$20,953 takes a vacant Administrative Support Specialist position (N4) and creates a Staff Engineer position (N7). A Staff Engineer will aid the department with the increased plan review requests. This position will effectively handle the responsibilities of the plan review and official acceptance process with the added benefit of technical review and handle the drainage plan reviews, which are less technical in nature. This would allow the Professional Engineering staff to concentrate on the more complex projects.

**D. Engineering Services Capital Projects Allocation**

**Division:** Engineering  
**Total Cost:** \$59,896  
**Priority:** Strategic Plan  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding allows Engineering to properly capture the expected shortfalls between operating costs and revenues due to the reduction of force account charges over time. This reduction of revenue, presented in the budget book as allocated costs, from the City's Capital Projects increases the General Fund support by \$58,896. With less and less projects allowing charge back, this year begins a cycle where more annual funding will be required to support the City's Engineering Services in lieu of Capital Projects.

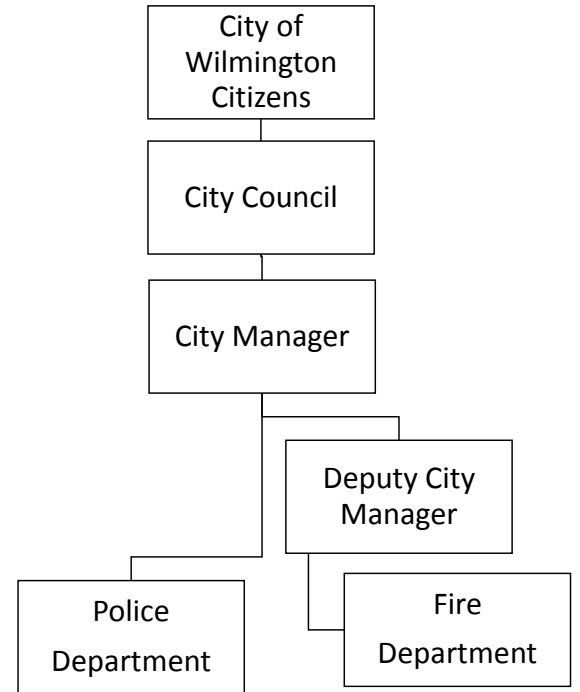
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**Performance Measures**

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Foster a Prosperous, Thriving Economy		FY 15	FY 16	FY 16	FY 17
		Actual	Target	Actual	Target
<b>Goal:</b> To provide timely/responsive review of and technical assistance with development plan submittals in order to streamline the City's permitting process.					
<b>Objective:</b> To increase the percentage of plan review submittals reviewed within 30 calendar days.	<b>Measure:</b> Percent of submittals reviewed within 30 days.	74%	75%	50%	75%
<b>Goal:</b> To improve overall Engineering division performance by devoting sufficient staff time to general engineering functions.					
<b>Objective:</b> Maintain an appropriate balance between administration and general engineering assignments.	<b>Measure:</b> Ratio of time devoted to general engineering vs. administrative functions.	1.09	1.00	0.86	1.00

## PUBLIC SAFETY



## POLICE DEPARTMENT

The Police department provides a wide array of services aimed at protecting Wilmington residents and visitors through the prevention and reduction of crime, the enforcement of laws, and the promotion of community safety and well-being. Led by the Chief of Police, the department promotes Community Policing by targeting illegal drug activities, violent street crimes, and other quality of life problems.

### BUDGET SUMMARY

Expenditure by Division	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
Office of The Chief	\$ 2,446,137	\$ 2,681,045	\$ 2,746,504	\$ 3,339,644	24.6%
Planning And Research	\$ 467,357	\$ 422,803	\$ 422,841	\$ -	-100.0%
Criminal Investigations	\$ 4,321,228	\$ 4,735,586	\$ 3,682,787	\$ 3,429,910	-27.6%
Northwest Patrol	\$ 8,034,684	\$ 8,218,500	\$ 8,893,765	\$ 8,192,790	-0.3%
South East Patrol	\$ 4,993,701	\$ 4,935,855	\$ 5,130,123	\$ 5,496,695	11.4%
Special Investigations	\$ 91,786	\$ -	\$ 1,395,224	\$ 1,617,074	100.0%
Administrative Services	\$ 6,458,765	\$ 7,243,791	\$ 7,367,533	\$ 6,981,789	-3.6%
Allocated Cost	\$ (5,901)	\$ -	\$ -	\$ -	0.0%
<b>Grand Total</b>	<b>\$ 26,807,757</b>	<b>\$ 28,237,580</b>	<b>\$ 29,638,777</b>	<b>\$ 29,057,902</b>	<b>2.9%</b>
<b>Expenditure by Category</b>					
Personnel	\$ 17,104,061	\$ 17,386,218	\$ 18,342,097	\$ 17,898,653	2.9%
Benefits	\$ 4,708,210	\$ 5,041,855	\$ 5,042,462	\$ 5,334,553	5.8%
Operating	\$ 4,869,099	\$ 5,590,002	\$ 5,852,691	\$ 5,568,665	-0.4%
Outlay	\$ 132,287	\$ 219,505	\$ 401,527	\$ 256,031	16.6%
Allocated Cost	\$ (5,901)	\$ -	\$ -	\$ -	0.0%
<b>Grand Total</b>	<b>\$ 26,807,757</b>	<b>\$ 28,237,580</b>	<b>\$ 29,638,777</b>	<b>\$ 29,057,902</b>	<b>2.9%</b>
<b>Authorized Positions</b>					
Office Of The Chief	35	35	35	29	
Planning And Research	5	5	5	0	
Criminal Investigations	65	65	65	39	
Northwest Patrol	113	114	114	120	
South East Patrol	69	68	68	83	
Special Investigations	0	0	0	25	
Administrative Services	46	47	47	43	
<b>Grand Total</b>	<b>333</b>	<b>334</b>	<b>334</b>	<b>339</b>	

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## *Division Description*

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The **Office of the Chief** is responsible for the oversight of all law enforcement services within the City of Wilmington to include internal investigations, policy development and review, inspections, and the targeting of criminal activity through crime analysis. This division will also coordinate departmental training. The Planning and Research duties were transferred to the Office of the Chief in FY17. Planning and Research allows for greater oversight and managerial authority of critical components that directly affect the overall operation of the department's divisions. Systematic research, planning and analysis is critical to compliance with national accreditation standards, departmental staffing, benchmarking and charting its overall direction.

The **Criminal Investigations** division (CID) investigates cases for criminal trials, recovers property, participates in a multi-agency fugitive task force, handles youth-related incidents, and oversees crime scene investigation. The unit also consists of drug enforcement teams, commercial robbery, violent crime task force, Alcoholic Beverage Control (ABC) section and the FBI- JTTF (Joint Terrorism Task Force).

The **Northwest Patrol Services** division is situated in the northwest portion of the City and is responsible for high visibility, proactive policing patrols utilizing a strategy that consists of crime prevention, crime detection, and perpetrator apprehension utilizing mobile, and foot and mounted conveyances.

The **Southeast Patrol Services** division is situated in the southeast portion of the City and is responsible for high visibility, proactive policing patrols utilizing a strategy that consists of crime prevention, crime detection, and perpetrator apprehension utilizing mobile and foot conveyances. The Patrol Organized Response Team, previously the Special Operations unit, consists of Traffic, K-9, and oversees the department's Emergency Response Team (ERT), Explosive Ordinance Disposal (EOD), harbor patrol and hostage negotiation units. This division also houses the School Resource Officers and Wilmington Housing Authority Officers.

The **Special Investigations Division** (SID) is responsible for investigations involving illegal drugs, prostitution, or any investigation involving prescription drugs or the pharmacies that distribute legal prescription drugs within the City. SID also has members of Federal Task Forces for the U.S. Drug Enforcement Administration (DEA), U.S. Marshal Service, and U.S. Alcohol Tobacco Firearms and Explosives (ATF).

The **Administrative Services Bureau** division maintains, controls and coordinates department information and functions related to records, property/evidence control and disposal, personnel, budget, grants, logistics and recruitment.

The **Forensic Lab** section is a regional lab, serving a six county area in Southeastern North Carolina. The lab provides forensics tests for criminal cases aiding the regional analysis needs in an efficient manner. The Lab applies for its own grant funding and yields funds from outside agencies. CSI, or Crime Scene Investigations, falls under the Forensic Lab. The Forensic Lab and CSI manage the collection and analysis of evidence.

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## Budget Overview

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The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department. Sworn officers total 276 in the Police Department.

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## Base Budget Adjustments

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### A. One-time, Non-Recurring Expenditure Reduction: Other Equipment

**Division:** Admin Service Bureau

**Total Cost:** (\$77,505)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$77,505 used for forensic hardware and items for the Police computer lab.

### B. One-time, Non-Recurring Expenditure Reduction: Motor Vehicles

**Division:** NW Patrol

**Total Cost:** (\$72,000)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$72,000 associated with four (4) vehicle purchases.

### C. One-time, Non-Recurring Expenditure Reduction: Other Equipment

**Division:** Investigative Bureau

**Total Cost:** (\$70,000)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$70,000 used for outfitting detectives authorized in FY16.

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## Budget Modifications

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### A. Service Contracts

**Division:** SE Patrol

**Total Cost:** (\$18,180)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The reduction of \$18,180 in service contract funding leaves \$121,000 in this line. The reduction is based on lack of need of Verizon air cards at this time.

### B. Uniforms and Clothing

**Division:** Admin Services Bureau

**Total Cost:** (\$3,354)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction in this line was validated totaling \$3,354 leaving a budget of \$171,106.

### D. Shift of IT positions to IT from WPD

**Division:**

**Total Cost:** (\$207,291)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 3; Part-Time: 0

**Description:** This reduction represents a shift from the Police Department's IT staff in the amount of \$207,291 for salary and benefits for a Computer Support Specialist, Technology Support Assistant and a Business Systems Analyst. This includes the proposed 3% compensation increase. The IT department has an associated enhancement.

### C. Uniforms and Clothing and Other Equipment

**Division:** NW Patrol

**Total Cost:** \$4,000

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding of \$4,000 will cover the purchase of two (2) night vision goggles.

**D. Upgrade body cameras**

**Division:** Admin Services Bureau

**Total Cost:** \$7,000

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding will be used toward upgrading (35) thirty-five body cameras to high definition at \$200 for 35 cameras, as they go out of service in the next fiscal year. This initiative totals \$7,000.

**E. CSI unit training**

**Division:** Admin Services Bureau

**Total Cost:** \$7,500

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding totaling \$7,500 covers specialized training covering a variety of topics for the CSI unit.

**F. Casper Wire license**

**Division:** Vice/Narcotics

**Total Cost:** \$8,000

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding allows the Police Dept. to purchase a Casper license, increasing use from one unit to a maximum of five units. A total of \$8,000 was added to the budget.

**G. Part-time Gang Prevention Specialist**

**Division:** NW Patrol

**Total Cost:** \$10,765

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 0; Part-Time: 1

**Description:** A grant-funded gang-prevention specialist has been working with the community, specifically youth ages 8-12 to redirect their focus on their future in a positive way. The grant is expiring at the end of June 2016. The Police Dept. will utilize this funding to continue to work with the community in this way. The funding covers part-time salary and benefits \$10,765.

**H. DNA testing**

**Division:** Investigative Bureau

**Total Cost:** \$15,000

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding of \$15,000 allows the Police Dept. to pay for third party DNA testing from LapCorp, providing data to inform court cases and DA requests.

**I. Training Room laptops**

**Division:** Office of the Chief

**Total Cost:** \$17,400

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding in the amount of \$17,400 will allow the Police Department to purchase (12) twelve training laptops for mobile training opportunities. The funding includes the laptop purchase as well as participation in the PC replacement fund.

**J. Specialized equipment for SWAT team**

**Division:** SE Patrol

**Total Cost:** \$18,905

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding totaling \$18,905 enables the Police Dept. to purchase SWAT-specific equipment.

**K. Narcotic investigations**

**Division:** Vice/Narcotics

**Total Cost:** \$20,000

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The Police Dept. will utilize this funding for Narcotic Investigations purpose. A total of \$20,000 was added to the budget.

**L. Other Equipment**

**Division:** Admin Services Bureau

**Total Cost:** \$20,875

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding in the amount of \$20,875 allows the Police Dept. to purchase livescan fingerprinting equipment for non-arrest documentation needed due to aging livescan device. The information is tied into state and national databases. The device holds information on fingerprints and mugshots.

**M. Other Equipment**

**Division:** Admin Services Bureau

**Total Cost:** \$22,275

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding allows the Police Dept. to purchase fifteen (15) conducted electrical weapons (Tasers). New versions administer a limited-time electrical current increasing safety to the officer and the community. This initiative totals \$22,275.



**N. Other Equipment**

**Division:** Admin Services Bureau  
**Total Cost:** \$23,770  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$23,770 allows the Police Dept. to purchase ten (10) Motorola APX 6500 Portable Police Radios.

**O. Other Equipment**

**Division:** Admin Services Bureau  
**Total Cost:** \$35,250  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$32,250 allows the Police Dept. to purchase ten (10) Motorola APX 6500 Mobile Police Radios.

**P. Car video systems**

**Division:** Admin Services Bureau  
**Total Cost:** \$41,200  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$41,200 enables the Police Dept. to replace eight car video systems due to deterioration of older car video systems.

**Q. Promotional processes**

**Division:** Admin Services Bureau  
**Total Cost:** \$50,000  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** This funding covers testing associated with an 18-month lists of potential promotions. A total amount of \$50,000 was added to the budget.

**R. Crime Scene Technician**

**Division:** Admin Services Bureau  
**Total Cost:** \$50,182  
**Priority:** Strategic Plan  
**Position(s):** Full Time Equivalent: 1; Part-Time: 0  
**Description:** The funding will allow the Police Department to hire an additional (1) Crime Scene Technician. With no increase in the number of Crime Scene technicians in twelve years, there is an identified need for additional technicians. In 2015, Crime Scene technicians worked an additional 1,900 hours above their regular hours. Also, they are now expected to provide 24/7 support, which wasn't the case when the current eight (8) technicians came onboard. The position salary and benefits total \$49,832 and

associated operating cost \$350. Also, a sworn police officer position who recently retired will be shifted from this unit to the patrol unit in FY17 as an active officer.

#### S. Arrowhead phone technology upgrade

**Division:** Vice/Narcotics

**Total Cost:** \$51,000

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding totaling \$51,000 allows the Police Dept. to upgrade a special operations antennae. The current antennae needs to be replaced on the main unit due to cell phone companies going to 4G.

#### T. Crime Prevention Specialist

**Division:** Office of the Chief

**Total Cost:** \$54,745

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 1; Part-Time: 0

**Description:** The funding allows the department to hire (1) one Crime Prevention Specialist to replace one sworn police officer in the Crime Prevention unit. This position is the first of the civilianization of the unit. The total of \$54,745 includes salary and benefits plus associated operating costs.

#### U. Ballistic vests

**Division:** Admin Services Bureau

**Total Cost:** \$87,543

**Priority:** Continuation of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding in the amount of \$87,543 allows the Police Department to replace expired ballistic vests.

#### V. Four (4) vehicles for Investigative personnel

**Division:** Investigative Bureau

**Total Cost:** \$98,505

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding allows for the purchase of four (4) unmarked vehicles for Investigative personnel due to the eight (8) detective positions added in FY16. A total of \$98,505 was added to the budget.

#### W. Real Time Crime Center Analyst positions

**Division:** Office of the Chief; Planning and Research Division  
**Total Cost:** \$117,068  
**Priority:** Strategic Plan  
**Position(s):** Full Time Equivalent: 3; Part-Time: 0  
**Description:** The funding allows the Police Department to hire analysts to staff the Real Time Crime Center. The funding includes salary and associated benefits for three (3) full-time positions funded for 9 months. There are no operational costs associated with these positions.

#### X. Time and One Half

**Division:** NW Patrol  
**Total Cost:** \$119,069  
**Priority:** Strategic Plan  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding allows the Police Dept. to cover over-time salary and benefits in the NW division. Increased patrols by officers in attempt to combat ongoing violence require more man hours than a regular shift can handle. The funding includes \$100,000 in salary plus benefits to total \$119,069.

#### Y. Three (3) officers plus standard issued equipment

**Division:** SE Patrol  
**Total Cost:** \$173,901  
**Priority:** Strategic Plan  
**Position(s):** Full Time Equivalent: 3; Part-Time: 0  
**Description:** The funding covers the salary and associated benefits to hire three (3) additional officers. A 2014 staffing study conducted by the Planning and Research division identified a need for an additional twenty-six (26) sworn positions. This is phase two of a multi-year position increase. Phase one saw the addition of eight (8) detectives to the Criminal Investigations Division. The additional officers are needed to keep up with and meet the current and future needs as the City continues to grow. Total funding covers salary and benefits (\$152,901) and associated equipment cost (\$21,000) covering the standard issued equipment. To outfit an officer, a uniform, traffic vest, riot helmet, ballistic vest, portable radio, weapon, duty belt, handcuffs, OC spray and tactical baton are needed. It should be noted that two additional officers will be shifted from civilian roles to active officer roles in FY17, netting five (5) additional officers on the street.

*Performance Measures*

Support Efficient Transportation Systems	FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
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**Goal:** To reduce fatal, personal injury, and property damage crashes.

<b>Objective:</b> To lower the number of fatal, personal injury, and property damage crashes by 3%.	<b>Measure:</b> Percent reduction in fatal, personal injury and property damage accidents.	+ 7%	-2%	+4.5%	-1%
<b>Objective:</b> To reduce total property damage amounts in traffic collisions by 5%.	<b>Measure:</b> Percent reduction in property damage.	+ 23%	-2%	-6.5%	-3%

Create a Safe Place	FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
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**Goal:** To reduce Part I crime within the City limits.

<b>Objective:</b> To lower Part I crime (murder, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft) by 3%.	<b>Measure:</b> Percent reduction in Part I crime.	- 2%	-2%	-1.6%	-1%
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**Goal:** To maintain Part I clearance rates at or above national averages.

<b>Objective:</b> To sustain Part I clearance rate at or above national averages based on FBI measures	<b>Measure:</b> Percent of Part I crimes cleared by arrest or exceptional means.	+ 25%	>=24%	+29%	>=24%
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Engage in Civic Partnerships	FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
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**Goal:** To foster good working relationships and positive contacts with civic groups, business owners, and citizens alike.

<b>Objective:</b> To increase the number of focus patrols in each patrol district by 3%.	<b>Measure:</b> Percent increase in focus patrols initiated in New Hanover County CAD database.	23%	+1%	+49%	+10%
<b>Objective:</b> To reduce the number of the Wilmington Police Department sustained complaints by 5%	<b>Measure:</b> Percent reduction in sustained complaints received.	- 5%	-4%	-10%	-3%

## POLICE DEPARTMENT: SABLE

The primary purpose of the Southeastern AirBorne Law Enforcement (SABLE) Air Unit is to support and increase the effectiveness of Officers in the field through aerial observation and communication.

The SABLE program is a regional, multi-agency effort shared between the Wilmington Police Department, Pender County Sheriff Department and New Hanover County Sheriff Department.

### BUDGET SUMMARY

	FY 15-16 Adopted	FY 16-17 Adopted
<b>Expenditures by Category</b>		
Personnel	131,113	154,893
Benefits	30,088	35,213
Operating	158,744	127,014
<b>Total</b>	<b>\$ 319,945</b>	<b>\$ 317,120</b>
<b>Authorized Positions</b>	<b>2</b>	<b>2</b>

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### *Budget Overview*

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The budget summary for SABLE consists of two projects found in the Special Purpose Fund. Project 06PD50 includes revenue from New Hanover and Pender Counties as well as Leland. This revenue is received annually from the agencies to pay for flight hours. Additionally, the General Fund contributes to this project annually. This project budgets for 2 full time pilots and 2 part time temporary pilots as well as a small budget reserve.

Project 07PD60 is funded with Federal Forfeiture proceeds and is for the operating expenditures for the SABLE Air Unit.

The General Fund is providing a transfer of \$161,201 to the 06PD50 SABLE project in the Special Purpose fund to provide salary and related benefits for two full time Pilots as well as two part time pilots. The reduction in operating budget was shifted to personnel and benefits. 06PD50 saw a reduction of \$2,825 in revenue due to reduced flight hours for the Town of Leland. A 3% compensation increase is reflected in this budget.

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**Budget Modifications**

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**A. Reserve**

**Division:** SABLE

**Total Cost:** (\$31,370)

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** Budget Reserve was reduced by \$31,730 to accommodate an increase in personnel, benefits and overtime that was not originally budgeted in the project (06PD50).

## FIRE DEPARTMENT

The Fire department provides a multitude of services dedicated to the life and property safety of residents and visitors by providing education and protection from fires and other related emergencies.

### BUDGET SUMMARY

Expenditure by Division	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
Administration	\$ 270,819	\$ 287,048	\$ 286,698	\$ 295,057	2.8%
Community Risk Reduction	\$ 185,983	\$ 220,918	\$ 222,798	\$ 287,618	30.2%
Fire And Life Safety	\$ 610,266	\$ 606,010	\$ 604,612	\$ 562,770	-7.1%
Fire Fighting	\$ 12,034,126	\$ 12,938,153	\$ 13,037,003	\$ 13,328,866	3.0%
Fire Fleet Maintenance	\$ -	\$ -	\$ -	\$ 354,197	100.0%
Support Services	\$ 2,412,413	\$ 2,382,190	\$ 2,447,494	\$ 2,162,116	100.0%
Training	\$ 589,030	\$ 562,064	\$ 544,650	\$ 473,384	-15.8%
<b>Grand Total</b>	<b>\$ 16,102,636</b>	<b>\$ 16,996,383</b>	<b>\$ 17,143,255</b>	<b>\$ 17,464,008</b>	<b>2.8%</b>
<b>Expenditure by Category</b>					
Personnel	\$ 10,614,919	\$ 11,204,291	\$ 11,293,911	\$ 11,424,043	2.0%
Benefits	\$ 2,118,303	\$ 2,215,109	\$ 2,182,174	\$ 2,303,495	4.0%
Operating	\$ 3,189,216	\$ 3,460,483	\$ 3,460,483	\$ 3,590,970	3.8%
Miscellaneous	\$ -	\$ -	\$ 48,332	\$ -	0.0%
Outlay	\$ 180,197	\$ 116,500	\$ 158,505	\$ 145,500	24.9%
<b>Grand Total</b>	<b>\$ 16,102,636</b>	<b>\$ 16,996,383</b>	<b>\$ 17,143,405</b>	<b>\$ 17,464,008</b>	<b>2.8%</b>
<b>Authorized Positions</b>					
Administration	3	3	3	3	
Community Risk Reduction	3	3	3	3	
Fire And Life Safety	7	7	7	7	
Fire Fighting	193	193	193	196	
Fire Fleet Maintenance	0	0	0	3	
Support Services	8	8	8	5	
Training	6	6	6	5	
<b>Grand Total</b>	<b>220</b>	<b>220</b>	<b>220</b>	<b>222</b>	

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## ***Division Descriptions***

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The ***Administrative*** division houses the Fire Chief who oversees the Department's coordination and management of all fire and emergency response activities.

The ***Fire and Life Safety*** division's primary responsibilities include the reduction of fires and unintentional injuries through inspections and public education.

The ***Community Risk Reduction*** division's primary focus is on public education with special emphasis on community involvement at the individual fire station level.

The ***Firefighting*** division maintains responsibility for two primary functions. The first relates to the firefighting units who are responsible for all ground operations which include confinement, extinguishment, salvage, and overhaul operations to reduce further damage. The second function relates to emergency medical services who are generally first on the scene and provide immediate care for life-threatening injuries, controlling the scene, and preparing for the arrival of advanced life support personnel.

The ***Support Services*** division's primary responsibilities focus on the maintenance of vehicles which consist of vehicle repairs, upgrades, safety inspections, testing, and preventive maintenance. The division also serves as the center for developing and conducting training programs that ensure fire personnel are maintaining required certifications. Support Services houses the Fire Fleet Maintenance section, which is responsible for maintaining the department's apparatus and vehicles in proper working condition. This includes periodic preventative maintenance to ensure the immediate availability for an emergency response.

The ***Fire Training*** division oversees expenditures and efforts for training and equipment in fire, water rescue, tactical rescue and hazardous materials. Battalion Chiefs will be assigned to each special team to monitor and effectively assess training needs and expenditures.

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## ***Budget Overview***

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The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department. Uniformed fire personnel total 211 in the Fire Department.



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## Base Budget Adjustments

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### A. Motor Vehicles

**Division:** Fire Support

**Total Cost:** (\$90,000)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$90,000 associated with three (3) vehicle purchases.

### B. Thermal Imaging Cameras

**Division:** Firefighting

**Total Cost:** (\$26,500)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$26,500 related to thermal imaging cameras.

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## Budget Modifications

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### A. Reimbursements

**Division:** Fire and Life Safety

**Total Cost:** (\$11,000)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** Reduction in reimbursements due to film decline justified a \$11,000 reduction. An associated revenue reduction is included.

### B. Uniforms and Clothing

**Division:** Firefighting

**Total Cost:** (\$2,000)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction in this line was validated. The reduction leaves a budget of \$96,520.

**C. Firefighting Equipment**

**Division:** Firefighting

**Total Cost:** (\$2,000)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction in this line was validated leaving a budget of \$23,555.

**D. 24-hour operations supervision**

**Division:** Firefighting

**Total Cost:** \$0

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: -1; Part-Time: 0

**Description:** An internal reorganization will allow for 24-hour supervision in the Fire Department. The reorganization creates one deputy chief and two additional Assistant Operations Chiefs, resulting in 24-hr oversight. Existing positions are to be reclassified towards this effort and the need to reduce the Fire Department's complement by one vacant community educator position. Due to delay in hiring, many vacant and newly created positions will not be filled immediately causing no expected budget impact for FY17.

**E. Annual software licensing increase**

**Division:** Firefighting

**Total Cost:** \$3,750

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding in the amount of \$3,750 covers the annual inflation of the current NICT dashboard software needs of the department.

**F. Consumable Materials**

**Division:** Fire Support

**Total Cost:** \$4,000

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding totaling \$4,000 allows the department to keep up with inflation on station supplies. The majority of the account is used to maintain the Grainger "Keep Stock" program.

**G. Uniforms and Clothing**

**Division:** Fire Support

**Total Cost:** \$5,000

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding covers an expected increase in the uniform contract in the amount of \$5,000.

#### H. Tablets for operations

**Division:** Fire Support

**Total Cost:** \$8,060

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding allows the Fire Dept. to purchase tablets to aid the day-to-day operations in pre-incident planning, business safety surveys, hydrant inspections and smoke alarm installations. Funding totaling \$8,060 includes ten (10) tablets and associated data plans.

#### I. Stand-by: After hours response

**Division:** Fire and Life Safety

**Total Cost:** \$16,705

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding allows the department to pay non-exempt fire inspector personnel for stand-by time allowing for 24/7 coverage when needed. The funding includes salary \$14,000 plus benefits totaling \$16,705.

#### J. Mobile Inspection Hardware and software

**Division:** Fire Prevention and Fire Support

**Total Cost:** \$22,290

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding in the amount of \$22,290 allows for a mobile inspection program including mobile inspection software, participation in the PC replacement fund, mobile PCs for inspection software and software license to aid fire inspectors conducting inspections in the field.

#### K. Defibrillators and extrication air bags

**Division:** Firefighting

**Total Cost:** \$42,000

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** In FY16, funding for two defibrillators were authorized. The FY17 funding continues the department need to replace defibrillators over a period of years. The request funds two (2) defibrillators in the amount of \$7,000. Additionally, the funding will allow the Fire Department to replace 9 air bags used during extrication incidents that will reach their life-expectancy in FY17 costs \$35,000.

**L. Vehicle Replacement**

**Division:** Fire Support

**Total Cost:** \$45,000

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding will allow the replacement of existing (2) two vehicles, a 2005 Crown Vic (\$23K) and a 2010 pickup truck (\$22K) in the amount of \$45,000.

**M. Medic Program**

**Division:** Multiple Divisions

**Total Cost:** \$127,746

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 3; Part-Time: 0

**Description:** This funding allows for a Medic program aimed at reducing the number of responses by frontline apparatus when dispatched to an EMS incident. The request includes the vehicle (\$36,000), and staffing to include two (2) firefighters and one (1) master firefighter to be funded half year in FY17. Total cost for half year funding of the positions (\$76,616) and associated operating expenses (\$51,130) equals \$127,746. This represents a pilot program operating on one shift. Evaluation of the program will occur in FY17 for continuation.

**N. Non-payroll benefits**

**Division:** Multiple Divisions

**Total Cost:** \$166,840

**Priority:** Continuance of Service

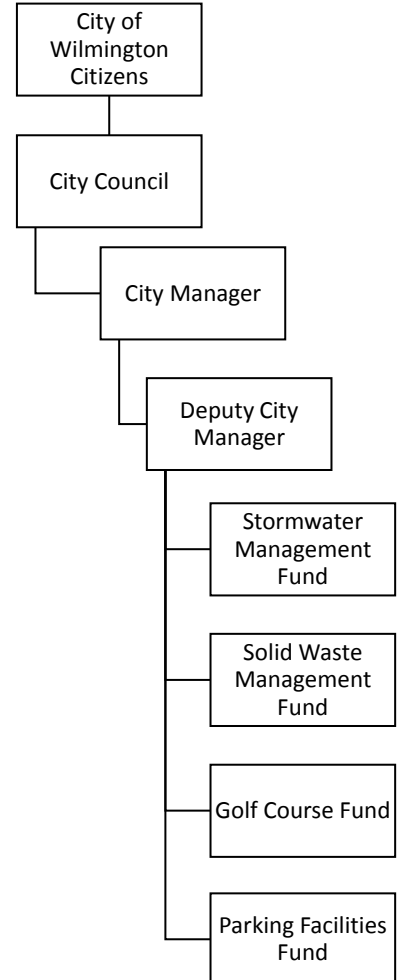
**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** In the FY16 budget, benefits associated with temporary, time and 1/2, reimbursement etc. were not budgeted accordingly. Thus to budget them for FY17, inflates their base budget. Cost for this correction is \$166,840.

*Performance Measures*

Create a Safe Place		CY 2014 Actual	CY 2015 Target	CY 2015 Actual	CY 2016 Target
<p><b>Goal:</b> To prevent the loss of life through modern firefighting techniques and provide training and equipment to achieve those goals. Inspect businesses to meet NC Fire Prevention Code schedule requirements and conduct fire investigations when requested.</p>					
<p><b>Objective:</b> Measure current department performance objectives for Response Time for Fire Incidents, Structure Fire Resources, EMS, and Other Call Types <i>(Reaction + Travel Time)</i></p>	<p><b>Measure:</b> Response time for Fire Incident Type <i>(1<sup>st</sup> Arriving Unit. 90<sup>th</sup> percentile)</i></p>	5:57	6:00	6:01	6:00
	<p><b>Measure:</b> Response time for EMS Incident Type <i>(1st Arriving Unit. 90th percentile)</i></p>	6:04	6:00	6:13	6:00
	<p><b>Measure:</b> Response time for Other Incident Types <i>(1st Arriving Unit. 90th percentile)</i></p>	6:07	6:00	6:11	6:00
	<p><b>Measure:</b> Response time for Structure Fire Incidents <i>(Concentration of ALL resources required. 90th percentile)</i></p>	10:26	9:30	9:07	9:30
<p><b>Objective:</b> Complete inspections on schedule</p>	<p><b>Measure:</b> Time to complete inspection <i>(Average)</i></p>	16 min	30 min	17 min	30 min
	<p><b>Measure:</b> Percent of scheduled inspections completed on schedule</p>	95%	95%	96.4%	95%
<p><b>Objective:</b> Determine the origin and cause of fires</p>	<p><b>Measure:</b> Percent of undetermined fire investigations</p>	14%	< 10%	8.8%	< 10%

# ENTERPRISE FUNDS



## STORMWATER MANAGEMENT FUND

The City of Wilmington's Stormwater Management division funded by the Stormwater Management enterprise fund, maintains and improves the public drainage system for the protection of the community and the environment.

### BUDGET SUMMARY

	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
<b>Revenue by Ordinance</b>					
Stormwater Utility Fee	\$ 9,460,485	\$ 9,541,331	\$ 9,541,331	\$ 10,171,990	6.6%
Other Revenue and Interest Earnings	\$ 8,546,444	\$ 101,231	\$ 101,231	\$ 128,231	0.0%
Intergovernmental Revenues	\$ 34,709	\$ -	\$ -	\$ -	0.0%
Appropriated Fund Balance	\$ -	\$ -	\$ 617,880	\$ -	0.0%
<b>Grand Total</b>	<b>\$ 18,041,639</b>	<b>\$ 9,642,562</b>	<b>\$ 10,260,442</b>	<b>\$ 10,300,221</b>	<b>6.8%</b>
<b>Expenditure by Division</b>					
Storm Water Maintenance	\$ 3,699,639	\$ 4,185,483	\$ 4,194,017	\$ 4,158,587	-0.6%
Storm Water Services	\$ 986,582	\$ 1,024,339	\$ 1,245,443	\$ 1,043,460	1.9%
Nondepartmental	\$ 10,169,633	\$ 3,551,602	\$ 3,939,844	\$ 4,144,714	16.7%
Allocated Cost	\$ 809,363	\$ 881,138	\$ 881,138	\$ 953,460	8.2%
<b>Grand Total</b>	<b>\$ 15,665,217</b>	<b>\$ 9,642,562</b>	<b>\$ 10,260,442</b>	<b>\$ 10,300,221</b>	<b>6.8%</b>
<b>Expenditure by Category</b>					
Personnel	\$ 2,313,696	\$ 2,543,178	\$ 2,543,416	\$ 2,590,235	1.9%
Benefits	\$ 722,522	\$ 845,417	\$ 845,417	\$ 866,195	2.5%
Operating	\$ 1,602,227	\$ 1,755,299	\$ 1,869,698	\$ 1,745,617	-0.6%
Nondepartmental	\$ 9,649,594	\$ 2,551,602	\$ 2,551,602	\$ 2,144,714	-15.9%
Outlay	\$ 1,453	\$ 65,928	\$ 180,929	\$ -	-100.0%
Transfer To Capital Improvement	\$ 566,361	\$ 1,000,000	\$ 1,388,242	\$ 2,000,000	100.0%
Allocated Cost	\$ 809,363	\$ 881,138	\$ 881,138	\$ 953,460	8.2%
<b>Grand Total</b>	<b>\$ 15,665,217</b>	<b>\$ 9,642,562</b>	<b>\$ 10,260,442</b>	<b>\$ 10,300,221</b>	<b>6.8%</b>
<b>Authorized Positions</b>					
Storm Water Maintenance	51	51	51	51	
Storm Water Services	9	9	9	9	
<b>Grand Total</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	

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## **Division Descriptions**

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The **Stormwater Maintenance** section is responsible for maintaining the public drainage system. Maintenance activities consist of two core components - open drainage, which includes ditches and ponds, and closed drainage, which is comprised of underground pipes and culverts.

The five core components of **Stormwater Services** include: management and planning, capital improvements, regulatory and enforcement activities, water quality, and operations and maintenance.

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## **Budget Overview**

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The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department.

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## **Base Budget Adjustments**

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### **A. One-time, Non-Recurring Expenditure Reduction: Motor Vehicles**

**Division:** Stormwater - Stormwater Maintenance

**Total Cost:** (\$30,400)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$30,400 used for the purchase of a pond mower and trailer.

### **B. One-time, Non-Recurring Expenditure Reduction: Data Processing**

**Division:** Stormwater - Stormwater Maintenance

**Total Cost:** (\$19,510)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$19,510 related to the purchase of scale house hardware and software.



**C. One-time, Non-Recurring Expenditure Reduction: Other Equipment**

**Division:** Stormwater - Stormwater Maintenance  
**Total Cost:** (\$16,018)  
**Priority:** One-Time Removal  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$16,018 related to the purchase of a leaf vacuum and concrete mixer.

**Budget Modifications**

**A. Communication-Data Lines**

**Division:** Stormwater - Stormwater Maintenance  
**Total Cost:** \$3,368  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$3,368 covers the increased costs of push to talk phones for Stormwater staff. The need for communication with staff is essential to the operations of the division and continuing to provide core services.

**B. Revenue Recovery CFPUA**

**Division:** Stormwater - Stormwater Maintenance  
**Total Cost:** \$8,000  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The CFPUA Revenue Recovery Fee has been an unbudgeted expense, resulting in operating funding being used to cover the cost. Funding in the amount of \$8,000 has been added to the budget and will more adequately budget for this expense in FY17.

**C. Stand-by: After hours response**

**Division:** Stormwater - Stormwater Maintenance  
**Total Cost:** \$8,955  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The Public Services' Stormwater division will utilize \$8,955 in new monies to allow for a stand-by program, sharing 24/7 response responsibilities with the Public Services' Streets and Community Services' Tree Management divisions. This funding enables the division to budget for non-exempt personnel to respond to after hours events. The total includes salary plus benefits.

**D. Emergency pumping equipment**

**Division:** Stormwater - Stormwater Maintenance  
**Total Cost:** \$32,000  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$32,000 allows the Stormwater division to adequately budget to dispatch emergency pumping equipment to two flood prone areas. The locations are being addressed in upcoming capital projects.

**Performance Measures**

Provide Sustainability and Adaptability		FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
<b>Goal:</b> To ensure City’s established stormwater program performs to the maximum extent practicable safeguarding overall health of the City’s people and natural resources.					
<b>Objective:</b> Ensure the citizens receive the best quality service that enhances their quality of life.	<b>Measure:</b> Citizens who are overall satisfied with the management of stormwater run-off by the City.	42%	N/A	N/A	=>42%
<b>Objective:</b> To maintain stormwater system and mitigate flooding and to protect water quality and the health of the stormwater system infrastructure through removing pollutants prior to discharge into receiving waters.	<b>Measure:</b> Average man-hours per pipe repair.	22.65	28	18.68	27
	<b>Measure:</b> Annual tons of street sweepings diverted from stormwater system per lane mile swept.	0.29	.30	N/A	.31
	<b>Measure:</b> Linear foot per manual ditching man-hours.	52.36	50	55.65	55

## SOLID WASTE MANAGEMENT FUND

The City of Wilmington's Solid Waste Management division, funded by the Solid Waste Management fund, oversees the collection and disposal of City solid waste customer refuse. The division also oversees recycling, yard waste and bulky collection.

### BUDGET SUMMARY

	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
<b>Revenue by Ordinance</b>					
Refuse Collection Fees	\$ 8,649,540	\$ 8,713,159	\$ 8,713,159	\$ 8,724,954	0.1%
Other Revenue and Interest Earnings	\$ 1,441,004	\$ 240,481	\$ 240,481	\$ 240,470	0.0%
Transfer From General Fund	\$ -	\$ -	\$ -	\$ 29,866	0.0%
Intergovernmental Revenue	\$ 1,784	\$ -	\$ -	\$ -	0.0%
Solid Waste Disposal Tax	\$ 72,127	\$ 58,972	\$ 58,972	\$ 58,972	0.0%
Appropriated Fund Balance	\$ -	\$ 309,574	\$ 311,574	\$ 299,818	-3.2%
<b>Grand Total</b>	<b>\$ 10,164,455</b>	<b>\$ 9,322,186</b>	<b>\$ 9,324,186</b>	<b>\$ 9,354,080</b>	<b>0.3%</b>
<b>Expenditure by Division</b>					
Administration	\$ 415,056	\$ 433,352	\$ 438,592	\$ 424,913	-1.9%
Bulky/Metal Collection	\$ 532,396	\$ 653,360	\$ 618,760	\$ 644,958	-1.3%
Customer Refuse	\$ 3,702,913	\$ 3,722,697	\$ 3,554,697	\$ 3,673,959	-1.3%
Downtown Collections	\$ 972,557	\$ 1,029,337	\$ 1,324,337	\$ 1,023,941	-0.5%
Nondepartmental	\$ 218,346	\$ 261,688	\$ 261,688	\$ 209,256	-20.0%
Recycling	\$ 623,273	\$ 860,249	\$ 867,209	\$ 791,011	-8.0%
Yard Waste	\$ 2,729,546	\$ 1,643,367	\$ 1,540,767	\$ 1,858,362	13.1%
Allocated Cost	\$ 703,181	\$ 718,136	\$ 718,136	\$ 727,680	1.3%
<b>Grand Total</b>	<b>\$ 9,897,267</b>	<b>\$ 9,322,186</b>	<b>\$ 9,324,186</b>	<b>\$ 9,354,080</b>	<b>0.3%</b>
<b>Expenditure by Category</b>					
Personnel	\$ 2,523,393	\$ 2,832,277	\$ 2,832,277	\$ 2,906,712	2.6%
Benefits	\$ 809,757	\$ 946,676	\$ 946,676	\$ 1,005,269	0.0%
Operating	\$ 5,589,187	\$ 4,563,409	\$ 4,565,409	\$ 4,505,163	-1.3%
Nondepartmental	\$ 266,750	\$ 261,688	\$ 261,688	\$ 209,256	-20.0%
Transfer To Capital Improvement	\$ 5,000	\$ -	\$ -	\$ -	0.0%
Allocated Cost	\$ 703,181	\$ 718,136	\$ 718,136	\$ 727,680	1.3%
<b>Grand Total</b>	<b>\$ 9,897,267</b>	<b>\$ 9,322,186</b>	<b>\$ 9,324,186</b>	<b>\$ 9,354,080</b>	<b>0.3%</b>

<b>Authorized Positions</b>	<b>FY 14-15 Actual</b>	<b>FY 15-16 Adopted</b>	<b>FY 15-16 Adjusted</b>	<b>FY 16-17 Adopted</b>
Administration	5	5	5	5
Customer Refuse	33	33	33	29
Recycling	5	5	5	5
Yard Waste	22	22	22	18
Downtown Collections	11	11	11	11
Bulky/Metal Collection	7	7	7	7
<b>Grand Total</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>75</b>

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### *Division Description*

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The primary responsibility of the Solid Waste **Administration** section is to provide leadership and direction for all operational sections. Other responsibilities include: telephone customer support, bulky pick up appointments, new customer support, assure proper billing information is sent to CFPUA and scheduling the cleaning, delivery, pick up, and repair of customer trash carts.

The **Customer Refuse Collection** section of Solid Waste Management provides residential trash collection to 30,000 City of Wilmington residents.

The **Recycling** section provides for the bi- weekly curbside collection of recyclable materials from City Solid Waste customers.

The **Yard Waste** section provides for the weekly curbside collection of vegetative yard waste. Once collected, all yard waste is contractually processed through a commercial facility and hauled to the New Hanover County Landfill for reuse.

Commercial establishments in the Central Business District (CBD) can elect trash collection ranging from two times a week, to twice a day, seven times per week. The responsibility for this service is housed in the Downtown Collection section. Residents in the CBD have seven day per week collection. This section also includes daily servicing of over 250 brick trash receptacles and 100 ashtrays in the Central Business District and City parks. **Downtown Services** also maintain two public restrooms, pressure washes sidewalks and provides litter collection seven days a week, 18 hours per day. Downtown Services organizes all cleanup activities following the City's variety of festivals and events in the CBD.

The **Bulky** section oversees the City's call-in bulky, white goods, and electronic collection, and carrion service to veterinarian offices, commercial seafood establishments and City streets.

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## Budget Overview

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The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department.

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## Budget Modifications

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### A. Landfill Disposal Fees

**Division:** Solid Waste - Multiple

**Total Cost:** (\$129,790)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The \$129,790 reduction is associated with an expected decrease of \$3/ton in NHC landfill fees as well as a \$10/ton reduction in recycling processing fees.

### B. Small Tools

**Division:** Solid Waste - Recycling

**Total Cost:** (\$54,368)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The reduction of \$54,368 is due to customer recycling carts, ashtrays and brick trash receptacles purchased in FY16 are not needed in FY17.

### C. Contracted Refuse Collection

**Division:** Solid Waste - Administration

**Total Cost:** (\$21,492)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The reduction totaling \$21,492 will allow the city office and park dumpster cost to move from the enterprise Solid Waste division budget to the general fund budget. Buildings is proposing a corresponding enhancement.

**D. Fuel**

**Division:** Solid Waste - Customer Refuse

**Total Cost:** (\$8,918)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The reduction totaling \$8,918 eliminates the fuel costs associated with the twice per week refuse collection service.

**E. Authorized Strength Reduction**

**Division:** Solid Waste - Customer Refuse/Yard Waste

**Total Cost:** \$0

**Priority:** Reduction

**Position(s):** Full Time Equivalent: -8; Part-Time: 0

**Description:** A total of 8 unfunded positions were removed in the FY17 budget. These position remained in previous years while a pilot program of using temporary services in lieu of those positions was evaluated. The program has been successful therefore the 8 positions are no longer required.

**F. Revenue Recovery CFPUA**

**Division:** Solid Waste - Administration

**Total Cost:** \$3,800

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The CFPUA Revenue Recovery Fee has been an unbudgeted expense, resulting in operating funding being used to cover the cost. The funding totaling \$3,800 will more adequately budget for this expense in FY17.

**G. Small Tools**

**Division:** Solid Waste - Refuse and Solid Waste - Recycling

**Total Cost:** \$15,000

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding of \$15,000 enhances the CBD refuse and recycling program, as well as the aesthetics of the CBD, with black, metal trash containers and grant-funded blue metal recycling containers. The grant application has been submitted to NCDEACS with City Council support and requires a 20% match (\$6,000).

**H. Rover Bulky Program**

**Division:** Solid Waste - Bulky/Metal Collection

**Total Cost:** \$29,866

**Priority:** Strategic Plan

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The funding totaling \$29,866 will allow Solid Waste Management to coordinate with the Wilmington Police Department to clean up City right of ways and illegal dumpsites,

aiding in the 'Broken Window Theory', potentially reducing crime in the community. The Solid Waste office proposes one crew will work every other week on Wednesdays for a 10-hr shift earning overtime to clean dumpsites, remove debris from vacant properties and aid in outreach to encourage customers to use the Solid Waste bulky program.

**I. Yard Waste and Electronic services**

- Division:** Solid Waste - Yard Waste and Bulky Metal Collection
- Total Cost:** \$291,140
- Priority:** Continuance of Service
- Position(s):** Full Time Equivalent: 0; Part-Time: 0
- Description:** The funding of \$291,140 allows the Solid Waste division to manage increased yard waste processing and additional hauling costs associated with yard waste. The current contract ended January 2016; Solid Waste Management is hauling the yard waste to NHC landfill until this is resolved. Additionally, funds are needed to continue the successful curbside electronic collection program. State funding for the program is no longer available. Currently, Solid Waste Management is working with NHC and a vendor to recycle electronics.

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*Performance Measures*

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Create a Safe Place		FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
<b>Goal:</b> Ensure that a cost-effective and self-sustaining Solid Waste Management system is adopted to protect both the environment and populace, thus promoting a healthy community.					
<b>Objective:</b> Develop a cost-effective solid waste management system responsive to public services and keep the City in compliance with State and County mandates.	<b>Measure:</b> Annual cost per yard waste tons disposed.	\$120.32	\$120.32	\$120.62	\$117.00
	<b>Measure:</b> Annual cost per recycle tons collected.	\$98.20	\$98.20	\$110.98	\$105.43
	<b>Measure:</b> Annual cost per bulky tons collected.*	N/A	N/A	\$218.74	\$207.80
	<b>Measure:</b> Average number of calls per call center FTE.	10,868	10,868	9,920	9,631
	<b>Measure:</b> Annual cost per refuse tons disposed.	\$160.55	\$160.55	\$146.41	\$142.02

## GOLF COURSE FUND

### BUDGET SUMMARY

	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actuals	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
<b>Revenue by Ordinance</b>					
Daily Greens	\$ 579,634	\$ 1,017,841	\$ 1,026,101	\$ 991,655	-2.6%
Cart Rentals	\$ 173,800	\$ 276,077	\$ 276,077	\$ 269,268	-2.5%
Concessions	\$ 114,008	\$ 150,000	\$ 150,000	\$ 163,228	8.8%
Other Revenue and Interest Earnings	\$ 6,723	\$ 2,284	\$ 2,284	\$ 2,284	0.0%
Contributions	\$ 12,560	\$ -	\$ 10,000	\$ -	0.0%
Transfer from CP Golf Course Fund	\$ 42,481	\$ -	\$ -	\$ -	0.0%
Appropriated Fund Balance	\$ 302,955	\$ -	\$ 157,750	\$ -	0.0%
<b>Grand Total</b>	<b>\$ 1,232,161</b>	<b>\$ 1,446,202</b>	<b>\$ 1,622,212</b>	<b>\$ 1,426,435</b>	<b>-1.4%</b>
<b>Expenditure by Division</b>					
Municipal Golf Course	\$ 1,054,746	\$ 1,250,441	\$ 1,426,451	\$ 1,298,367	3.8%
Inland Greens Course	\$ 74,695	\$ 81,617	\$ 81,617	\$ -	-100.0%
Allocated Cost	\$ 102,719	\$ 114,144	\$ 114,144	\$ 128,068	12.2%
<b>Grand Total</b>	<b>\$ 1,232,161</b>	<b>\$ 1,446,202</b>	<b>\$ 1,622,212</b>	<b>\$ 1,426,435</b>	<b>-1.4%</b>
<b>Expenditure by Category</b>					
Personnel	\$ 489,464	\$ 503,955	\$ 507,043	\$ 517,882	2.8%
Benefits	\$ 142,940	\$ 154,675	\$ 154,675	\$ 164,396	6.3%
Nondepartmental	\$ 6,848	\$ 99,209	\$ 249,209	\$ 32,400	-67.3%
Operating	\$ 431,067	\$ 560,419	\$ 583,541	\$ 583,689	4.2%
Outlay	\$ 36,342	\$ 13,800	\$ 13,600	\$ -	-100.0%
Transfer to Capital Improvement	\$ -	\$ -	\$ -	\$ -	0.0%
Allocated Cost	\$ 125,500	\$ 114,144	\$ 114,144	\$ 128,068	12.2%
<b>Grand Total</b>	<b>\$ 1,232,161</b>	<b>\$ 1,446,202</b>	<b>\$ 1,622,212</b>	<b>\$ 1,426,435</b>	<b>-1.4%</b>
<b>Authorized Positions</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	

### Budget Overview

The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department.



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## Base Budget Adjustments

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### A. Transfer to Municipal Golf Course

**Division:** Inland Greens

**Total Cost:** (\$84,197)

**Priority:** Transfer

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** Transferred one (1) employee, including salary and benefits and Inland Greens operating funding to Municipal Golf Course.

### B. Transfer from Inland Greens

**Division:** Muni

**Total Cost:** \$84,197

**Priority:** Transfer

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** Transferred one (1) employee, including salary and benefits and Inland Greens operating funding to Municipal Golf Course.

### C. One-time, Non-Recurring Expenditure Reduction: Budget Reserve

**Division:** Muni

**Total Cost:** (\$73,209)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 Budget reserve of \$73,209 was no longer needed.

### D. One-time, Non-Recurring Expenditure Reduction: Rolling Stock-Non Vehicle

**Division:** Muni

**Total Cost:** (\$13,800)

**Priority:** One-Time Removal

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** FY16 one-time funding was removed in the FY17 base budget totaling \$13,800 for equipment purchases.

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## Budget Modifications

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### A. Contracted Temporary Services

**Division:** Muni  
**Total Cost:** (\$2,000)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The reduction of \$2,000 in contracted temporary services was accepted, leaving a budget of \$66,000.

### B. Tournament Expenses

**Division:** Muni  
**Total Cost:** (\$1,000)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The reduction in tournament expenses totaling \$1,000 was removed using a three year trend data analysis, leaving a budget of \$7,000.

### C. Repairs and Maintenance - Buildings & Grounds

**Division:** Muni  
**Total Cost:** (\$500)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The reduction of \$500 in fuel was removed using a three year trend analysis, leaving a budget of \$500.

### D. Contracted Temporary Services

**Division:** Muni  
**Total Cost:** \$30,000  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding of \$30,000 enables the Golf fund to budget for four (4) full time seasonal contracted temporary employees for Municipal Course. The temporary staff will assist in golf course maintenance from April through September.

*Performance Measures*

Foster a Prosperous, Thriving Economy		FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
<b>Goal:</b> To operate first class sports and entertainment facilities designed to attract significant athletic and cultural attractions to the City of Wilmington.					
<b>Objective:</b> To maximize the use and revenue opportunities of City recreation facilities.	<b>Measure:</b> Actual revenue collected at the Municipal and Inland Greens golf courses.	\$870,099	1,400,000	1,236,000	1,400,000
	<b>Measure:</b> Number of rounds played at the Municipal Golf Course (18-hole rounds)	30,140	50,000	40,775	50,000
	<b>Measure:</b> Number of rounds played at the Inland Greens Golf Course	0	0	0	0

## PARKING FUND

### BUDGET SUMMARY

	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
<b>Revenue By Ordinance</b>					
Parking Fees	\$ 3,257,954	\$ 3,225,110	\$ 3,225,110	\$ 3,313,990	2.8%
Interest Earnings	\$ 11,050	\$ 14,577	\$ 14,577	\$ 14,577	0.0%
Other Revenue	\$ 2,177,343	\$ -	\$ -	\$ -	0.0%
Transfer from Debt Service Fund	\$ 254,337	\$ 247,721	\$ 558,740	\$ 550,386	122.2%
Appropriated Fund Balance	\$ 137,129	\$ -	\$ -	\$ 388,337	100.0%
<b>Grand Total</b>	<b>\$ 5,837,812</b>	<b>\$ 3,487,408</b>	<b>\$ 3,798,427</b>	<b>\$ 4,267,290</b>	<b>22.4%</b>
<b>Expenditure by Division</b>					
Parking Facilities	\$ -	\$ 341,855	\$ 341,855	\$ 95,000	-72.2%
Street Parking	\$ 931,489	\$ 946,458	\$ 997,555	\$ 1,128,983	19.3%
Market Street Deck	\$ 436,272	\$ 515,838	\$ 505,695	\$ 518,256	0.5%
Second Street Deck	\$ 300,482	\$ 372,340	\$ 382,470	\$ 358,373	-3.8%
Second Street Lot	\$ 235,348	\$ 220,760	\$ 255,336	\$ 270,062	22.3%
Water Street Deck	\$ 147,876	\$ 170,384	\$ 172,396	\$ 46,163	-72.9%
Hannah Block Lot	\$ 12,063	\$ 16,318	\$ 16,540	\$ 16,669	2.2%
Nondepartmental	\$ 3,720,624	\$ 815,561	\$ 1,126,580	\$ 1,749,370	114.5%
Allocated Cost	\$ 53,660	\$ 87,894	\$ -	\$ 84,414	-4.0%
<b>Grand Total</b>	<b>\$ 5,837,813</b>	<b>\$ 3,487,408</b>	<b>\$ 3,798,427</b>	<b>\$ 4,267,290</b>	<b>22.4%</b>
<b>Expenditure by Category</b>					
Personnel	\$ 83,320	\$ 114,812	\$ 114,812	\$ 131,164	14.2%
Benefits	\$ 2,171,830	\$ 43,170	\$ 43,170	\$ 46,961	0.0%
Operating	\$ 1,682,103	\$ 2,022,116	\$ 2,401,787	\$ 2,144,303	6.0%
Nondepartmental	\$ 60,819	\$ 6,000	\$ 6,078	\$ 6,078	1.3%
Debt Service	\$ 869,403	\$ 815,561	\$ 1,126,580	\$ 1,099,370	34.8%
Miscellaneous	\$ -	\$ 291,855	\$ -	\$ 45,000	-84.6%
Outlay	\$ 265,977	\$ 106,000	\$ 106,000	\$ 60,000	-43.4%
Transfer To Capital Improvement	\$ 650,700	\$ -	\$ -	\$ 650,000	100.0%
Allocated Cost	\$ 53,660	\$ 87,894	\$ -	\$ 84,414	-4.0%
<b>Grand Total</b>	<b>\$ 5,837,813</b>	<b>\$ 3,487,408</b>	<b>\$ 3,798,427</b>	<b>\$ 4,267,290</b>	<b>22.4%</b>
<b>Authorized Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	

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## Budget Overview

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The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department.

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## Budget Modifications

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### A. Capital Outlay - Other Equipment

**Division:** Street Parking

**Total Cost:** (\$46,000)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** New meters installed in FY16. Capital Outlay - Other Equipment for \$46,000 will not be needed in FY17.

### B. Maintenance Contracts

**Division:** Second Street Deck

**Total Cost:** (\$16,050)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The Parking division will be upgrading and/or replacing the existing Revenue Control Equipment with TIBA. This reduction is due to no longer needing the equipment maintenance contract related to the old equipment.

### C. Maintenance Contracts

**Division:** Market Street Deck

**Total Cost:** (\$9,200)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The Parking division will be upgrading and/or replacing the existing Revenue Control Equipment with TIBA. This reduction is due to no longer needing the equipment maintenance contract related to the old equipment.

**D. Electricity**

**Division:** Second Street Deck  
**Total Cost:** (\$4,760)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** LED bulbs are gradually bringing the cost of electricity down. The Parking division is replacing lighting fixtures with LED fixtures as needed.

**E. Sewer**

**Division:** Market Street Deck  
**Total Cost:** (\$2,330)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** A three year analysis of trend data usage was reviewed and a reduction of \$2,330 was validated.

**F. Water**

**Division:** Market Street Deck  
**Total Cost:** (\$2,100)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** A three year analysis of trend data usage was reviewed and a reduction of \$2,100 was validated.

**G. Software Rental/Licensing**

**Division:** Hannah Block Lot  
**Total Cost:** (\$1,200)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** Due to increased use of the pay stations and a reduction in software user fees, \$1,200 was removed from the budget.

**H. Computer Software**

**Division:** Street Parking  
**Total Cost:** (\$1,160)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The Parking division is cancelling an annual software subscription totaling \$1,160.

**I. Refuse**

**Division:** Second Street Deck  
**Total Cost:** (\$338)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** A three year analysis of trend data usage was reviewed and a reduction of \$338 was validated.

**J. Repairs and Maintenance**

**Division:** Second Street Lot  
**Total Cost:** (\$200)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** Reduction totaling \$200 is due to antennae inventory supply from the Water Street Deck demolition.

**K. Communication-Data Lines**

**Division:** Hannah Block Lot  
**Total Cost:** (\$168)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** A three year analysis of trend data usage was reviewed and a reduction of \$168 was validated.

**L. Water**

**Division:** Second Street Deck  
**Total Cost:** (\$100)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** A three year analysis of trend data usage was reviewed and a reduction of \$100 was validated.

**M. Repairs and Maintenance**

**Division:** Hannah Block Lot  
**Total Cost:** (\$100)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The reduction in the amount of \$100 is due to new inventory supply from the Water St. deck demolition slated for the Fall of 2016.

**N. Refunds**

**Division:** Second Street Lot  
**Total Cost:** (\$50)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** A three year analysis of trend data usage was reviewed and a reduction of \$50 was validated.

**O. Refunds**

**Division:** Street Parking  
**Total Cost:** (\$50)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** A three year analysis of trend data usage was reviewed and a reduction of \$50 was validated.

**P. Refunds**

**Division:** Water Street Deck  
**Total Cost:** (\$121,571)  
**Priority:** Reduction  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The reduction in the amount of \$121,571 is due to the expected Water St. deck demolition slated for the Fall of 2016. All operating funding was removed except for the first quarter of FY17. Funding includes reductions in contracted temporary services, refuse, utility costs, repairs and maintenance, bank charges and software.

**Q. Communication-Data Lines**

**Division:** Second Street Lot  
**Total Cost:** \$8  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$8 is in place to cover pay station overages.

**R. Other Utilities**

**Division:** Second Street Deck  
**Total Cost:** \$15  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding of \$15 allows the Parking division to adequately budget for other utilities.



**S. Property Taxes**

**Division:** Second Street Lot  
**Total Cost:** \$78  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$78 covers increased property taxes for the Second St. lot based on actuals.

**T. Maintenance Contracts**

**Division:** Hannah Block Lot  
**Total Cost:** \$84  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$84 allows the Parking division to adequately budget for an increase in a maintenance contract agreement.

**U. Other Utilities**

**Division:** Market Street Deck  
**Total Cost:** \$94  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$94 allows the Parking division to adequately budget for other utilities.

**V. Office Supplies**

**Division:** Street Parking  
**Total Cost:** \$100  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding of \$100 allows the Parking division to purchase a new office chair for the new Parking Manager.

**W. Other Professional Services**

**Division:** Hannah Block Lot  
**Total Cost:** \$300  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$300 allows the Parking division to adequately budget for an increase in a contract agreement.

**X. Electricity**

**Division:** Second Street Lot  
**Total Cost:** \$400  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The Second Street Lot added an additional pay station resulting in increased electricity usage totaling \$400.

**Y. Business Travel**

**Division:** Street Parking  
**Total Cost:** \$500  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding of \$500 allows the Parking division to participate in the Carolina Parking Assoc. & IPI conference.

**Z. Printing Services**

**Division:** Second Street Lot  
**Total Cost:** \$1,000  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding of \$1,000 enables the Parking division to replace current signs missing or in disrepair.

**AA. Bank Charges**

**Division:** Second Street Lot  
**Total Cost:** \$1,031  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$1,031 allows the Parking division to pay for increased bank charges, based on an increase use in transient and monthly customers using bank cards.

**BB. Bank Charges**

**Division:** Hannah Block Lot  
**Total Cost:** \$1,435  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** There is an increase in use at the Hannah Block parking lot, thus an increase in bank fees. This funding of \$1,435 allows the Parking division to adequately budget for those fee increases.

**CC. Other Professional Services**

**Division:** Second Street Lot  
**Total Cost:** \$1,678  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$1,678 allows the Parking division to adequately budget for an increase in a contract agreement.

**DD. Bank Charges**

**Division:** Market Street Deck  
**Total Cost:** \$1,735  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$1,735 allows the Parking division to pay for increased bank charges, based on an increase use in transient and monthly customers using bank cards.

**EE. Repairs and Maintenance**

**Division:** Second Street Deck  
**Total Cost:** \$2,000  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$2,000 covers the repairs and maintenance associated with cameras.

**FF. Overhire for Parking Manager - 1 Month**

**Division:** Street Parking  
**Total Cost:** \$3,657  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$3,657 enables the Parking division to over hire a Parking Manager position by one month, given the upcoming Parking Manager retirement.

**GG. Repairs and Maintenance**

**Division:** Second Street Deck  
**Total Cost:** \$3,680  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$3,680 allows the Parking division to cover the service and repair needs on the buildings and grounds it manages.

**HH. Other Professional Services**

**Division:** Second Street Deck  
**Total Cost:** \$5,971  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$5,971 allows the Parking division to adequately budget for an increase in the Second St. Deck contract.

**II. Other Professional Services**

**Division:** Market Street Deck  
**Total Cost:** \$7,046  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$7,046 allows the Parking division to adequately budget for an increase in the Market St. deck contract.

**JJ. Repairs and Maintenance**

**Division:** Market Street Deck  
**Total Cost:** \$11,000  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$11,000 will allow the Parking division to cover the increase in repairs and maintenance of equipment.

**KK. Repairs and Maintenance**

**Division:** Market Street Deck  
**Total Cost:** \$12,120  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$12,120 allows the Parking division to cover the service and repair needs on the buildings and grounds it manages.

**LL. Retirement Payout for Parking Manager**

**Division:** Street Parking  
**Total Cost:** \$13,796  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$13,796 allows for the Parking division to adequately budget for Separation Pay with related benefits for upcoming Parking Manager retirement.

**MM. Communication-Data Lines**

**Division:** Street Parking  
**Total Cost:** \$14,530  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding of \$14,530 covers the 402 IPS Smart Meter 5% increase in fees.

**NN. Bank Charges**

**Division:** Street Parking  
**Total Cost:** \$23,500  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$23,500 covers increased bank charge rates and account for an expanded parking coverage area by ten (10) to eleven (11) city blocks.

**OO. Lease Purchase Payments**

**Division:** Second Street Lot  
**Total Cost:** \$45,357  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding of \$45,357 allows the Parking division to adequately budget for an increase in lease purchase payments.

**PP. Repairs and Maintenance**

**Division:** Street Parking  
**Total Cost:** \$45,450  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$45,450 allows the Parking division to repair or replace meters due to vandalism and to repaint on street parking stalls.

**QQ. Capital Outlay - Building**

**Division:** Parking Facilities  
**Total Cost:** \$50,000  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$50,000 allows for the Park Wilmington office to be renovated.

**RR. Other Professional Services**

**Division:** Street Parking  
**Total Cost:** \$125,478  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$125,478 allows the Parking division to adequately budget for an increase in a contract agreement.

**Performance Measures**

Provide Sustainability and Adaptability	FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
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**Goal:** To generate adequate parking revenues to sustain safe, reliable operation, retire debt, and fund for future parking growth.

<b>Objective:</b> To achieve a 75% collection rate on parking citations	<b>Measure:</b> Percentage of citation collection rate	73%	75%	73%	75%
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<b>Objective:</b> Increase the number of hours of on-street customers paying by 2% each year.	<b>Measure:</b> Number of on-street hours purchased	1,007,924	1,000,000	1,063,513	1,170,000
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Support Efficient Transportation Systems	FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
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**Goal:** To provide parking options that meets the customers’ needs in a professional, efficient, courteous and friendly manner, each and every day.

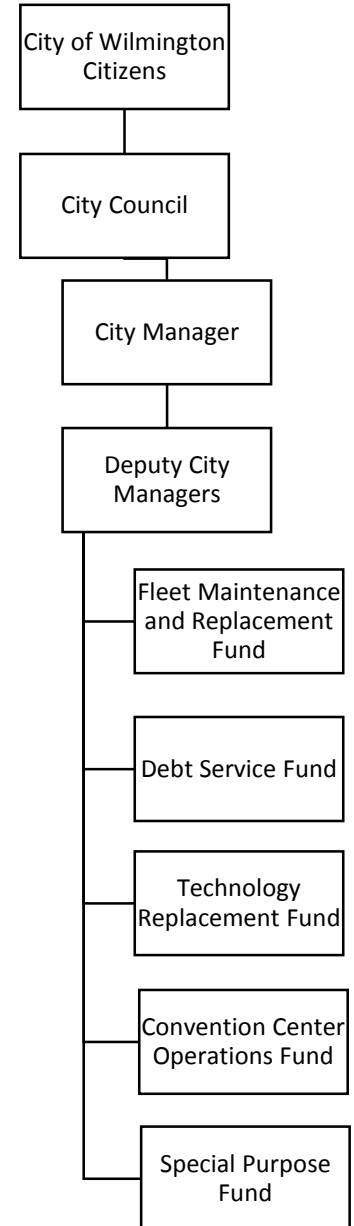
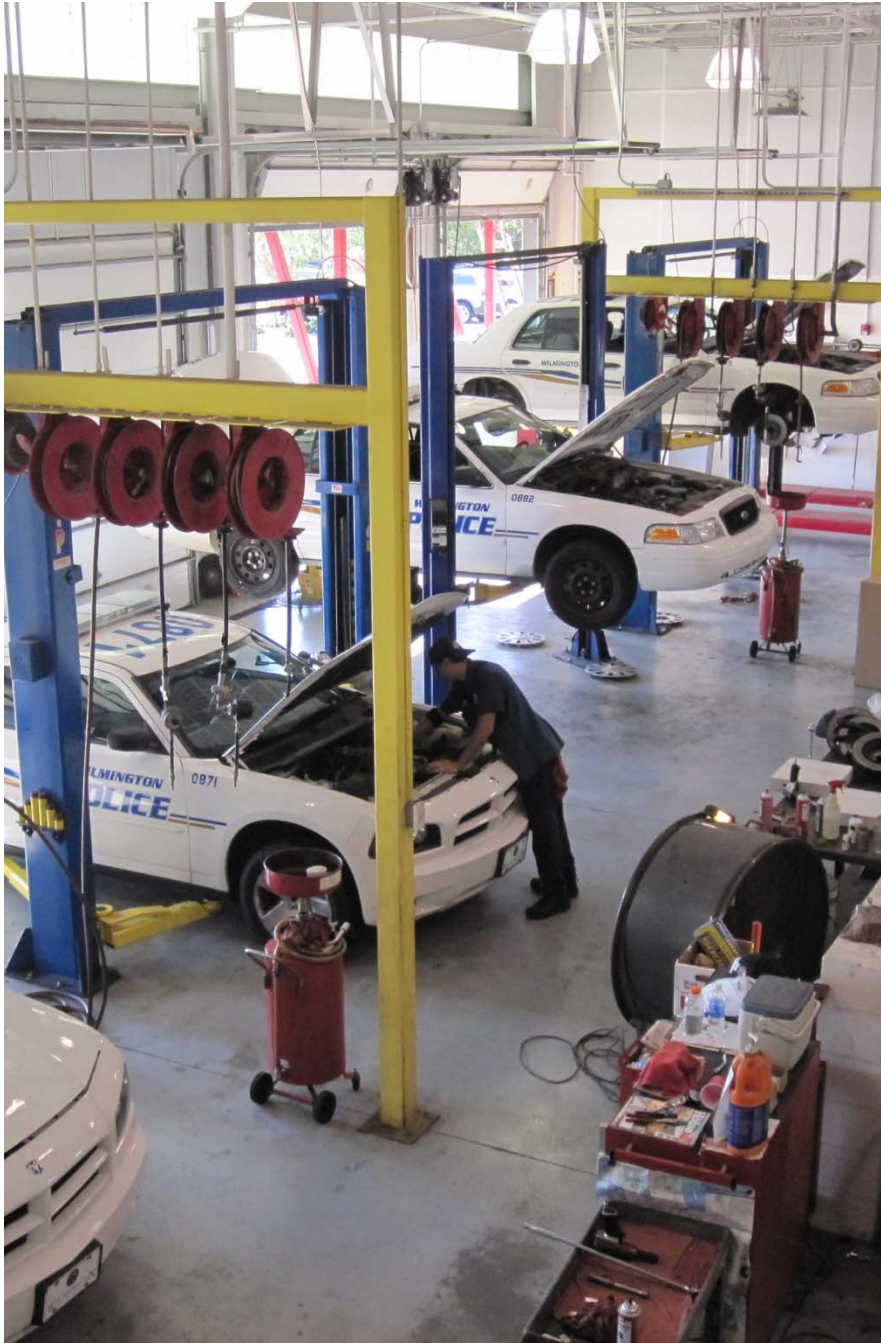
<b>Objective:</b> To increase the use of Pay-by-Phone usage; user and transactions by 10% in 2 years.	<b>Measure:</b> Number of Pay-by-Phone transactions/users	66,609/ 26,029	67,600/ 30,000	72,922/ 30,828	76,570/ 32,000
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<b>Objective:</b> Increase bank card usage by 5% in 2 years.	<b>Measure:</b> Percent of sales - parking decks	37%	30%	40.5%	43%
	- Parking lot	63%	60%	77.5%	75%
	- On-street	23.5%	30%	29%	30%
	- Citations	38%	40%	49.6%	52%



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## OTHER FUNDS





## FLEET MAINTENANCE & REPLACEMENT FUND

### BUDGET SUMMARY

	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
<b>Revenue By Ordinance</b>					
Lease Charges	\$ 5,412,684	\$ 5,637,220	\$ 5,637,220	\$ 5,751,647	2.0%
Other Revenue and Interest Earnings	\$ 3,931,502	\$ 27,762	\$ 27,762	\$ 31,223	12.5%
Appropriated Fund Balance	\$ -	\$ 579,960	\$ 1,440,211	\$ 1,271,845	119.3%
<b>Grand Total</b>	<b>\$ 9,344,186</b>	<b>\$ 6,244,942</b>	<b>\$ 7,105,193</b>	<b>\$ 7,054,715</b>	<b>13.0%</b>
<b>Expenditure by Division</b>					
Debt Service	\$ 18,573	\$ 443,205	\$ 443,205	\$ 446,777	0.8%
Fleet Operations	\$ 7,455,292	\$ 4,922,376	\$ 5,781,007	\$ 5,734,424	16.5%
Garage Operations	\$ 795,906	\$ 857,412	\$ 858,532	\$ 851,565	-0.7%
Pool Operations	\$ 10,651	\$ 21,949	\$ 22,449	\$ 21,949	0.0%
<b>Grand Total</b>	<b>\$ 8,280,421</b>	<b>\$ 6,244,942</b>	<b>\$ 7,105,193</b>	<b>\$ 7,054,715</b>	<b>13.0%</b>
<b>Expenditure by Category</b>					
Personnel	\$ 559,695	\$ 610,972	\$ 611,092	\$ 607,230	-0.6%
Benefits	\$ 168,055	\$ 195,712	\$ 195,712	\$ 187,072	0.0%
Operating	\$ 1,165,058	\$ 1,273,600	\$ 1,275,100	\$ 1,279,950	0.5%
Nondepartmental	\$ 23,341	\$ -	\$ -	\$ -	0.0%
Debt Service	\$ 18,573	\$ 443,205	\$ 443,205	\$ 446,777	0.0%
Miscellaneous	\$ (105,371)	\$ 886,500	\$ 234,991	\$ 470,000	-47.0%
Outlay	\$ 6,451,070	\$ 2,834,953	\$ 4,345,093	\$ 4,063,686	43.3%
<b>Grand Total</b>	<b>\$ 8,280,421</b>	<b>\$ 6,244,942</b>	<b>\$ 7,105,193</b>	<b>\$ 7,054,715</b>	<b>13.0%</b>
<b>Authorized Positions</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	

### Budget Overview

The City continues to invest in the workforce by adding a 3% compensation increase for salary and corresponding benefits. Additionally, adjustments were made to various internal services charges related to technology management fees, insurance liabilities, fuel and central fleet as a cost of doing business. The sections below represents further initiatives made to the budget specific to the department.

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## Budget Modifications

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### A. Equipment Replacement

**Division:** Finance - Fleet Services

**Total Cost:** (\$400,000)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The reduction of \$400,000 in fleet reserve for vehicle/equipment replacement was accepted and recommended by the Fleet division.

### B. Parts Clerk reclassify to lower grade

**Division:** Finance - Garage Operations

**Total Cost:** (\$22,798)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The reduction of \$22,798 to reclassify the Parks Clerk position to lower salary grade was accepted and aligns with the institution of the NAPA program. The reduction (19,074) includes salary plus associated benefits.

### C. Garage Parts

**Division:** Finance - Fleet Services

**Total Cost:** (\$16,500)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The reduction totaling \$16,500 of parts and sublet inventory was accepted and aligns with the institution of the NAPA program.

### D. Printing/Copies

**Division:** Finance - Garage Operations

**Total Cost:** (\$2,500)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction of \$2,500 was validated.

### E. Office Supplies

**Division:** Finance - Garage Operations

**Total Cost:** (\$1,100)

**Priority:** Reduction

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** A three year analysis of trend data usage was reviewed and a reduction of \$1,100 was validated.

**F. Small Tools**

**Division:** Finance - Garage Operations  
**Total Cost:** \$6,000  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding totaling \$6,000 allows Fleet to purchase small tools.

**G. Improvements - Rolling Stock**

**Division:** Finance - Fleet Services  
**Total Cost:** \$233,529  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$233,529 allows Fleet to purchase rolling stock needs in FY17.

**H. Motor Vehicles**

**Division:** Finance - Fleet Services  
**Total Cost:** \$1,165,554  
**Priority:** Continuance of Service  
**Position(s):** Full Time Equivalent: 0; Part-Time: 0  
**Description:** The funding in the amount of \$1,165,554 enables the Fleet division to purchase vehicles in FY17.

**Performance Measures**

Provide Sustainability and Adaptability		FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
<b>Goal:</b> To provide a variety of necessary vehicles and equipment to City departments by ensuring adequate vehicle availability, expedient repairs, aggressive preventative maintenance procedures, and cost productive practices.					
<b>Objective:</b> Maintain 95% fleet availability.	<b>Measure:</b> Percent of vehicles and equipment available in relation to total number of vehicles and equipment	98.70%	95%	97.7%	95%
<b>Objective:</b> Complete 65% of work orders in 24 hours or less.	<b>Measure:</b> Percent of work orders completed in 24 hours or less in relation to total number completed work orders.	72.56%	65%	73.3%	65%

Provide Sustainability and Adaptability		FY 15 Actual	FY 16 Target	FY 16 Actual	FY 17 Target
<b>Objective:</b> Complete 87% of all preventative maintenance within scheduled time window.	<b>Measure:</b> Percent of preventative maintenance completed in scheduled time window in relation to total number of completed PM's.	73.3%	87%	78.3%	87%
<b>Objective:</b> Maintain 80% ratio of hours billed to billable hours.	<b>Measure:</b> Percent of hours billed in relation to total annual billable hours.	86.67%	80%	72.26%	80%

## DEBT SERVICE FUND

This service/reserve fund was established in FY 2004-05 to set aside resources to meet current and future debt service requirements on general long-term debt.

### BUDGET SUMMARY

	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
<b>Revenue by Ordinance</b>					
Property Tax	\$ 6,538,590	\$ 9,215,099	\$ 9,215,099	\$ 9,429,685	100.0%
Intergovernmental Revenues	\$ 4,433,142	\$ 1,960,880	\$ 1,960,880	\$ 1,958,738	-0.1%
Interest Earnings	\$ 29,351	\$ 47,471	\$ 47,471	\$ 61,265	29.1%
Other Revenue	\$ 25,595,578	\$ -	\$ 7,936,958	\$ -	0.0%
Transfer From General Fund	\$ 9,334,832	\$ 9,334,832	\$ 9,971,933	\$ 9,334,832	0.0%
Appropriated Fund Balance	\$ -	\$ -	\$ 1,286,000	\$ -	0.0%
<b>Grand Total</b>	<b>\$ 45,931,493</b>	<b>\$ 20,558,282</b>	<b>\$ 30,418,341</b>	<b>\$ 20,784,520</b>	<b>0.0%</b>
<b>Expenditures by Category</b>					
Water & Sewer Bond Interest	\$ 88,259	\$ -	\$ -	\$ -	0.0%
Water & Sewer Installment Principal	\$ 1,010,000	\$ 1,055,000	\$ 1,055,000	\$ 1,105,000	0.0%
Water & Sewer Installment Interest	\$ 608,495	\$ 557,995	\$ 557,995	\$ 505,245	-9.5%
Water & Sewer Fiscal Agent Fees	\$ 28,281	\$ 3,530	\$ 4,633	\$ 2,280	-35.4%
Bond Issuance	\$ 287,688	\$ -	\$ 200,925	\$ -	0.0%
Fiscal Agent Fees	\$ 57,676	\$ 59,286	\$ 61,793	\$ 70,206	18.4%
Bond Interest	\$ 876,148	\$ 819,906	\$ 900,797	\$ 874,136	6.6%
Installment Interest	\$ 3,512,080	\$ 4,642,860	\$ 4,642,860	\$ 4,053,301	-12.7%
Outstanding COPS	\$ 25,267,632	\$ -	\$ -	\$ -	0.0%
Outstanding NHC Parks Bonds	\$ -	\$ -	\$ 607,101	\$ -	0.0%
Reserve for Future Debt	\$ -	\$ 3,096,232	\$ 2,637,122	\$ 2,399,489	0.0%
Bond Principal	\$ 4,390,000	\$ 2,025,000	\$ 2,025,000	\$ 2,166,340	7.0%
Installment Principal	\$ 5,248,558	\$ 5,282,099	\$ 5,282,099	\$ 5,085,371	-3.7%
Nondepartmental	\$ 61,249	\$ 82,611	\$ 88,811	\$ 85,588	3.6%
Miscellaneous	\$ -	\$ -	\$ 7,831,033	\$ -	0.0%
Transfer to General Fund	\$ 416,423	\$ -	\$ 1,278,390	\$ 874,875	0.0%
Transfer to Capital Projects Streets and Sidewalks	\$ 1,605,752	\$ 2,407,598	\$ 2,407,598	\$ 650,910	-73.0%
Transfer to Capital Projects Parks and Recreation	\$ 116,000	\$ 77,554	\$ 77,554	\$ 1,020,000	1215.2%
Transfer to Capital Projects Public Facilities	\$ 149,000	\$ 62,000	\$ 62,000	\$ 1,000,628	1513.9%
Transfer to Capital Projects Project Parking	\$ -	\$ -	\$ -	\$ 190,000	0.0%
Transfer to Parking Facilities	\$ 254,337	\$ 247,721	\$ 558,740	\$ 550,386	122.2%
Unallocated Cost	\$ 132,563	\$ 138,890	\$ 138,890	\$ 150,765	8.5%
<b>Grand Total</b>	<b>\$ 44,110,140</b>	<b>\$ 20,558,282</b>	<b>\$ 30,418,341</b>	<b>\$ 20,784,520</b>	<b>1.1%</b>

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## *Budget Overview*

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The City's general obligation bond rating was upgraded to AAA by Fitch Ratings in April 2016. This is the highest possible rating and matches the current AAA rating previously issued by Standard & Poor's. The higher bond rating results in lower interest costs on long-term debt. The credit rating agencies base their ratings on a number of factors. Both Fitch and Standard & Poor's cited the area's healthy and diverse economy, very strong financial management, budgetary flexibility provided by ample operating reserves, and manageable long-term obligations.

The Debt Service Fund will reserve approximately \$21.0 million to cover current and future debt obligations associated with the Capital Improvement Program. FY 2015 recognized the final GO Bond debt payments from the Authority and that debt has now retired with Other Debt remaining due. This debt is offset with revenues from the Authority to cover this obligation until it is retired.

The expenditures also reflect transfers of 20% of the FY 2017 project totals resultant from the implementation of the 80/20 capital plan. This plan provides for a dedicated \$0.0500 cents on the City's ad valorem rate to provide for an 80% financed, 20% pay-as-you-go plan for the City's recommended 5-year Capital Improvement Program for FY 2013 through FY 2017.

Effective July 1, 2015, the Debt Service Fund has a dedicated \$0.0200 cents on the City's tax rate due to an approved \$55M Bond Referendum for Streets and Sidewalks Improvements.

## TECHNOLOGY REPLACEMENT FUND

This internal service fund provides for the scheduled replacement of computers and other technology hardware in order to fully realize the benefits of improving technology and assures that the organization's workforce has the tools available to maximize productivity. The fund also provides for cloud computing services.

### BUDGET SUMMARY

	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
<b>Revenue by Ordinance</b>					
Transfer From General Fund	\$ 480,000	\$ 480,000	\$ 480,000	\$ 349,915	-27.1%
Technology Replacement Charges	\$ 529,793	\$ 490,115	\$ 490,115	\$ 436,125	-11.0%
Appropriated Fund Balance	\$ 352,690	\$ -	\$ -	\$ 450,000	100.0%
<b>Grand Total</b>	<b>\$ 1,362,483</b>	<b>\$ 970,115</b>	<b>\$ 970,115</b>	<b>\$ 1,236,040</b>	<b>27.4%</b>
<b>Expenditure by Division</b>					
Technology Services	\$ 566,009	\$ 636,540	\$ 636,540	\$ 615,240	-3.3%
Technology Replacement	\$ 796,474	\$ 333,575	\$ 333,575	\$ 620,800	86.1%
<b>Grand Total</b>	<b>\$ 1,362,483</b>	<b>\$ 970,115</b>	<b>\$ 970,115</b>	<b>\$ 1,236,040</b>	<b>27.4%</b>
<b>Expenditure by Category</b>					
Operating	\$ 566,009	\$ 636,540	\$ 636,540	\$ 615,240	-3.3%
Outlay	\$ 796,474	\$ 333,575	\$ 333,575	\$ 620,800	86.1%
<b>Grand Total</b>	<b>\$ 1,362,483</b>	<b>\$ 970,115</b>	<b>\$ 970,115</b>	<b>\$ 1,236,040</b>	<b>27.4%</b>

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### Budget Overview

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The technology replacement fund's FY17 budget continues to provide for the replacement of scheduled equipment including personal computers, docking stations, and other miscellaneous computer equipment.

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**Budget Modifications**

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**A. General Fund Transfer**

**Division:** Technology Replacement Fund

**Total Cost:** (\$1,30,085)

**Priority:** Continuance of Service

**Position(s):** Full Time Equivalent: 0; Part-Time: 0

**Description:** The general fund transfer to the technology replacement fund was reduced by \$130,085 due to a more sustainable operation.



## CONVENTION CENTER OPERATIONS FUND

This operating fund was established in FY 2007-08 to set aside resources to meet operating expenditures associated with the construction and operation of the Convention Center.

### BUDGET SUMMARY

	FY 14-15	FY 15-16	FY 15-16	FY 16-17	Variance
	Actual	Adopted	Adjusted	Adopted	FY 15-16 to FY 16-17
<b>Revenue by Ordinance</b>					
Room Occupancy Tax	\$ 5,065,722	\$ 945,399	\$ 945,399	\$ 5,131,886	442.8%
Convention Center Revenue	\$ 3,387,809	\$ 2,891,973	\$ 58,569,894	\$ 3,496,582	20.9%
Convention Center Parking Deck Revenue	\$ 281,792	\$ 353,886	\$ 353,886	\$ 331,293	-6.4%
<b>Grand Total</b>	<b>\$ 8,735,323</b>	<b>\$ 4,191,258</b>	<b>\$ 59,869,179</b>	<b>\$ 8,959,761</b>	<b>113.8%</b>
<b>Expenditures by Category</b>					
Debt Service	\$ 4,230,883	\$ 185,322	\$ 55,068,243	\$ 4,018,494	2068.4%
Operating	\$ 4,226,724	\$ 3,989,726	\$ 4,784,726	\$ 4,924,484	23.4%
Allocated Cost	\$ 16,100	\$ 16,210	\$ 16,210	\$ 16,783	3.5%
<b>Grand Total</b>	<b>\$ 8,473,707</b>	<b>\$ 4,191,258</b>	<b>\$ 59,869,179</b>	<b>\$ 8,959,761</b>	<b>113.8%</b>

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### Budget Overview

The FY17 operational budget for the Convention Center Operations Fund reflects an increase of approximately 3.2% over FY16. This reflects an increase in anticipated revenues in rentals, food and beverage sales as well as parking revenues. Operational expenditures increased to accommodate the anticipated growth in activity at the CC. In addition to operations, an increase in Capital is reflected in FY17 due to capital facility maintenance and repair needs as well as equipment for the facility. SMG is providing \$100,000 toward capital improvements with other increases to include \$100,000 for marketing and sales efforts, \$220,000 for parking deck maintenance and repairs and \$290,000 in budget reserve.

The budget also funds personnel expenditures for food and beverage operations, and general administrative costs. Funding for the continued management by SMG, marketing by the Convention and Visitors Bureau (CVB), and the ongoing coordination and management by City staff is also included.

## SPECIAL PURPOSE FUND

The Special Purpose Fund is primarily supported by grants, donations to the City, and contributions from the General Fund for special purpose projects. Each project is identified with its own project title and code and is life-to-date.

### BUDGET SUMMARY

		FY 15-16	FY 16-17	Variance
		Adopted	Adopted	FY 15-16 to FY 16-17
<b>Convention Center - 05ED10</b>				
Debt/Operating	\$	945,399	\$ 5,131,886	
<b>Total</b>	<b>\$</b>	<b>945,399</b>	<b>\$ 5,131,886</b>	<b>442.8%</b>
<b>Metropolitan Planning Administration - MP1617</b>				
Personnel	\$	580,668	\$ 563,272	
Benefits	\$	179,593	\$ 174,425	
Operating	\$	433,108	\$ 184,862	
<b>Total</b>	<b>\$</b>	<b>1,193,369</b>	<b>\$ 922,559</b>	<b>-22.7%</b>
<b>Annual Housing Summit - 14EP10</b>				
Reserve	\$	7,000	\$ 7,000	
<b>Total</b>	<b>\$</b>	<b>7,000</b>	<b>\$ 7,000</b>	<b>0.0%</b>
<b>Red Light Cameras - Safelight - 08TR10</b>				
Operating	\$	1,166,425	\$ 1,669,595	
<b>Total</b>	<b>\$</b>	<b>1,166,425</b>	<b>\$ 1,669,595</b>	<b>43.1%</b>
<b>Downtown Business Alliance - 08CR20</b>				
Operating	\$	11,000	\$ -	
<b>Total</b>	<b>\$</b>	<b>11,000</b>	<b>\$ -</b>	<b>-100.0%</b>
<b>HOME Ownership Program (HOP) - 3EP100</b>				
Operating	\$	-	\$ 25,480	
<b>Total</b>	<b>\$</b>	<b>-</b>	<b>\$ 25,480</b>	<b>100.0%</b>
		<b>FY 15-16</b>	<b>FY 16-17</b>	
		<b>Adjusted</b>	<b>Adopted</b>	
<b>Rail Re-Alignment Study - 16TR15</b>				
Operating	\$	300,000	\$ -	
<b>Total</b>	<b>\$</b>	<b>300,000</b>	<b>\$ -</b>	

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## *Budget Overview*

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Room Occupancy Tax revenues totaling \$5,131,886 are recorded in the Special Purpose Fund to support the operating expenditures in the Convention Center operations fund.

The City of Wilmington serves as the Lead Planning Agency for the Wilmington Metropolitan Planning Organization (MPO). Due to additional funding sources now afforded the Transportation Management Area (TMA) designation bestowed upon the City in FY 2014, and to properly monitor, verify and record expenditures associated with the multiple funding sources as well as account for the multi-member match contributions, the Metropolitan Planning Administration Special Purpose project was established.

In FY 2017, project number MP1617 was created and reflects funding for the continuation of the MPO program. The budget for these programmatic activities is approximately 22.7% less than adopted FY 16. The reduction is attributable to several changes including a reduction of \$100,000 for a grant funded TDM Coordinator position, as well as the operating needs of that program. The grant award is funded off-cycle and has been removed from this project until the grant funding is approved and received. Once received, the TDM Coordinator and associated operating expenses will be in a separate project. In addition, the budget was reduced for one time legal fees from FY 16 in the amount of \$40,000 as well as a reduction of \$100,000 for participation in the Rail Re-Alignment Study that was appropriated in a separate project in FY 2016.

The fourth annual affordable housing summit is scheduled for the fall of 2016. The \$7,000 in funding represents the City's continued support of this initiative.

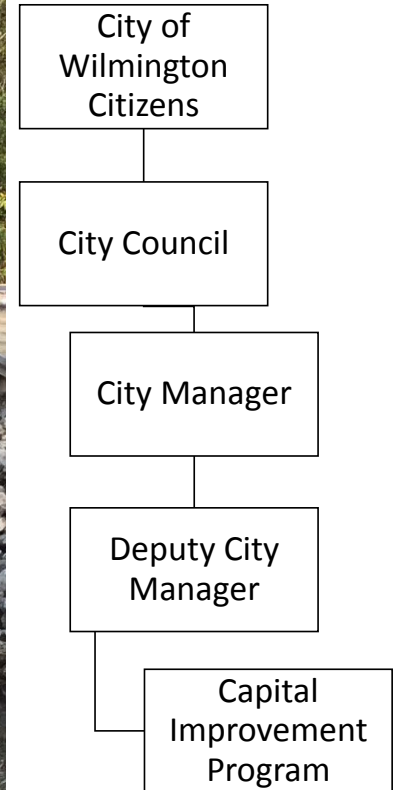
The budget for the continued operation of the Safelight program reflects the operating expenditures and the required 90% contribution of the total fines paid to the New Hanover County Board of Education. This year's budget is approximately 43% higher than FY 2016 primarily due to an increase in citations and late payment fees. The budget for FY16 was \$1,166,425 and the recommended budget for FY17 is \$1,669,596.

The UDAG and miscellaneous income project budget does not have an appropriation for FY 2017. This is an ongoing project however, and reflects prior year appropriation of loan repayment funds for the purposes of supporting the payment of back taxes associated with properties foreclosed upon by the City and rehabilitation loans to ensure clear title. These costs are not eligible under the CDBG or HOME programs.

Funding from available program income such as origination fees, course registration fees, and application fees from the Home Ownership Program (HOP) reflects prior year appropriation to continue support for the workshops, training and outreach to perspective homebuyers.

The budget for SABLE is also included in the Special Purpose Fund however, is presented under Public Safety with the Police Department budget.

## CAPITAL IMPROVEMENT FUND



## CAPITAL BUDGETING

Capital improvement programming is a critical procedure for identifying major facility needs, projecting fiscal resources, establishing priorities, and developing defined project schedules to meet the City of Wilmington capital needs. Capital projects, for the purpose of the Capital Improvement Program (CIP), are generally defined as fixed assets that have a useful life greater than five years and with a cost of \$50,000 or greater. Regular purchases of vehicles and equipment for routine operations and most maintenance and repair costs for City facilities are funded through the annual operating budget.

Once adopted by the City Council, the CIP becomes a policy document regarding the timing, location, character, and funding of future capital projects. It is recognized that the policy represented by the CIP reflects the best judgment of the City Council at the time, and that changing capital priorities, fiscal constraints, and additional needs are likely to become apparent before the program is completed.

The policy established by the CIP provides important guidance for City administration, boards, and commissions appointed by the City Council in regards to municipal governance as it relates to the following matters:

- Preparation of the capital portion of the annual operating budget
- Scheduling and prioritization of project planning and scheduling
- Financial modeling regarding the financing of debt
- Planning efforts of businesses, developers and community organizations

Capital improvement programming provides a bridge between general long-term and short-term project planning. In this process, the long-term objectives of the City are reviewed and translated into a more specific and well defined, multi-year program of five years.

### ***80/20 CAPITAL DEBT PLAN***

The FY 2012-13 through FY 2016-2017 CIP reflects a financing strategy implemented in FY 2013 that provides a dedicated \$0.0500 of the property tax rate for maintenance and new infrastructure needs. This dedicated tax will fund 80% of the debt costs and 20% for the Pay-Go or cash projects. This plan facilitates multi-year planning, spreads the costs out over time and allows the City to fund crucial infrastructure maintenance projects and streets rehabilitation as well as new transportation and public facilities projects. The projects represented in the plan are individual projects consistent with City Council goals and objectives and within a framework of identified priorities.

In order to put this plan into place, the Wilmington City Council adopted a tax rate of \$0.0300 cents over revenue neutral in the 2012 revaluation year for the FY 2012-13 budget. That three cents, in addition to the shifting of \$0.0200 cents from the General Fund, funded the plan (with the exception of Enterprise Fund projects such as Stormwater and Parking). The dedicated rate is restricted in the Debt Service Fund by Ordinance and as changes occur in future revaluation years, the tax rate can be adjusted as needed.

## **FUTURE PROJECTS**

The projects identified in FY 2018 and beyond represent project needs for the next five-year capital plan again with the exception of the Enterprise Fund projects. The funding of those projects assumes an additional tax rate will be required to support the projects. The tax rate would be based upon the allocated dollars recommend for the next 5 year CIP. The prioritization of the requested projects as well as the funding plan will be determined in the years of actual appropriation.

## **STREETS AND SIDEWALKS GENERAL OBLIGATION BONDS**

In November 2014, the voters of Wilmington approved the sale of General Obligation bonds to fund a list of projects located throughout the City. The total cost is projected to be \$55 million, with \$44 million in revenue from the sale of bonds and \$11 million from a dedication of an additional 2 cents on the tax rate. Funding for all approved bond projects has been appropriated and a complete list of can be found on the City's website.

## **FY17 ADOPTED BUDGET CIP PROJECT REPORT PAGES**

Variables included in the project report pages include the following:

- Department: Lists the department responsible for managing the project
- Division: Lists the division within the responsible department managing the project
- Project Category: General CIP category the project falls within
- Status: Current status of the project; Status options potentially found within the budget document include the following:
  - Recommended: Project recommended by the CIP committee
  - Programmed: Project identified in an adopted CIP plan, but has no appropriation
  - Design: Projects appropriated funding and in progress
  - Construction: Begins at the advertisement of bids and ends when the final construction payment is made
- Project Number: Unique code used to identify the project in the city's financial system
- Appropriated FY: Year project was first appropriated
- FY17 Appropriation: Amount of funding appropriated in the FY17 Adopted Budget
- 1st 5yr Appropriation: Funding appropriated to the project over the last five years (2013-2017)
- To date budget (2013-2017): Budget available to date when isolating the last five years (2013-2017). Note, the project budget may have been transferred to child projects or through Capital Improvement Project (CIP) approved transfers throughout the time frame defined.
- Expenditures to date: Funding spent from 2013-2017 in the project. Note, the project budget may have been transferred to child projects or through Capital Improvement Project (CIP) approved transfers throughout the time frame defined.
- City Funding Source: The funding source identified for the FY17 Adopted Budget CIP project appropriation

*Note: The financial information sourced from project reports pulled on 6/29/2016*

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

The Capital Improvement Program spans a six-year period covering fiscal years 2016-17 through 2021-22 for all categories except Stormwater which is a five-year period covering fiscal years 2016-17 through 2020-21. Project costs, descriptions, and funding plans are presented in four (4) programmatic categories which include Streets and Sidewalks, Parks and Recreation, Public Buildings and Facilities, and Stormwater.

The **Streets and Sidewalks** program addresses major thoroughfare needs, street maintenance and rehabilitation, sidewalk construction and repair at a six-year projected cost of \$43,347,163. The funding appropriation is planned so that two years of funding occurs in one year, and no funding is required in the following year.

The **Parks and Recreation** program provides for development of existing parks and funding for the maintenance and repair of various park facilities and structures throughout the City at a six year projected cost of \$14,751,809.

The **Public Facilities** program consists of funding for various public improvements. The six-year projected cost for this program is \$23,177,236. Included in this funding is Public Facilities – Parking which totals 1,135,000 projected over the next six years.

The **Stormwater** program continues the City's efforts to proactively manage and mitigate the effects of stormwater runoff, alleviate flooding, improve and maintain the drainage systems and drainage capacity of watercourses and containment structures City-wide at a projected cost of \$21,430,000 over five years.

**CAPITAL IMPROVEMENT COST SUMMARY BY PROGRAM**

Fiscal Years 2016-17 Through 2018-22

	2016-17	2017-18	2018-19	2019-20	2020-2021	2021-22	Total	2018-2022 2nd 80/20 Plan
<b>Streets &amp; Sidewalks</b>	7,354,649	2,518,456	9,821,200	7,233,270	5,963,200	10,456,388	43,347,163	35,992,514
<b>Parks &amp; Recreation</b>	2,956,800	886,500	535,300	640,766	2,306,455	7,425,988	14,751,809	11,795,009
<b>Public Facilities</b>	2,305,604	11,227,877	4,134,618	1,896,965	963,593	1,513,579	22,042,236	19,736,632
<b>Public Facilities - Parking</b>	650,000	485,000	-	-	-	-	1,135,000	485,000
<b>Storm Water</b>	3,300,000	5,560,000	8,920,000	2,650,000	1,000,000	-	21,430,000	18,130,000
<b>Total, Cost Summary</b>	<b>16,567,053</b>	<b>20,677,833</b>	<b>23,411,118</b>	<b>12,421,001</b>	<b>10,233,248</b>	<b>19,395,955</b>	<b>102,706,208</b>	<b>86,139,155</b>

**CAPITAL IMPROVEMENT REVENUE SUMMARY BY SOURCE**

Fiscal Years 2016-17 Through 2018-22

	2016-17	2017-18	2018-19	2019-20	2020-2021	2021-22	Total	2018-2022 2nd 80/20 Plan
<b>General Fund</b>	5,142,370	-	-	-	-	-	5,142,370	-
<b>Debt Service Fund</b>	884,460	2,926,567	2,898,224	1,954,200	1,846,650	3,879,191	14,389,291	13,504,831
<b>Installment Financing - 80/20 Plan</b>	6,400,223	11,706,266	11,592,894	7,816,801	7,386,598	15,516,764	60,419,547	54,019,324
<b>Transfer from Debt Service</b>	190,000	-	-	-	-	-	190,000	-
<b>Revenue Bonds</b>	1,300,000	4,560,000	7,470,000	-	-	-	13,330,000	12,030,000
<b>Parking Fund</b>	650,000	485,000	-	-	-	-	1,135,000	485,000
<b>Storm Water Fund</b>	2,000,000	1,000,000	1,450,000	2,650,000	1,000,000	-	8,100,000	6,100,000
<b>Total, Revenue Summary</b>	<b>16,567,053</b>	<b>20,677,833</b>	<b>23,411,118</b>	<b>12,421,001</b>	<b>10,233,248</b>	<b>19,395,955</b>	<b>102,706,208</b>	<b>86,139,155</b>



**STREETS AND SIDEWALKS**

**Project Costs**

Code	Project Title	Second Five Year 80/20 Plan						Rolling Six Year Total 2017-2022
		Year 6	Year 7	Year 8	Year 9	Year 10	Total Year 6-10	
		Estimated 2017-18	Estimated 2018-19	Estimated 2019-20	Estimated 2020-21	Estimated 2021-22		
	Adopted 2016-17							
05SR10	Streets Rehabilitation	-	5,000,000	2,000,000	3,000,000	5,000,000	15,000,000	18,527,853
14ST30	Kerr Ave Bicycle Facilities	-	500,000	-	1,000,000	1,000,000	2,500,000	352,922
4SW100	Sidewalk Rehab/Repairs	21,737	813,200	22,781	403,200	24,035	1,284,953	2,500,000
05BR20	Bridge Repair	1,000,000	-	1,000,000	-	1,000,000	3,000,000	1,406,561
13ST10	Coordinated Improvements w/CFPUA	500,000	500,000	-	500,000	500,000	2,000,000	3,000,000
4SW200	Pedestrian/Bike Improvements	-	520,000	-	-	-	520,000	2,000,000
4WT100	WTA Grant Match (buses,shelters,benches)	-	-	-	-	-	-	-
11ST10	Riverfront Assessment Update	53,500	-	-	-	-	53,500	520,000
TBD	S Front Street Streetscape - Market to Orange	-	2,372,353	-	-	-	2,372,353	53,500
TBD	S Front Street Streetscape - Orange to Num St	-	-	-	-	-	-	2,372,353
TBD	Interchange Upgrade (Kerr & MLK)	-	-	560,000	-	2,432,353	2,432,353	2,432,353
TBD	Interchange Upgrade (Eastwood & Military Cutoff)	-	-	-	560,000	-	560,000	560,000
TBD	Market St Acorn lighting LED upgrade	183,447	-	-	-	-	183,447	560,000
TBD	Independence Screen Wall Repair	-	488,000	-	-	-	488,000	183,447
TBD	Brick Street Rehabilitation	500,000	-	500,000	500,000	500,000	2,000,000	488,000
16ST20*	Chestnut & Grace St Improvement*	-	2,000,000	-	-	-	2,000,000	2,000,000
TBD	Riverwalk Red Cross Riverwalk Access	259,772	-	-	-	-	259,772	2,000,000
TBD	Riverwalk South Handrails	-	-	403,636	-	-	403,636	259,772
06ST20	Front & Red Cross Signal	-	-	374,500	-	-	374,500	403,636
05BR20	Additional Bridge Repairs	-	-	-	-	-	-	374,500
17ST10	23rd Street Connection (near Scientific Drive)	-	-	-	-	-	-	702,266
	<b>Total - Streets and Sidewalks</b>	<b>2,518,456</b>	<b>9,821,200</b>	<b>7,233,270</b>	<b>5,963,200</b>	<b>10,456,388</b>	<b>35,992,514</b>	<b>43,347,163</b>

\*Appropriated in FY17. Project to begin FY19.

**Funding Plan**

Funding Source	Second Five Year 80/20 Plan						Rolling Six Year Total 2017-2022
	Year 6	Year 7	Year 8	Year 9	Year 10	Total Year 6-10	
	Estimated 2017-18	Estimated 2018-19	Estimated 2019-20	Estimated 2020-21	Estimated 2021-22		
	Adopted 2016-17						
General Fund	3,352,266	-	-	-	-	-	3,352,266
Debt Service Fund	178,960	1,964,240	1,446,654	1,192,640	2,091,278	7,198,503	7,998,979
Installment Financing - 80/20 Plan	3,823,423	7,856,960	5,786,616	4,770,560	8,365,110	28,794,011	31,995,918
<b>Total Funding 80/20 Plan</b>	<b>4,002,383</b>	<b>9,821,200</b>	<b>7,233,270</b>	<b>5,963,200</b>	<b>10,456,388</b>	<b>35,992,514</b>	<b>39,994,897</b>
<b>Total Funding - Streets and Sidewalks</b>	<b>7,354,649</b>	<b>9,821,200</b>	<b>7,233,270</b>	<b>5,963,200</b>	<b>10,456,388</b>	<b>35,992,514</b>	<b>43,347,163</b>

LEGEND

- Peach fill = Original Five-Year 80/20 Plan
- Blue fill = Second Five Year 80/20 model
- Orange fill = General Fund

**CITY OF WILMINGTON** **ADOPTED BUDGET CIP**  
NORTH CAROLINA

DEPARTMENT **PUBLIC SERVICES**

**Streets Rehabilitation**

DIVISION **STREETS**

PROJECT LOCATION City-wide

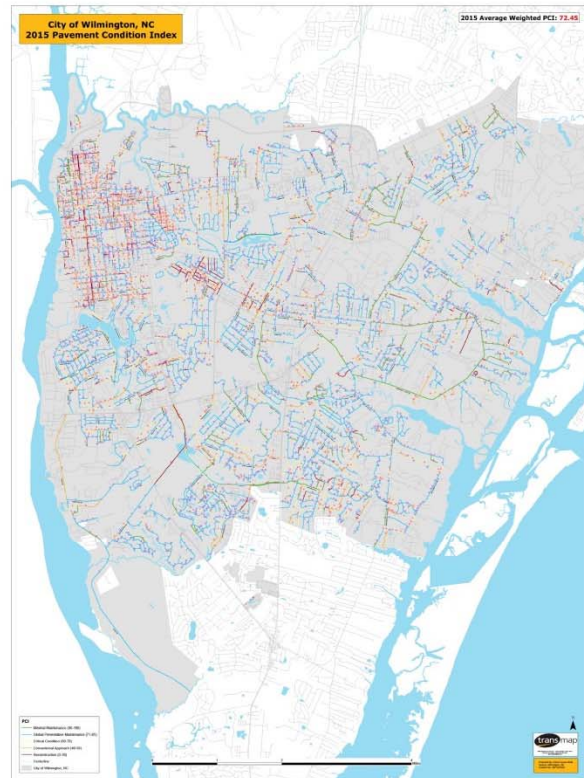
**PROJECT DESCRIPTION**

The streets rehabilitation project is classified as a parent project; Funds appropriated to this project can be expended from the project or moved to a child project throughout the year. Streets and sidewalk rehabilitation includes contracted rehabilitation and resurfacing of streets within the city streets network by means of projects with scope that include but are not limited to road construction activities and practices such as full depth reclamation and stabilization, milling and resurfacing, surface treatments, and pavement preservation techniques.

PROJECT CATEGORY	STREETS & SIDEWALKS
STATUS	CONSTRUCTION
PROJECT NUMBER	05SR10
APPROPRIATED FY	2004-2005
FY17 APPROPRIATION	\$3,527,853
1ST 5YR APPROPRIATION	\$21,335,930
TO DATE BUDGET (2013-2017)	\$11,405,568
EXPENDITURES TO DATE (2013-2017)	\$5,965,979
CITY FUNDING SOURCE	Original Five-Year 80/20 Plan

**BENEFIT TO THE CITY**

Projects are necessary to address the rapidly deteriorating condition of the streets network. Poor street conditions and poor ride quality are listed as top priorities in the citizen's survey. Pothole complaints have risen to record levels in recent years and those rising numbers are clear indicators of declining street stability and durability.





# ADOPTED BUDGET CIP

DEPARTMENT **PLANNING, DEVELOPMENT AND TRANSPORTATION**

**Kerr Avenue Bicycle Facilities**

DIVISION **TRANSPORTATION PLANNING**

PROJECT LOCATION Kerr Avenue

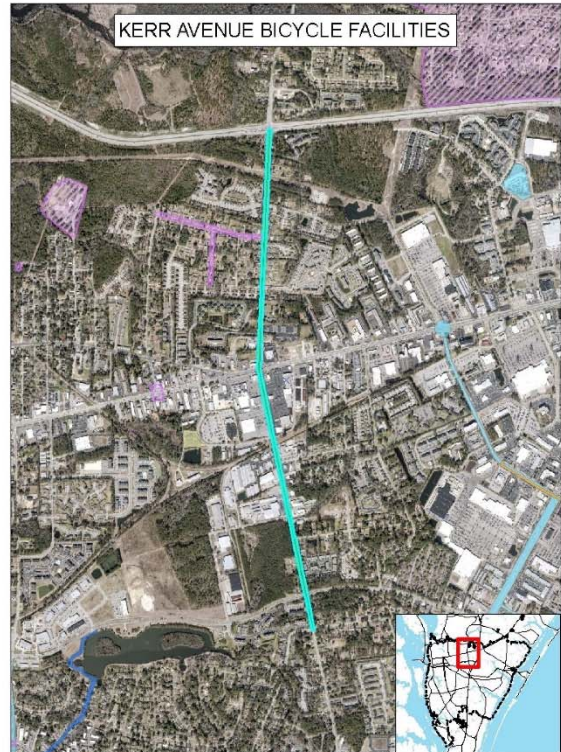
**PROJECT DESCRIPTION**

This project allows for the construction of a 4-foot demarcated bicycle lanes and 5-foot sidewalks on Kerr Avenue between the Martin Luther King Jr. Parkway and Randall Parkway and a multi-use trail on Kerr Ave from Randall Parkway to Patrick Avenue. The NCDOT is widening Kerr Avenue to a multi-lane divided facility between Martin Luther King Jr Parkway and Randall Parkway. The Wilmington MPO encouraged NCDOT to consider the installation of demarcated bicycle lanes and sidewalks as part of the Kerr Avenue project. The construction of these bike lanes and sidewalks would provide a connection to the bike lanes on Randall parkway (part of the Cross City Trail) and promote the use of alternative modes of transportation within the community.

PROJECT CATEGORY	STREETS & SIDEWALKS
STATUS	DESIGN
PROJECT NUMBER	14ST30
APPROPRIATED FY	2013-2014
FY17 APPROPRIATION	\$352,922
TO DATE BUDGET (2013-2017)	\$1,140,000
EXPENDITURES TO DATE (2013-2017)	\$0
CITY FUNDING SOURCE	Original Five-Year 80/20 Plan

**BENEFIT TO THE CITY**

The City desires to include bike lanes and sidewalks as a part of the NCDOT Kerr Avenue widening project. Based on that desire, the City is responsible for providing a portion of the funding. It is cost effective and more efficient to install these bike lanes, sidewalks and multi-use trails as part of the NCDOT project. These sidewalks, bike lanes and multi-use trails will provide a connection with existing bike lanes, sidewalks and the Cross City Trail, promoting alternative modes of transportation and meeting the desires of the citizens.



**ADOPTED BUDGET CIP**

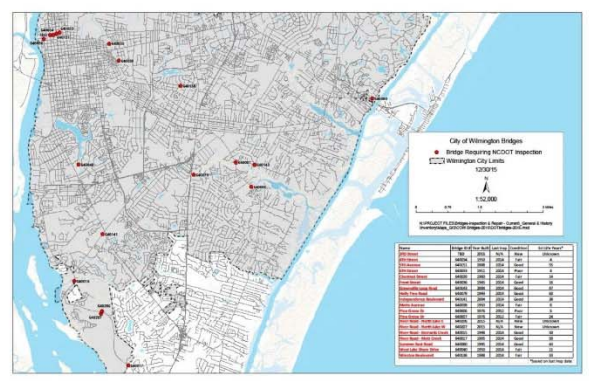
DEPARTMENT **CITY MANAGER** **Bridge Repair**  
 DIVISION **ENGINEERING**

PROJECT LOCATION City-wide

PROJECT DESCRIPTION  
 Wilmington historically has contracted with NCDOT to have their consultant conduct inspections of city-owned bridges. Currently, there are 19 bridges subject to federally-mandated inspection. Some repairs are routine maintenance items to be done by the city crews. Other specialty items will need to be contracted. Additionally, structural repairs are expected to be necessary on some bridges in the near future. This project is to provide an allowance for minor contracted repairs that may be required under future inspections. Any major repair may require additional appropriations if and when identified. This project is an ongoing maintenance project.

PROJECT CATEGORY	STREETS & SIDEWALKS
STATUS	CONSTRUCTION
PROJECT NUMBER	05BR20
APPROPRIATED FY	2004-2005
FY17 APPROPRIATION	\$823,874
TO DATE BUDGET (2013-2017)	\$1,608,566
EXPENDITURES TO DATE (2013-2017)	\$341,218
CITY FUNDING SOURCE	Original Five Year 80/20 Plan and General Fund

BENEFIT TO THE CITY  
 Federal law requires the city to inspect their bridges every two years and to perform mandatory corrective work.



**WILMINGTON**  
CITY OF  
NORTH CAROLINA

**ADOPTED BUDGET CIP**

DEPARTMENT **PLANNING, DEVELOPMENT AND TRANSPORTATION**      **23rd St Connection**

DIVISION **TRANSPORTATION PLANNING**

PROJECT LOCATION 23rd Street

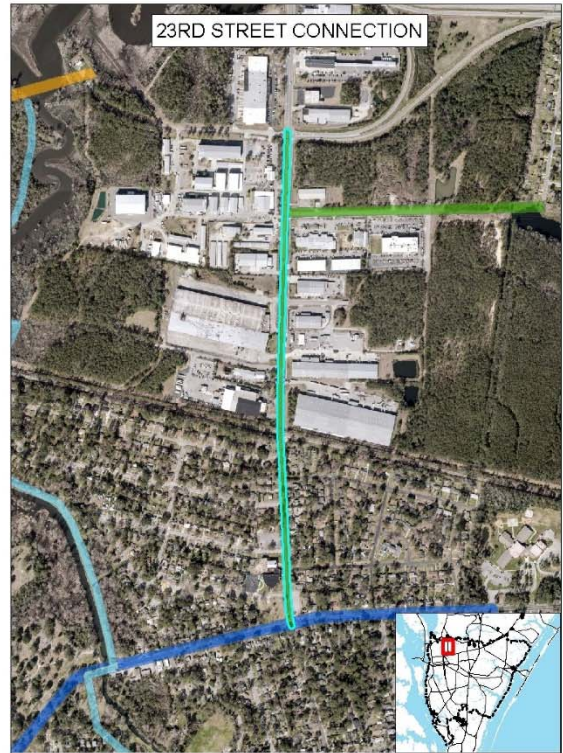
**PROJECT DESCRIPTION**

NCDOT identified state economic development funds to partner with the City of Wilmington to complete the construction of a new roadway connection from 23rd to 26th Streets and closure of Kornegay Dr. The estimated cost of the project is \$5,321,056. Per the agreement, the city shall reimburse the department 50% of the actual cost of the project. Upon completion, the roadway improvements that are within the state-owned right-of-way shall be part of the state highway system and shall be owned and maintained by the department. The city shall be responsible for maintenance of the completed 23rd street to 26th street connection 18 months after the project has been accepted, exclusive of the work done within the highway right of way of 23rd street and US 74 (Martin Luther King Jr Parkway).

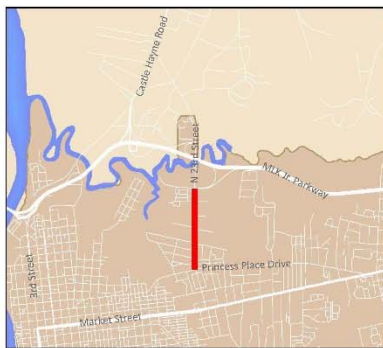
PROJECT CATEGORY	STREETS & SIDEWALKS
STATUS	DESIGN
PROJECT NUMBER	17ST10
APPROPRIATED FY	2016-2017
FY17 APPROPRIATION	\$2,650,000
TO DATE BUDGET (2013-2017)	\$2,650,000
EXPENDITURES TO DATE (2013-2017)	\$0
CITY FUNDING SOURCE	General Fund

**BENEFIT TO THE CITY**

The connection from 23rd street to 26th street has a number of benefits to include improved safety, providing access and enhancing economic development in the City of Wilmington. Safety will be improved on the Martin Luther King Jr. Parkway by closing the intersection of Kornegay Drive with the parkway. This project will also remove the right turn lane on the parkway onto Kornegay Drive which will further the NCDOT's goal of making the parkway a fully controlled access facility. These improvements will provide access to the North Creekwood and Creekwood communities and adjacent undeveloped properties.



Map of Proposed Project



## ***STREETS AND SIDEWALKS CAPITAL PROJECT DESCRIPTIONS***

### ***STREETS REHABILITATION – 05SR10; ANNUAL APPROPRIATION***

The streets rehabilitation project is classified as a parent project; Funds appropriated to this project can be expended from the project or moved to a child project throughout the year. Streets and sidewalk rehabilitation includes contracted rehabilitation and resurfacing of streets within the city streets network by means of projects with scope that include but are not limited to road construction activities and practices such as full depth reclamation and stabilization, milling and resurfacing, surface treatments, and pavement preservation techniques.

### ***KERR AVENUE BICYCLE FACILITIES – 14ST30; PROJECTED FY 2017***

The project allows for the construction of a 4-foot demarcated bicycle lanes and 5-foot sidewalks on Kerr Avenue between the Martin Luther King Jr. Parkway and Randall Parkway and a multi-use trail on Kerr Ave from Randall Parkway to Patrick Avenue. The NCDOT is widening Kerr Avenue to a multi-lane divided facility between Martin Luther King Jr Parkway and Randall Parkway. The Wilmington MPO encouraged NCDOT to consider the installation of demarcated bicycle lanes and sidewalks as part of the Kerr Avenue project. The construction of these bike lanes and sidewalks would provide a connection to the bike lanes on Randall parkway (part of the Cross City Trail) and promote the use of alternative modes of transportation within the community.

### ***SIDEWALK REHAB/REPAIRS – 4SW100; PROJECTED FY 2022***

Project provides for repairs and rehabilitation to existing sidewalks and American with Disability Act (ADA) ramps within the City sidewalk inventory. Project scope is to repair and mitigate hazardous and non-compliant sidewalks and ramps within the City. The project goal is to improve pedestrian access and mobility throughout the City's sidewalk network.

### ***BRIDGE REPAIR – 05BR20; PROJECTED FY 2022***

Wilmington historically has contracted with North Carolina Department of Transportation (NCDOT) to have their consultant conduct inspections of city-owned bridges. Some repairs are routine maintenance items to be done by City crews. Other specialty items will need to be contracted. Additionally, structural repairs are expected to be necessary on some bridges in the near future. This project is to provide an allowance for minor contracted repairs that may be required under future inspections. Any major repair may require additional appropriations if and when identified. Federal law requires the City to inspect their bridges every 2 years and to perform mandatory corrective work.

### ***COORDINATED IMPROVEMENTS WITH CFPUA – 13ST10; PROJECTED FY 2022***

This project proposes annual funding for street improvements to be performed as enhanced restoration for the Cape Fear Public Utility Authority (CFPUA) water and sanitary sewer rehabilitation program. This project combines and is an extension of previous projects such as: Front Street Improvements (Market

St to Chestnut St); Water Street/Riverfront Park Project; and Third Street. This project will provide the necessary flexibility to respond to inter-agency coordination needs, such as the impending Water Street Project from Princess Street to Walnut Street. By coordinating the streetscape improvements work with CFPUA projects, a significant cost- savings will be realized. In addition, it is a common-sense approach to repair the subsurface utility infrastructure as a first step before making surface improvements. This avoids the demolition and replacement of recently-constructed infrastructure.

***PEDESTRIAN/BIKE IMPROVEMENTS – 4SW200; PROJECTED FY 2022***

Project provides funding for the construction of new bicycle and pedestrian facilities throughout the City. Project's primary focus is to fund projects designed to improve bicycle and pedestrian accessibility in areas ranked high in need by the Pedestrian/Bike Improvement Team (PBIT). Project is driven by high demand for bike paths and sidewalks as determined by the citizen survey and also identified need for bicycle and pedestrian facilities as determined in the Walk Wilmington Pedestrian Planning Study, Cape Fear Commutes, and Parks and Rec Open Space Plan.

***WTA GRANT MATCH (BUSES, SHELTERS, BENCHES) – 4WT100; PROJECTED FY 2019***

The Cape Fear Public Transportation Authority operates and manages the public transportation system that serves the City of Wilmington and New Hanover County. The Authority utilizes federal, state and local funding sources. The project will be used mainly for the purchase of replacement buses with some funds also being used for the purchase of amenities such as shelters and benches.

***RIVERFRONT ASSESSMENT UPDATE – 11ST10; PROJECTED FY 2018***

The project intends to access the stability and structural integrity of the downtown riverfront infrastructure.

***S FRONT STREET STREETScape – MARKET TO ORANGE – TBD; PROJECTED FY 2020***

The South Front Street Streetscape Project from Market to Orange Street will improve the current streetscape by installation of new pedestrian way, street furniture and landscaping. This project will enhance the streetscape along these blocks to be consistent with the North Front Street Project.

***S FRONT STREET STREETScape – ORANGE TO NUN ST – TBD; PROJECTED FY 2022***

The South Front Street Streetscape Project from Orange to Nun Street will improve the current streetscape by installation of new pedestrian way, street furniture and landscaping. This project will enhance the streetscape along these blocks to be consistent with the North Front Street Project.

***INTERCHANGE UPGRADE (KERR AND MLK) – TBD; PROJECTED FY 2020***

The Martin Luther King Jr. Parkway and Kerr Ave interchange project will help address congestion issues at this busy intersection. This project will increase the efficiency of the intersection by decreasing wait

time and queuing at the signal. NCDOT will construct this project. The project is identified as funded in the State Transportation Improvement Program (STIP) in FY18. The City of Wilmington's contribution will include wall treatments, multi-modal accommodations, decorative lighting, and aesthetic enhancements.

***INTERCHANGE UPGRADE (EASTWOOD AND MILITARY CUTOFF) – TBD; PROJECTED FY 2021***

The Eastwood Road and Military Cutoff Road interchange project will help address congestion issues at this busy intersection. This project will increase the efficiency of the intersection by decreasing wait times and queuing. NCDOT will construct this project. The project is funded in the State Transportation Improvement Program (STIP) in FY21. The City of Wilmington's contribution will be for wall treatments, decorative lighting, and aesthetic enhancements.

***MARKET ST ACORN LIGHTING LED UPGRADE – TBD; PROJECTED FY 2018***

The project funding will allow for procurement and contract replacement of one-hundred and fifty-two (152) high pressure sodium lights with energy efficient LED lights. The project is an expansion of an existing pilot at 5th and Market Streets. The retrofit will reduce power consumption, increase lighting quality and reliability. No design or permitting is required for this project, as the existing lights at 5th and Market Streets were approved by the Historic Preservation Commission with administrative bypass.

***INDEPENDENCE SCREEN WALL REPAIR – TBD; PROJECTED FY 2019***

The project funding will allow for the repair of exterior stucco coating on the Independence Blvd. screen wall. The project will assist in preventing further unnecessary damage and prolonging the life of an existing city-owned structure. The surface coating of the Independence Blvd Screen Wall has been damaged by water intrusion and freeze-thaw cycles over a number of years. Delays in providing funding for the project has resulted in an escalation of the cost to repair the appearance of the wall.

***BRICK STREET REHABILITATION – TBD; PROJECTED FY 2022***

Project provides for the rehabilitation, reconstruction, and repair of the City's historic brick street inventory. The historic brick streets inventory has been deteriorating for many years due to normal wear and tear but primarily due to utility cuts done many years ago and patched using asphalt. Brick streets are an important component to the City's historical character and to the unique character of the neighborhoods encompassed by the brick street network.

***CHESTNUT AND GRACE ST IMPROVEMENT – TBD; PROJECTED FY 2019***

The Chestnut and Grace Street Streetscape Project will improve the current streetscape by installation of new pedestrian way, street furniture and landscaping. The Chestnut and Grace Street Streetscape Project will be more harmonious with the new Water Street Parking Deck Project (River Place). These enhancements will be consistent with other Downtown Streetscape Projects.



***RIVERWALK RED CROSS RIVERWALK ACCESS – TBD; PROJECTED FY 2018***

The project will enhance the Riverwalk pedestrian access from the foot of Red Cross Street adjacent to the proposed Coastline Inn hotel expansion (along the northern side of the Cape Fear Community College boat building shop). The scope of work may include: a new concrete walkway; brick paver accent strips; gooseneck lighting; raised planters, Riverwalk banner poles; benches; and trash receptacles. The project will improve a much-needed Riverwalk access in the area extending from the Hilton hotel to the recently completed Convention Center. The walkway will be designed to support light vehicular traffic for improved Emergency Medical Service (EMS) response, and will provide enhanced lighting. The access is important both for public safety and pedestrian circulation. This project is consistent with the Vision 2020 plan and complements the "CFCC Riverwalk Rehabilitation" and "Coastline Inn Riverfront Stabilization" projects.

***RIVERWALK SOUTH HANDRAILS – TBD; PROJECTED FY 2020***

The existing handrails were installed using the original detail developed under the Riverwalk South project (2001). This railing system is maintenance-intensive and requires frequent checking and tightening of set screws on collars to prevent loss of railings. The new railing system developed under the Riverwalk North (Phase 1) project eliminates this maintenance requirement by eliminating the need for collars. This also improves public safety by anchoring the railings into the timber posts.

***FRONT & RED CROSS SIGNAL – 06ST20; PROJECTED FY 2020***

Currently Front and Red Cross Street intersection is a four-way stop sign. This has functioned well in the past, however with the construction of CFCC Parking Deck and Union Station Building, Wilmington Convention Center, and redevelopment of the north downtown, the projected traffic volume at this intersection has increased substantially. In addition, there is a high volume of pedestrian traffic at this intersection due to the CFCC campus across several blocks in the surrounding area. This project was originally included in the North Downtown Streetscape Project (06ST20), however due to a shortage of funding, the construction of this new signal did not occur.

***23RD ST CONNECTION (NEAR SCIENTIFIC DRIVE) – 17ST10; PROJECTED FY 2017***

NCDOT identified state economic development funds to partner with the City of Wilmington to complete the construction of a new roadway connection from 23rd to 26th Streets and closure of Kornegey Dr. The estimated cost of the project is \$5,321,056. Per the agreement, the city shall reimburse the department 50% of the actual cost of the project. Upon completion, the roadway improvements that are within the state-owned right-of-way shall be part of the state highway system and shall be owned and maintained by the department. The city shall be responsible for maintenance of the completed 23rd street to 26th street connection 18 months after the project has been accepted, exclusive of the work done within the highway right-of-way of 23rd street and US 74 (Martin Luther King Jr Parkway).

**PARKS AND RECREATION**

		Second Five Year 80/20 Plan						Rolling Six Year Total
		Year 6	Year 7	Year 8	Year 9	Year 10	2017-2022	
Code	Project Title	Estimated 2017-18	Estimated 2018-19	Estimated 2019-20	Estimated 2020-21	Estimated 2021-22	Total Year 6-10	
		886,500	-	480,316	-	996,772	2,363,588	
		-	-	-	-	-	1,325,000	
		-	-	-	-	-	1,251,800	
		-	-	37,450	-	-	37,450	
		-	-	-	2,306,455	-	2,306,455	
		-	-	-	-	6,125,312	6,125,312	
		-	-	-	-	303,904	303,904	
		-	-	65,000	-	-	65,000	
		-	535,300	-	-	-	535,300	
		-	535,300	640,766	2,306,455	7,425,988	11,795,009	
	<b>Total - Parks and Recreation</b>	<b>886,500</b>	<b>535,300</b>	<b>640,766</b>	<b>2,306,455</b>	<b>7,425,988</b>	<b>14,751,809</b>	

		Funding Plan						Rolling Six Year Total
		Estimated 2017-18	Estimated 2018-19	Estimated 2019-20	Estimated 2020-21	Estimated 2021-22	Total Year 6-10	
		177,300	107,060	128,153	461,291	1,485,198	2,359,002	
		709,200	428,240	512,613	1,845,164	5,940,790	9,436,007	
		<b>886,500</b>	<b>535,300</b>	<b>640,766</b>	<b>2,306,455</b>	<b>7,425,988</b>	<b>11,795,009</b>	
	<b>Total - Parks and Recreation</b>	<b>886,500</b>	<b>535,300</b>	<b>640,766</b>	<b>2,306,455</b>	<b>7,425,988</b>	<b>14,751,809</b>	

**LEGEND**  
 Orange fill = Original Five-Year 80/20 Plan  
 Blue fill = Second Five Year 80/20 model

**CITY OF WILMINGTON**  
NORTH CAROLINA

# ADOPTED BUDGET CIP

DEPARTMENT **COMMUNITY SERVICES**  
DIVISION **PARKS AND RECREATION**

**Parks Facilities Maintenance**

PROJECT LOCATION City-wide

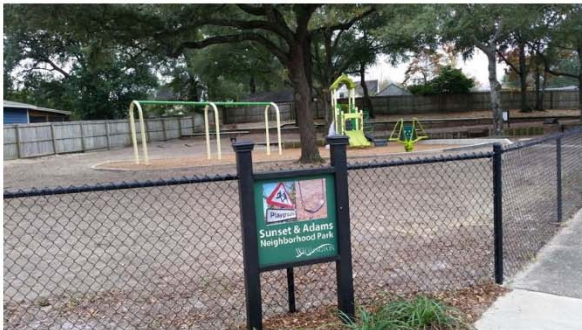
PROJECT DESCRIPTION

The parks facilities maintenance project is classified as a parent project; Funds appropriated to this project can be expended from the project or moved to a child project throughout the year. The project includes on-going upgrades, enhancements and improvements to city parks, grounds, landscapes and athletic fields. Maintenance is needed for aesthetic improvements and to meet safety requirements. This is an ongoing CIP maintenance project.

PROJECT CATEGORY	PARKS & RECREATION
STATUS	CONSTRUCTION
PROJECT NUMBER	05PK10
APPROPRIATED FY	2004-2005
FY17 APPROPRIATION	\$380,000
TO DATE BUDGET (2013-2017)	\$1,199,200
EXPENDITURES TO DATE (2013-2017)	\$755,994
CITY FUNDING SOURCE	Original Five-Year 80/20 Plan

BENEFIT TO THE CITY

The project funds repairs, enhancements and replacement needs to include park amenities (tables, benches, shelters, fencing etc); landscape maintenance (mulch, prep work for new landscapes or upgrades to existing, irrigation projects and upgrades to ball fields and parks); Trail maintenance and safety issues, repairs to amenities along trails, playgrounds (play mulch and replacements of aged out play units); park signs; athletic facilities (repairs to existing and/or replace field lights, tennis court surfaces, bocce ball courts, shelters, bleachers and upgrades to aged out ball fields, new dugouts); special projects (handle requested in-house assistance with projects and landscaping).



**WILMINGTON**  
CITY OF  
NORTH CAROLINA

# ADOPTED BUDGET CIP

DEPARTMENT **COMMUNITY SERVICES**  
DIVISION **PARKS AND RECREATION**

**Alderman Park Phase II**

PROJECT LOCATION 3800 Block Canterbury Road

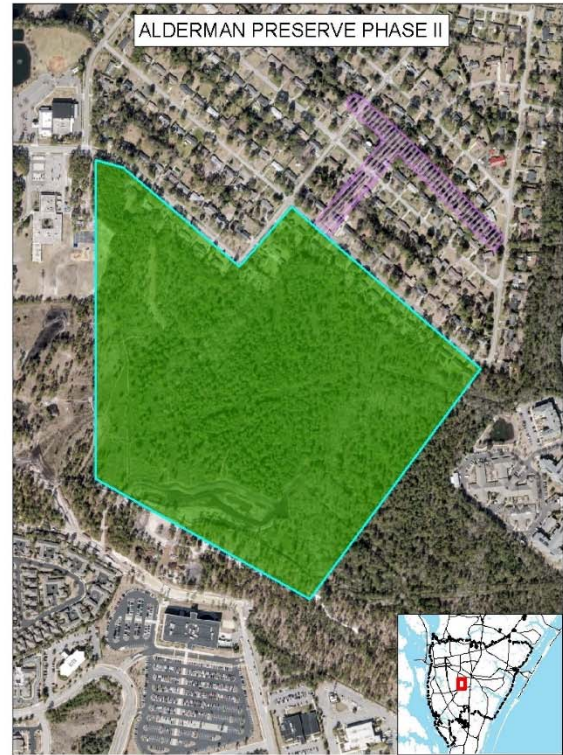
PROJECT DESCRIPTION

The development of Piney Ridge Nature Preserve was among the projects included in the 2006 Parks and Green Space Bond. Phase I included timber observation decks at the carnivorous garden, interpretive signage, parking and site amenities. Phase II includes elevated pedestrian trails throughout the 39-acre tract under easement by the North Carolina Coastal Land Trust.

PROJECT CATEGORY	PARKS & RECREATION
STATUS	DESIGN
PROJECT NUMBER	17PK10
APPROPRIATED FY	2016-2017
FY17 APPROPRIATION	\$1,325,000
TO DATE BUDGET (2013-2017)	\$1,325,000
EXPENDITURES TO DATE (2013-2017)	\$0
CITY FUNDING SOURCE	Original Five-Year 80/20 Plan

BENEFIT TO THE CITY

Piney Ridge Nature Preserve Phase II is a collaborative, public/private project. The park is situated on property privately owned by the Oleander Company and held in easement by the NC Coastal Land Trust. In addition to providing public accessibility to the entire 39-acre tract with additional trails, phase II constructs a permanent main entrance and parking lot. Currently, the city leases school property for the main entrance and parking is limited. The aim of the park is to emphasize the natural beauty and integrity of the park through preservation and environmental education specifically featuring the selection of natural plants and sand hills/pine forests. Preservation of this land allows the city to showcase carnivorous plants, which are only naturally grown in Southeastern North Carolina.



**WILMINGTON**  
CITY OF  
NORTH CAROLINA

# ADOPTED BUDGET CIP

DEPARTMENT **COMMUNITY SERVICES**  
DIVISION **PARKS AND RECREATION**

## Empie Park Tennis Complex Phase II

PROJECT LOCATION Empie Park

PROJECT DESCRIPTION

Phase II of the Empie Park Tennis Complex (Althea Gibson Tennis Complex) consists of the construction of five additional tennis courts, additional parking, connectivity between Park Avenue and Caswell Street, improvements to the original eight courts and amenities including playground replacement.

PROJECT CATEGORY	PARKS & RECREATION
STATUS	DESIGN
PROJECT NUMBER	07PK49
APPROPRIATED FY	2006-2007
FY17 APPROPRIATION	\$1,251,800
TO DATE BUDGET (2013-2017)	\$1,490,320
EXPENDITURES TO DATE (2013-2017)	\$70,076
CITY FUNDING SOURCE	Original Five-Year 80/20 Plan

BENEFIT TO THE CITY

The master plan for the tennis complex at Empie Park identified (16) sixteen new tennis courts. Due to budgetary restraints in Empie Park Tennis Complex Phase I project, five (5) courts were unable to be included. This project, phase II, will allow for five (5) courts to be added to the tennis complex, additional parking, connectivity and other needed improvements.



## ***PARKS AND RECREATION CAPITAL PROJECT DESCRIPTIONS***

### ***PARK FACILITIES MAINTENANCE – 05PK10; ANNUAL APPROPRIATION***

The parks facilities maintenance project is classified as a parent project; Funds appropriated to this project can be expended from the project or moved to a child project throughout the year. The project includes on-going upgrades, enhancements and improvements to city parks, grounds, landscapes and athletic fields. Maintenance is needed for aesthetic improvements and to meet safety requirements. This is an ongoing CIP maintenance project.

### ***ALDERMAN PRESERVE PHASE II – 17PK10; PROJECTED FY 2017***

Formally Piney Ridge Nature Preserve, Alderman Park Phase I was a project included in the 2006 Parks and Greenspace Bond. Phase II includes elevated pedestrian trails throughout the 39 acre tract. It is being developed jointly with the property owner and the NC Coastal Land Trust. In addition to providing public accessibility to the entire tract with the additional trails, Phase II constructs a permanent entrance. Currently, the City leases school property for the main entrance and parking is limited.

### ***EMPIE PARK IMPROVEMENTS – 07PK49; PROJECTED FY 2017***

Phase two of the Empie Park Tennis Complex (Althea Gibson Tennis Complex) consists of the construction of five additional tennis courts additional parking with a connection of the main parking lot to Caswell Street stormwater pond and landscaping and renovation of the eight original courts. The master plan for the tennis complex at Empie Park identified 16 new tennis courts. Based upon the 2007 project budget, five courts were removed from the project. Based upon the City's standard for recreation facilities (City Parks, Recreation and Open Space Master Plan 2010-2015), the City needs an additional 28 courts to adequately meet public demand.

### ***PARKS, RECREATION AND OPEN SPACE MASTER PLAN UPDATE – 06PK30; PROJECTED FY 2020***

The North Carolina Recreation and Parks Association recommends agencies update their long range plans every five years. Wilmington's current plan contains recommendations through 2015. Parks and Recreation Master Plans serve to build upon current assets and identify new opportunities and partnerships. The plan is intended to provide direction to staff, advisory committees and elected officials to enhance parks, recreational and cultural services in a strategic and sustainable approach.

### ***NORTHERN DOWNTOWN PARK SITE DEVELOPMENT PH 1 – 14ED10; PROJECTED FY 2021***

Development of waterfront park areas and public spaces are a major part of the Vision 2020 recommendations. A park near the Holmes Bridge on the north end of the River walk was identified as a priority in the 2010-2015 Parks, Recreation & Open Space Master Plan. Development of a downtown park was also identified in the 2006 Parks and Recreation Bond project. The opportunity for a large North Downtown Riverfront Park became a reality when City Council approved the purchase of this

approx. 6.63 acres in November 2013. The design and construction of the proposed basic infrastructure is necessary for future development of this park property.

***NORTHERN DOWNTOWN PARK SITE DEVELOPMENT PH 2 – 14ED10; PROJECTED FY 2022***

Phase II Development of an urban park in the Northern Riverfront District to include a performance stage, restrooms, formalizing of the event lawn, enhanced utilities, improved load-in area, sidewalks and promenades, landscaping and site furnishings,

***NORTHERN DOWNTOWN PARK SITE DEVELOPMENT PH 3 – 14ED10; PROJECTED FY 2022***

Phase III Development of an urban park in the Northern Riverfront District to include enhanced site amenities which may include additional restrooms, a classroom/storage building, outdoor classroom, a splash pad and playground.

***REPLACEMENT OF SKATE PARK OFFICE – TBD; PROJECTED FY 2020***

This project would replace the Skate park office, a pre-fabricated, residential grade shed that was intended to serve in a temporary fashion.

***RIVERFRONT PARK REHABILITATION – TBD; PROJECTED FY 2019***

The City of Wilmington applied for a grant to rehabilitate Riverfront Park as part of the Water Street Riverfront Park project. The city was not awarded the grant so funding is needed to complete the Water Street Riverfront Park portion of the project.

***WADE PARK BUILDING DEMOLITION – 07PK30; PROJECTED FY 2020***

In 2008, the City completed the Wade (Bethel) Park stormwater and park project which includes a stormwater retention pond, multi-use path, picnic shelter, restrooms, playground and interpretive signage. A pre-existing 700SF building remained on site with future plans to rehab the building into a meeting/classroom facility. Due to a shift in resources, staff now recommends demolishing the building. Wade Park experiences a significant amount of vandalism/criminal activity. Demolishing the building could aid in reducing this activity by removing a blight.

		Project Costs										Rolling Six Year Total			
		Second Five Year 80/20 Plan													
Code	Project Title	Year 5		Year 6		Year 7		Year 8		Year 9		Year 10		Total Year 6 -10	Total Year 6 -10
		Adopted 2016-17	325,500	Estimated 2017-18	Estimated 2018-19	Estimated 2019-20	Estimated 2020-21	Estimated 2021-22	Estimated 2021-22	Estimated 2021-22	Estimated 2021-22				
05MF10	Building Maintenance			775,883	-	910,024	-	-	1,139,829	-	-	-	2,825,736	3,151,236	
TBD	Police Training Facility & Substation			8,778,182	-	-	-	-	-	-	-	-	8,778,182	8,778,182	
TBD	River Lights Fire Station			-	-	-	-	-	373,750	-	-	-	373,750	373,750	
TBD	800 Mhz Radio Replacement			195,790	939,618	986,941	963,593	-	-	-	-	-	3,085,942	3,085,942	
TBD	Golf Course Fire Station			349,076	-	-	-	-	-	-	-	-	349,076	349,076	
TBD	Princess Place Fire Station for Training Division			862,696	-	-	-	-	-	-	-	-	862,696	862,696	
17MF25	Self Contained Breathing Apparatus Replacement			-	-	-	-	-	-	-	-	-	-	1,020,300	
17MF10	Parks Maintenance Facility Space Needs			266,250	3,195,000	-	-	-	-	-	-	-	3,461,250	3,496,250	
17MF30	Work Order System			-	-	-	-	-	-	-	-	-	-	290,000	
17MF35	Development Tracking System			-	-	-	-	-	-	-	-	-	-	200,000	
17MF40	GTV Upgrade			-	-	-	-	-	-	-	-	-	-	164,804	
17MF45	Replace Main Firewall			-	-	-	-	-	-	-	-	-	-	80,000	
3MF200	Parking Deck Water Street			-	-	-	-	-	-	-	-	-	-	190,000	
17MF15	Parking Decks Camera Replacement			185,000	-	-	-	-	-	-	-	-	185,000	485,000	
17MF20	PARCS Equipment Replacement			300,000	-	-	-	-	-	-	-	-	300,000	650,000	
	<b>Total - Public Facilities</b>			<b>11,712,877</b>	<b>4,134,618</b>	<b>1,896,965</b>	<b>963,593</b>	<b>1,513,579</b>	<b>1,513,579</b>	<b>1,513,579</b>	<b>1,513,579</b>	<b>1,513,579</b>	<b>20,221,632</b>	<b>23,177,236</b>	

		Funding Plan										Rolling Six Year Total			
		Second Five Year 80/20 Plan													
Code	Project Title	Year 5		Year 6		Year 7		Year 8		Year 9		Year 10		Total Year 6 -10	Total Year 6 -10
		Adopted 2016-17	325,500	Estimated 2017-18	Estimated 2018-19	Estimated 2019-20	Estimated 2020-21	Estimated 2021-22	Estimated 2021-22	Estimated 2021-22	Estimated 2021-22				
	<b>Funding Source</b>														
	General Fund			1,790,104	-	-	-	-	-	-	-	-	-	1,790,104	
	Debt Service Fund			325,500	-	-	-	-	-	-	-	-	-	4,012,426	
	Installment Financing - 80/20 Plan			-	-	-	-	-	-	-	-	-	-	16,049,706	
	Transfer from Debt Service			190,000	-	-	-	-	-	-	-	-	-	190,000	
	Parking Fund			650,000	-	-	-	-	-	-	-	-	-	1,135,000	
	<b>Total Funding 80/20 Plan</b>			<b>11,227,877</b>	<b>4,134,618</b>	<b>1,896,965</b>	<b>963,593</b>	<b>1,513,579</b>	<b>1,513,579</b>	<b>1,513,579</b>	<b>1,513,579</b>	<b>1,513,579</b>	<b>19,736,632</b>	<b>20,062,132</b>	
	<b>Total Funding - Public Facilities</b>			<b>11,712,877</b>	<b>4,134,618</b>	<b>1,896,965</b>	<b>963,593</b>	<b>1,513,579</b>	<b>1,513,579</b>	<b>1,513,579</b>	<b>1,513,579</b>	<b>1,513,579</b>	<b>20,221,632</b>	<b>23,177,236</b>	

LEGEND  
 Orange fill = Original Five-Year 80/20 Plan  
 Blue fill = Second Five Year 80/20 model  
 Orange fill = General Fund  
 Pink fill = Transfer from Debt Service



**ADOPTED BUDGET CIP**

DEPARTMENT **PUBLIC SERVICES**  
DIVISION **PUBLIC BUILDINGS**

**Building Maintenance**

PROJECT LOCATION City-wide

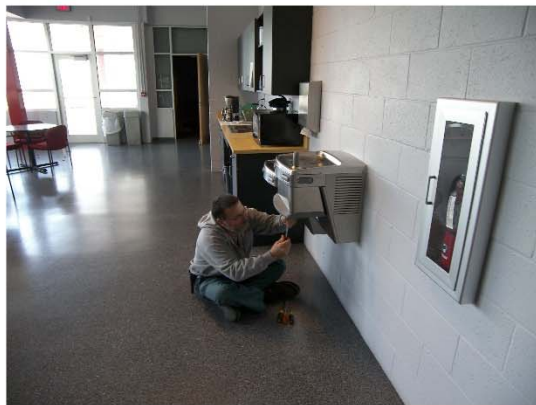
**PROJECT DESCRIPTION**

The building maintenance project is classified as a parent project; funds appropriated to this project can be expended from the project or moved to a child project throughout the year. The scope of this project is to make improvements to multiple city facilities. The improvements are imperative to ensure that city facilities continue to function as a safe place to do business for both our employees and citizens.

PROJECT CATEGORY	PUBLIC FACILITIES
STATUS	CONSTRUCTION
PROJECT NUMBER	05MF10
APPROPRIATED FY	2004-2005
FY17 APPROPRIATION	\$325,500
1ST 5YR APPROPRIATION	\$1,694,349
TO DATE BUDGET (2013-2017)	\$1,451,349
EXPENDITURES TO DATE (2013-2017)	\$1,126,155
CITY FUNDING SOURCE	Original Five-Year 80/20 Plan

**BENEFIT TO THE CITY**

It is necessary to continuously improve existing facilities to ensure our citizens receive services and employees provide services in properly functioning, safe facilities. If general improvements are neglected, it will result in greater cost in future years.



**WILMINGTON**  
CITY OF  
NORTH CAROLINA

# ADOPTED BUDGET CIP

DEPARTMENT **FIRE**  
DIVISION **FIRE SUPPORT**

## Self Contained Breathing Aparatus Replacement

PROJECT LOCATION City-wide

PROJECT DESCRIPTION

This project allows the fire department to replace existing self-contained breathing apparatus (SCBA).

PROJECT CATEGORY	PUBLIC FACILITIES
STATUS	DESIGN
PROJECT NUMBER	17MF25
APPROPRIATED FY	2016-2017
FY17 APPROPRIATION	\$1,020,300
TO DATE BUDGET (2013-2017)	\$1,020,300
EXPENDITURES TO DATE (2013-2017)	\$0
CITY FUNDING SOURCE	General Fund

BENEFIT TO THE CITY

Existing Self-Contained Breathing Apparatus' (SCBA) personal alert safety system are no longer supported by the manufacturer and can only be repaired. The Wilmington Fire Department continues to spend annual budget allotments to repair existing SCBA's. In FY15, more than \$12,000 was spent on SCBA maintenance. The current SCBA's were purchased nine (9) years ago and are reaching the end of their life cycle.



**WILMINGTON**  
CITY OF  
NORTH CAROLINA

# ADOPTED BUDGET CIP

DEPARTMENT **PUBLIC SERVICES**  
DIVISION **PUBLIC BUILDINGS**

## Park Maintenance Facility Space Needs Phase I

PROJECT LOCATION Burnett Blvd.

**PROJECT DESCRIPTION**

The larger Parks Maintenance Facility Space Needs project will provide for design and replacement of the maintenance and administrative buildings and facilities on the existing site located at 1702 Burnett Blvd. \$35,000 is appropriated in FY17 to conduct a feasibility study to determine the best location and size of the facility. Also, the feasibility study will evaluate office space and determine if the recreation office staff could be relocated with parks staff. If so, there is potential to sell the 302 Willard Street property on the open market. This sale could help offset some of the cost.

PROJECT CATEGORY	PUBLIC FACILITIES
STATUS	DESIGN
PROJECT NUMBER	17MF10
APPROPRIATED FY	2016-2017
FY17 APPROPRIATION	\$35,000
TO DATE BUDGET (2013-2017)	\$35,000
EXPENDITURES TO DATE (2013-2017)	\$0
CITY FUNDING SOURCE	General Fund

**BENEFIT TO THE CITY**

The existing Parks Maintenance facility is in need of upgrading and replacement due to its age and compliance issues.



**WILMINGTON**  
CITY OF  
NORTH CAROLINA

# ADOPTED BUDGET CIP

DEPARTMENT **PUBLIC SERVICES**

**Work Order System**

DIVISION **ADMINISTRATION**

PROJECT LOCATION City-wide

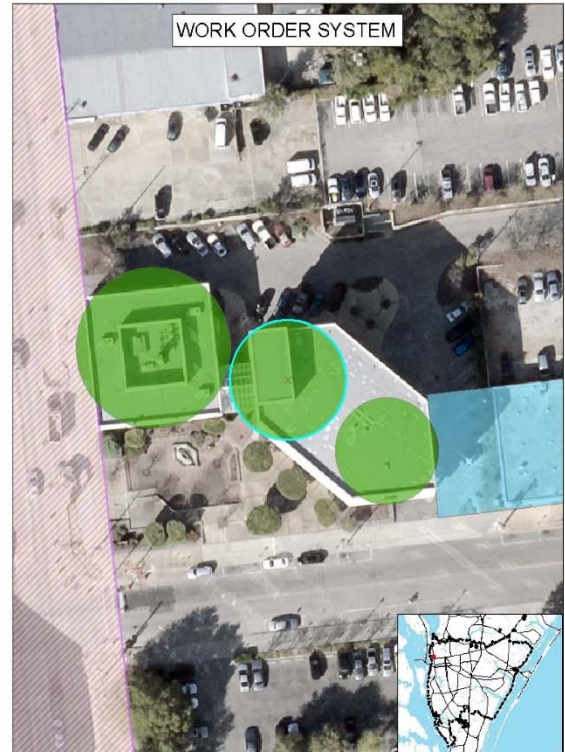
**PROJECT DESCRIPTION**

The project allows the city to find a work order system with the ability to enter a customer request, track the status, enter completed work, track the unit of measure (UOM), labor, material and equipment cost. The system the city needs will also be able to track cost, linking the cost to a physical and/or linear asset (examples: sign inventory, street segment, storm drain pipe).

PROJECT CATEGORY	PUBLIC FACILITIES
STATUS	DESIGN
PROJECT NUMBER	17MF30
APPROPRIATED FY	2016-2017
FY17 APPROPRIATION	\$290,000
TO DATE BUDGET (2013-2017)	\$290,000
EXPENDITURES TO DATE (2013-2017)	\$0
CITY FUNDING SOURCE	General Fund

**BENEFIT TO THE CITY**

The present work order system is only used by a few departments. It was not designed to track all work order types or facilitate asset management. The City of Wilmington operations are based on the ability to provide correct data to the general public and use this data to develop and maintain budgets. The present system is not user-friendly and needs improvement to fit the City's needs.



**WILMINGTON**  
CITY OF  
NORTH CAROLINA

**ADOPTED BUDGET CIP**

DEPARTMENT **PLANNING, DEVELOPMENT AND TRANSPORTATION**      **Development Tracking System**

DIVISION **PLANNING**

PROJECT LOCATION City-wide

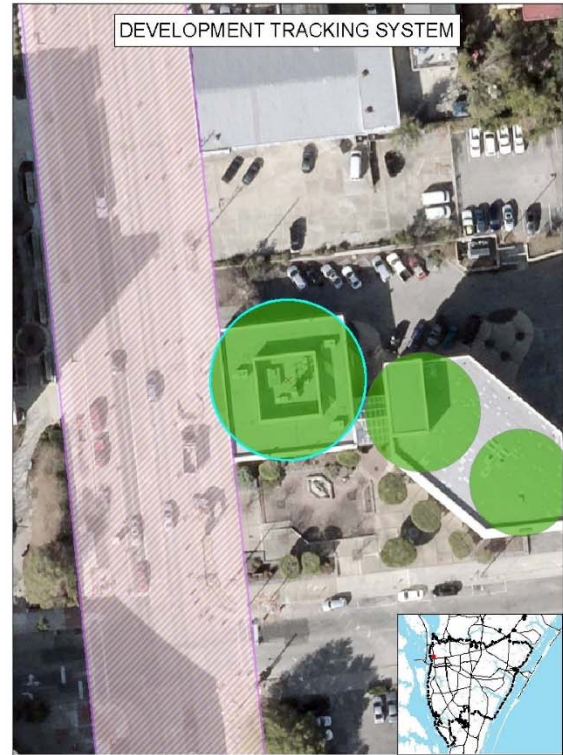
**PROJECT DESCRIPTION**

As development continues to increase, the city is in need of a fully functional project tracking system that serves more than just an archiving system for site plans, which is all that Pro Trak currently is able to do. The city cannot continue to allocate resources to maintain and further build the program; therefore, the system needs to be replaced. A new system would track development plans that have been submitted for review, but also integrate GIS, provide an opportunity for reports to be generated to track development trends/provide data to project growth, and provide for applicants to submit projects online.

PROJECT CATEGORY	PUBLIC FACILITIES
STATUS	DESIGN
PROJECT NUMBER	17MF35
APPROPRIATED FY	2016-2017
FY17 APPROPRIATION	\$200,000
TO DATE BUDGET (2013-2017)	\$200,000
EXPENDITURES TO DATE (2013-2017)	\$0
CITY FUNDING SOURCE	General Fund

**BENEFIT TO THE CITY**

Site plan and development review has consistently been identified as a Tier 1 level of service by City Council. While only plan review staff currently use Pro Trak, additional departments may use a newer, more modern system to track code enforcement issues, financing trends, growth trends, and pressures on roads and other city infrastructure. Improving the project tracking system will enable a more efficient and effective review process and is supported by the city's strategic plan focus area of fostering a prosperous, thriving economy. In a 2012 audit by the Novak consulting group on the city's development review process, replacing or improving upon Pro Trak was identified as a way to improve the plan review process. In that audit, the development community expressed mixed impressions of Pro Trak with some being appreciative of the system and the improvements that have been made, while others felt the system was cumbersome, difficult to use or they did not use the system at all.



**WILMINGTON** NORTH CAROLINA **ADOPTED BUDGET CIP**

DEPARTMENT **CITY MANAGER**  
DIVISION **COMMUNICATIONS**

**GTV Upgrade**

PROJECT LOCATION 102 N. 3rd Street

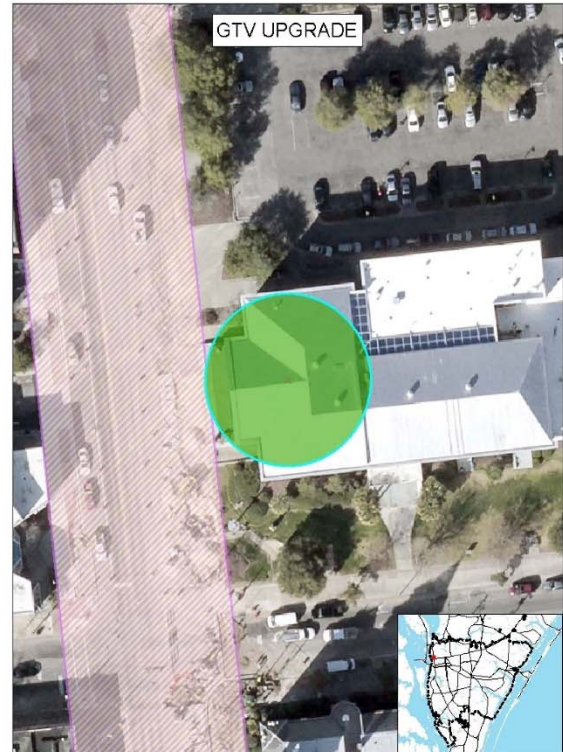
PROJECT DESCRIPTION

The project allows for the upgrade of the video in City Council chambers and the GTV control room to HD (high-definition) technology. This includes on-air and web playback systems as well as in-room recording and display systems. This is a one-time installation/integration as the components will all need to work together.

PROJECT CATEGORY	PUBLIC FACILITIES
STATUS	DESIGN
PROJECT NUMBER	17MF40
APPROPRIATED FY	2016-2017
FY17 APPROPRIATION	\$164,804
TO DATE BUDGET (2013-2017)	\$164,804
EXPENDITURES TO DATE (2013-2017)	\$0
CITY FUNDING SOURCE	General Fund

BENEFIT TO THE CITY

In order to modernize and avoid service interruptions, the GTV control room and Council Chambers need to be upgraded to HD (high definition). While Time Warner Cable has yet to upgrade the GTV cablecast to HD, staff need to be ready when they do upgrade. NHC-TV made the transition in the summer of 2015. This also includes upgrading the webcast to HD and upgrading the outdated City Council voting system.



**WILMINGTON**  
CITY OF  
NORTH CAROLINA

# ADOPTED BUDGET CIP

DEPARTMENT **INFORMATION TECHNOLOGY**

**Replace Main Firewall**

DIVISION **ADMINISTRATION**

PROJECT LOCATION City-wide

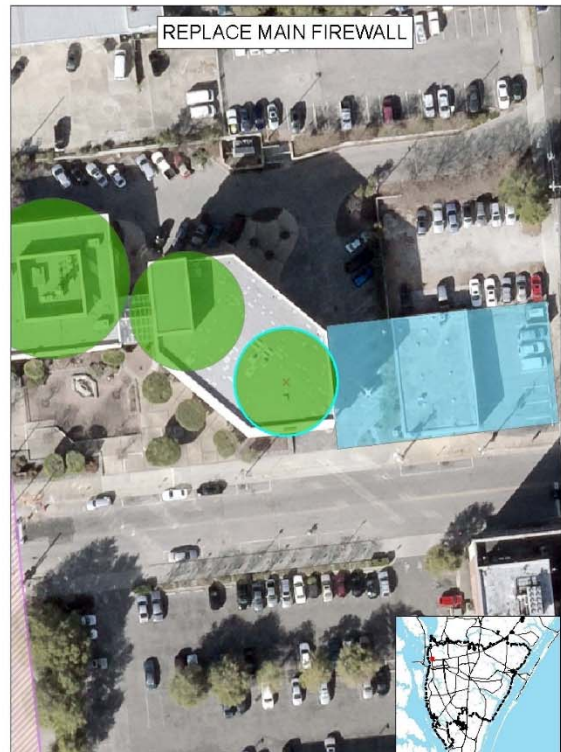
**PROJECT DESCRIPTION**

The project involves replacement of the aging primary firewalls used to protect city data from potential malicious attacks with firewalls including state-of-the-art technology.

PROJECT CATEGORY	PUBLIC FACILITIES
STATUS	DESIGN
PROJECT NUMBER	17MF45
APPROPRIATED FY	2016-2017
FY17 APPROPRIATION	\$80,000
TO DATE BUDGET (2013-2017)	\$80,000
EXPENDITURES TO DATE (2013-2017)	\$0
CITY FUNDING SOURCE	General Fund

**BENEFIT TO THE CITY**

City data includes information that, if compromised, could lead to personal and financial danger to those affected. As state-of-the-art technology, the firewalls would adapt to the ever-changing threats to prevent the ability to compromise the data.



# ADOPTED BUDGET CIP

DEPARTMENT **CITY MANAGER**

## Water Street Parking Deck Repairs

DIVISION **PARKING**

PROJECT LOCATION Water Street Parking Deck

**PROJECT DESCRIPTION**

The Water Street Parking Deck Repairs project began in 2003. Expenditures to date include expenditures from prior year's appropriations. The FY17 appropriation is slated for legal, engineering and architectural services. The larger project is a public/private partnership to construct a mixed-use downtown building including a parking deck, public parking, common areas and residential units. For more information, please visit [wilmingtonnc.gov/city\\_manager/special\\_projects/water\\_street\\_deck](http://wilmingtonnc.gov/city_manager/special_projects/water_street_deck)

PROJECT CATEGORY	PUBLIC FACILITIES
STATUS	DESIGN
PROJECT NUMBER	3MF200
APPROPRIATED FY	2002-2003
FY17 APPROPRIATION	\$190,000
TO DATE BUDGET (2013-2017)	\$253,987
EXPENDITURES TO DATE (2013-2017)	\$705,134
CITY FUNDING SOURCE	Transfer from Debt Service

**BENEFIT TO THE CITY**

The larger project is a public/private partnership to construct a mixed-use downtown building including a parking deck, public parking, common areas and residential units. For more information, please visit [wilmingtonnc.gov/city\\_manager/special\\_projects/water\\_street\\_deck](http://wilmingtonnc.gov/city_manager/special_projects/water_street_deck)





# ADOPTED BUDGET CIP

DEPARTMENT **CITY MANAGER**

## Parking Deck Camera Replacement

DIVISION **PARKING**

PROJECT LOCATION City-owned parking decks

**PROJECT DESCRIPTION**

The project funds upgrades to cameras in the Market and 2nd St. decks. A city-wide administrative policy and strategy needs to be established as a standard and accepted by all departments that wish to install cameras for security purposes. Parking Management has one hundred (100) cameras installed in the various parking decks.

PROJECT CATEGORY	PUBLIC FACILITIES
STATUS	DESIGN
PROJECT NUMBER	17MF15
APPROPRIATED FY	2016-2017
FY17 APPROPRIATION	\$300,000
TO DATE BUDGET (2013-2017)	\$300,000
EXPENDITURES TO DATE (2013-2017)	\$0
CITY FUNDING SOURCE	Parking Fund

**BENEFIT TO THE CITY**

Most of the cameras in the Market St. deck are over ten (10) years old. The DVR technology is antiquated and video quality is considered poor. Wilmington Police will have access to view and retrieve video once the cameras are upgraded.



**W**<sup>CITY OF</sup>  
**WILMINGTON**  
NORTH CAROLINA

# ADOPTED BUDGET CIP

DEPARTMENT **CITY MANAGER**

**PARC Equipment Replacement**

DIVISION **PARKING**

PROJECT LOCATION City-owned parking decks

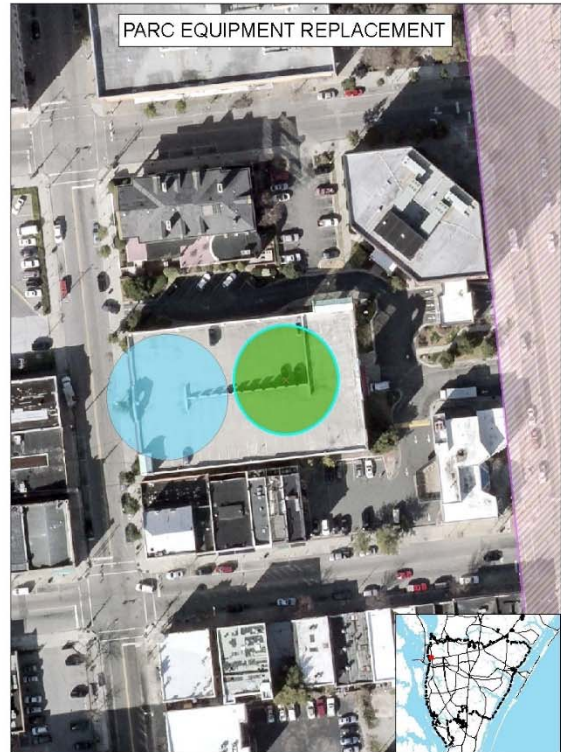
**PROJECT DESCRIPTION**

The project allows the parking division to replace the current Parking Access and Revenue Control System (PARC) and establish a platform where the city-managed parking decks are networked and controlled from one hub. This project also allows for upgrading gate equipment and software in the Market St deck, 2nd St deck and Convention Center deck.

PROJECT CATEGORY	PUBLIC FACILITIES
STATUS	DESIGN
PROJECT NUMBER	17MF20
APPROPRIATED FY	2016-2017
FY17 APPROPRIATION	\$350,000
TO DATE BUDGET (2013-2017)	\$350,000
EXPENDITURES TO DATE (2013-2017)	\$0
CITY FUNDING SOURCE	Parking Fund

**BENEFIT TO THE CITY**

In November of 2014, the city's parking vendor, 3m, announced to the parking industry they would no longer continue manufacturing parking equipment effective December 31, 2014. Software support would cease December 31, 2015. At this time, new software options cannot be added to the PARCS system to accommodate hotel parking. A new operational process will be needed to control access at the Convention Center deck with the opening of the Embassy Suites Hotel. New PARCS software and hardware will be installed with the redevelopment of the Water St. parking deck to a mixed use facility with parking. The parking contractor will take the lead on soliciting quotes, coordinating the vendor for installation of new equipment and software and be responsible for disposition of old equipment.



## ***PUBLIC BUILDINGS AND FACILITIES CAPITAL PROJECT DESCRIPTIONS***

### ***BUILDING MAINTENANCE – 05MF10; ANNUAL APPROPRIATION***

The building maintenance project is classified as a parent project; Funds appropriated to this project can be expended from the project or moved to a child project throughout the year. The scope of this project is to make improvements to multiple city facilities. The improvements are imperative to ensure that city facilities continue to function as a safe place to do business for both our employees and citizens.

### ***POLICE TRAINING FACILITY AND SUBSTATION– TBD; PROJECTED FY 2018***

The proposed Police Training Facility Project seeks modification to what was approved prior with Capital Improvement Project 10MF10. The Wilmington Police Department (WPD) is proposing to build an indoor training facility and sub-station (approximately 30,000 square feet), which will include an indoor live fire range. The facility would be built at the existing outdoor range site or the City would purchase 5 to 10 acres of land for construction. The proposed indoor facility would require a smaller footprint than an outdoor facility and allow for a more flexible multipurpose facility for use by various departmental divisions.

### ***RIVERLIGHTS FIRE STATION– TBD; PROJECTED FY 2022***

This project will provide funding for a new fire station and a new pumper for River Lights. Land will be provided by the RiverLights development in accordance with the development agreement. Twelve (12) new personnel will be required to staff a new pumper that will be placed into service when the station opens.

### ***800MHZ RADIO REPLACEMENT– TBD; PROJECTED FY 2021***

The project would allow for the replace of existing 800 MHz radios utilized by the fire, police, and public services departments. Fire and police radios are at the end of their life-cycle. Current radios will no longer be supported by Motorola in 2019. The Fire Department is having constant problems with existing portable radios. Each time a radio is sent back to Motorola for repair the minimum charge is \$400. Currently, WFD only has four (4) spare portables. Problems include radios switching talk group for no apparent reason causing a potential life safety issues during an incident. This project is broken into multiple years to reduce the impact on budget restraints for both WPD and WFD. Public Services would replace existing push-to-talk Verizon phones, thus reducing their annual cell phone costs by approximately \$41,000.

### ***GOLF COURSE FIRE STATION– TBD; PROJECTED FY 2018***

This project would provide funding to demolish the old Fire Station at The Municipal Golf Course. Currently, the bay is being used by the maintenance staff for the new maintenance equipment purchased for the Golf Course Renovation.

***PRINCESS PLACE FIRE STATION TRAINING DIVISION– TBD; PROJECTED FY 2018***

This request will renovate the recently closed fire station on Princess Place Dr. to accommodate the department's training division. Currently, the training division operates at Fire Headquarters (FH) in multiple offices that were once closets or storage rooms. When the building was initially constructed there was only one person assigned to the division. It was increased to over the last eight years to a total of six (6) personnel after WFD's assessment in 2006 recommended increases to staff. This renovated facility would allow for Logistics to relocate from Fire Headquarters and allow the garage to begin using space initially provided for them. The new facility would house the training division, a driving simulator received on a grant several years ago now housed at the Military Cutoff Rd fire station, install a new incident command simulator, a fitness center for staff including shower facilities, and parking.

***SELF-CONTAINED BREATHING APPARATUS– 17MF25; PROJECTED FY 2017***

This project allows the fire department to replace existing self-contained breathing apparatus (SCBA). Existing Self-Contained Breathing Apparatus' (SCBA) personal alert safety system are no longer supported by the manufacturer and can only be repaired. The Wilmington Fire Department continues to spend annual budget allotments to repair existing SCBA's. In FY15, more than \$12,000 was spent on SCBA maintenance. The current SCBA's were purchased nine (9) years ago and are reaching the end of their life cycle.

***PARKS MAINTENANCE FACILITY SPACE NEEDS– 17MF10; PROJECTED FY 2017***

The existing Parks Maintenance facility is in need of upgrading and replacement due to its age and compliance issues. The larger Parks Maintenance Facility Space Needs project will provide for design and replacement of the maintenance and administrative buildings and facilities on the existing site located at 1702 Burnett Blvd. \$35,000 is appropriated in FY17 to conduct a feasibility study to determine the best location and size of the facility. Also, the feasibility study will evaluate office space and determine if the recreation office staff could be relocated with parks staff. If so, there is potential to sell the 302 Willard Street property on the open market. This sale could help offset some of the cost.

***WORK ORDER SYSTEM– 17MF30; PROJECTED FY 2017***

The project allows the city to secure a work order system with the ability to enter a customer request, track the status, enter completed work, track the unit of measure (UOM), labor, material and equipment cost. The system the city needs will also be able to track cost, linking the cost to a physical and/or linear asset (examples: sign inventory, street segment, storm drain pipe).

***DEVELOPMENT TRACKING SYSTEM– 17MF35; PROJECTED FY 2017***

As development continues to increase, the city is in need of a fully functional project tracking system that serves more than just an archiving system for site plans, which is all that Pro Trak currently is able to do. The city cannot continue to allocate resources to maintain and further build the program; therefore, the system needs to be replaced. A new system would track development plans that have

been submitted for review, but also integrate GIS, provide an opportunity for reports to be generated to track development trends/provide data to project growth, and provide for applicants to submit projects online.

***GTV UPGRADE– 17MF40; PROJECTED FY 2017***

The project allows for the upgrade of the video in City Council chambers and the GTV control room to HD (high-definition) technology. This includes on-air and web playback systems as well as in-room recording and display systems. This is a one-time installation/integration as the components will all need to work together.

***REPLACE MAIN FIREWALL– 17MF45; PROJECTED FY 2017***

The project involves replacement of the aging primary firewalls used to protect city data from potential malicious attacks with firewalls including state-of-the-art technology.

***PARKING DECK WATER STREET– 3MF200; PROJECTED FY 2017***

The Parking Deck Water Street Project began in 2003. Expenditures to date include expenditures from prior year's appropriations. The FY17 appropriation is slated for legal, engineering and architectural services. The larger project is a public/private partnership to construct a mixed-use downtown building including a parking deck, public parking, common areas and residential units.

***PARKING DECKS CAMERA REPLACEMENT– 17MF15; PROJECTED FY 2017***

The project funds upgrades to cameras in the Market and 2nd St. decks. A city-wide administrative policy and strategy needs to be established as a standard and accepted by all departments that wish to install cameras for security purposes. Parking Management has one hundred (100) cameras installed in the various parking decks.

***PARCS EQUIPMENT REPLACEMENT– 17MF20; PROJECTED FY 2017***

The project allows the parking division to replace current Parking Access Revenue Control System (PARC) equipment and establish a platform where the city-managed parking decks are networked and controlled from one hub. This project also allows for upgrading gate equipment and software in the Market St. deck, 2nd St deck and Convention Center deck.

# STORM WATER

## Project Costs

Code	Project Title	Recommended 2016-17	Estimated 2017-18	Estimated 2018-19	Estimated 2019-20	Estimated 2020-21	TOTAL
14DC10	Clear Run Branch	2,300,000	2,300,000	2,300,000	-	-	6,900,000
15DC10	Old Macumbers Drainage Improvements	-	1,650,000	2,930,000	1,650,000	-	6,230,000
TBD	Whispering Pines/Masonboro Drainage Improvements	-	610,000	2,690,000	-	-	3,300,000
07DC20	Annual Storm Drain Rehabilitation	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
	<b>Total - Storm Water Projects</b>	<b>3,300,000</b>	<b>5,560,000</b>	<b>8,920,000</b>	<b>2,650,000</b>	<b>1,000,000</b>	<b>21,430,000</b>

## Funding Plan

Funding Source	Estimated 2016-17	Estimated 2017-18	Estimated 2018-19	Estimated 2019-20	Estimated 2020-21	TOTAL
f = Stormwater Pay-Go	2,000,000	1,000,000	1,450,000	2,650,000	1,000,000	8,100,000
b2 = Revenue Bonds	1,300,000	4,560,000	7,470,000	-	-	13,330,000
<b>Total Funding</b>	<b>3,300,000</b>	<b>5,560,000</b>	<b>8,920,000</b>	<b>2,650,000</b>	<b>1,000,000</b>	<b>21,430,000</b>

Highlighted amounts represent capital spending not supported by storm water rates approved through Fiscal Year 2017-18. Therefore, to keep the projects funded as shown above, rate increases after Fiscal Year 2017-2018 would need to continue.

**WILMINGTON**  
CITY OF  
NORTH CAROLINA

# ADOPTED BUDGET CIP

DEPARTMENT **PUBLIC SERVICES**

**Clear Run Branch Improvements**

DIVISION **STORMWATER**

PROJECT LOCATION Phase 1 - Clear Run Branch from Cross City Trail Bridge at Teal to College Acres Drive

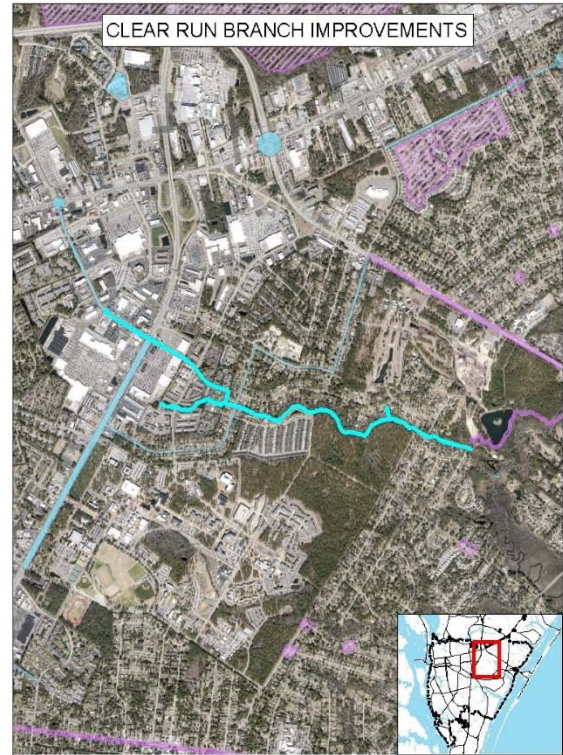
**PROJECT DESCRIPTION**

This project allows for the installation of a new pipe system from an area of New Centre Drive that floods to the east towards College Acres Drive. It will include improvements to the natural stream of Clear Run Branch, and upgrades for two (2) road culvert crossings. The project scope, based on Moffatt & Nichols drainage study, allows for additional capacity to the existing system, and diverts flow away from the South College Road pipe network and the upstream portion of the main line run. This strategy lessened the construction within the major thoroughfare row of South College Road, and simultaneously reduces the overall length of needed improvements compared to other alternatives.

PROJECT CATEGORY	STORMWATER
STATUS	DESIGN
PROJECT NUMBER	14DC10
APPROPRIATED FY	2013-2014
FY17 APPROPRIATION	\$2,300,000
TO DATE BUDGET (2013-2017)	\$5,000,000
EXPENDITURES TO DATE (2013-2017)	\$343,826
CITY FUNDING SOURCE	Stormwater Fund

**BENEFIT TO THE CITY**

New Centre Drive floods near the intersection with College Rd. several times per year. Improvements to this condition by maintenance activities are limited because of the roughly 11,000 foot length of this project, of which almost 9,000 feet exist on private property without publicly accepted or acquired easement.



**WILMINGTON**  
CITY OF  
NORTH CAROLINA

# ADOPTED BUDGET CIP

DEPARTMENT **PUBLIC SERVICES**

**Annual Storm Drain Rehabilitation**

DIVISION **STORMWATER**

PROJECT LOCATION City-wide

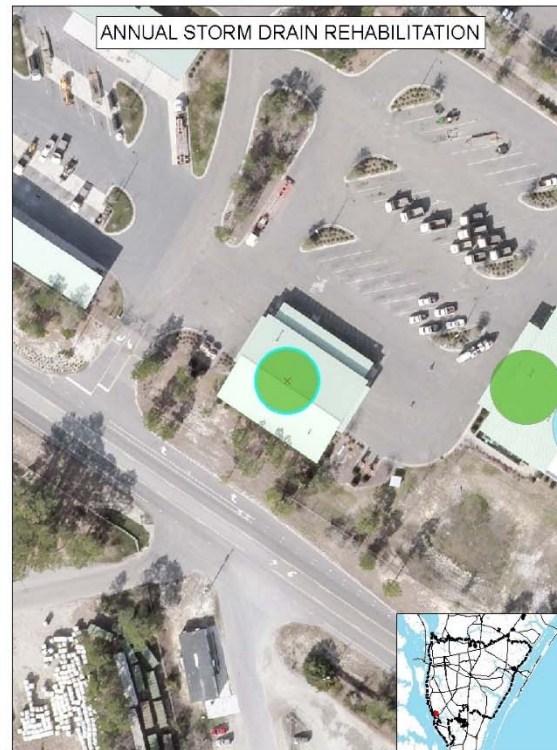
**PROJECT DESCRIPTION**

The annual storm drain rehabilitation project is classified as a parent project; funds appropriated to this project can be expended from the project or moved to a child project throughout the year. The project involves rehabilitating sections of the existing drainage system that are in need of repair because of joint failures, excessive maintenance costs, root intrusion, collapse, etc. Types of repair will include pipe lining, internal repairs or full replacement of the system.

PROJECT CATEGORY	STORMWATER
STATUS	CONSTRUCTION
PROJECT NUMBER	07DC20
APPROPRIATED FY	2006-2007
FY17 APPROPRIATION	\$1,000,000
1ST 5YR APPROPRIATION	\$4,125,000
TO DATE BUDGET (2013-2017)	\$3,262,355
EXPENDITURES TO DATE (2013-2017)	\$823,541
CITY FUNDING SOURCE	Stormwater Fund

**BENEFIT TO THE CITY**

The drainage system is aging and rehabilitation is essential to minimizing failure. Funding set aside in a parent project allows the Stormwater division to take on small- to medium-sized projects in a timely and efficient manner. Drainage outfalls in the downtown area have been assessed in order to coordinate with water, sewer and streetscape improvement efforts. A large portion of the predicted expenditures from this project are for the suburban areas of the city.





## ***STORMWATER CAPITAL PROJECT DESCRIPTIONS***

### ***CLEAR RUN BRANCH – 14DC10; PROJECTED FY 2017***

This project will include stream restoration efforts for Clear Run Branch in the Bradley Creek watershed as well as improving drainage capacity for the outfall that drains New Center Drive. The extent of the project will be from the New Center ROW, thru commercial property along College Rd, possibly under College Rd, thru commercial property on the other side of College Rd down to and under Racine Drive, down to and under College Acres Drive and then down to and under Mallard Dr.

### ***OLD MACUMBERS DRAINAGE IMPROVEMENTS – 15DC10; PROJECTED FY 2020***

Old Macumbers Ditch was an old drainage outfall in Burnt Mill Creek watershed that has been mostly piped from Rankin St for 12 blocks near to the 17th and Dawson intersection. Significant flooding occurs in the area of 13th, 14th, Dock and Market St during heavy rain events. This project will address targeted areas that have notable flooding issues by improving the capacity of the drainage system. Those areas include the outfall at Rankin St, Dock St, Orange St and 16th, 17th and 18th Streets.

### ***WHISPERING PINES/MASONBORO DRAINAGE IMPROVEMENTS - TBA; PROJECTED FY 2019***

This project was identified in the 1998 Annex Area Master Plan prepared by Dewberry and Davis. It ranked 9th in priority out of 21 projects in both 1995 and 1998 annex areas. This project includes the improvement of drainage outfalls within the Whispering Pines, Grainger Point, Orchard Trace and Windward Oaks. In addition, 2 culvert locations draining under Masonboro Sound Rd will be upgraded.

### ***ANNUAL STORM DRAIN REHABILITATION – 07DC20; ANNUAL APPROPRIATION***

Project involves rehabilitating sections of existing storm drain that are in need of repair because of joint failures, excessive maintenance costs, root intrusion, and collapse. Types of repair include pipe lining, internal repairs, or full replacement of the system.

## DEBT MANAGEMENT

The City of Wilmington periodically issues long term debt to finance capital improvements and major equipment purchases. Examples of projects and major equipment financed by long term debt instruments include the construction of a new police station, the purchase of a new fire truck, the construction of a new roadway, etc. The City issues debt to finance these items to 1) spread out the costs of these items and preserve adequate cash flow to meet operating expenses, and 2) to equitably distribute the costs of these items among the current and future citizens of the City. Long term debt instruments utilized by the City of Wilmington include general obligation bonds, certificates of participation, limited obligation bonds, installment purchase contracts, and interlocal agreements.

The City continues to maintain a strong financial position, due in part to its effective management of long term debt. The City strives to maintain a balance between debt financing and the “pay-as-you-go” approach. City staff continually work to secure the most favorable interest rates for the City’s debt issues. The North Carolina Local Government Commission reviews all bonded debt issues and other debt issues of at least five years’ maturity to determine the City’s ability to repay the debt and maintain a solid financial position. Furthermore, for all bonded debt and some other debt instruments, the City receives a credit rating from Standard & Poor’s Ratings Services, Moody’s Investors Services and Fitch Ratings. The City’s current ratings of AAA, Aa1, and AAA respectively, are an indicator of the City’s financial stability. The City’s credit ratings were affirmed in April 2016.

### OUTSTANDING BONDED DEBT

The City of Wilmington’s outstanding bonded debt is comprised of debt incurred from the issuance of general obligation bonds. General obligation bonds require voter approval because they pledge the taxing power of the City.

As of June 30, 2016, the total outstanding bonded debt for the City is \$23.1 million. Outstanding general bonded debt is budgeted in the Debt Service Fund and retired with general tax revenues (property tax, sales tax, etc.) collected annually.

ISSUE DATE	MATURITY DATE	SERIES	OUTSTANDING PRINCIPAL JUNE 30, 2016	PRINCIPAL TO BE RETIRED FY 2016-17	OUTSTANDING PRINCIPAL JUNE 30, 2017
<b>General Debt</b>					
1-Aug-03	1-Mar-18	General 2/3rds - Series 2003A	510,000	255,000	255,000
9-Sep-08	1-Sep-28	Streets/Highway 2/3rds - Series 2008A	840,000	280,000	560,000
10-Sep-08	1-Sep-28	Public Improvement - Series 2008B	1,350,000	450,000	900,000
29-Jun-11	1-Jul-31	Public Improvement - Series 2011A 2/3rds	3,120,000	195,000	2,925,000
30-Jun-11	1-Jan-18	Public Improvement - Series 2011B Refunding	725,000	420,000	305,000
30-Jun-11	1-Jul-31	Public Improvement - Series 2011C	4,240,000	265,000	3,975,000
26-Jun-14	1-Jun-34	Public Improvement 2/3rds - Series 2014	2,740,000	155,000	2,585,000
7-Jun-16	1-Jun-36	Public Improvements, 2/3rds - Series 2016A	2,925,000	150,000	2,775,000
8-Jun-16	1-Sep-28	Pub Improv/Streets-Refunding, Series 2016B	6,650,000	-	6,650,000
<b>TOTAL GENERAL DEBT</b>			<b>23,100,000</b>	<b>2,170,000</b>	<b>20,930,000</b>
<b>TOTAL BONDED DEBT</b>			<b>23,100,000</b>	<b>2,170,000</b>	<b>20,930,000</b>

## ***OTHER OUTSTANDING DEBT***

The City also relies on other debt instruments to finance capital improvements and major equipment purchases. These other debt instruments do not pledge the taxing power of the City. In most cases, the physical asset being purchased or constructed is pledged as collateral in the event that the City defaults on its obligation. Other debt instruments utilized by the City include revenue bonds, certificates of participation, limited obligation bonds, installment purchase contracts, and interlocal agreements.

As of June 30, 2016, the total other outstanding debt for the City is \$174.3 million. Total other outstanding governmental general debt at June 30, 2016, is approximately \$88.9 million. Other outstanding general debt is budgeted in the Debt Service Fund and retired with general tax revenues (property tax, sales tax, etc.) collected annually.

- Total other outstanding general debt at June 30, 2016, for the Convention Center Fund is approximately \$51.9 million and represents issuance for the construction of the Convention Center and Parking Deck. This debt is retired with proceeds from the room occupancy tax.
- Total other outstanding debt at June 30, 2016, for the Solid Waste Management Fund is approximately \$.4 million. Outstanding debt for solid waste projects is retired with revenues earned from the solid waste enterprise.
- Total other outstanding debt at June 30, 2016, for the Equipment, Maintenance and Replacement Fund is approximately \$2.5 million. Outstanding debt for equipment, maintenance and replacement is retired with revenues earned from leasing the financed equipment to the user departments.
- Total other outstanding debt at June 30, 2016, for the Stormwater Management Fund is approximately \$24.3 million. Outstanding debt for stormwater projects is retired with revenues earned from the stormwater enterprise.
- Total other outstanding debt at June 30, 2016, for the Parking Facilities Fund is approximately \$6.3 million. Revenue from the parking decks and the on-street parking program pay for the majority of this installment debt; however, a portion of this debt is paid with general tax revenues.

**Other Outstanding Debt**

ISSUE DATE	MATURITY DATE	INSTRUMENT	PURPOSE	PRINCIPAL JUNE 30, 2016	TO BE RETIRED FY 2016-17	PRINCIPAL JUNE 30, 2017
<b>General Debt</b>						
1-Jun-08	1-Jun-29	Installment Debt	NHC Parks and Recreation Bonds	940,000	470,000	470,000
8-Apr-10	1-Jun-30	2010B LOBs - BABs	Various Projects	19,270,000	1,150,000	18,120,000
30-Jun-10	1-Aug-30	Installment Debt	NHC Parks and Recreation Bonds	1,265,288	253,058	1,012,230
27-Jun-12	1-Jun-30	2012 LOBs	Refunding	18,285,500	1,511,750	16,773,750
30-Jul-14	1-Jun-32	2014A LOBs	Refunding of 2005 COPs	20,885,000	355,000	20,530,000
30-Jul-14	1-Jun-18	2014B LOBs	Refunding of 2005 COPs - Taxable	1,545,000	765,000	780,000
26-Jun-15	1-Jun-35	2015A LOBs	Various Projects	16,130,000	-	16,130,000
26-Jun-15	1-Jun-20	2015B LOBs	Various Projects - Taxable	1,852,094	580,563	1,271,531
24-May-16	1-Aug-28	Installment Debt	NHC Parks Bonds - Refund 2008	6,265,838	-	6,265,838
24-May-16	1-Aug-30	Installment Debt	NHC Parks Bonds - Refund 2010	2,491,458	-	2,491,458
<b>TOTAL GENERAL DEBT</b>				<b>88,930,178</b>	<b>5,085,371</b>	<b>83,844,807</b>
<b>Convention Center Fund Debt</b>						
1-May-08	1-Jun-38	2008A COPs	Convention Center	2,060,000	1,010,000	1,050,000
1-May-08	1-Jun-28	2008B COPs	Parking Deck Non-Taxable	910,000	445,000	465,000
12-May-16	1-Jun-38	2016 LOBs	Refunding of 2008A & 2008B COPs	48,940,000	-	48,940,000
<b>TOTAL CONVENTION CENTER FUND DEBT</b>				<b>51,910,000</b>	<b>1,455,000</b>	<b>50,455,000</b>
<b>Solid Waste Fund</b>						
27-Jun-13	1-Jun-18	Installment Debt	Recycling Carts	380,000	190,000	190,000
<b>TOTAL Solid Waste Fund Debt</b>				<b>380,000</b>	<b>190,000</b>	<b>190,000</b>
<b>Equipment, Maintenance and Replacement Fund</b>						
15-Mar-15	1-Mar-22	Installment Debt	Sanitation Trucks	2,460,000	410,000	2,050,000
<b>TOTAL Solid Waste Fund Debt</b>				<b>2,460,000</b>	<b>410,000</b>	<b>2,050,000</b>
<b>Storm Water Management Debt</b>						
30-Oct-07	1-Jun-33	2007 Revenue Bonds	Various Projects	3,155,000	565,000	2,590,000
30-Jul-14	1-Jun-32	2014A LOBs	Refunding of 2005 COPs	680,000	80,000	600,000
26-Jun-15	1-Jun-40	2015A Revenue Bonds	Various Projects	6,965,000	-	6,965,000
26-Jun-15	1-Jun-40	2015A Revenue Bonds	Refunding of 2007 Revenue Bonds	12,460,000	-	12,460,000
26-Jun-15	1-Jun-22	2015B Revenue Bonds	Various Projects - Taxable	1,080,000	185,000	895,000
<b>TOTAL STORM WATER MANAGEMENT DEBT</b>				<b>24,340,000</b>	<b>830,000</b>	<b>23,510,000</b>
<b>Parking Facilities Debt</b>						
27-Jun-12	1-Jun-30	2012 LOBs	Refunding	4,594,500	328,250	4,266,250
26-Jun-15	1-Jun-20	2015B LOBs	Refunding - Taxable	1,657,906	519,437	1,138,469
<b>TOTAL PARKING FACILITIES DEBT</b>				<b>6,252,406</b>	<b>847,687</b>	<b>5,404,719</b>
<b>TOTAL OTHER DEBT</b>				<b>174,272,584</b>	<b>8,818,058</b>	<b>165,454,526</b>

**Annual Debt Service Requirements: Outstanding Bonded Debt and Other Debt**

FISCAL YEAR	Debt Service Fund			Parking Facilities Fund		
	PRINCIPAL	INTEREST	TOTAL PAYMENT	PRINCIPAL	INTEREST	TOTAL PAYMENT
2016-17	7,255,370	4,655,233	11,910,603	847,687	250,209	1,097,896
2017-18	8,138,620	4,625,236	12,763,856	844,437	230,326	1,074,763
2018-19	7,238,090	4,339,755	11,577,846	912,687	208,236	1,120,923
2019-20	7,559,671	4,054,147	11,613,818	492,845	180,039	672,884
2020-21	7,881,280	3,713,997	11,595,277	393,250	157,738	550,988
2021-22	7,744,452	3,346,167	11,090,619	393,250	138,075	531,325
2022-23	7,608,204	2,980,851	10,589,055	393,250	118,413	511,663
2023-24	7,389,716	2,619,834	10,009,550	395,000	98,750	493,750
2024-25	7,397,977	2,254,292	9,652,269	395,000	79,000	474,000
2025-26	7,406,239	1,889,861	9,296,100	395,000	59,250	454,250
2026-27	7,334,501	1,521,943	8,856,444	395,000	39,500	434,500
2027-28	7,272,948	1,163,021	8,435,970	395,000	19,750	414,750
2028-29	6,460,281	831,443	7,291,724			
2029-30	5,253,743	590,299	5,844,041			
2030-31	3,309,085	358,249	3,667,334			
2031-32	3,050,000	238,013	3,288,013			
2032-33	1,245,000	136,800	1,381,800			
2033-34	1,245,000	90,600	1,335,600			
2034-35	1,095,000	44,325	1,139,325			
2035-36	145,000	4,350	149,350			
<b>Totals</b>	<b>112,030,178</b>	<b>39,458,415</b>	<b>151,488,593</b>	<b>6,252,406</b>	<b>1,579,284</b>	<b>7,831,690</b>
FISCAL YEAR	Storm Water Management Fund			Convention Center Fund		
	PRINCIPAL	INTEREST	TOTAL PAYMENT	PRINCIPAL	INTEREST	TOTAL PAYMENT
2016-17	830,000	1,001,216	1,831,216	1,455,000	2,136,278	3,591,278
2017-18	855,000	972,769	1,827,769	1,515,000	1,976,152	3,491,152
2018-19	890,000	941,044	1,831,044	25,000	1,913,525	1,938,525
2019-20	920,000	908,059	1,828,059	505,000	1,912,775	2,417,775
2020-21	940,000	872,794	1,812,794	525,000	1,897,625	2,422,625
2021-22	970,000	836,394	1,806,394	545,000	1,876,625	2,421,625
2022-23	1,010,000	793,500	1,803,500	1,860,000	1,854,825	3,714,825
2023-24	1,055,000	743,700	1,798,700	2,235,000	1,780,425	4,015,425
2024-25	1,105,000	690,950	1,795,950	2,340,000	1,668,675	4,008,675
2025-26	1,065,000	654,200	1,719,200	2,435,000	1,575,075	4,010,075
2026-27	1,105,000	615,200	1,720,200	2,530,000	1,477,675	4,007,675
2027-28	1,145,000	574,725	1,719,725	2,610,000	1,401,775	4,011,775
2028-29	1,185,000	537,875	1,722,875	2,740,000	1,271,275	4,011,275
2029-30	1,240,000	478,625	1,718,625	2,880,000	1,134,275	4,014,275
2030-31	1,305,000	416,625	1,721,625	3,025,000	990,275	4,015,275
2031-32	1,360,000	362,975	1,722,975	3,140,000	873,900	4,013,900
2032-33	1,410,000	307,025	1,717,025	3,265,000	748,300	4,013,300
2033-34	740,000	249,025	989,025	3,395,000	617,700	4,012,700
2034-35	780,000	212,025	992,025	3,535,000	481,900	4,016,900
2035-36	820,000	173,025	993,025	3,675,000	340,500	4,015,500
2036-37	850,000	142,275	992,275	3,780,000	230,250	4,010,250
2037-38	885,000	110,400	995,400	3,895,000	116,850	4,011,850
2038-39	920,000	75,000	995,000			
2039-40	955,000	38,200	993,200			
<b>Totals</b>	<b>24,340,000</b>	<b>12,707,625</b>	<b>37,047,625</b>	<b>51,910,000</b>	<b>28,276,654</b>	<b>80,186,654</b>

FISCAL YEAR	Solid Waste Fund			Equipment, Maintenance & Repl		
	PRINCIPAL	INTEREST	TOTAL PAYMENT	PRINCIPAL	INTEREST	TOTAL PAYMENT
2016-17	190,000	4,256	194,256	410,000	36,777	446,777
2017-18	190,000	1,824	191,824	410,000	30,381	440,381
2018-19				410,000	23,985	433,985
2019-20				410,000	17,589	427,589
2020-21				410,000	11,193	421,193
2021-22				410,000	4,797	414,797
<b>Totals</b>	380,000	6,080	386,080	2,460,000	124,722	2,584,722

### LEGAL DEBT MARGIN

The North Carolina General Statutes set a legal limit on the amount of the debt that can be issued by a unit of local government. NCGS 159-55 sets the legal net debt limit at 8% of the City’s assessed valuation. Net debt is total outstanding bonded debt (other than revenue bonds) plus other outstanding debt less bonded debt issued for water enterprise operations. The legal debt margin is the amount of debt that a unit of local government can legally incur at a given point in time.

As of June 30, 2016, the City of Wilmington could legally issue an additional \$901.4 million of debt. The City’s net debt as of June 30, 2016, is estimated at 1.29% of the assessed valuation of the City, well below the 8% legal limit. The City’s net debt as of June 30, 2017 is projected at 1.20% of the assessed valuation of the City.

	AS OF JUNE 30, 2016	ESTIMATED AS OF JUNE 30, 2017
Assessed Valuation	13,438,904,299	13,662,380,000
Legal Debt Limit (8% of Assessed Valuation)	1,075,112,344	1,092,990,400
Amount of Debt Applicable to Legal Debt Limit - NET DEBT		
General Obligation Bonds	23,100,000	20,930,000
Other Debt (excluding Revenue Bonds)	150,612,584	142,544,526
Gross Debt	173,712,584	163,474,526
Less Bonded Debt for Water Enterprise Operations	-	-
<b>TOTAL NET DEBT</b>	<b>173,712,584</b>	<b>163,474,526</b>
<b>PERCENT OF ASSESSED VALUATION</b>	<b>1.29%</b>	<b>1.20%</b>
<b>LEGAL DEBT MARGIN</b>	<b>901,399,760</b>	<b>929,515,875</b>

**NET DIRECT DEBT PER CAPITA**

Net Direct Debt per capita is a measure used to compare the debt burdens of cities and other local governments. Net Direct debt per capita is the total of all long-term obligations less the year-end balance of the debt service fund and less self-supporting debt. As of June 30, 2016, the City of Wilmington’s outstanding net debt per capita is estimated at approximately \$873. As of June 30, 2017, it is estimated at approximately \$777.

**Net Direct Debt Per Capita**

	<b>AS OF JUNE 30, 2016</b>	<b>AS OF JUNE 30, 2017</b>
Estimated City Population	115,655	117,400
Total Debt	\$ 197,372,584	\$ 186,384,526
Less year-end balance debt service fund	\$ 12,402,249	\$ 14,380,286
Less self-supporting debt	\$ 84,030,713	\$ 80,801,782
Net Direct Debt	\$ 100,939,622	\$ 91,202,458
<b>Net Direct Debt Per Capita</b>	<b>\$ 873</b>	<b>\$ 777</b>

The amount of annual debt service for net direct debt (to be retired with general tax revenues) as a percentage of the annual operating budget is another measure of a city’s debt burden. It is the City’s policy that annual debt service on tax supported debt shall not exceed 15% of the operating expenditures in the General Fund including inter-fund transfers. For FY 2016-17, debt service for tax supported debt totals approximately \$12.1 million. With a total General Fund operating budget of approximately \$104.9 million, this represents 11.54% of the annual operating budget.

In FY 2012-13, Council approved the 80/20 Plan to reduce General Fund expenditures and secure funding for the capital projects by dedicating 5 cents of the tax rate to the Debt Service Fund for the Five Year Capital Improvement Plan. The dedicated tax will fund 80% of the debt costs and 20% for the Pay-Go or cash projects. In FY 2015-16, an additional 2 cents of the tax rate was dedicated to the Debt Service Fund to secure funding for streets and sidewalks capital projects authorized by a successful November 4, 2014 referendum. Because a portion of the tax rate is dedicated to the Debt Service Fund, it is appropriate to additionally report annual debt service on tax supported debt as a percentage of the operating budget for the General Fund and Debt Service Fund combined.

**NET DIRECT DEBT AS A PERCENT OF OPERATING BUDGET**

For FY 2016-17, with a total General Fund and Debt Service Fund combined operating budget of approximately \$116.4 million, annual debt service for tax supported debt of approximately \$12.1 million represents 10.41% of the annual operating budget. No debt service for Stormwater Management Fund, Golf Enterprise Fund, Convention Center Fund or Equipment Maintenance and Replacement Fund are paid with general tax revenues. A portion of the debt service for the Parking Facilities Fund is paid with general tax revenues.

**Debt Service - % of Operating Budget**

	<b>FY 2016-17 OPERATING BUDGET</b>	<b>FY 2016-17 TOTAL DEBT SERVICE</b>	<b>FY 2016-17 % OF OPERATING BUDGET</b>
General Fund	104,971,057	12,114,776	11.54%
General Fund and Debt Service Fund	116,420,745	12,114,776	10.41%





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ORDINANCES

**Ordinance**



City Council  
City of Wilmington  
North Carolina

**Introduced By:** Sterling B. Cheatham, City Manager

**Date:** 5/17/2016

**Ordinance Making Appropriations to the General Fund for the Fiscal Year Beginning July 1, 2016**

**LEGISLATIVE INTENT/PURPOSE:**

Appropriations to the General fund for the Fiscal Year Beginning July 1, 2016.

**THEREFORE, BE IT ORDAINED:**

**SECTION I:** That the following appropriations are hereby made to the General Fund, consistent with the Recommended Budget and any changes made during City Council's work sessions, and that following revenues are anticipated to be available during the fiscal year to meet these appropriations.

**GENERAL FUND**

**APPROPRIATIONS**

General Government	\$17,241,587
Cultural & Recreational	\$8,057,084
Public Safety	\$46,521,910
Transportation	\$15,662,510
Transit System	\$1,323,550
Operating Transfers	\$16,114,416

**TOTAL APPROPRIATIONS \$104,921,057**

**REVENUES**

Property Taxes	\$56,649,564
Local Sales Taxes	\$23,142,173
Licenses, Fees, and Permits	\$650,208
Intergovernmental Revenues	\$14,709,679
Charges for Current Services	\$2,396,604
Fines and Forfeitures	\$160,700
Interest Earnings	\$204,358
Other Revenue	\$1,263,428
Appropriated Fund Balance	\$5,744,343
<b>TOTAL REVENUES</b>	<b>\$104,921,057</b>

**SECTION II:** That there is a hereby levied tax rate of \$0.4850 per \$100 valuation of taxable property as listed for taxes as of January 1, 2016; \$0.4150 per \$100 valuation for General Fund, \$0.0500 per \$100 valuation earmarked for the 80/20 Capital Debt Plan as outlined in the Five Year Capital Improvement Plan and restricted in the Debt Service Fund, and \$0.0200 per \$100

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 Amber Spier-Sidbury  
 CITY CLERK

valuation restricted in the Debt Service Fund for the Streets and Sidewalks Bond projects located throughout the City, for the purpose of raising revenue from current property tax as set forth in the foregoing estimate of revenues.

**SECTION III:** That appropriations herein authorized shall have the amount of outstanding purchase orders as of June 30, 2016 added to each appropriation as it appears in order to account for the payment against the fiscal year in which it is paid.

**SECTION IV:** That City Council authorizes the consolidations and other actions necessary to comply with GASB pronouncements that would affect financial reporting compliance.

**SECTION V:** That City Council authorizes the appropriation and implementation of retiree payout based upon usage to the respective functions, departments, divisions, and sections upon adoption of the FY 2016-17 budget.

**SECTION VI:** That City Council authorizes the appropriation of a 3% salary and benefits budget for implementation in accordance with the City's compensation plan based upon usage to the respective functions, departments, divisions, and sections upon adoption of the FY 2016-17 budget.

**SECTION VII:** That City Council authorizes the appropriation and implementation of workers' compensation claims based upon usage to the respective functions, departments, divisions, and sections upon adoption of the FY2016-17 budget.

**SECTION VIII:** That City Council authorizes the appropriation and implementation of liability insurance based upon usage to the respective functions, departments, divisions, and sections upon adoption of the FY2016-17 budget.

**SECTION IX:** That City Council authorizes the funding of up to six (6) over hire positions in the Fire Department during the hiring process, as needed for the purpose of maintaining its full authorized strength throughout the year.


**SECTION X:** That any construction or repair project undertaken by city work forces shall be in compliance with the requirements of North Carolina General Statutes 143-135 and are hereby approved upon adoption of the FY 2016-17 budget.

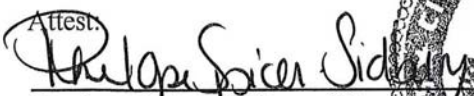
**SECTION XI:** That City Council authorizes the funding of up to ten (10) over hire positions in the Police Department during the hiring process, as needed for the purpose of maintaining its full authorized strength throughout the year.

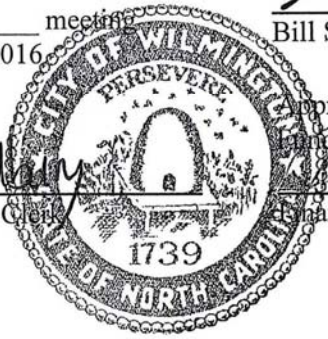
**SECTION XII:** That appropriations herein authorized shall fund the following Full-time, Full Time Equivalent (Part-time) positions. It does not include other temporary or seasonal positions such as life guards and interns:

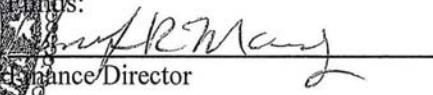
General Government	Full-time: 87	FTE (Part-time): 1.94
Cultural & Recreational	Full-time: 85	FTE (Part-time): 15.68
Public Safety	Full-time: 563	FTE (Part-time): 14.24
Transportation	Full-time: 114	FTE (Part-time): 0
Total	Full-time: 849	FTE (Part-time): 31.86

Adopted at a regular meeting  
on June 21, 2016.

  
Bill Saffo, Mayor

Attest:  
  
Penelope Spicer-Sidbury, City Clerk



Approved As To Availability of  
Funds:  
  
Finance Director

# Ordinance



ITEM 01b

City Council  
City of Wilmington  
North Carolina

**Introduced By:** Sterling B. Cheatham, City Manager

**Date:** 5/17/2016

**Ordinance Making Appropriations to the Grant Projects, Financial Plans, Enterprise Funds and Debt Service Fund for the Fiscal Year Beginning July 1, 2016**

**LEGISLATIVE INTENT/PURPOSE:**

Appropriations for the Fiscal Year beginning July 1, 2016.

**THEREFORE, BE IT ORDAINED:**

**SECTION I:** That, pursuant to NCGS 159-13.2, the following Grant Project appropriations are hereby made to the funds listed in the schedule below, consistent with the Recommended Budget and any changes made during City Council's work sessions, and that the following revenues are estimated to be available during the fiscal year to meet these appropriations in the respective funds:

**COMMUNITY DEVELOPMENT BLOCK GRANT**

**APPROPRIATIONS**

Economic & Physical Development	\$891,498
<b>TOTAL APPROPRIATIONS</b>	<b>\$891,498</b>

**REVENUES**

Federal Entitlement	\$871,498
Program Income	\$20,000
<b>TOTAL REVENUES</b>	<b>\$891,498</b>

**HOME INVESTMENT PARTNERSHIP FUND**

**APPROPRIATIONS**

Economic & Physical Development	\$587,147
<b>TOTAL APPROPRIATIONS</b>	<b>\$587,147</b>

**REVENUES**

HOME Investment Partnership	\$484,147
HOME Program Income	\$103,000
<b>TOTAL REVENUES</b>	<b>\$587,147</b>

**CDBG/HOME GRANT AND LOAN ADMINISTRATION FUND**

**APPROPRIATIONS**

CD/HM Grant and Loan Operations	\$752,892
<b>TOTAL APPROPRIATIONS</b>	<b>\$752,892</b>

**REVENUES**

Transfer from General Fund	\$207,077
Transfer from CDBG	\$487,100
Transfer from HOME Fund	\$58,715
<b>TOTAL REVENUES</b>	<b>\$752,892</b>

**\$752,892**

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 Theba Spator - Silbury  
 CITY CLERK

PC and Technology Support	\$1,236,040
<b>TOTAL APPROPRIATIONS</b>	<b>\$1,236,040</b>
<b>REVENUES</b>	
Technology Replacement Charges	\$436,125
Transfer from General Fund	\$349,915
Appropriated Fund Balance	\$450,000
<b>TOTAL REVENUES</b>	<b>\$1,236,040</b>

**SECTION III:** That the following appropriations are hereby made to the funds listed in the schedule below and that the following revenues are estimated to be available during the fiscal year to meet these appropriations in the respective fund.

**GOLF COURSE FUND**

<b>APPROPRIATIONS</b>	
Golf Course Operations	\$1,426,435
<b>TOTAL APPROPRIATIONS</b>	<b>\$1,426,435</b>
<b>REVENUES</b>	
Greens Fees	\$991,655
Cart Rentals	\$269,268
Concessions	\$163,228
Interest Earnings	\$2,284
<b>TOTAL REVENUES</b>	<b>\$1,426,435</b>

**PARKING FACILITIES FUND**

<b>APPROPRIATIONS</b>	
Parking Facilities Operations	\$3,167,920
Debt Service	\$1,099,370
<b>TOTAL APPROPRIATIONS</b>	<b>\$4,267,290</b>
<b>REVENUES</b>	
Parking Fees	\$3,313,990
Transfer from Debt Service Fund	\$550,386
Interest Earnings	\$14,577
Appropriated Fund Balance	\$388,337
<b>TOTAL REVENUES</b>	<b>\$4,267,290</b>

**SOLID WASTE MANAGEMENT FUND**

<b>APPROPRIATIONS</b>	
Solid Waste Operations	\$9,159,824
Debt Service	\$194,256
<b>TOTAL APPROPRIATIONS</b>	<b>\$9,354,080</b>
<b>REVENUES</b>	
Solid Waste Disposal Tax	\$58,972
Refuse Collection Fees	\$8,724,954
Other Revenue and Interest Earnings	\$240,470
Transfer From General Fund	\$29,866
Appropriated Fund Balance	\$299,818
<b>TOTAL REVENUES</b>	<b>\$9,354,080</b>

**STORM WATER MANAGEMENT FUND**

<b>APPROPRIATIONS</b>	
Storm Water Operations	\$8,462,900
Debt Service	\$1,837,321
<b>TOTAL APPROPRIATIONS</b>	<b>\$10,300,221</b>
<b>REVENUES</b>	
Storm Water Utility Fees	\$10,171,990
Other Revenue and Interest Earnings	\$128,231
<b>TOTAL REVENUES</b>	<b>\$10,300,221</b>
<b>DEBT SERVICE FUND</b>	
<b>APPROPRIATIONS</b>	
Debt Service Payments	\$20,784,520
<b>TOTAL APPROPRIATIONS</b>	<b>\$20,784,520</b>
<b>REVENUES</b>	
Property Tax	\$9,429,685
Intergovernmental Revenues	\$1,958,738
Transfer from General Fund	\$9,334,832
Interest Earnings	\$61,265
<b>TOTAL REVENUES</b>	<b>\$20,784,520</b>

**SECTION IV.** That there is hereby levied tax rate of \$0.0500 per \$100 valuation of taxable property as listed for taxes as of January 1, 2016, earmarked for the 80/20 Capital Debt Plan as outlined in the Five Year Capital Improvement Plan and restricted in the Debt Service Fund, for the purpose of raising revenue from current property tax as set forth in the foregoing estimate of revenues. That there is hereby levied a tax rate of \$0.0200 per \$100 valuation of taxable property as listed for taxes as of January 1, 2016, restricted in the Debt Service Fund for the Streets and Sidewalks Bond projects located throughout the City, as approved by the voters of Wilmington in November 2014.

**SECTION V:** That appropriations herein authorized shall have the amount of outstanding purchase orders as of June 30, 2016, added to each appropriation as it appears in order to account for the payment against the fiscal year in which it is paid.

**SECTION VI:** The City Council authorizes the consolidation and other actions necessary to comply with GASB pronouncements that would affect financial reporting compliance.

**SECTION VII:** The City Council authorizes the appropriation and implementation of retiree payout based upon usage to the respective functions, departments, divisions, and sections upon adoption of the FY 2016-17 budget.

**SECTION VIII:** The City Council authorizes the appropriation of a 3% salary and benefits budget for implementation in accordance with the City's compensation plan based upon usage to the respective functions, departments, divisions, and sections upon adoption of the FY 2016-17 budget.

**SECTION IX:** The City Council authorizes the appropriation and implementation of the Wilmington Area Metropolitan Transportation Planning Administration based upon usage to

the respective functions, departments, divisions, and sections upon the adoption of the FY 2016-17 budget.

**SECTION XI:** The City Council authorizes the appropriation and implementation of liability insurance based upon usage to the respective functions, departments, divisions, and sections upon adoption of the FY2016-17 budget.

**SECTION XII:** That any construction or repair project undertaken by city work forces shall be in compliance with the requirements of North Carolina General Statutes 143-135 and are hereby approved upon adoption of the FY 2016-17 budget.


**SECTION XIII:** That appropriations herein authorized shall fund the following Full-time, Full-time Equivalent (Part-time) positions. It does not include other temporary or seasonal positions such as interns:

Finance/CD HM	Full-time: 2	FTE (Part-time): .48
Community Development	Full-time: 3	FTE (Part-time): .10
Housing Development	Full-time: 3	FTE (Part-time): 0
Metropolitan Planning	Full-time: 10	FTE (Part-time): 0
Fleet	Full-time: 13	FTE (Part-time): 0
Golf	Full-time: 11	FTE (Part-time): 2.92
Parking	Full-time: 2	FTE (Part-time): 0
Solid Waste	Full-time: 75	FTE (Part-time): 0
Storm Water	Full-time: 60	FTE (Part-time): 0
Total	Full-time: 179	FTE (Part-time): 3.5

Adopted at a regular meeting  
on June 21, 2016

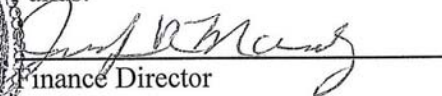
  
Bill Saffo, Mayor

Attest:

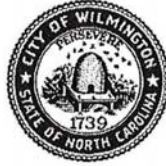
  
Penelope Spicer-Sidbury, City Clerk



Approved As To Availability of  
Funds:

  
Finance Director

# Ordinance



ITEM O1c

City Council  
City of Wilmington  
North Carolina

**Introduced By:** Sterling B. Cheatham, City Manager

**Date:** 5/17/2016

**Ordinance Making Appropriations to the Capital Projects Funds for the  
Fiscal Year Beginning July 1, 2016**

**LEGISLATIVE INTENT/PURPOSE:**

Appropriations to the Capital Projects Funds for the Fiscal Year beginning July 1, 2016.

**THEREFORE, BE IT ORDAINED:**

**SECTION I:** That, pursuant to NCGS 159-13.2, the following appropriations are hereby made to the Capital Projects Funds, consistent with the Recommended Budget and any changes made during City Council’s work sessions, and that the following revenues are estimated to be available during the fiscal year to meet these appropriations.

**CAPITAL PROJECTS**

**Appropriations:**

Storm Water Capital Projects:	\$3,311,879
Streets and Sidewalks Capital Projects:	\$7,046,453
Parks and Recreation Capital Projects:	\$2,956,800
Public Facilities Capital Projects:	\$704,552
Parking Facilities Capital Projects:	\$840,000
Public Improvement Capital Projects:	\$1,755,104

**Total Appropriations:** **\$16,614,788**

**Revenue:**

Transfer from General Fund:	\$5,142,370
Transfer from Debt Service Fund:	\$1,074,460
Transfer from Parking Facility Fund:	\$650,000
Interest on Investments:	\$31,268
Stormwater Fund:	\$2,000,000
Revenue Bonds:	\$1,300,000
Installment Financing:	\$6,400,223
Miscellaneous:	\$16,467

**Total Revenue:** **\$16,614,788**

CERTIFIED TO BE A TRUE COPY.  
 Amber Sporn-Sidbury  
 CITY CLERK



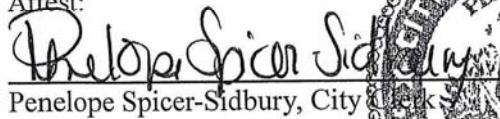
**SECTION II:** All expenditures relating to obtaining any bond referendum and/or installment purchase adopted as part of the Budget will be reimbursed from bond proceeds and installment purchase proceeds and, if non-taxable in accordance with the requirements of the United States Treasury Regulations Section 1.150-2.

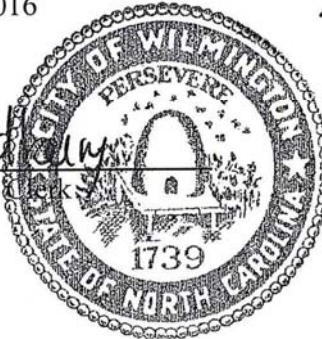
**SECTION III:** That any construction or repair project undertaken by city work forces shall be in compliance with the requirements of North Carolina General Statutes 143-135 and are hereby approved upon adoption of the FY 2016-17 budget.

Adopted at a regular meeting  
on June 21, 2016

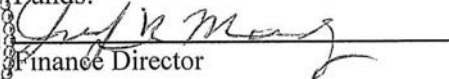
  
Bill Saffo, Mayor

Attest:

  
Penelope Spicer-Sidbury, City Clerk



Approved As To Availability of  
Funds:

  
Finance Director

# Ordinance



City Council  
City of Wilmington  
North Carolina

**Introduced By:** Sterling B. Cheatham, City Manager

**Date:** 5/17/2016

**Ordinance Amending Various Chapters of the City of Wilmington Fee Schedule for the  
Fiscal Year Beginning July 1, 2016**

**LEGISLATIVE INTENT/PURPOSE:**

Pursuant to G.S. 160A-77(b1), the City Council has established the City of Wilmington Fee Schedule as defined in Section 1-1 of the City Code and maintained in the office of the City Clerk. It is appropriate to amend various chapters of the Fee Schedule.

Chapter II - Parking Facility Fees

ARTICLE A: Parking Facility Fees

Section 1: Second Street Parking Deck  
Monthly Reserved Single Space Rate: \$100.00/month

Section 2: Market Street Parking Deck  
Monthly Reserved Single Space Rate: \$100.00/month

ARTICLE D: Parking Meter Rates

Section 1: Off Street

- The following rates shall be applicable to off-street parking meter spaces:
- Five cents per 2.24 minutes
- Ten cents per 4.48 minutes
- Twenty-five cents per (12) twelve minutes
- One dollar twenty five (\$1.25) per hour up to maximum time limit

Effective January 1, 2017

Section 2: On-Street

- The following rates shall be applicable to on-street parking meter spaces:
- Five cents per 2.24 minutes
- Ten cents per 4.48 minutes
- Twenty-five cents per (12) twelve minutes
- One dollar twenty five cents (\$1.25) per hour up to maximum time limit

Effective January 1, 2017

CERTIFIED TO BE A TRUE COPY  
CITY CLERK  
*Theresa Spion Sidbury*

Chapter III - Golf and Recreation Fees

Section 1. Municipal Golf Course Fees

JUNIOR SUMMER PASS

June 1 through August 31, after 12:00 p.m. \$100  
 September 1 through May 31 after 12:00 p.m. \$200  
 No cart fee when playing with a paying adult after 12:00 p.m.

Golf Cart Rentals Resident	Non-Resident
18 holes per person per cart	\$12.00 \$12.00
9 holes per person per cart	\$7 \$7
Pull cart rental	\$2 \$2

Winter rates: December, January, February	Resident	Non-Resident
18 holes with a cart for local residents on weekdays	\$32	\$32
18 holes with a cart for local residents on weekends	\$36	\$36

Weekday only: 15 round punch card: cart pass in conjunction with a greens fee pass for \$375 (\$25 per round).

PUNCH CARDS (15 rounds)	Total Cost	Value / round	City Emp \$	City Emp \$ / round
City Residents Only	\$240	\$16	\$120	\$8
Non-City Resident	\$300	\$20	\$150	\$10

City of Wilmington residents may purchase punch cards at \$240/15 rounds. All residents outside of the City limits in New Hanover, all Pender residents and all Brunswick residents can purchase punch cards at \$300/15 rounds. Punch cards expire within 6 months of date of purchase.

Chapter IV - Refuse Collection and Disposal Fees

The Public Services Department recommends eliminating the twice weekly refuse collection from single-family, multi-family and commercial refuse customers, resulting in a deletion of Article A, Section 1c, 2c and 3c.

- ARTICLE A: Residential/Regular Service Fee Schedule
- Section 1: Cart Fees for Single-Family Residential
- Section 2: Refuse Collection Fees for Multi-Family Residential
- Section 3: Refuse Collection Fees for Commercial Service

Chapter VI - Planning, Zoning and Miscellaneous Fees and Permits

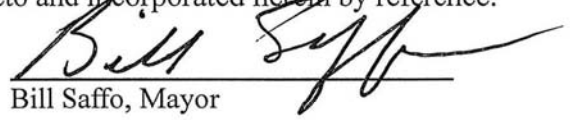
Section 4: Zoning Application Fees

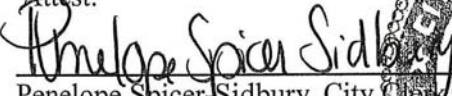


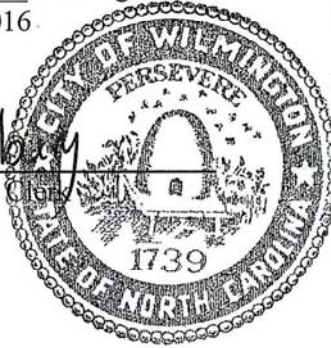
**THEREFORE, BE IT ORDAINED:**

SECTION I. That Chapters II, III, IV, VI, and VII of the City of Wilmington Fee Schedule are hereby amended as shown in Exhibit "A" attached hereto and incorporated herein by reference.

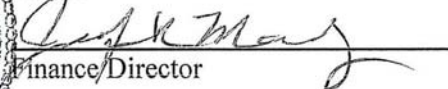
Adopted at a regular meeting  
on June 21, 2016.

  
Bill Saffo, Mayor

Attest:  
  
Penelope Spicer Sidbury, City Clerk



Approved As To Availability of  
Funds:

  
Finance Director

## SUPPLEMENTAL DOCUMENTS

### REVENUE DETAILS

#### GENERAL FUND

General Fund	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted
<b>Property Tax</b>				
Current Year	\$ 49,936,439	\$ 51,473,168	\$ 51,473,168	\$ 52,196,690
DMV Collections	\$ 3,433,062	\$ 3,158,699	\$ 3,158,699	\$ 3,707,874
1st Prior Year	\$ 289,063	\$ 500,000	\$ 500,000	\$ 350,000
2nd Prior Year	\$ (9,178)	\$ 60,000	\$ 60,000	\$ 60,000
Other Prior Years	\$ 52,586	\$ 50,000	\$ 50,000	\$ 50,000
Penalties and Interest	\$ 290,052	\$ 198,400	\$ 198,400	\$ 285,000
<b>Property Tax Total</b>	<b>\$ 53,992,024</b>	<b>\$ 55,440,267</b>	<b>\$ 55,440,267</b>	<b>\$ 56,649,564</b>
<b>Local Sales Tax</b>				
1% Local Option Sales Tax	\$ 10,108,170	\$ 10,427,014	\$ 10,427,014	\$ 10,969,890
1/2 % (Art. 40) Local Option Sales Tax	\$ 3,641,911	\$ 3,675,961	\$ 3,675,961	\$ 3,908,220
1/2 % (Art. 42) Local Option Sales Tax	\$ 4,939,639	\$ 5,213,507	\$ 5,213,507	\$ 5,249,650
1/2% (Art. 44 2003) Local Option Sales Tax	\$ 3,914	\$ -	\$ -	\$ -
1/4% Art.44 Hold Harmless	\$ 2,523,131	\$ 2,533,124	\$ 2,533,124	\$ 2,739,413
Rental Vehicle Tax	\$ 267,219	\$ 176,868	\$ 176,868	\$ 275,000
<b>Local Sales Tax Total</b>	<b>\$ 21,483,984</b>	<b>\$ 22,026,474</b>	<b>\$ 22,026,474</b>	<b>\$ 23,142,173</b>
<b>Licenses, Fees &amp; Permits</b>				
Privilege Licenses	\$ 2,269,740	\$ -	\$ -	\$ -
Motor Vehicle Licenses	\$ 411,726	\$ 380,208	\$ 380,208	\$ 405,208
Fire Permits and Charges	\$ 142,472	\$ 113,800	\$ 113,800	\$ 140,000
Construction Permits	\$ 55,870	\$ 40,800	\$ 40,800	\$ 55,000
Miscellaneous Permits	\$ 64,766	\$ 50,000	\$ 50,000	\$ 50,000
Penalties	\$ 17,895	\$ -	\$ -	\$ -
<b>Licenses, Fees &amp; Permits Total</b>	<b>\$ 2,962,469</b>	<b>\$ 584,808</b>	<b>\$ 584,808</b>	<b>\$ 650,208</b>
<b>Intergovernmental Revenues</b>				
Utility Franchise Tax	\$ 6,703,850	\$ 4,627,610	\$ 5,527,610	\$ 6,900,000
Beer and Wine Tax	\$ 533,087	\$ 465,090	\$ 465,090	\$ 575,000
Video Programming Tax	\$ 1,442,808	\$ 1,511,855	\$ 1,511,855	\$ 1,511,855
Telecommunications Service Tax	\$ 1,279,728	\$ 1,535,160	\$ 1,535,160	\$ 1,050,000
Court Fees	\$ 35,873	\$ 47,000	\$ 47,000	\$ 35,000
ABC Revenues	\$ 1,213,935	\$ 936,360	\$ 936,360	\$ 1,262,492
New Hanover County	\$ 189,786	\$ 290,349	\$ 340,349	\$ 237,774

	FY 14-15	FY 15-16	FY 15-16	FY 16-17
	Actual	Adopted	Adjusted	Adopted
<b>General Fund - Intergovernmental Revenues cont.</b>				
Cape Fear Garden Club	\$ 12,475	\$ -	\$ -	\$ -
Powell Bill (Gasoline Tax)	\$ 2,929,919	\$ 2,909,895	\$ 2,909,895	\$ 2,925,558
FEMA - Homeland Security	\$ (5,446)	\$ -	\$ -	\$ -
NC Emergency Management	\$ 1,504,615	\$ -	\$ -	\$ -
Supplemental PEG Channel Support	\$ 28,419	\$ 30,000	\$ 30,000	\$ 30,000
Piped Natural Gas Excise Tax	\$ 190,564	\$ 302,010	\$ 302,010	\$ 182,000
<b>Intergovernmental Revenues Total</b>	<b>\$ 16,059,613</b>	<b>\$ 12,655,329</b>	<b>\$ 13,605,329</b>	<b>\$ 14,709,679</b>
<b>Charges for General Government Services</b>				
Zoning and Subdivision Fees	\$ 77,456	\$ 52,030	\$ 52,030	\$ 65,000
<b>Charges for General Government Services Total</b>	<b>\$ 77,456</b>	<b>\$ 52,030</b>	<b>\$ 52,030</b>	<b>\$ 65,000</b>
<b>Charges for Public Safety Services</b>				
Reimbursed Overtime - Police	\$ 306,951	\$ 500,000	\$ 500,000	\$ 350,000
Special Teams	\$ 68,956	\$ 30,500	\$ 30,500	\$ 65,000
Mutual Aid Reimbursement	\$ 17,165	\$ -	\$ -	\$ -
Wilmington Housing Authority	\$ 118,500	\$ 158,000	\$ 158,000	\$ 158,000
Charges to New Hanover Schools	\$ 69,916	\$ 69,914	\$ 69,914	\$ 69,914
Fingerprints & Identification	\$ 9,180	\$ 12,500	\$ 12,500	\$ 10,000
Court Judgements	\$ 497	\$ -	\$ -	\$ -
Crime Lab Fees	\$ 13,953	\$ -	\$ -	\$ 10,000
Precious Metal Permits	\$ 3,059	\$ -	\$ -	\$ -
YMCA	\$ 10,129	\$ -	\$ 15,189	\$ 15,188
Azalea Festival Services	\$ 17,641	\$ -	\$ 12,550	\$ 17,641
State Property - Fire Protection	\$ 121,301	\$ 130,000	\$ 130,000	\$ 120,000
Outside of City Fire Protection Contracts	\$ 14,290	\$ 13,000	\$ 13,000	\$ 13,000
State of NC - Haz Mat Services	\$ 45,610	\$ 34,000	\$ 34,000	\$ 40,000
Reimbursed Overtime - Fire	\$ 40,640	\$ 30,000	\$ 30,000	\$ 19,000
Fire Inspection Fees	\$ 104,501	\$ 60,000	\$ 60,000	\$ 100,000
<b>Charges for Public Safety Services Total</b>	<b>\$ 962,288</b>	<b>\$ 1,037,914</b>	<b>\$ 1,065,653</b>	<b>\$ 987,743</b>
<b>Charges for Public Services</b>				
Resident Parking Permits	\$ 1,125	\$ -	\$ -	\$ -
Maintenance State Highway Signs	\$ 401,670	\$ 350,000	\$ 350,000	\$ 390,000
Hauling and Mowing	\$ -	\$ 39,000	\$ 39,000	\$ -
Utility Cut/Street Repair	\$ 139,661	\$ 151,500	\$ 151,500	\$ 135,000
Lot Cleaning	\$ 5,728	\$ 10,201	\$ 10,201	\$ 6,000
Demolition	\$ 1,904	\$ -	\$ -	\$ -
Boarding Fees	\$ 1,430	\$ 4,040	\$ 4,040	\$ 5,500
Penalties, Fees and Assessments	\$ 1,435	\$ -	\$ -	\$ -
<b>Charges for Public Services Total</b>	<b>\$ 552,952</b>	<b>\$ 554,741</b>	<b>\$ 554,741</b>	<b>\$ 536,500</b>

	FY 14-15	FY 15-16	FY 15-16	FY 16-17
	Actual	Adopted	Adjusted	Adopted
<b>Charges for Parks and Recreation Programs</b>				
North Waterfront park	\$ -	\$ -	\$ -	\$ 7,000
Northside Pool	\$ 7,336	\$ 7,000	\$ 7,000	\$ 7,000
Legion Pool	\$ 3,097	\$ 6,000	\$ 6,000	\$ 4,000
Robert Strange Pool	\$ 5,321	\$ 3,160	\$ 3,160	\$ 5,000
Tennis Reservations	\$ 20,355	\$ 15,000	\$ 15,000	\$ 20,000
Softball League	\$ -	\$ 10,000	\$ 10,000	\$ -
Boxing/Fitness Center	\$ 22,386	\$ 17,372	\$ 17,372	\$ 22,000
Fit for Fun	\$ 22,307	\$ 25,000	\$ 25,000	\$ 22,000
Youth Athletics	\$ 2,865	\$ 6,000	\$ 6,000	\$ 2,500
Skate Park Fees	\$ 14,790	\$ 12,500	\$ 12,500	\$ 13,000
Althea Gibson Tennis	\$ 29,083	\$ 25,000	\$ 25,000	\$ 29,000
Olsen Park	\$ 32,621	\$ 25,000	\$ 25,000	\$ 30,000
Revenue Producing Program	\$ 581	\$ -	\$ -	\$ -
Special Events	\$ 1,075	\$ 750	\$ 750	\$ 1,000
Halyburton Park Programs	\$ 36,734	\$ 35,000	\$ 35,000	\$ 35,000
MLK Park Programs	\$ 10,101	\$ 15,000	\$ 15,000	\$ 10,101
Maides Park Programs	\$ 2,560	\$ 6,000	\$ 6,000	\$ 2,560
Hemenway Programs	\$ 150	\$ -	\$ -	\$ -
Food and Beverage Concessions	\$ 447,167	\$ 353,500	\$ 353,500	\$ 450,000
Docking	\$ 26,802	\$ 27,500	\$ 27,500	\$ 27,000
Tree Permits	\$ 4,075	\$ 3,500	\$ 3,500	\$ 4,000
Riverfront Park	\$ 4,700	\$ 4,000	\$ 4,000	\$ 4,500
Road Race/Org Group Walk	\$ 2,313	\$ -	\$ -	\$ 2,500
Greenfield Park - Fragrance Garden	\$ 2,180	\$ 1,000	\$ 1,000	\$ 2,000
Greenfield Park - Amphitheater	\$ 25,253	\$ 14,000	\$ 14,000	\$ 25,000
Legion Stadium	\$ 33,745	\$ 33,000	\$ 33,000	\$ 33,500
M L King Center	\$ 1,205	\$ -	\$ -	\$ 1,200
Empie Picnic Shelter	\$ 5,341	\$ 3,500	\$ 3,500	\$ 5,000
Non-Olsen Softball Field	\$ 5,245	\$ 4,000	\$ 4,000	\$ 5,000
Halyburton Rentals	\$ 30,243	\$ 25,250	\$ 25,250	\$ 30,000
Greenfield Park - Grounds	\$ 558	\$ 150	\$ 150	\$ 500
Miscellaneous	\$ -	\$ 2,020	\$ 2,020	\$ -
Tennis Clinic	\$ 322	\$ -	\$ -	\$ -
Maides Park	\$ 5,355	\$ 2,000	\$ 2,000	\$ 5,000
Committed Revenue - Road Race/Group Walks	\$ 15,132	\$ -	\$ -	\$ -
Committed Revenue - Olsen Park	\$ 470	\$ -	\$ -	\$ -
Committed Revenue - Martin Luther King Center	\$ 2	\$ -	\$ -	\$ -
Committed Revenue - Legion Sports Complex	\$ 6,542	\$ -	\$ 6,800	\$ -
Committed Revenue - Halyburton Park	\$ 629	\$ -	\$ -	\$ -
Committed Revenue - Boxing Center	\$ 736	\$ -	\$ -	\$ -
Committed Revenue - Buck Hardee Field	\$ 1,300	\$ -	\$ -	\$ -
Committed Revenue - Derick GS Davis Center	\$ 37	\$ -	\$ -	\$ -
Committed Revenue - Empie Park Tennis Tournaments	\$ 534	\$ -	\$ -	\$ -
Committed Revenue - Greenfield Amphitheater	\$ 26,534	\$ -	\$ -	\$ -
<b>Charges for Parks and Recreation Programs Total</b>	<b>\$ 857,780</b>	<b>\$ 682,202</b>	<b>\$ 689,002</b>	<b>\$ 805,361</b>



	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted
<b>Miscellaneous</b>				
Miscellaneous Charges	\$ 6,740	\$ 4,000	\$ 4,000	\$ 5,000
<b>Miscellaneous Total</b>	<b>\$ 6,740</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 5,000</b>
<b>Fines &amp; Forfeitures</b>				
Civil Citations	\$ 42,983	\$ 46,200	\$ 46,200	\$ 46,200
Code Enforcement	\$ 7,217	\$ 5,000	\$ 5,000	\$ 7,000
Fire Code Violations	\$ 8,000	\$ 7,500	\$ 7,500	\$ 7,500
False Alarm Citations	\$ 147,964	\$ 75,000	\$ 75,000	\$ 100,000
<b>Fines &amp; Forfeitures Total</b>	<b>\$ 206,165</b>	<b>\$ 133,700</b>	<b>\$ 133,700</b>	<b>\$ 160,700</b>
<b>Interest Earnings</b>				
Interest on Investments	\$ 157,524	\$ 204,358	\$ 204,358	\$ 204,358
Interest on Liens	\$ 2,937	\$ -	\$ -	\$ -
<b>Interest Earnings Total</b>	<b>\$ 160,461</b>	<b>\$ 204,358</b>	<b>\$ 204,358</b>	<b>\$ 204,358</b>
<b>Other Revenue</b>				
Blue Cross Blue Shield	\$ -	\$ -	\$ -	\$ 25,000
Building and Improvements	\$ 1,244	\$ -	\$ 10,043	\$ -
Donations	\$ 90,200	\$ -	\$ 143,750	\$ -
Material Sales	\$ 52,489	\$ -	\$ -	\$ -
NHC Board of Education	\$ 53,320	\$ -	\$ -	\$ 105,000
Other Revenue	\$ 46,939	\$ 15,000	\$ 15,000	\$ 15,000
Rebate Pcard Program	\$ 34,445	\$ -	\$ -	\$ 30,000
Rental Income	\$ 190,588	\$ 208,553	\$ 208,553	\$ 208,553
Workers Compensation	\$ 50,223	\$ -	\$ -	\$ -
Other Governments	\$ 3,200	\$ -	\$ -	\$ -
Capital Projects Fund	\$ 80,000	\$ -	\$ -	\$ -
Debt Service Fund	\$ 416,423	\$ -	\$ 1,278,390	\$ 874,875
Miscellaneous Charges	\$ 241	\$ 3,000	\$ 3,000	\$ 2,000
<b>Other Revenue Total</b>	<b>\$ 1,019,311</b>	<b>\$ 226,553</b>	<b>\$ 1,658,736</b>	<b>\$ 1,260,428</b>
<b>Appropriated Fund Balance</b>				
Appropriated Fund Balance	\$ -	\$ 1,090,966	\$ 3,211,061	\$ 5,744,343
<b>Appropriated Fund Balance Total</b>	<b>\$ -</b>	<b>\$ 1,090,966</b>	<b>\$ 3,211,061</b>	<b>\$ 5,744,343</b>
<b>General Fund Total</b>	<b>\$ 98,341,243</b>	<b>\$ 94,693,342</b>	<b>\$ 99,230,159</b>	<b>\$ 104,921,057</b>

### STORMWATER MANAGEMENT FUND

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted
<b>Stormwater Management Fund</b>				
<b>Licenses &amp; Permits</b>				
Stormwater Discharge Permit	\$ 30,500	\$ 20,000	\$ 20,000	\$ 47,000
<b>Licenses &amp; Permits Total</b>	<b>\$ 30,500</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 47,000</b>

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted
<b>Charges for Services</b>				
Stormwater Utility Fee	\$ 7,343,202	\$ 7,291,414	\$ 7,291,414	\$ 7,730,986
Payment in Lieu	\$ 18,501	\$ -	\$ -	\$ -
City Street Stormwater Utility Fee	\$ 2,073,600	\$ 2,249,917	\$ 2,249,917	\$ 2,441,004
Stormwater Revenue Recovery	\$ 25,183	\$ -	\$ -	\$ -
NCDOT Drainage Maintenance	\$ 29,500	\$ 37,000	\$ 37,000	\$ 37,000
<b>Charges for Services Total</b>	<b>\$ 9,489,985</b>	<b>\$ 9,578,331</b>	<b>\$ 9,578,331</b>	<b>\$ 10,208,990</b>
<b>Intergovernmental Revenues</b>				
NC Emergency Management	\$ 34,709	\$ -	\$ -	\$ -
<b>Intergovernmental Revenues Total</b>	<b>\$ 34,709</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Financing Sources</b>				
Proceeds Refunding Bonds	\$ 6,965,000	\$ -	\$ -	\$ -
Proceeds Refunding COPS	\$ 680,000	\$ -	\$ -	\$ -
Issuance Premium Refunding	\$ 795,302	\$ -	\$ -	\$ -
<b>Other Financing Sources Total</b>	<b>\$ 8,440,302</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Miscellaneous</b>				
Material Sales	\$ 12,478	\$ -	\$ -	\$ -
Other Revenue	\$ 23	\$ -	\$ -	\$ -
<b>Miscellaneous Total</b>	<b>\$ 12,501</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Interest Earnings</b>				
Interest on Investments	\$ 33,642	\$ 44,231	\$ 44,231	\$ 44,231
<b>Interest Earnings Total</b>	<b>\$ 33,642</b>	<b>\$ 44,231</b>	<b>\$ 44,231</b>	<b>\$ 44,231</b>
<b>Appropriated Fund Balance</b>				
Appropriated Fund Balance	\$ -	\$ -	\$ 617,880	\$ -
<b>Appropriated Fund Balance Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 617,880</b>	<b>\$ -</b>
<b>Stormwater Management Fund Total</b>	<b>\$ 18,041,639</b>	<b>\$ 9,642,562</b>	<b>\$ 10,260,442</b>	<b>\$ 10,300,221</b>

## SOLID WASTE MANAGEMENT FUND

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted
<b>Solid Waste Management Fund</b>				
<b>Intergovernmental Revenues</b>				
Solid Waste Disposal Tax	\$ 72,127	\$ 58,972	\$ 58,972	\$ 58,972
New Hanover County	\$ 1,784	\$ -	\$ -	\$ -
<b>Intergovernmental Revenues Total</b>	<b>\$ 73,911</b>	<b>\$ 58,972</b>	<b>\$ 58,972</b>	<b>\$ 58,972</b>
<b>Charges for Current Services</b>				
Refuse Collection Fees	\$ 8,649,540	\$ 8,828,159	\$ 8,828,159	\$ 8,724,954
New Customer Activation Fees	\$ -	\$ -	\$ -	\$ 115,000
Bag Purchases Downtown	\$ 93,723	\$ 85,230	\$ 85,230	\$ 84,200

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted
<b>Charges for Current Services Cont.</b>				
Refuse Revenue Recovery	\$ 29,685	\$ -	\$ -	\$ -
Recycling Sales	\$ 28,492	\$ 18,800	\$ 18,800	\$ 28,670
<b>Charges for Current Services Total</b>	<b>\$ 8,801,439</b>	<b>\$ 8,932,189</b>	<b>\$ 8,932,189</b>	<b>\$ 8,952,824</b>
<b>Interest Earnings</b>				
Interest on Investments	\$ 13,456	\$ 16,451	\$ 16,451	\$ 7,600
<b>Interest Earnings Total</b>	<b>\$ 13,456</b>	<b>\$ 16,451</b>	<b>\$ 16,451</b>	<b>\$ 7,600</b>
<b>Other Revenue</b>				
Other Revenue	\$ 1,275,648	\$ 5,000	\$ 5,000	\$ 34,866
<b>Other Revenue Total</b>	<b>\$ 1,275,648</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 34,866</b>
<b>Appropriated Fund Balance</b>				
Appropriated Fund Balance	\$ -	\$ 309,574	\$ 311,574	\$ 299,818
<b>Appropriated Fund Balance Total</b>	<b>\$ -</b>	<b>\$ 309,574</b>	<b>\$ 311,574</b>	<b>\$ 299,818</b>
<b>Solid Waste Management Fund Total</b>	<b>\$ 10,164,455</b>	<b>\$ 9,322,186</b>	<b>\$ 9,324,186</b>	<b>\$ 9,354,080</b>

### GOLF COURSE FUND

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted
<b>Charges for Current Services</b>				
Daily Green Fees	\$ 465,974	\$ 795,150	\$ 795,150	\$ 788,135
Tournament Fees	\$ 12,976	\$ 5,000	\$ 13,260	\$ 7,085
Discount Cards - Green Fees	\$ 100,243	\$ 217,691	\$ 217,691	\$ 196,435
Cart Rentals	\$ 173,800	\$ 276,077	\$ 276,077	\$ 269,268
Retail Concessions	\$ 59,925	\$ 70,000	\$ 70,000	\$ 83,013
Food Concessions	\$ 28,119	\$ 50,000	\$ 50,000	\$ 50,215
Beer Sales	\$ 25,964	\$ 30,000	\$ 30,000	\$ 30,000
Locker Fees	\$ 440	\$ -	\$ -	\$ -
<b>Charges for Current Services Total</b>	<b>\$ 867,442</b>	<b>\$ 1,443,918</b>	<b>\$ 1,452,178</b>	<b>\$ 1,424,151</b>
<b>Miscellaneous</b>				
Other Revenue	\$ 16,594	\$ -	\$ 10,000	\$ -
<b>Miscellaneous Total</b>	<b>\$ 16,594</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>
<b>Operating Transfer In</b>				
Transfer from Golf Fund Capital Project	\$ 42,481	\$ -	\$ -	\$ -
<b>Operating Transfer In Total</b>	<b>\$ 42,481</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted
<b>Interest Earnings</b>				
Interest on Investments	\$ 2,689	\$ 2,284	\$ 2,284	\$ 2,284
<b>Interest Earnings Total</b>	<b>\$ 2,689</b>	<b>\$ 2,284</b>	<b>\$ 2,284</b>	<b>\$ 2,284</b>
<b>Appropriated Fund Balance</b>				
Appropriated Fund Balance	\$ 302,955	\$ -	\$ 157,750	\$ -
<b>Appropriated Fund Balance Total</b>	<b>\$ 302,955</b>	<b>\$ -</b>	<b>\$ 157,750</b>	<b>\$ -</b>
<b>Golf Course Fund Total</b>	<b>\$ 1,232,161</b>	<b>\$ 1,446,202</b>	<b>\$ 1,622,212</b>	<b>\$ 1,426,435</b>

## PARKING FACILITIES FUND

	FY 14-15 Actual	FY 15-16 Adopted	FY 15-16 Adjusted	FY 16-17 Adopted
<b>Parking Facilities Fund</b>				
<b>Charges for Current Services Street Parking</b>				
Monthly Fees	\$ 19,980	\$ 19,400	\$ 19,400	\$ 19,980
Parking Meters	\$ 955,636	\$ 916,000	\$ 916,000	\$ 1,172,000
Parking Permits	\$ 27,647	\$ 10,000	\$ 10,000	\$ 42,000
Parking Tokens	\$ 8,942	\$ 4,000	\$ 4,000	\$ 4,500
Special Event Fees	\$ 15,382	\$ -	\$ -	\$ -
<b>Charges for Current Services Street Parking Total</b>	<b>\$ 1,027,586</b>	<b>\$ 949,400</b>	<b>\$ 949,400</b>	<b>\$ 1,238,480</b>
<b>Charges for Current Services Water Street Deck</b>				
Hourly Fees	\$ 170,455	\$ 155,000	\$ 155,000	\$ 37,500
Monthly Fees	\$ 202,225	\$ 184,660	\$ 184,660	\$ 45,000
Special Event Fees	\$ 13,696	\$ -	\$ -	\$ -
Valet Parking	\$ 38,829	\$ 40,000	\$ 40,000	\$ 10,000
<b>Charges for Current Services Water Street Deck Total</b>	<b>\$ 425,205</b>	<b>\$ 379,660</b>	<b>\$ 379,660</b>	<b>\$ 92,500</b>
<b>Charges for Current Services Second Street Deck</b>				
Evening/Night Collections	\$ 15,918	\$ 20,000	\$ 20,000	\$ 18,000
Hourly Fees	\$ 111,078	\$ 120,000	\$ 120,000	\$ 134,000
Monthly Fees	\$ 219,118	\$ 250,000	\$ 250,000	\$ 252,310
Special Event Fees	\$ 25,763	\$ 12,000	\$ 12,000	\$ 18,000
Stamp Sales	\$ 1,901	\$ 1,000	\$ 1,000	\$ 850
<b>Charges for Current Services Second Street Deck Total</b>	<b>\$ 373,778</b>	<b>\$ 403,000</b>	<b>\$ 403,000</b>	<b>\$ 423,160</b>
<b>Charges for Current Services Second Street Lot</b>				
Hourly Fees	\$ 186,321	\$ 180,000	\$ 180,000	\$ 200,000
Monthly Fees	\$ 39,225	\$ 40,000	\$ 40,000	\$ 60,000
Special Event Fees	\$ 9,881	\$ 1,500	\$ 1,500	\$ 1,000
<b>Charges for Current Services Second Street Lot Total</b>	<b>\$ 235,427</b>	<b>\$ 221,500</b>	<b>\$ 221,500</b>	<b>\$ 261,000</b>

	FY 14-15	FY 15-16	FY 15-16	FY 16-17
	Actual	Adopted	Adjusted	Adopted
<b>Charges for Current Services Market Street Deck</b>				
Evening/Night Collections	\$ 105,815	\$ 120,000	\$ 120,000	\$ 110,000
Hourly Fees	\$ 382,497	\$ 380,000	\$ 380,000	\$ 389,000
Monthly Fees	\$ 168,038	\$ 142,000	\$ 142,000	\$ 192,750
Special Event Fees	\$ 43,286	\$ 12,000	\$ 12,000	\$ 20,000
Stamp Sales	\$ 13,414	\$ -	\$ -	\$ -
<b>Charges for Current Services Market Street Deck Total</b>	<b>\$ 713,051</b>	<b>\$ 654,000</b>	<b>\$ 654,000</b>	<b>\$ 711,750</b>
<b>Charges for Current Services Hannah Block Lot</b>				
Hourly Fees	\$ 25,460	\$ 29,000	\$ 29,000	\$ 46,000
Monthly Fees	\$ 10,627	\$ 10,000	\$ 10,000	\$ 10,500
Special Event Fees	\$ 870	\$ -	\$ -	\$ 200
<b>Charges for Current Services Hannah Block Lot Total</b>	<b>\$ 36,957</b>	<b>\$ 39,000</b>	<b>\$ 39,000</b>	<b>\$ 56,700</b>
<b>Fines &amp; Forfeitures</b>				
Parking Fines	\$ 441,749	\$ 578,550	\$ 578,550	\$ 530,400
<b>Fines &amp; Forfeitures Total</b>	<b>\$ 441,749</b>	<b>\$ 578,550</b>	<b>\$ 578,550</b>	<b>\$ 530,400</b>
<b>Interest Earnings</b>				
Interest Earnings	\$ 11,050	\$ 14,577	\$ 14,577	\$ 14,577
<b>Interest Earnings Total</b>	<b>\$ 11,050</b>	<b>\$ 14,577</b>	<b>\$ 14,577</b>	<b>\$ 14,577</b>
<b>Other Revenue</b>				
Other Revenue	\$ 4,200	\$ -	\$ -	\$ -
<b>Other Revenue Total</b>	<b>\$ 4,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>From Debt Service Fund</b>				
From Debt Service Fund	\$ 254,337	\$ 247,721	\$ 558,740	\$ 550,386
<b>From Debt Service Fund Total</b>	<b>\$ 254,337</b>	<b>\$ 247,721</b>	<b>\$ 558,740</b>	<b>\$ 550,386</b>
<b>Installment Financing</b>				
Installment Financing	\$ 2,177,343	\$ -	\$ -	\$ -
<b>Installment Financing Total</b>	<b>\$ 2,177,343</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Appropriated Fund Balance</b>				
Appropriated Fund Balance	\$ 137,129	\$ -	\$ -	\$ 388,337
<b>Appropriated Fund Balance Total</b>	<b>\$ 137,129</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 388,337</b>
<b>Parking Facilities Fund Total</b>	<b>\$ 5,837,813</b>	<b>\$ 3,487,408</b>	<b>\$ 3,798,427</b>	<b>\$ 4,267,290</b>

## DETAILED AUTHORIZED POSITION LISTING

Status	Department	Department/Division	Position Number	Position Title	FY 14-15 Actuals	FY 15-16 Adopted	FY 15-16 Adjusted	FY15-16 Corrected	FY 16-17 Adopted
Full-time	City Clerk	City Clerk	1801	City Clerk	1	1	1	1	1
			1803	Assistant City Clerk	2	2	2	2	2
		City Clerk Total			3	3	3	3	3
	<b>City Clerk Total</b>				<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Full-time	City Manager	Budget and Research	2317	Budget Director	0	1	1	1	1
			2321	Sr. Budget Analyst	0	2	2	2	2
		Budget and Research Total			0	3	3	3	3
		City Manager Administration	1106	Executive Staff Assistant	2	1	1	1	1
			1107	Executive Support Specialist	1	1	1	1	1
			1110	Executive Asst to Mayor & Council	0	1	1	1	1
			1799	Assistant to CM for Legislative Affairs	1	1	1	1	1
			1808	Deputy City Manager	1	2	2	2	2
			1809	City Manager	1	1	1	1	1
		City Manager Administration Total			6	7	7	7	7
		Communications	1707	Communications Officer	1	1	1	1	1
			1712	GTV Producer/Director	1	1	1	1	1
			1713	Communications Specialist	1	1	1	1	1
			1715	GTV Station Manager	1	1	1	1	1
			7603	Marketing Coordinator	1	1	1	1	1
		Communications Total			5	5	5	5	5
		Development Support	1804	Assistant to City Manager/Development	1	1	1	1	1
Development Support Total			1	1	1	1	1		
Internal Audit	2300	City Auditor	1	1	1	1	1		
Internal Audit Total			1	1	1	1	1		
	<b>City Manager Total</b>				<b>13</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>
Full-time	City Attorney	City Attorney	1103	Administrative Support Technician	2	2	2	2	2
			1107	Executive Support Specialist	1	1	1	1	1
			1901	Paralegal	2	2	2	2	2
			1907	Assistant City Attorney	2	2	2	2	3
			1908	Deputy City Attorney	1	1	1	1	1
			1909	City Attorney	1	1	1	1	1
		City Attorney Total			9	9	9	9	10
	<b>City Attorney Total</b>				<b>9</b>	<b>9</b>	<b>9</b>	<b>10</b>	
Full-time	Human Resources	Human Resources	1502	Human Resource Technician	2	3	3	3	3
			1507	Safety Programs Manager	1	1	1	1	1
			1508	Sr. Human Resource Analyst	3	3	3	3	3
			1509	Director of Human Resources	1	1	1	1	1
			TBD	Un-funded Human Resources	0	0	0	0	1
		Human Resources Total			7	8	8	8	9
	<b>Human Resources Total</b>				<b>7</b>	<b>8</b>	<b>8</b>	<b>9</b>	
Full-time	Finance	Finance Administration and Accounting	1103	Administrative Support Technician	0	1	1	1	1
			2112	Accountant	1	1	2	2	2
			2114	Sr. Accountant	1	1	1	1	1
			2123	Payroll Manager	1	1	1	1	1
			2124	Accounting Manager	1	1	1	1	1
			2512	Fiscal Support Technician	2	2	1	1	1
			2516	Assistant Finance Director - Controller	1	1	1	1	1
			2517	Assistant Finance Director - Treasurer	1	1	1	1	1
			2519	Finance Director	1	1	1	1	1
			2521	Payroll Specialist	0	1	1	1	1
			2522	Payroll Accountant	1	1	1	1	1
			2613	Reporting Analyst	2	2	2	2	2
		Finance Administration and Accounting Total			12	14	14	14	14
		Purchasing	2111	Contract Specialist	1	2	2	2	2
			2115	Buyer	2	2	2	2	2
	2117	Purchasing Manager	1	1	1	1	1		
Purchasing Total			4	5	5	5	5		

Status	Department	Department/Division	Position Number	Position Title	FY 14-15 Actuals	FY 15-16 Adopted	FY 15-16 Adjusted	FY15-16 Corrected	FY 16-17 Adopted
		Billing and Collections	1101	Mail Courier	1	1	1	1	1
			2112	Accountant	0	0	0	0	1
			2500	Customer Service Manager	1	1	1	1	1
			2523	Collections Officer/Tax Collections	1	1	1	1	1
			2615	Revenue Specialist	3	4	4	4	4
		<b>Billing and Collections Total</b>			<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>8</b>
	<b>Finance Total</b>				<b>22</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>27</b>
	<b>Information Technology Services</b>	Information Technology Services	1304	Computer Support Specialist	2	2	2	2	4
			1310	Director of Information Technology	1	1	1	1	1
			1313	Client Services Manager	0	0	0	0	1
			1314	GIS Manager	1	1	1	1	1
			1315	Client Services Supervisor	1	1	1	1	0
			1316	IT Procurement Specialist	1	1	1	1	1
			1317	Network Administrator	1	1	1	1	2
			1318	Network Administrator, Senior	1	1	1	1	1
			1319	Computer Support Analyst	1	2	1	1	1
			1320	Business Systems Manager	1	1	1	1	1
			1325	Business Systems Analyst	1	1	2	2	3
			1326	Business Systems Analyst, Senior	4	4	4	4	4
			1327	Technology Systems Manager	1	1	1	1	1
		<b>Information Technology Services Total</b>			<b>16</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>21</b>
	<b>Information Technology Services Total</b>				<b>16</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>21</b>
	<b>Community Services</b>	Community Services Administration	1105	Administrative Support Specialist	1	1	1	1	1
			7009	Director of Community Services	1	1	1	1	1
		<b>Community Services Administration Total</b>			<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
		Code Enforcement	1102	Administrative Support Assistant	1	1	1	1	0
			1103	Administrative Support Technician	0	0	0	0	1
			7101	Code Enforcement Officer	4	3	3	3	4
			7103	Sr. Code Enforcement Officer	1	0	0	0	0
			7105	Chief Code Enforcement Officer	1	1	1	1	1
		<b>Code Enforcement Total</b>			<b>7</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>
		Parks and Recreation	1103	Administrative Support Technician	1	1	1	1	1
			1105	Administrative Support Specialist	1	1	1	1	1
			1215	Sr. Small Engine Mechanic	1	1	1	1	1
			3300	Housekeeper	1	1	1	1	1
			3302	Facilities Crew Leader	1	1	1	1	1
			3304	Facilities Technician	1	1	1	1	2
			3309	Facilities Manager	1	1	1	1	1
			6208	Concessions Supervisor	0	1	1	1	1
			6461	Recreation Marketing Specialist	0	1	1	1	1
			6462	Recreation Special Events Specialist	0	1	1	1	1
			6504	Downtown Services Specialist	1	1	1	1	1
			6508	Recreation Manager	1	1	1	1	1
			6512	Recreation Assistant	1	1	1	1	1
			6514	Recreation Coordinator	2	2	2	2	2
			6515	Recreation Supervisor	10	10	10	10	10
			6521	Recreation Program Specialist	2	1	1	1	1
			6522	Parks and Recreation Superintendent	1	1	1	1	1
			6523	Parks Landscape & Forestry Manager	0	1	1	1	1
			8110	Grounds Technician	14	14	14	14	14
			8111	Parks Supervisor	0	1	1	1	1
			8112	Grounds Crew Leader	6	6	6	6	7
			8113	Sr. Grounds Technician	8	8	8	8	9
			8118	Landscape Supervisor	0	1	1	1	1
			8119	Parks & Landscape Superintendent	1	1	1	0	0
			8120	Horticulturist	6	6	6	6	6
			8430	Tree Trimmer	3	3	3	3	3
			8433	Tree Crew Leader	3	3	3	3	3

Status	Department	Department/Division	Position Number	Position Title	FY 14-15 Actuals	FY 15-16 Adopted	FY 15-16 Adjusted	FY15-16 Corrected	FY 16-17 Adopted
			8435	Tree Crew Supervisor	1	1	1	1	1
			8437	Forestry Management Supervisor	0	1	1	1	1
			6514 PTR	Recreation Coordinator	2	2	2	2	2
		Parks and Recreation Total			69	75	75	74	77
	<b>Community Services Total</b>				<b>78</b>	<b>82</b>	<b>82</b>	<b>81</b>	<b>85</b>
	<b>Planning, Development and Transportation</b>	PDT Administration	1105	Administrative Support Specialist	1	1	1	1	1
			1306	GIS Analyst	0	0	1	1	1
			7005	Dept of Planning, Development, and Transportation Director	1	1	1	1	1
			7413	GIS Planner	1	1	0	0	0
		PDT Administration Total			3	3	3	3	3
		Planning	1103	Administrative Support Technician	1	1	1	1	1
			1104	Planning Coordinator	1	1	1	1	1
			7006	Assistant Planning Director	1	1	1	1	1
			7101	Code Enforcement Officer	0	1	1	1	1
			7103	Sr. Code Enforcement Officer	0	1	1	1	1
			7416	Planner, Senior	2	2	2	2	2
			7421	Historic Preservation Planner	1	1	1	1	1
			7428	Urban Designer	1	1	1	1	1
			7440	Associate Planner	6	6	6	6	7
			7501	Zoning Inspector	1	1	1	1	1
			7503	Zoning Administrator	1	1	1	1	1
		Planning Total			15	17	17	17	18
		Traffic Engineering	1105	Administrative Support Specialist	1	1	1	1	1
			1306	GIS Analyst	1	1	1	1	1
			4103	Traffic Engineer Tech, Senior	1	1	1	1	1
			4116	City Traffic Engineer	1	1	1	1	1
			4712	Electronic & Instrumentation Technician	2	3	3	3	3
			4714	Senior Electronic & Instrumentation Technician	4	4	4	4	4
			4717	Signal System Specialist	1	1	1	1	1
			4719	Signal Systems Management Engineer	1	1	1	1	1
			4720	ITS Maintenance Supervisor	1	1	1	1	1
			4721	Signs and Markings Technician I	3	3	3	3	3
			4723	Signs and Markings Technician II	4	4	4	4	4
			4725	Signs and Markings Supervisor	1	1	1	1	1
			4729	Signs and Markings Engineering Manager	1	1	1	1	1
		Traffic Engineering Total			22	23	23	23	23
	<b>Planning, Development and Transportation Total</b>				<b>40</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>44</b>
	<b>Police Department</b>	Office of the Chief	1103	Administrative Support Technician	0	1	1	1	2
			1105	Administrative Support Specialist	4	4	4	4	5
			2314	Grants Coordinator	0	0	0	0	1
			9609	Criminal Intelligence Analyst	0	0	0	0	3
			9611	Police Officer	4	5	5	5	2
			9612	Police Corporal	4	4	4	4	4
			9614	Police Sergeant	4	4	4	4	3
			9615	Police Lieutenant	2	2	2	2	2
			9617	Police Captain	0	0	0	0	1
			9618	Deputy Police Chief	2	2	2	2	3
			9619	Police Chief	1	1	1	1	1
			9621	Police Officer - Day	10	8	8	8	0
			9622	Police Trainee	3	3	3	3	0
			9630	Police Community Relations/PIO	1	1	1	1	1
			9709	Police Planner	0	0	0	0	1
		Office of the Chief Total			35	35	35	35	29
		Planning and Research	1105	Administrative Support Specialist	1	1	1	1	0
			2314	Grants Coordinator	1	1	1	1	0
			9612	Police Corporal	1	1	1	1	0
			9617	Police Captain	1	1	1	1	0
			9709	Police Planner	1	1	1	1	0
		Planning and Research Total			5	5	5	5	0
		Criminal Investigations	1103	Administrative Support Technician	1	1	1	1	0
			1105	Administrative Support Specialist	1	1	1	1	1
			1703	Social Worker	1	1	1	1	1



Status	Department	Department/Division	Position Number	Position Title	FY 14-15 Actuals	FY 15-16 Adopted	FY 15-16 Adjusted	FY15-16 Corrected	FY 16-17 Adopted
			9609	Criminal Intelligence Analyst	2	2	2	2	1
			9611	Police Officer	32	32	32	32	18
			9612	Police Corporal	20	20	20	20	13
			9614	Police Sergeant	5	5	5	5	4
			9615	Police Lieutenant	2	2	2	2	0
			9617	Police Captain	1	1	1	1	0
			9632	Crime Prevention Specialist	0	0	0	0	1
		Criminal Investigations Total			65	65	65	65	39
		Northwest Patrol	1105	Administrative Support Specialist	1	1	1	1	1
			9611	Police Officer	72	72	72	72	79
			9612	Police Corporal	19	19	19	19	18
			9614	Police Sergeant	13	13	13	13	12
			9615	Police Lieutenant	6	6	6	6	7
			9617	Police Captain	1	2	2	2	2
			9701	Court Officer	1	1	1	1	1
		Northwest Patrol Total			113	114	114	114	120
		SABLE	9613	Police Command Pilot	2	2	2	2	2
		SABLE Total			2	2	2	2	2
		Southeast Patrol	1105	Administrative Support Specialist	1	1	1	1	1
			9611	Police Officer	43	43	43	43	56
			9612	Police Corporal	14	14	14	14	15
			9614	Police Sergeant	6	5	5	5	6
			9615	Police Lieutenant	2	2	2	2	2
			9617	Police Captain	1	1	1	1	1
			9707	Traffic Investigators	2	2	2	2	2
		Southeast Patrol Total			69	68	68	68	83
		Special Investigations	1105	Administrative Support Specialist	0	0	0	0	1
			9609	Criminal Intelligence Analyst	0	0	0	0	1
			9611	Police Officer	0	0	0	0	10
			9612	Police Corporal	0	0	0	0	8
			9614	Police Sergeant	0	0	0	0	3
			9615	Police Lieutenant	0	0	0	0	1
			9617	Police Captain	0	0	0	0	1
		Special Investigations Total			0	0	0	0	25
		Administrative Services Bureau	1103	Administrative Support Technician	3	3	3	3	2
			1105	Administrative Support Specialist	2	2	2	2	2
			1109	Police Administrative Supervisor	3	3	3	3	3
			1304	Computer Support Specialist	1	1	1	1	0
			1311	Technology Support Assistant	1	1	1	1	0
			1325	Business Systems Analyst	1	1	1	1	0
			2513	Fiscal Support Specialist	1	1	1	1	1
			3300	Housekeepers	3	3	3	3	3
			3304	Facilities Technician	1	1	1	1	1
			7101	Code Enforcement Officer	1	1	1	1	1
			9603	Crime Scene Technician	7	7	7	7	0
			9605	Forensic Chemist	1	2	2	2	0
			9611	Police Officer	1	1	1	1	1
			9612	Police Corporal	2	1	1	1	1
			9614	Police Sergeant	1	1	1	1	0
			9615	Police Lieutenant	1	1	1	1	1
			9617	Police Captain	1	1	1	1	1
			9631	Crime Scene Unit Supervisor	0	1	1	1	0
			9640	Manager Forensic Lab	1	1	1	1	0
			9703	Police Property Technician	2	2	2	2	2
			9704	Quarter Master	1	1	1	1	1
			9710	Police DCI Clerks	6	6	6	6	6
			9712	Police Records Clerks	5	5	5	5	6
		Administrative Services Bureau Total			46	47	47	47	32
		Lab/CSI	9603	Crime Scene Technician	0	0	0	0	8
			9605	Forensic Chemist	0	0	0	0	1
			9631	Crime Scene Unit Supervisor	0	0	0	0	1
			9640	Manager Forensic Lab	0	0	0	0	1
		Lab/CSI Total			0	0	0	0	11
		<b>Police Department Total</b>			<b>335</b>	<b>336</b>	<b>336</b>	<b>336</b>	<b>341</b>

Status	Department	Department/Division	Position Number	Position Title	FY 14-15 Actuals	FY 15-16 Adopted	FY 15-16 Adjusted	FY15-16 Corrected	FY 16-17 Adopted
	<b>Fire Department</b>	Community Risk Reduction	<b>9317</b>	Fire Battalion Chief	1	1	1	1	1
			<b>9326</b>	Fire Captain Dayshift	0	0	0	0	1
			<b>9330</b>	Community Risk Reduction Coordinator	0	0	0	0	1
		Community Risk Reduction Total			1	1	1	1	3
		Fire Administration	<b>1105</b>	Administrative Support Specialist	1	1	1	1	1
			<b>1502</b>	Human Resource Technician	1	1	1	1	1
			<b>9319</b>	Fire Chief	1	1	1	1	1
		Fire Administration Total			3	3	3	3	3
		Fire Fleet Maintenance	<b>1207</b>	Service/Shop Supervisor	0	0	0	0	1
			<b>1213</b>	Emergency Vehicle Tech I	0	0	0	0	1
			<b>1214</b>	Emergency Vehicle Tech II	0	0	0	0	1
		Fire Fleet Maintenance Total			0	0	0	0	3
		Fire Support Services	<b>1207</b>	Service/Shop Supervisor	1	1	1	1	0
			<b>1213</b>	Emergency Vehicle Tech I	1	1	1	1	0
			<b>1214</b>	Emergency Vehicle Tech II	1	1	1	1	0
			<b>1305</b>	Systems Analyst	1	1	1	1	1
			<b>1306</b>	GIS Analyst	1	1	1	1	1
			<b>2513</b>	Fiscal Support Specialist	1	1	1	1	1
			<b>9310</b>	Fire Master Firefighter	1	1	1	1	0
			<b>9318</b>	Assistant Fire Chief	1	1	1	1	1
			<b>9326</b>	Fire Captain Dayshift	0	0	0	0	1
		Fire Support Services Total			8	8	8	8	5
		Fire and Life Safety	<b>1103</b>	Administrative Support Technician	1	1	1	1	1
			<b>9310</b>	Fire Master Firefighter	2	2	2	2	0
			<b>9316</b>	Fire Captain	3	3	3	3	0
			<b>9317</b>	Fire Battalion Chief	1	1	1	1	1
			<b>9322</b>	Fire Master Firefighter Day	0	0	0	0	3
			<b>9326</b>	Fire Captain Dayshift	0	0	0	0	2
		Fire and Life Safety Total			7	7	7	7	7
		Fire Training	<b>1105</b>	Administrative Support Specialist	1	1	1	1	1
			<b>9310</b>	Fire Master Firefighter	1	1	1	1	0
			<b>9316</b>	Fire Captain	2	2	2	2	0
			<b>9317</b>	Fire Battalion Chief	2	2	2	2	1
			<b>9322</b>	Fire Master Firefighter Day	0	0	0	0	2
			<b>9326</b>	Fire Captain Dayshift	0	0	0	0	1
		Fire Training Total			6	6	6	6	5
		Firefighting	<b>9310</b>	Fire Master Firefighter	46	46	46	46	46
			<b>9311</b>	Firefighter	76	76	76	76	91
			<b>9316</b>	Fire Captain	48	48	48	48	47
			<b>9317</b>	Fire Battalion Chief	7	7	7	7	8
			<b>9318</b>	Assistant Fire Chief	1	1	1	1	3
			<b>9320</b>	Firefighter Dayshift	0	0	0	0	1
			<b>9321</b>	Firefighter Academy	15	15	15	15	0
		Firefighting Total			193	193	193	193	196
	<b>Fire Department Total</b>				<b>218</b>	<b>218</b>	<b>218</b>	<b>218</b>	<b>222</b>
	<b>Public Services Department</b>	Public Services Administration	<b>1520</b>	Safety and Training Specialist	1	1	1	1	1
			<b>1797</b>	Sustainability Project Manager	1	1	1	1	1
			<b>1802</b>	Director of Public Services	1	1	1	1	1
			<b>3911</b>	Public Services Compliance Officer	1	1	1	1	1
			<b>3920</b>	Business Administrator - Public Services	1	1	1	1	1
		Public Services Administration Total			5	5	5	5	5
		Buildings	<b>1103</b>	Administrative Support Technician	1	1	1	1	1
			<b>3300</b>	Housekeeper	1	1	1	1	1
			<b>3302</b>	Facilities Crew Leader	1	1	1	1	1
			<b>3304</b>	Facilities Technician	0	0	0	0	1
			<b>3305</b>	Facilities Specialist	4	4	4	4	4
			<b>3307</b>	Sr. Facilities Specialist	1	1	1	1	1
			<b>3308</b>	Buildings & Facilities Superintendent	1	1	1	1	1
		Buildings Total			9	9	9	9	10

Status	Department	Department/Division	Position Number	Position Title	FY 14-15 Actuals	FY 15-16 Adopted	FY 15-16 Adjusted	FY15-16 Corrected	FY 16-17 Adopted
		Streets	1103	Administrative Support Technician	1	1	1	1	1
			3203	Senior Construction Workers	9	9	9	9	9
			3205	Construction Crew Leader	4	4	4	4	4
			3208	Construction Supervisor	2	2	2	2	2
			3402	Equipment Operator	4	4	4	4	4
			3405	Heavy Equipment Operator	1	1	1	1	1
			3802	Quality Control Technician	2	2	2	2	2
			3808	Streets Construction Manager	1	1	1	1	1
			3809	Streets Manager	1	1	1	1	1
		Streets Total			25	25	25	25	25
	<b>Public Services</b>								
	<b>Department Total</b>				<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>40</b>
	<b>Engineering</b>	Engineering	1105	Administrative Support Specialist	1	1	1	1	0
			1306	GIS Analyst	1	1	1	1	2
			1903	Property Acquisition Specialist	1	1	1	1	1
			2110	Contract Administrator	1	1	1	1	1
			3802	Quality Control Technician	1	2	2	2	2
			4100	Engineering Technician - Public Services	1	1	1	1	1
			4104	Sr. Engineering Tech	0	0	0	0	1
			4106	Engineering Technology Specialist	2	2	2	2	1
			4110	Sr. Project Engineer	0	1	1	1	1
			4113	Staff Engineer - Engineering	0	0	0	0	1
			4114	Plan Review Engineer	1	1	1	1	1
			4115	Engineer, Project	2	1	1	1	1
			4117	Division Engineer	1	1	1	1	1
			4119	City Engineer	1	1	1	1	1
			4301	Survey Project Manager	0	1	1	1	1
			4304	Survey Technician	3	2	2	2	2
			4306	Survey Chief	3	3	3	3	3
			4307	Construction Inspector	3	3	3	3	3
			4308	Construction Manager	1	1	1	1	1
			4309	City Surveyor	1	1	1	1	1
			4310	Construction Project Manager	2	4	4	4	3
			4311	Sr. Construction Project Manager	0	1	1	1	1
		Engineering Total			26	30	30	30	30
	<b>Engineering Total</b>				<b>26</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>
	<b>CD/HM Grant and Loan Fund</b>	CD/HM Grant & Loan Fund - Finance Accounting	2112	Accountant	1	1	1	1	1
			2114	Accountant, Senior	1	1	1	1	1
		CD/HM Grant & Loan Fund - Finance Accounting Total			2	2	2	2	2
		CD/HM Grant & Loan Fund - Comm Develop	7214	Community Development Specialist	1	1	1	1	1
				Community Development Analyst					
			7218	Compliance	1	1	1	1	1
				Community Development and Housing					
			7419	Planner	1	1	1	1	1
		CD/HM Grant & Loan Fund - Comm Develop Total			3	3	3	3	3
		CD/HM Grant & Loan Fund - Housing		Community Development Analyst					
			7218	Compliance	1	1	1	1	1
			7222	Housing Rehabilitation Technician	2	2	2	1	1
				Housing Rehabilitation Technician, Senior					
			7225	Housing Rehabilitation Technician, Senior	1	1	1	1	1
		CD/HM Grant & Loan Fund - Housing Total			4	4	4	3	3
	<b>CD/HM Grant and Loan Fund Total</b>				<b>9</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>

Status	Department	Department/Division	Position Number	Position Title	FY 14-15 Actuals	FY 15-16 Adopted	FY 15-16 Adjusted	FY15-16 Corrected	FY 16-17 Adopted	
	<b>Fleet</b>	Fleet Maintenance & Replacement	1105	Administrative Support Specialist	0	0	0	0	1	
			1108	Administrative Support Supervisor	1	1	1	1	1	
			1200	Parks Clerk	1	1	1	1	0	
			1203	Auto/Equipment Mechanic - Light	4	4	4	4	4	
			1208	Auto/Equipment Mechanic - Heavy	5	5	5	5	5	
			1209	Fleet Manager	1	1	1	1	1	
			1212	Assistant Fleet Manager	1	1	1	1	1	
				Fleet Maintenance & Replacement Total			13	13	13	13
	<b>Fleet Total</b>				<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	
	<b>Parking</b>	Parking Facility - Street Parking	131	Parking Manager	1	1	1	1	1	
			2513	Fiscal Support Specialist	1	1	1	1	1	
		Parking Facility - Street Parking Total			2	2	2	2	2	
	<b>Parking Total</b>				<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	
	<b>Solid Waste Management</b>	Solid Waste Administration	1103	Administrative Support Technician	3	3	3	3	3	
			8517	Solid Waste Manager	1	1	1	1	1	
			8519	Superintendent of Solid Waste	1	1	1	1	1	
			Solid Waste Administration Total			5	5	5	5	
			Customer Refuse	8510	Solid Waste Worker	17	17	17	17	13
		8513		Solid Waste Operator	15	15	15	15	15	
		8517		Solid Waste Manager	1	1	1	1	1	
			Customer Refuse Total			33	33	33	29	
			Recycling	8513	Solid Waste Operator	5	5	5	5	5
			Recycling Total			5	5	5	5	
			Yard Waste	8510	Solid Waste Worker	9	9	9	9	5
		8513		Solid Waste Operator	12	12	12	12	12	
		8517		Solid Waste Manager	1	1	1	1	1	
			Yard Waste Total			22	22	22	18	
			Downtown Collection	8510	Solid Waste Worker	2	2	2	2	2
	8511	Solid Waste Operator - Downtown		6	6	6	6	6		
	8512	Solid Waste Crew Leader - Downtown		2	2	2	2	2		
	8517	Solid Waste Manager		1	1	1	1	1		
		Downtown Collection Total			11	11	11	11		
		Bulky Waste Collection	8510	Solid Waste Worker	2	2	2	2	2	
	8513		Solid Waste Operator	5	5	5	5	5		
		Bulky Waste Collection Total			7	7	7	7		
	<b>Solid Waste Management Total</b>				<b>83</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>75</b>	
	<b>Golf Course Fund</b>	Inland Greens Course/Park	6313	Turf Grass Worker	0.5	0.5	0.5	0.5	0	
			6515	Recreation Supervisor	1	1	1	1	0	
			Inland Greens Course/Park Total			1.5	1.5	1.5	0	
			Municipal Golf Course	6313	Turf Grass Worker	2.5	2.5	2.5	2.5	3
		6314		Turf Grass Technician	2	2	2	2	2	
		6316		Assistant Golf Course Superintendent	1	1	1	1	1	
		6318		Golf Course Superintendent	1	1	1	1	1	
		6319		Golf Course Manager	1	1	1	1	1	
		6512		Recreation Assistant	1	1	1	1	1	
		6514		Recreation Coordinator	1	1	1	1	1	
		6515		Recreation Supervisor	0	0	0	0	1	
			Municipal Golf Course Total			9.5	9.5	9.5	11	
		<b>Golf Course Fund Total</b>				<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	
		<b>Stormwater Management</b>	Storm Water Maintenance	1103	Administrative Support Technician	1	1	1	1	1
				1108	Administrative Support Supervisor	1	1	1	1	1
	3709			Drainage Manager	1	1	1	1	1	
	3900			Storm Water Worker	16	16	16	16	16	
	3901			Storm Water Operator	11	11	11	11	11	
	3902			Senior Storm Water Worker	11	11	11	11	11	
	3904			Storm Water Crew Leader	6	6	6	6	6	
	3906			Storm Water Supervisor	4	4	4	4	4	
				Storm Water Maintenance Total			51	51	51	51

Status	Department	Department/Division	Position Number	Position Title	FY 14-15 Actuals	FY 15-16 Adopted	FY 15-16 Adjusted	FY15-16 Corrected	FY 16-17 Adopted
		Storm Water Services	1103	Administrative Support Technician	1	1	1	1	1
			1306	GIS Analyst	2	2	2	2	2
			3890	Watershed Coordinator	1	1	1	1	1
			3899	Storm Water Program Education Manager	1	1	1	1	1
			3905	Storm Water Specialist	1	1	1	1	1
			3909	Storm Water Services Manager	1	1	1	1	1
			3910	Storm Water GIS Manager	1	1	1	1	1
			4115	Project Engineer	1	1	1	1	1
		<b>Storm Water Services Total</b>			<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
	<b>Stormwater Management Total</b>				<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>
	<b>Wilmington Metropolitan Planning Organization</b>	WMPO	2112	Accountant	1	1	1	1	1
			4101	Traffic Counter	1	1	1	1	1
			4110	Project Engineer, Senior	1	1	1	1	1
			4310	Construction Project Manager	1	1	1	1	1
			7416	Planner, Senior	1	1	1	1	1
			7424	Transportation Planning Manager	1	1	1	1	1
			7440	Associate Transportation Planner	3	4	4	4	4
		<b>WMPO Total</b>			<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
	<b>Wilmington Metropolitan Planning Organization Total</b>				<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Full-time Total</b>					<b>993</b>	<b>1016</b>	<b>1016</b>	<b>1014</b>	<b>1028</b>
<b>Part-time</b>	<b>City Manager</b>	City Manager Administration	TBD	Bond Communications Coordinator	0	0.5	0.5	0.5	0.5
		City Manager Administration Total			0	0.5	0.5	0.5	0.5
	<b>City Manager Total</b>				<b>0</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>
	<b>Human Resources</b>	Human Resources	1103	Administrative Support Technician	0	0.48	0.48	0.48	0.48
			1501	Hr Data Integrity/Process Specialist	0	0.48	0.48	0.48	0.48
		<b>Human Resources Total</b>			<b>0</b>	<b>0.96</b>	<b>0.96</b>	<b>0.96</b>	<b>0.96</b>
	<b>Finance</b>	Finance Administration and Accounting	1102	Admin Support Assistant	0	0.48	0.48	0.48	0.48
		Finance Administration and Accounting Total			0	0.48	0.48	0.48	0.48
	<b>Finance Total</b>				<b>0</b>	<b>0.48</b>	<b>0.48</b>	<b>0.48</b>	<b>0.48</b>
	<b>Community Services</b>	Parks and Recreation	6207	Food Service Attendant	0	0	0	0.36	2.36
			6211	Scorekeeper	0	0.5	0.5	0.5	0.5
			6212	Official/Umpire	0	0.25	0.25	0.25	0.25
			6512	Recreation Assistant	0	4.59	4.59	4.09	4.49
			6513	Recreation Specialist	0	2.67	2.67	2.67	3.07
			6514	Recreation Coordinator	0	1.44	1.44	1.44	1.44
			8110	Grounds Technician	0	1.92	1.92	1.92	2.32
			9213	Fitness/Activity Instructor	0	1.25	1.25	1.25	1.25
		<b>Parks and Recreation Total</b>			<b>0</b>	<b>12.62</b>	<b>12.62</b>	<b>12.48</b>	<b>15.68</b>
	<b>Community Services Total</b>				<b>0</b>	<b>12.62</b>	<b>12.62</b>	<b>12.48</b>	<b>15.68</b>
	<b>Police Department</b>	Northwest Patrol	9713	Gang Prevention Specialist	0	0	0	0.48	0.48
		Northwest Patrol Total			0	0	0	0.48	0.48
		Office of the Chief	9711	Police Background Investigator	0	0.25	0.25	0.25	0.25
			9712	Police Background Investigator	0	0	0	0	0.25
			9713	Police Background Investigator	0	0	0	0	0.25
			9714	Police Background Investigator	0	0	0	0	0.25
			9715	Police Background Investigator	0	0	0	0	0.25
			9716	Police Background Investigator	0	0	0	0	0.25
			9717	Police Background Investigator	0	0	0	0	0.25
			9718	Police Background Investigator	0	0	0	0	0.25
		<b>Office of the Chief Total</b>			<b>0</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>2</b>
		Southeast Patrol	9610	Police Pilot	0	0.98	0.98	0.98	0.98
		<b>Southeast Patrol Total</b>			<b>0</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>

Status	Department	Department/Division	Position Number	Position Title	FY 14-15 Actuals	FY 15-16 Adopted	FY 15-16 Adjusted	FY15-16 Corrected	FY 16-17 Adopted
		Administrative Services Bureau	1105	Admin Support Specialist	0	0.25	0.25	0.25	0.25
			7101	Code Enforcement Officer	0	0.96	0.96	0.96	0.96
			9601	Police Cadet	0	5.72	5.72	5.72	5.72
			9607	Forensic Chemist (P/T)	0	0.4	0.4	0.4	0
			9711	Police Background Investigator	0	1.75	1.75	1.75	0
		Administrative Services Bureau Total			0	9.08	9.08	9.08	6.93
		Lab/CSI	9605	Forensic Chemist - Grant Funded Fte 1	0	0	0	1	1
			9607	Forensic Chemist (P/T)	0	0	0	0	0.4
			9635	Forensic Lab Technician Grant Funded Fte 1	0	0	0	1	1
		Lab/CSI Total			0	0	0	2	2.4
		<b>Police Department Total</b>			<b>0</b>	<b>10.31</b>	<b>10.31</b>	<b>12.79</b>	<b>12.79</b>
		<b>Fire Department</b>							
		Fire and Life Safety	1102	Admin Support Assistant	0	0.49	0.49	0.49	0.49
		Fire and Life Safety Total			0	0.49	0.49	0.49	0.49
		Firefighting	1105	Admin Support Specialist	0	0.96	0.96	0.96	0.96
		Firefighting Total			0	0.96	0.96	0.96	0.96
		<b>Fire Department Total</b>			<b>0</b>	<b>1.45</b>	<b>1.45</b>	<b>1.45</b>	<b>1.45</b>
		<b>CD/HM Grant and Loan Fund</b>							
		CD/HM Grant & Loan Fund - Finance Accounting	2512	Fiscal Support Technician	0	0.6	0.6	0.6	0.48
		CD/HM Grant & Loan Fund - Finance Accounting Total			0	0.6	0.6	0.6	0.48
		CD/HM Grant & Loan Fund - Comm Develop	7212	Housing Financial Counselor	0	0.1	0.1	0.1	0.1
		CD/HM Grant & Loan Fund - Comm Develop Total			0	0.1	0.1	0.1	0.1
		CD/HM Grant & Loan Fund - Housing	7222	Housing Rehab Tech	0	0.48	0.48	0.48	0
		CD/HM Grant & Loan Fund - Housing Total			0	0.48	0.48	0.48	0
		<b>CD/HM Grant and Loan Fund Total</b>			<b>0</b>	<b>1.18</b>	<b>1.18</b>	<b>1.18</b>	<b>0.58</b>
		<b>Golf Course Fund</b>							
		Municipal Golf Course	6205	Starter/Marshall	0	1.92	1.92	1.92	1.92
			6512	Recreation Assistant	0	1	1	1	1
		Municipal Golf Course Total			0	2.92	2.92	2.92	2.92
		<b>Golf Course Fund Total</b>			<b>0</b>	<b>2.92</b>	<b>2.92</b>	<b>2.92</b>	<b>2.92</b>
		<b>Part-time Total</b>			<b>0</b>	<b>30.42</b>	<b>30.42</b>	<b>32.76</b>	<b>35.36</b>
		<b>Grand Total</b>			<b>993</b>	<b>1046.42</b>	<b>1046.42</b>	<b>1046.76</b>	<b>1063.36</b>

## GLOSSARY

**Accrual Basis** – a method of accounting wherein revenues are recognized when they are earned and expenses are recognized when they are incurred.

**ADA** – Americans with Disabilities Act

**Ad Valorem Tax** – a tax levied on the assessed value of real property. Property taxes are Ad Valorem taxes.

**Allotment** – is a portion of the budget allotted for a given purpose.

**Appropriation** – a specific amount of money authorized by the City Council for the purchase of goods and services. The City Council makes separate appropriations for each expenditure activity.

**Assessed Property Value** – the value set upon real estate or other property by the County as a basis for levying taxes in the City.

**Authorized Positions** – the number of regular employees in the City government. The City Council sets the number of Authorized Positions in adopting the budget.

**Balanced Budget** – a budget in which planned revenues are equal to planned expenditures. All budgets are required by the State of North Carolina to be balanced.

**Benefits** – payments by the City to provide benefits to employees. Examples include Social Security, retirement, medical insurance, and life insurance.

**Bond Rating** – the level of credit risk as evaluated by a bond company associated with the City's bond issue. A bond rating ranges from AAA, the highest possible, to D, or default. The higher the City's bond rating, the lower the interest rate to the City on projects financed with bonds.

**Bonds** – a certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specific future date. In the budget document, these payments are identified as 'debt service.' Bonds are used to obtain long-term financing for some capital improvements.

**Budget** – an annual proposed plan for receiving and spending money for a fiscal year.

**Budget Ordinance** – the ordinance that levies taxes and appropriates revenues for specified purposes during a fiscal year.

**CADD** – Computer Aided Drafting Design system.

**Capital Balances** – funds available from the completion of a capital project which are transferred to another capital project.

**Capital Outlay** – equipment or improvements with an expected life of more than one year and a value of more than \$1,000.

**CIP** – Capital Improvement Program.

**Contingency** – an appropriation of funds to cover unforeseen events that occur during the fiscal year.

**COPs** – Certificates of Participation. A municipal obligation secured by relatively short-term leases on public facilities. Voter approval is not required.

**Core Values** – the City’s principles of quality.

**Debt Service** – the sum of money required to pay installments of principal and interest on borrowed funds such as bonds.

**Department** – the principal organizational units of the City government. Each City employee is assigned to a department.

**Division** – a sub-unit of a department. Larger departments are composed of several divisions having a specific function within the department.

**Effectiveness** – indicator of service quality of (outcome) progress toward objectives. Tells “how well” the degree to which customers are satisfied with a service or how accurately or timely a service is provided.

**Efficiency** – cost per unit of output or level of service provided per employee or work period. Reflects the relationship between work performed and the resources required performing it.

**Encumbrance** – an amount of money committed for the payment of goods or services for which payment has not yet been made.

**Enterprise Fund** – a fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the City Council is to fund the cost of enterprise services fully or predominantly through user fees. There are seven enterprise funds: Public Utilities Fund, Golf Course Fund, Parking Facilities Fund, Solid Waste Management Fund, Stormwater Management Fund, Facility Fee Fund, and Groundwater Utility Fund.

**Fiscal Year** – a 12 month period to which the annual budgets apply. In North Carolina, fiscal years for local governments are required by State Statute to begin July 1 and end June 30.

**Focus Areas** – chosen by City Council that drive the strategic direction and resources of the city.

**Fund** – a set of accounts to record revenues and expenditures associated with a specific purpose in accordance with regulations, restrictions, or limitations, and constituting an independent fiscal and accounting entity.

**Fund Balance** – the accumulated excess of revenues and other financing sources over expenditures and other financing uses for governmental functions.



**General Obligation Bonds** – bonds which are backed by the full faith and credit of the issuing government.

**GFOA** – Government Finance Officers Association

**GIS** – Geographic Information System.

**Goals** – broad guiding principles of intention and desired results as put forth in the Mission.

**Governmental Funds** – funds used to account for those functions reported as governmental activities.

**Grant** – a payment from one level of government to another. Federal and State aid to local governments is often in this form. Grants are usually made for specific purposes.

**GTV-8** – the City of Wilmington’s government television channel (cable channel 8).

**Interfund Transfer** – as authorized by City Council, the transfer of budgeted funds between accounting funds.

**Intergovernmental Revenues** – revenues the City receives from federal, state, and county governments in the form of grants, reimbursements, payments in lieu, shared revenues, and/or entitlements.

**Internal Service Fund** – an accounting fund used to finance goods or services provided by one governmental department or agency to another on a cost reimbursement basis.

**Levy** – The imposition or collection of an assessment – as in property tax.

**ISO** – Insurance Service Office, Inc. This organization evaluates and rates a community’s ability to respond and suppress fires. This rating provides the insurance industry with the level of risk associated in a given community. The ratings range from 1 to 10, with 1 being the best public protection.

**Local Government Commission (LGC)** – The Local Government Commission (LGC) is a non-profit, nonpartisan, membership organization that provides inspiration, technical assistance, and networking to local elected officials and other dedicated community leaders.

**Lease Purchase Agreements** – contracted agreements which are termed leases, but which apply the lease amount to the purchase.

**Lis Pendens** – a pending suit or lien placed through the courts on real property.

**Mission** – broad statement identifying who, for what purpose, for whom, and why.

**Modified Accrual Basis** – a method of accounting wherein revenues are recorded when the amount becomes measurable, and expenditures are recorded when the liability is actually incurred.

**Nondepartmental Accounts** – items of expenditure essential to the operation of the City which either do not fall within the function of any department or which provide for expenditures related to more than one department.

**NPDES** – National Pollutant Discharge Elimination System

**Objectives** – specific statements of measurable targets that are to be achieved in order to meet a Goal.

**Operating Expenses** – costs, other than expenditures for salaries and benefits and capital outlay, which are necessary to support the services of the organization. Examples are: printing charges, departmental supplies, electricity, and construction materials.

**Ordinance** – a law set forth by a governmental authority; *specifically*: a municipal regulation.

**Outside Agency** – not-for-profit agencies providing human, ecological, and economic development services. The City funds many outside agencies that benefit the citizens of Wilmington and provide services consistent with the City's objectives.

**Performance Measures** – quantifiable means to evaluate workload, efficiency, and effectiveness performance levels, directly related to a department's goals and objectives.

**Personnel** – expenditures made for salaries and wages for regular and temporary employees of the City.

**Property Tax** – a tax levied on the assessed value of real property. This tax is also known as Ad Valorem Tax.

**Proprietary Funds** – are a classification of funds that include Enterprise Funds and Internal Service Funds.

**Rolling Stock** – term used to refer to the City's fleet of wheeled vehicles.

**Section** – a sub-unit of a division having a specific function within the division.

**Sundry** – miscellaneous appropriations for the general operation of a fund but not directly associated with a specific department's operating expenditures. Sundry appropriations can include non-departmental accounts, outside agencies, debt service, transfers to other funds, and contingency.

**Surplus** – an excess of revenues over expenditures.

**Tax Base** – the total assessed value of real, personal and state appraised property within the City.

**Tax Year** – the calendar year in which tax bills are sent to property owners. The 2005 tax bills are reflected as revenue receipts to the City in the fiscal year 2005-06.

**Transportation Advisory Committee (TAC)** – the governing body for the Wilmington Urban Area Metropolitan Planning Organization.

**Unified Development Ordinance (UDO)** – combines the City and County zoning and subdivision ordinances into one document.

**Wilmington Urban Area Metropolitan Planning Organization (MPO)** – a group of governmental entities and private enterprise formed to steer long range planning in New Hanover County.

**Workload** – input/output. How much or how many products or services were handled or produced.