

FISCAL YEAR
2025

CITY OF WILMINGTON

ANNUAL BUDGET

Michael S. Purzycki, Mayor

City of Wilmington Delaware



Approved Budget Fiscal Year 2025

Michael S. Purzycki
Mayor

Prepared by the
Office of Management and Budget

Approved by City Council on May 16, 2024



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

The City of Wilmington, Delaware

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Wilmington, Delaware for its annual budget for the fiscal year beginning July 1, 2023.

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 our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

CITY ADMINISTRATION

Mayor - Michael S. Purzycki

Treasurer - DaWayne Sims

THE COUNCIL

President - Ernest Congo, II

1st District Vincent M. White

2nd District Shané N. Darby

3rd District Zanthia Oliver

4th District Michelle Harlee

5th District Bregetta A. Fields

6th District Yolanda M. McCoy

7th District Christofer Johnson

8th District Nathan Field

At Large Maria D. Cabrera

At Large Albert Mills

At Large James Spadola

At Large Latisha Bracy

Maribel Seijo, City Clerk

Mona A. Parikh, City Council Chief of Staff

CITY OFFICIALS

Tanya Washington

Charlotte B. Barnes

Michael A. Boykin

Wilfredo Campos

Robert M. Goff, Jr.

John Looney

Sean J. Park

Willie J. Patrick, Jr.

Ian R. Smith

Jeffrey J. Starkey

J. Brett Taylor

Robert L. Weir

Kelly A. Williams

Terence J. Williams

Chief of Staff

Director of Human Resources

Commissioner of Licenses & Inspections

Chief of Police

City Solicitor

Chief of Fire

Director of Economic Development

Director of Emergency Management Office

Director of Parks and Recreation

Director of Land Use and Planning

Director of Finance

Director of Real Estate and Housing

Commissioner of Public Works

City Auditor

OFFICE OF MANAGEMENT & BUDGET

Robert S. Greco

Robert G. Winkeler

George G. Hayford

Nahid Hossain

William C. Jones, II

Budget Director

Assistant Budget Director

Fiscal & Operations Analyst

Fiscal & Operations Analyst

Fiscal & Operations Analyst

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City of Wilmington



MICHAEL S. PURZYCKI
Mayor

FISCAL YEAR 2025 BUDGET MESSAGE

PHILOSOPHY OF GOVERNANCE

After two terms as Mayor, I have decided to retire and not seek a third term. But when I was a candidate, I would always challenge an audience to ask my opponents, "When they tell you what they are going to do, first ask them what they have done." Well, together we have done a lot. Let me say emphatically that the state of the City has never been better. To say that Wilmington has simply changed during the time that this Administration has been in office would be a gross understatement.

I believe that the philosophy of governance that has allowed us to achieve the many successes seen here in Wilmington can be summed up as follows:

- Be aspirational. Don't fall prey to a cramped imagination. Don't play defense. Keep building Wilmington as a vibrant, prosperous, and just city where all of its residents are participants and not just spectators.
- Invest, invest, and invest to make Wilmington a better City! We have paved more than forty miles of roads and sidewalks, made \$25 million in parks improvements (including Rodney Square and a new park underway at the site of the Rodney Reservoir) and have spent almost \$30 million to build the wetlands park that protects the community of Southbridge from flooding. Governor Carney has invested in our schools and our children's education. The Governor championed the transformation of Bancroft Middle School into the new 100-million-dollar Maurice Pritchett Academy. Without investments like these, cities crumble and inexorably decay.
- Always put your best foot forward. Clean the streets, remove graffiti, fill potholes, and welcome those who want to invest in Wilmington.
- Commit to making tough financial decisions, not just decisions that appeal to the crowds.

NEIGHBORHOOD REVITALIZATION AND ECONOMIC DEVELOPMENT

A sure sign of a healthy city is its economic development. Wilmington has issued almost \$2 billion in building permits since 2017 in our neighborhoods, the Downtown, and the Riverfront. Just built in the last few years throughout the city have been thousands of market rate apartments, including the Press, Cooper, Rivers Edge, Crosby Hill, The Falls, 2000 Pennsylvania Ave., and Luxor. At a time when working from home threatens our largest revenue source, the wage tax, new apartments have played a critically important role in mitigating these losses. And at the same time, we are building new or have rehabbed in excess of 1,500 affordable housing units.

Now I don't think it is fair that city government should be taking credit for everything that has transpired over the past seven years. In addition to private sector investors and developers, our City has many partners who have helped us be successful, including members of the Delaware General Assembly, DelDOT and DNREC.

But it is undeniable that we created the pro-development environment where growth could take root, and where developers and investors could have confidence in stable and responsible governance. We built the foundation and strategically created financial incentives for developers, including our minority business owners, so they could prosper and grow. And lest anyone forget, this economic activity is the lifeblood of a city because it pays the bills.

Speaking of paying the bills, let me say a word about our fiscal management. The City's total fund balance in the General Fund today is \$95 million; that is \$61 million more than it was in 2017. We have almost \$70 million of it in cash. We are in great shape financially thanks to the great work of our Office of Management & Budget and Finance Department.

IMPROVED PUBLIC SAFETY

The Wilmington Police Department is among the best anywhere in the country. Our homicide rate has dropped dramatically - not just from 2021 during the height of the COVID pandemic, but down from 28 homicides in 2016 to 14 in 2023, a decrease of 50%. Currently, this year's homicide rate is down another 25%. We are aware of a national pattern of reduced violent crime, but Wilmington's performance far outpaces the national average reduction of 13%.

To enhance public safety and encourage the community's involvement in reducing crime, Police Chief Campos and his police leadership team have created a Community Engagement Unit that is being welcomed warmly to neighborhood meetings and gatherings large and small. This unit provides timely information to residents and tackles community issues before they become larger. These trained officers have fully embraced their roles and are in a better position now to anticipate crime-related problems before they occur.

The Chief and his team also know that policing is much more than making an arrest. Sometimes, residents exhibit mental health related problems that cause them to act out. Congratulations to the Police Department for starting the Partners in Care Program - a partnership with Christiana Care that provides an alternative for our police officers so they can respond more effectively with trained mental health professionals when City residents need assistance.

To further give our officers tools to solve crime, we have installed the first of 48 license plate readers throughout the city, and we will continue building our security camera system in City neighborhoods.

IMPROVING THE CITY AND THE CITY GOVERNMENT

We have instituted Open Gov, Tolemi, and the 311 Customer Service Center to promote efficiency, transparency, and accountability in government. And we have reduced the cost of parking fines. Amani Village was recently a recipient of a \$50 million federal grant that will expand this model community and transform the old Riverside neighborhood into a Wilmington neighborhood of tomorrow. I am proud to have traveled to Atlanta in 2014 before I became Mayor to witness how a purpose-built community could change our city. Keeping pace with what has become the REACH Riverside standard of excellence, nearby East Side Charter School has a new \$20 million STEM wing under construction.

To help existing homeowners, up to 170 of our neighbors are receiving as much as \$10,000 each to provide new roofs, windows, doors, and heating and air conditioning. We have also dedicated \$20 million to rehabilitation and new home construction on the East Side and West Side of the city. The construction work is being done almost exclusively by minority contractors.

Our downtown has changed dramatically, with new hotels, restaurants and many new places to socialize. Just think for a moment: DE.CO, the Chancery, the Quoin Hotel, Le Cavalier, Oath 84, Bardea and Bardea Steak, Milk & Honey, Stitch House, Farmer in the Cow, Wilma's, and Maker's Alley - none of these were here seven years ago.

BUDGET DISCUSSION

The City is in the strongest financial position in decades, but we are not immune to the economic headwinds facing many municipalities. After decades of having EMS ambulance service supplied without cost to the City by St. Francis Hospital, we were very recently advised by the parent company of the hospital, Trinity Health, that they could no longer afford to provide the service without a very substantial subsidy.

After much negotiation and discussion with Trinity Health, we settled on a \$3.8 million contract extension that runs the EMS service through December, 2025 (which is halfway through Fiscal Year 2026). This provides the time for the City to plan for future alternatives. The preferred outcome would be that Trinity's recent outsourcing of its ambulance billing and collections to an experienced third-party will result in them requiring a much lower subsidy, or in the best case, no subsidy at all from the City. But if that does not occur, we will use the time leading up to the contract expiration to prepare and implement our own EMS service through the Fire Department.

Looking down the road, we can anticipate labor costs rising at a much higher than normal rate. We find ourselves losing employees to other municipalities who are facing the same challenges as we are and are willing to pay more for experienced workers. Given these increased labor costs looming in the future, we have chosen to offset anticipated cost increases by reducing currently vacant positions now rather than leaving this unpleasant business to the next administration.

Among our greatest challenges continues to be our ability to recruit hard-to-fill positions. For example, we still have do not have an Urban Forest Administrator - while there is no shortage of complaints about dead and overgrown trees. Our police recruiting class looks to be as small as last year's and will not fully offset projected retirements and resignations. Which brings me to a sore subject. I know people felt strongly about residency. We did as well. But the proof is in the eating. Today we have as many vacancies in key positions as ever before. Yes, I understand that this is a national problem. But then how does adding an additional barrier to hiring such as residency makes any sense in this current environment? This hiring issue is not theoretical. We have a real-world problem that Council needs to help solve.

The good news is that this year there is no increase in the property tax. There is an ample General Fund surplus. If we manage to spend responsibly, as we have been doing, we ought to leave our successor the ability to balance another budget without a tax increase. In the following year after, however, there are significant challenges projected that could necessitate increasing revenues.

Below are the major highlights of the FY 2025 General Fund Budget.

General Fund Highlights

- The FY 2025 General Fund operating budget expenditures total \$193,918,729 - up \$11,295,029 or 6.2% from FY 2024. There is no increase to the Property Tax rate.
- Personnel costs grew by \$2.0 million as a result of the mid-FY 2024 implementation of the City's compensation and classification study recommendations. The implementation increased salaries and the number of anniversary steps for all bargaining units except the Police and Fire unions.

- Because of the compensation and classification study implementation, only the Police and Fire unions will receive Cost of Living Adjustments (COLAs) in FY 2025 as per their union labor contracts. Those COLAs and a one-time retention bonus payment for Police are in addition to the usual anniversary step increases. Altogether, the budget increase for Police and Fire sworn personnel is \$5.0 million.
- Staffing decreased by a net total of 12.75 full-time equivalents (FTE). There were personnel actions in eight departments that resulted in a savings of over \$1.1 million.
- Overtime and Special Events Overtime in the Police and Fire departments increased by a combined total of \$950,000. Overtime in Fire was increased by \$341,000 to better reflect prior year actual spending and to ensure minimum company staffing requirements will be met based on projected attrition trends. In Police, Overtime and Special Events Overtime combined rose by \$609,000. Major factors contributing to the combined increase include historically high levels of attrition coupled with the inability to attract enough qualified recruits for the Police Academy; contractual increases in compensation; and additional overtime incurred to provide security for the presidential re-election campaign headquarters located in downtown Wilmington.
- The Motor Vehicle Costs account jumped by almost \$1.1 million, driven by large price hikes in the cost of new cars, especially police vehicles, and the purchase of five ambulances for the Fire Department (three replacements and two new additional). Also, fleet maintenance costs are up as the cost of parts and labor has risen dramatically over the last two years.
- In the Department of Information Technologies, the cost of computer software and software licenses rose a total of almost \$557,000 to support a number of IT initiatives and improvements that are both City-wide and for specific departmental projects. Some of the larger-cost items include an increase in the annual fee for the Tyler MUNIS system and API toolkit, the reimplemention of the UKG city-wide employee timekeeping system, bolstering of cyber security, the purchase of supplier diversity compliance software for Economic Development, an increase in the ThirdLine Auditing software contract, and the replacement of the Worldox document management system used by the Law Department.
- The Professional Fees account group, which includes the Consultants, Engineering, and Transition Costs accounts, increased by just over a net \$435,000. Public Works added \$120,000 to Consultants to perform operational desk audits, review and rewrite the Department's job descriptions, assist in staff development, and provide grant writing support. Also in Public Works, the Engineering account was increased \$40,000 to support an upgrade to an integrated camera and networks security system at the municipal complex. In the Mayor's Office, funding more than doubled for the Historically Black Colleges and Universities (HBCU) Foundation (from \$75,000 to \$200,000). Also in the Mayor's Office, because FY 2025 is a mayoral election year, \$75,000 in Transition Costs was added to the budget.
- Public Works has requested \$425,000 to contract with Asset Management Alliance to provide property management and repair services, recommend needed capital improvements, and conduct preventative maintenance for the Turner complex of buildings and facilities.
- While the contribution cost for the State Pension Plan for Police and Fire sworn personnel rose by over \$1.3 million (or 27%), this was offset by a nearly equal reduction in the total actuarially required contribution cost for the City's old pension plans. While the State grapples with a large unfunded liability in the Police and Fire pension plan, the City has experienced a dramatic drop in the unfunded liability of its pension plans, with two of five plans now fully funded.

- Funding of \$100,000 was added to the Traffic Division of Public Works for a pilot program testing traffic calming devices and measures in City neighborhoods.
- The cost of employee healthcare is projected to decrease by over \$1.1 million or 6.7%. To stabilize healthcare costs and mitigate future risk, the City will no longer provide healthcare coverage to employees' spouses who are eligible for subsidized medical coverage through their employers.
- Total Debt Service decreased a net \$556,325 based on the existing debt service schedules. Although there is a new bond issuance planned for FY 2025, it will be structured so that the first debt service payment would not occur until FY 2026.
- Landfill fees decreased by \$122,000. Although the per ton fee charged by the Delaware Solid Waste Authority increased to \$75 (from \$74 in FY 2024), the overall number of tons of trash being sent to the landfill has continued to decrease as fewer people are working from home fulltime and the City has been able to divert almost 90% of yard waste to Holland Mulch, Inc. for composting at no charge.
- A total transfer of \$2.85 million from the Tax Stabilization Reserve was made to the Neighborhood Stabilization Fund (NSF) and the Economic Strategic Fund (ESF). The NSF received \$2.5 million, of which \$1.5 million will be used to fund the Home Repair Program and \$1.0 million will be granted to the Land Bank. The ESF received an infusion of \$350,000 to be used exclusively for the Minority Business Development Program.

Water/Sewer Fund Highlights

The only place this year where rates were raised was for our water, sewer, and stormwater fees. The rates for water and sewer were increased by 5.8%. This has been touted by some on Council and members of the public as being too big of an increase. But it is important to have perspective on this. The typical residential customer in the city using 4,000 gallons of water per month will see an increase of \$3.65 in their monthly bill. And water and sewer rates for Wilmington citizens remain one of the lowest in the region.

It is also important to stress that there are greater demands being made on our water utility such as the recent EPA mandates regarding PFAS chemicals. Complying with these mandates will require the City to spend tens of millions of dollars on future water treatment infrastructure.

The stormwater rate was raised by 4.0%. This increase is tied to our collective decision over many years to protect our infrastructure and create green infrastructure projects, such as our award-winning Southbridge Wilmington Wetlands Park. The stormwater fee helps to keep our three rivers clean and mitigate flooding in critical low-lying areas of the city. We also have to continue focusing on engineering solutions for future storms which have become larger and more destructive. Again, keeping this rate increase in perspective, the typical residential customer in the city will see their stormwater monthly bill increase by a mere 21 cents.

Below are the major highlights of the FY 2025 Water/Sewer Fund Budget.

- The FY 2025 Water/Sewer Fund operating budget expenditures total \$90,184,656 - up \$5,641,422 or 6.7% from FY 2024. The FY 2025 Budget continues to support the high-priority initiatives essential to achieving financially self-sustaining and environmentally-sound water, sewer, and stormwater utilities. These include an accelerated Combined Sewer Overflow (CSO) mitigation effort and finished water filtration and supply improvements that exceed EPA standards. Both contribute to the stability of northern Delaware's water supply, especially in times of drought.

- Personnel costs increased by almost \$590,000 mainly as a result of the mid-FY 2024 implementation of the City's compensation and classification study recommendations. The implementation increased salaries and the number of anniversary steps for all bargaining units in the Water/Sewer Fund.
- Staffing increased by a net total of 0.30 FTE. There were six personnel actions which resulted in a total net increase of \$41,649.
- The Contracted Maintenance Services account increased by over \$1.5 million. Almost all the increase is in the contract fee to Jacobs (up \$1.4 million) to operate and maintain the City's sewage treatment plant and help manage the City's renewable energy bio-solids facility.
- The Indirect Cost expense to the Water/Sewer Fund rose by \$1.2 million, reflecting the budgeted increases in FY 2025 of the essential supporting services provided to the Water/Sewer Fund's utility functions by the General Fund.
- In the Water System Division, Repairs to Equipment saw a dramatic increase of over \$1.0 million. About \$850,000 was added for the replacement of pumps at the Brandywine Pumping Station and to cover increased costs of the systemwide pump and valve maintenance program. In addition, there was a 47% price hike (from \$375,000 to \$550,000) for Allied Control Systems for maintenance of the Supervisory Control and Data Acquisition (SCADA) system.
- Depreciation increased by \$487,123, reflecting the aggressive infrastructure replacement program adopted by the Public Works Department that increased both the number and value of the City's water, sewer, and stormwater infrastructure fixed assets.
- Additional funding of \$240,000 was added to Consultants to help the City comply with the EPA's new lead and copper rule revisions and to prepare for the passage of pending EPA regulations regarding the testing, tracking, and removal of PFAS chemicals in the water supply and distribution systems. One particularly notable initiative that will be funded by the requested increase is the creation of an educational website and a public information officer position to help citizens and water customers regarding questions about how to properly test for lead in the pipes and plumbing connections of their homes and what to do if it is found.
- Engineering in the Water System Division increased \$237,500 for engineering and design services for the small water mains replacement program and for metering improvements.
- There is an almost \$203,000 increase in the Miscellaneous Supplies or Parts account in the Water System Division. This account supports a wide-ranging number of items and programs, the largest being the annual fire hydrant replacement program.
- Funding for the Finance Department's Water Utility Assistance Program was increased \$100,000 (from \$250,000 to \$350,000) to help more low-income Wilmington residents with their delinquent water bills.
- Legal fees decreased 50% (from \$200,000 to \$100,000) as the legal proceedings against New Castle County (wastewater treatment contract), Honeywell (breach of contract regarding the renewable energy bio-solids facility), and the Army Corps of Engineers (non-payment of storm water bills) have been settled.

- Total Debt Service decreased \$371,584 based on the existing debt service schedule. Although there is a new bond issuance planned for FY 2025, it will be structured so that the first debt service payment would not occur until FY 2026.
- There is a 5.8% increase to water and sewer rates and a 4.0% increase to stormwater rates. The projected fiscal impact of the rate changes is an increase of \$3.7 million in revenue to the Water/Sewer Fund in FY 2025. The typical residential customer in the city using 4,000 gallons of water per month will see an increase of \$3.86 to their total monthly bill.

CONCLUSION

Let me leave you with this message. Our economy is strong and trust me, there is more to come. Crime is down dramatically. Our finances are excellent. Our infrastructure is vastly improved, although century old structures will always present a challenge. Our public places are more beautiful than ever, and the schools where our children learn are improving every day. This Administration and Council have set an enviable standard. Wilmington is a city where more and more people are coming to live, work, raise families, and retire.

I will be gone from public life after this year. But I will always be very proud and honored to have served for eight years with a remarkable group of government administrators. They are people who care as deeply as I do about our City and its people. I know it's not always easy seeing eye to eye on everything, but we have really accomplished some great things together. And for that, I thank you.

Respectfully,



Michael S. Purzycki
Mayor
City of Wilmington

Wilmington Facts and Figures

City of Wilmington and the Surrounding Region



Wilmington Facts and Figures

The City of Wilmington is located on the western bank of the Delaware River in the northeast corner of the State of Delaware, almost at the mid-point between New York City and Washington, D.C. The City is the largest municipality in the State and on the Delmarva Peninsula and is the regional center of banking, commerce, industry, and the performing arts. The City has excellent access to the various transportation networks of the eastern seaboard. Interstate Highways 95, 295, and 495, as well as Routes 13, 40, 41, and 202, conveniently link the immediate areas with the entire region. Amtrak provides full passenger service, while railroads offer comprehensive freight connections available to all major points. The Wilmington Airport, located four miles from the central business district, offers domestic flights through Avelo Airlines, as well as general aviation access and charter services. Philadelphia International Airport lies thirty minutes north by car. The Port of Wilmington is a full-service port handling cargo for many regional, national, and international firms.

The Greater Wilmington Area includes portions of two states: New Castle County (Delaware) and Cecil County (Maryland). The data below provides a comparative look at the populations, land area, and the density of the Wilmington region.

Population Trends

Population Trends	1980 Population	1990 Population	2000 Population	2010 Population	2020 Population	% Change
City of Wilmington	70,195	71,529	72,664	70,851	70,898	0.1%
# of Dwelling Units	30,506	31,244	32,138	32,820	34,065	3.8%
New Castle County	398,115	441,946	500,265	538,479	570,719	6.0%
Greater Wilmington Area	458,545	513,587	586,216	639,587	674,444	5.4%
State of Delaware	594,338	666,168	783,600	897,934	989,948	10.2%

The 2020 US Census indicates that the City’s population grew only slightly between 2010 and 2020, a reversal of the decline seen in the 2010 Census. New Castle County, the Greater Wilmington Area, and the State have recorded increases in population since 2010, with the State growing by over 10%.

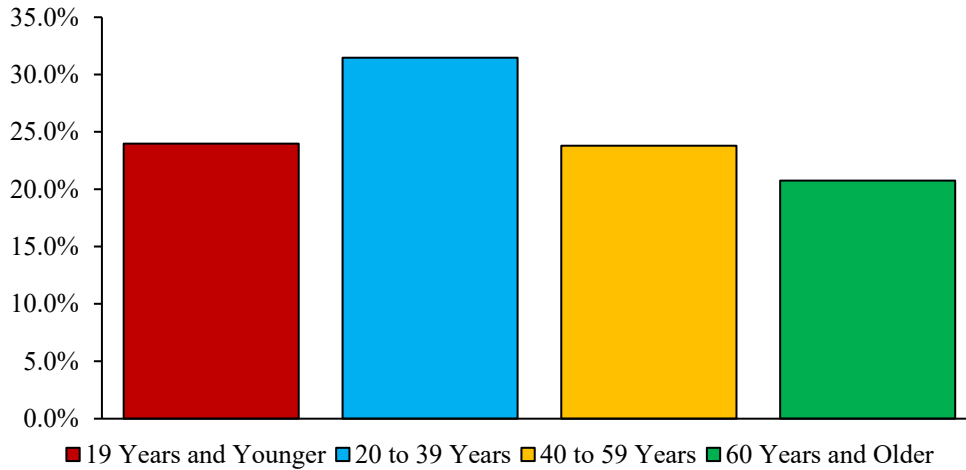
Population Density

Population Density	2020 Population	Land Area (Sq. Miles)	Population Per Sq. Mile
City of Wilmington	70,898	10.9	6,504.4
New Castle County	570,719	426.3	1,338.8
Greater Wilmington Area	674,444	774.3	871.0
State of Delaware	989,948	1,955.0	506.4

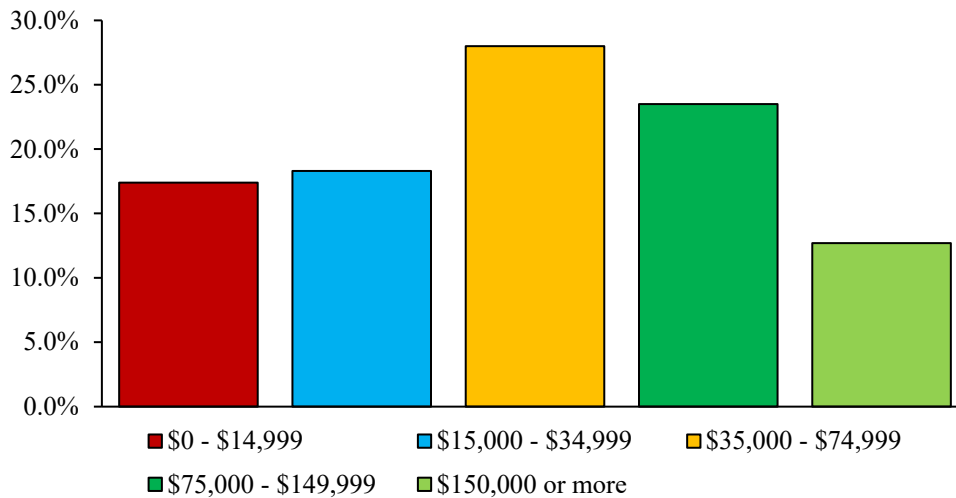
City of Wilmington Demographic Statistics

Understanding the City’s demographics is important in order to understand the City’s fiscal policies and budgetary priorities. Wilmington’s combination of a large youth population and a higher percentage of incomes under \$35,000 creates a greater need for City Parks & Recreation and Public Safety services.

Percentage of Population by Age Group



Percentage of Households by Annual Income (2022 inflation adjusted dollars)



Median Household Income (2022 inflation adjusted dollars)

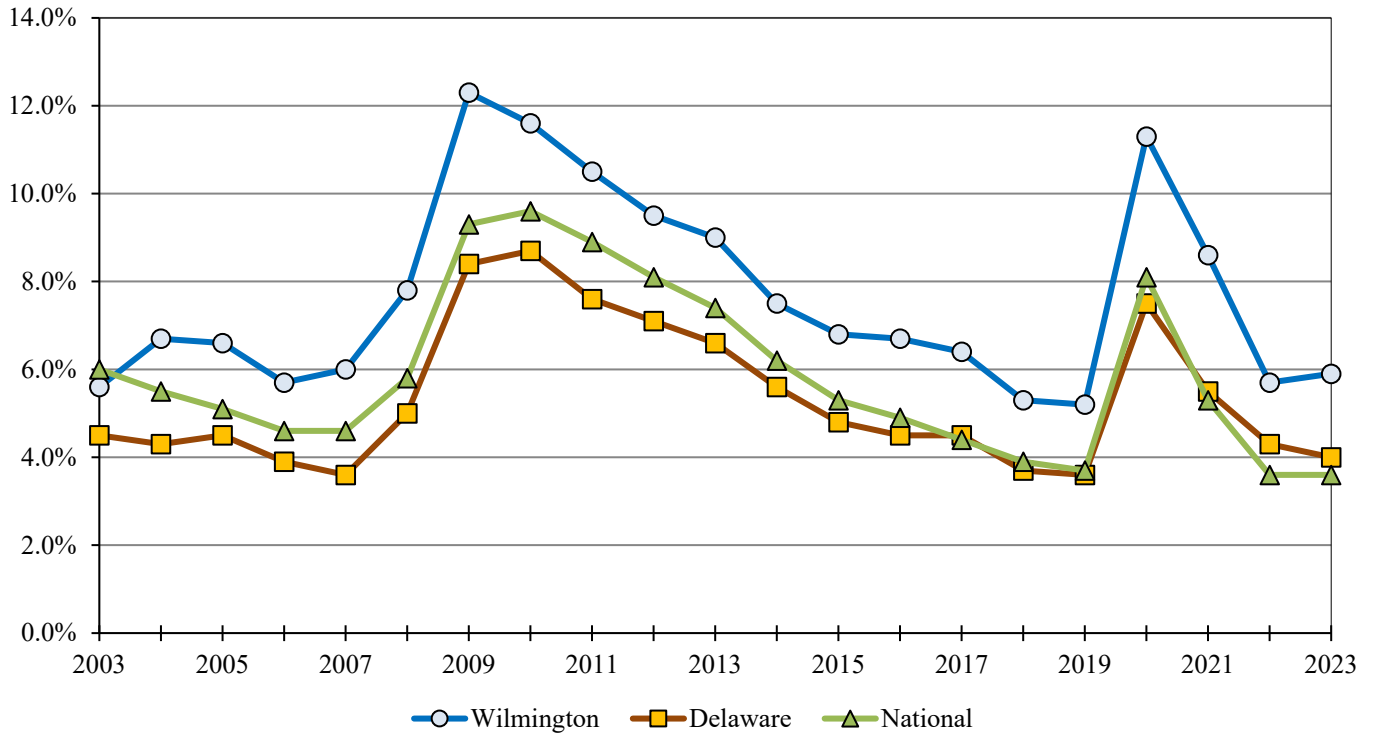
Median Income	2018	2019	2020	2021	2022	% Change
City of Wilmington	50,099	51,707	51,149	53,347	54,731	2.6%
New Castle County	82,999	84,844	85,297	84,774	85,309	0.6%
State of Delaware	76,722	78,408	78,311	78,608	79,325	0.9%

Source: U.S. Census Bureau, 2022 American Community Survey, 5-Year Estimates

Wilmington Employment Trends

Employment is a strong indicator of the City of Wilmington’s overall health. Prior to the 2020 job losses due to COVID-19, the City’s employment rate had seen annual improvement for over a decade. Historically, City unemployment has been approximately 1.5 percentage points above the national trend, and 2.5 percentage points above the Delaware trend, though these disparities have tightened in recent years. Higher unemployment leads to an increase in demand for City services and resources, such as the Summer Youth employment program and policing.

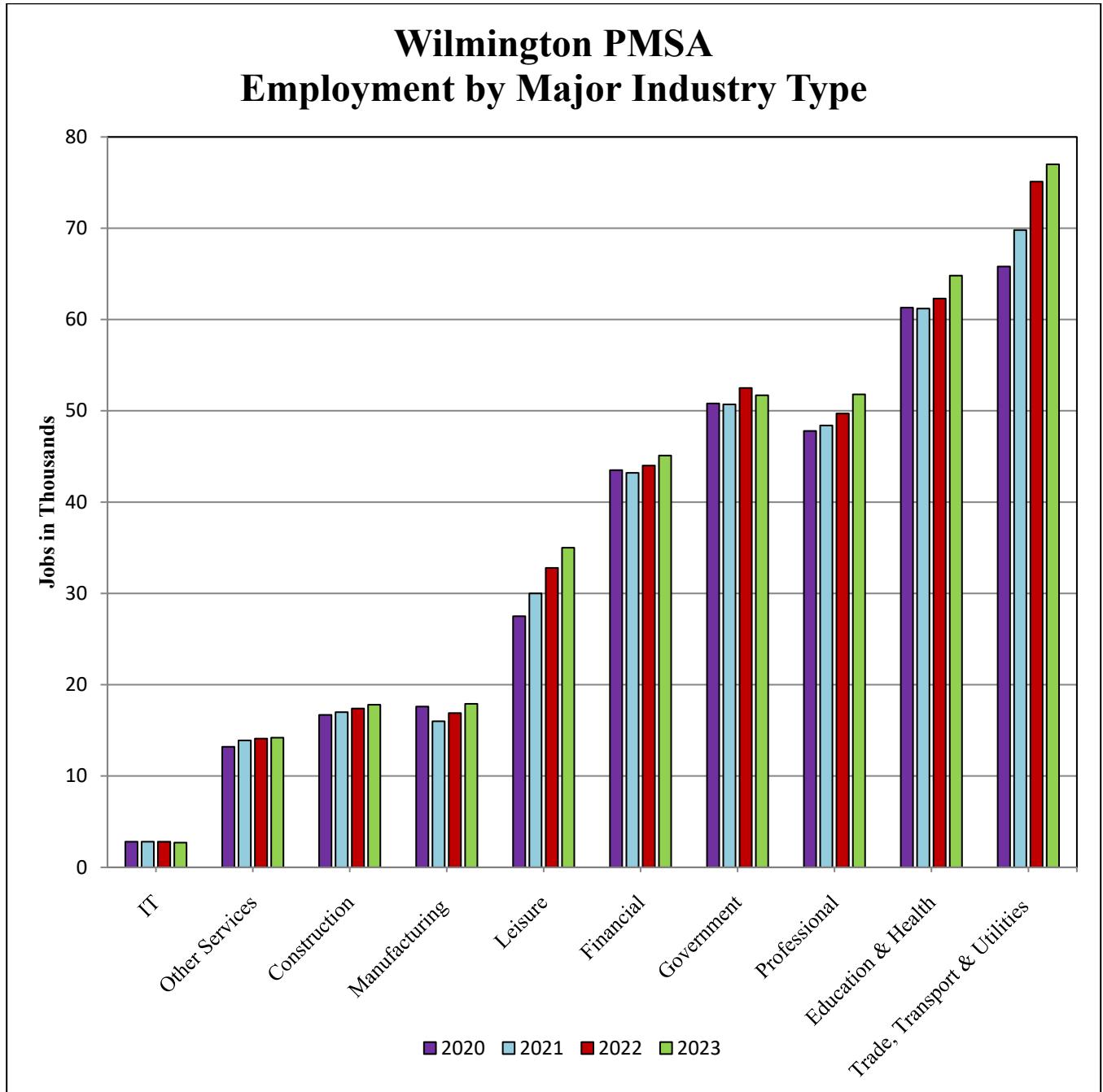
City of Wilmington's Unemployment Rate (%)



Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics & Annual Average Unemployment Rate, June 2024.

Wilmington PMSA Employment by Industry

Industries located in and around the City of Wilmington promote economic development and job creation, as well as form the basis of the City’s largest revenue source, Wage & Net Profits taxes. As such, the fiscal health of the City is closely connected to the health and stability of its employment base. Total employment has increased 8.9% over the last four years, with all major industries having recovered from the job losses seen during COVID. Leisure and Trade, Transport and Utilities have shown the greatest growth, at 27.3% and 17.0% up, respectively.



Source: U.S. Department of Labor, Bureau of Labor Statistics, Current Employment Statistics Program, June 2024.

Wage Tax, Net Profits Tax, and Head Tax Revenue

Maintaining the diversity of the City’s revenue sources is an important component in assuring stable income. Absolute wage and net profits tax withholdings grew significantly in Calendar Year (CY) 2023, while head tax withholdings declined.

Top Ten Taxpayers

Wage Tax

Calendar Year	Withholdings by Top Ten Taxpayers	Total Withholdings	Top Ten Withholdings As % of Total
2023	\$23,344,289	\$68,578,325	35.5%
2022	\$21,784,355	\$64,914,974	33.6%
2021	\$22,166,270	\$61,21,529	36.2%
2020	\$21,994,845	\$59,996,796	36.7%
2019	\$22,646,116	\$61,319,939	36.9%

Net Profits Tax

Calendar Year	Withholdings by Top Ten Taxpayers	Total Withholdings	Top Ten Withholdings As % of Total
2023	\$5,411,820	\$9,032,400	59.9%
2022	\$4,941,509	\$8,316,196	59.4%
2021	\$4,255,027	\$6,859,395	62.0%
2020	\$3,921,020	\$7,027,882	55.8%
2019	\$3,428,743	\$7,311,220	46.9%

Head Tax

Calendar Year	Payments by Top Ten Taxpayers	Total Payments	Top Ten Payments As % of Total
2023	\$1,314,465	\$2,833,455	46.4%
2022	\$1,498,620	\$3,101,700	48.3%
2021	\$1,662,295	\$3,193,345	52.1%
2020	\$1,430,130	\$3,231,829	44.3%
2019	\$1,413,915	\$3,507,529	40.3%

Source: City of Wilmington Department of Finance, June 2024.

Wage Tax, Net Profits Tax, and Head Tax Revenue

Tax Remits Grouped by Size Calendar Year 2023

Wage Tax

Remit Range	Total Employers	Total Remits	Percent of Total Remits
Greater than \$1 million	11	\$25,373,967	37.0%
Between \$100,000 and \$1 million	74	\$19,485,446	28.4%
Between \$10,000 and \$100,000	571	\$14,992,168	21.9%
Less than \$10,000	5,441	\$8,726,744	12.7%
Total	6,097	\$68,578,325	100.0%

Net Profits Tax

Remit Range	Total Employers	Total Remits	Percent of Total Remits
Greater than \$1 million	2	\$2,159,449	23.9%
Between \$100,000 and \$1 million	12	\$3,723,987	41.2%
Between \$10,000 and \$100,000	65	\$1,984,297	22.0%
Less than \$10,000	2,284	\$1,164,667	12.9%
Total	2,358	\$9,032,400	100.0%

Head Tax

Remit Range	Total Employers	Total Remits	Percent of Total Remits
Greater than \$1 million	0	\$0	0.0%
Between \$100,000 and \$1 million	3	\$841,050	29.7%
Between \$10,000 and \$100,000	46	\$1,231,575	43.5%
Less than \$10,000	468	\$760,830	26.9%
Total	517	\$2,833,455	100.0%

Source: City of Wilmington Department of Finance, June 2024.

Largest Real Estate Taxpayers in the City of Wilmington

Property Tax is the City’s second-largest revenue source. Below are the largest real estate owners (as of the CY 2023 billings) that, combined, represent more than one-fifth of the total taxable assessment value in the City.

Name	Property Type	Taxable Assessment	Percent of Total Assessment
Buccini Pollin Group	Office & Residential	\$145,859,900	6.7%
Delmarva Power & Light Co.	Electric & Gas	\$57,666,600	2.7%
JP Morgan Chase	Office Building	\$56,598,000	2.6%
M&T Bank	Office Building	\$52,722,360	2.4%
1201 North Market St., LLC	Office Building	\$35,000,000	1.6%
Calpine Mid-Atlantic	Electric Generation	\$32,703,400	1.5%
1313 Owner LLC	Office Building	\$27,900,000	1.3%
INCYTE	Office Building	\$22,244,400	1.0%
Verizon Delaware, LLC	Utility	\$22,534,300	1.0%
Oak Street	Office Building	\$17,308,200	0.8%
Bank of America	Office Building	\$15,672,900	0.7%
North Market Property Corp.	Office Building	\$4,988,200	0.2%
Total		\$491,198,260	22.7%

Source: City of Wilmington Department of Finance, June 2024.

Wilmington Construction and Renovation Activity

Changes in the housing, construction, and building industries directly affect City revenue through the issuance of permits and the levying of increased property taxes, and serve as an indicator of the overall health of the City’s residential and commercial sectors. After overall declines in both the number and value of new residential construction permits in FY 2023, FY 2024 represents a return to normal levels of new residential construction. FY 2024 YTD (Year to Date) is May 31, 2024.

New Construction Permits Issued

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 (YTD)
Single-Family	18	19	20	6	56
Multi-Family	19	2	6	5	4
Non-Residential	4	8	9	5	4
Total	41	29	35	16	64

Total Value of New Construction Activity

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 (YTD)
Residential	\$74,528,916	\$47,029,728	\$74,139,348	\$16,344,584	\$62,367,149
Non-Residential	\$21,009,503	\$17,639,485	\$27,350,352	\$25,483,979	\$31,182,440
Total	\$95,538,419	\$64,669,213	\$101,489,700	\$41,828,563	\$93,549,589

Renovation Construction Permits Issued

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 (YTD)
Residential	2,551	3,152	2,843	2,555	2,299
Non-Residential	493	825	1,739	709	322
Total	3,044	3,977	4,582	3,264	2,621

Total Value of Renovation Construction Activity

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 (YTD)
Residential	\$74,528,916	\$46,100,777	\$46,172,072	\$55,036,914	\$61,495,642
Non-Residential	\$215,101,160	\$117,229,897	\$129,271,867	\$150,630,504	\$97,814,028
Total	\$289,630,076	\$163,330,674	\$175,443,939	\$205,667,418	\$159,309,670

Source: City of Wilmington, Department of Land Use and Planning, June 2024.

Economic Development Activity

Employment

The City of Wilmington employment outlook continues to show steady signs of growth from the previous year. According to the Delaware Department of Labor, the unemployment rate fluctuated between a high of 7.1% in August 2023 to a low of 5.5% in April 2024. Although this is a significant improvement over the 8.5% employment average in 2021, the City's unemployment rate remains higher than the State of Delaware's 4.1% average in 2023.

The total number of jobs located within the City, regardless of residency, increased from an average of 46,328 in 2022 to 47,382 in 2023. According to the Bureau of Labor Statistics, the number of employed Wilmington residents averaged 32,763 (out of a population of 71,675) in 2023, an increase of 2% from the previous year. Industries with the highest number of jobs in the City continue to be the finance, insurance, healthcare, and professional services sectors. Collectively, these sectors account for 47% of the City's employment.

Incentive Programs

Through the Strategic Fund Incentive Program, the Office of Economic Development tracks employment data across more than 60 companies of varying sizes and types. The wage taxes collected over the last year from this "index" of companies remained steady at around \$11 million. This reliable trend of annual wage taxes generated from the Program is a key indicator of its efficacy. As incentive contracts expire, participating businesses continue to generate wage tax revenue as they grow. Since the initial creation of the Strategic Fund in 2002, the Program has provided approximately \$18.4 million in incentive payments to businesses, yielding approximately \$148 million in Wage Taxes to the City's General Fund. As a result of the Program's continued success, a \$1 million infusion to the Economic Strategic Fund was approved in last fiscal year's budget, and \$350,000 was added this fiscal year for Small and Minority Business Development.

Businesses Development

Wilmington has a deep pool of financial services and technology talent available locally and within the Delaware Valley area. Nearly one-fourth of the jobs located in Wilmington are related to financial and technology services, with sub-type specialization in Consumer Lending, Bank Operations, Digital Banking and User Experience, Risk Management, and Predictive Analytics. Wilmington also has a strong pipeline of new financial services and technology talent coming from local colleges and universities; Business, Management, Marketing, and Related Support Services were the most popular degrees awarded in 2023, with 15,418 graduates within a 30-mile radius of Wilmington. The corporate banking community remains strong in Wilmington, with national brands like Barclays, Goldman Sachs, JP Morgan Chase, Citi, Navient, Ally Financial, and TD Bank having a strong presence in the city.

Small businesses continue to see growth in Wilmington, with a growing residential base increasing demand for businesses that offer retail, entertainment, and hospitality options for residents and visitors. Huxley & Hiro completed a mixed-use development along 4th and Market in October 2023 which fully renovated the residential units in the upper floors and created a bookstore and event space on the ground floor. Dining options continue to broaden in Wilmington with the opening of the Blue Bird at 500 Delaware Avenue, a downtown restaurant serving breakfast and lunch. Oath 84 started construction on their second restaurant in Wilmington located at 902 Market Street which will be renovated with a new kitchen, bar, main dining area, patio seating, and a separate take-out entrance for the weekday lunch crowd. A new wine bar called Anura Wine Bar is planning to open this fall after completing interior renovations of their 6,500-square-foot site located next door to FranksWine shop.

Additional business development highlights that have occurred within the last year include:

- In May 2024, the Incyte Corporation announced the purchase of Bracebridge I and Bracebridge III buildings at King and French Streets in downtown Wilmington with the intention of relocating more than 300 existing Oncology and Dermatology employees, and the possibility of adding more than 500 new positions. This is Incyte's fourth major expansion since 2014. The 517,307 square feet of office space in the downtown buildings will be renovated, with construction expected to be completed in 2026.
- In July 2023, BlindSight Delaware opened a new call center at the CSC Station, investing \$2.3 million into renovating the offices with a plan to hire more than 225 workers with disabilities, such as the visually impaired. Blindsight operates as the call center for several medical providers such as Beebe Healthcare, and the City of Wilmington has recently contracted with them to operate our 311 call center.
- B&M Meats, which currently operates a 43,000 square foot Philly steak production facility in South Wilmington, acquired two adjacent properties on Commerce Street in February 2024 to expand their production and bring approximately 70 additional jobs to Wilmington. B&M Meats has been operating since 1956 and ships frozen steaks all over the country, including national chains such as Subway and Jersey Mike's.
- In December 2023, Novo, a financial services business from Miami, Florida, announced their intention to occupy offices at 1201 N. Orange Street to provide a platform for small businesses to combine a checking account with a variety of business services like invoicing and payroll. Novo was named to the Forbes Fintech 50 list in 2022 and 2023.
- In January 2024, Quinn Emanuel Urquhart & Sullivan LLP, a leading global law firm known for its work in business litigation, announced the opening of a new location in Wilmington at 500 Delaware Avenue. The firm is led by Michael Barlow, a former chief of staff for former Delaware Governor Jack Markell.
- In February 2024, the Mill completed construction of 35,000 square feet renovation on the third floor of the Nemours Building. This development includes 29 office spaces, flexible for big or small companies looking for coworking spaces or satellite offices in downtown Wilmington. The offices target mid-size businesses looking for smaller office spaces with sizes ranging from 170 to 3,700 square feet.

Residential

Demand for additional multi-family housing in Wilmington has continued to drive investments into new developments and conversion projects. Creating more residential and mixed-use options in Wilmington helps to increase foot traffic, helps support local businesses, and increases the locally available workforce. These factors are key considerations of business relocation decisions. The changing demand for office space within the City has spurred investments into existing offices to create amenities-rich spaces that appeal to a hybrid workforce and has led to the redevelopment of vacant offices into residential and hotel conversions. Vacant office and commercial conversions have added 594 residential units to Wilmington's Central Business District. Additional residential development highlights include:

- In July 2023, The Buccini/Pollin Group announced a \$16 million, 61-unit complex at the corner of 4th and Market Street to replace the previously dormant City-owned property known as Humble Park.
- In October 2023, the Buccini/Pollin Group broke ground on a \$90 million, 243-unit multi-family residential project called the Press. The Press will replace a surface parking lot at the corner of 8th and Orange streets.

- The Wilmington Housing Authority, in partnership with Reach Riverside and the City of Wilmington, was awarded a \$50 million Choice Neighborhoods Implementation grant by the U.S. Department of Housing and Urban Development. These funds will help accelerate the mixed-income Imani Village residential community and develop other supportive programs and services in the Northeast Riverside neighborhood.
- Westrum Development Company, a developer from the Philadelphia area, has completed construction on the Luxor apartments at 340 S. Market Street, offering 193 market-rate apartment units in South Wilmington.
- Washington Place Equities, a developer from Baltimore, completed construction of a \$35 million multi-family project of 150 new residential units called the River House Apartments in South Wilmington.
- The Buccini/Pollin Group completed construction of The Standard in the Nemours Building which converted office space into 355 residential units. The Standard is part of a mixed-use campus called Market West, which includes the DuPont, Nemours, and Brandywine buildings.
- 9SDC is expected to complete construction on a mixed-use property at 801 N. Market Street that will offer 18 residential units, three commercial spaces, and rooftop views, while preserving the historic elements of the building. 9SDC is also investing \$5.8 million on residential developments along Tatnall Street to convert vacant or underutilized properties to 15 apartment units and 5,000 square feet of retail.

Conclusion

Wilmington remains a key component of the \$518 billion Philadelphia-Wilmington-Camden metropolitan economy, enjoying all of the economic advantages of a region of more than 6.2 million people, but with a lower comparable cost-of-living, shorter commutes, and a centralized location that allows easy access to all the major mid-Atlantic metro areas. These fundamental strengths will remain, despite the continued economic challenges. Ongoing investment in, and transformation of, the City's Downtown, Riverfront, and residential neighborhoods will help Wilmington remain regionally and nationally competitive.

CITIZEN'S GUIDE TO THE BUDGET PROCESS

The Budget Process

For a one-page summary of the budget process please see the Budget Process Calendar on page 17.

Step one of the Budget is actually a year-round process in which input provided by the public and elected officials is used to help determine the appropriate level of services and to prioritize any initiatives. Community meetings, surveys, and presentations are used to gather information.

The first internal process related to the Budget runs from September through about mid-October. Using First Quarter revenue and expenditure results, along with preliminary year-end data from the prior Fiscal Year, the Office of Management and Budget (OMB) and the Finance Department evaluate the City's financial position and prepare forecasts for the next Fiscal Year. At this same time, the Mayor and department heads are developing the strategic plan goals, objectives, and performance measures on which spending decisions and staffing level requests will be based.

During the months of October and November, OMB develops a baseline budget known as the Level I (one) Budget. The Level I Budget is built on a modified zero-based budget process. A zero-based budget process is one in which every single dollar of every single line item must be fully justified and documented. Until that is done, the line item remains zeroed out.

For the City, all discretionary personnel budget line items, such as overtime and temporary salaries are zero-based, as line items such as travel, registrations, consultants, and office equipment. However, with line items such as Social Security, healthcare benefit costs, pensions, and debt service, in which OMB makes the calculation of cost, no documentation is required by the department and the amounts deemed appropriate by OMB are built into the Level I Budget. Any request by a department above the Level I amount is considered Level II and must be fully justified and documented.

All materials and instructions necessary for Department Heads to craft their budget requests are given to them during the Budget Kick-off meeting, which is held the first week in December. Part of the material they receive includes the Level I Budget developed by OMB. It should be noted that requests for staffing increases or position upgrades go through an additional extended review process that includes the Human Resources Department and Mayor's Office. The deadline for budget submissions by Departments is the second week in January.

From the third week of January through the first two weeks of March, there are two formal rounds of departmental budget meetings. The first round is with OMB and the second round is with the Mayor's Chief of Staff. As necessary, there are often one or more ad hoc follow-up meetings after the formal hearings have occurred. During this process, OMB and the Mayor's Office review and evaluate requests and make final recommendations as to funding. At the same time, the Capital Budget and Program is reviewed, and funding changes are recommended by the Planning Commission. The Planning Commission is a board composed of appointed citizens and City Officials.

After the Proposed Budget has been finalized, the Mayor submits the Budget, revenue projections and tax and fee rates to City Council in the form of the Budget Address and ordinances, usually on the third Thursday in March. At this time a Proposed Budget Book produced by OMB is made available to the public.

The Finance Committee of City Council then holds a series of public hearings with each Department in which funding levels are scrutinized and in-depth question-and-answer sessions are held. The time frame for these hearings is usually the first week of April through the second week of May. The public is invited and encouraged to attend the City Council Finance Committee Budget Hearings that take place during the weeks

following the Mayor's Budget Address. Copies of the Proposed Budget Book are made available to the public at all of the budget hearings.

It is also during the time of the hearings that the Wilmington Economic and Financial Advisory Council (WEFAC) meets to certify the City's revenue projections underlying the Budget. WEFAC was created in 1994 and is composed of ten members appointed by the Mayor. Its membership consists of business, academic, and financial leaders with multifaceted expertise and experience. WEFAC's primary functions are to advise the Mayor on revenue projections and trends, and to provide a sounding board on issues of urban economics. It is important to note that, by law, City Council cannot alter the Mayor's revenue budget projections. WEFAC projections and reports can be found at <https://bit.ly/WEFAC>.

After the Finance Committee has completed its hearings, meetings are held in which City Council and the Administration leadership finalize agreement on the Budget. By the third Thursday in May, City Council votes on the Budget. By law, City Council must approve a balanced Budget by June 1st. For the Budget to be legally balanced, revenues plus an amount of existing prior years' surpluses, if any, must equal operating expenditures plus any existing deficits. Once completed, the Approved Budget Book is accessible through the City's website at <https://bit.ly/WDEBudget>. OMB also provides free hard copies of the Approved Budget Book upon request.

Amending the Budget

After the start of the fiscal year, OMB has the authority to transfer budget allocations between accounts that are within the same Fund, Department, and Account Group. Account Groups are Personal Services; Materials, Supplies & Equipment; Debt Service, etc. Any other type of transfer, such as between Funds, Departments or different Account Groups, requires City Council approval by passage (through a simple majority vote) of an amending budget ordinance. The same holds true for any addition or deletion to the budget.

According to City Charter (Sec. 2-301. Other Appropriations) "*The Council may not make any operating appropriations in addition to those included in the annual operating budget ordinance except:*

- a. To meet emergencies which could not be anticipated when the operating budget ordinance was passed;*
- b. To pay the expenses of holding special elections and elections on proposals to amend this Charter;*
- c. To pay the cost of councilmanic investigations and inquiries and the compensation of attorneys retained by the Council as authorized by this Charter."*

City Council must determine and approve the revenues by which an addition to the budget will be funded.

Capital Program and Capital Budget

Prior to the passage of the annual operating budget ordinance, Council must adopt a capital program and a capital budget. The Capital Program is a six-year plan listing projects for the purchase of property, equipment and public improvements that are of a permanent nature. The Capital Budget enacts spending authority for the first year of projects listed in the six-year Capital Program. Generally, a capital project is fixed in nature, has a relatively long life expectancy, and requires a substantial financial investment. Capital projects traditionally take the form of large-scale physical developments, such as buildings, streets and water mains. However, a wide range of other projects qualify for capital funding consideration, including firefighting apparatus, street lighting, and computer software. **Please see the Capital Program section on page 223 for more details.**

The Capital Program is presented by the Mayor with the recommendation of the Planning Commission to City Council for approval. Council may delete projects from the program but may not otherwise amend the Capital Program unless requested through the Mayor and Planning Commission. The majority of the Capital Budget is funded using bond proceeds. Bonds enable the costs of projects with long-term benefits to be spread over many fiscal years. Bonds are usually issued for twenty years and are structured to match the usefulness of projects financed and the fiscal policy of the City.

Due to the planning required and in order to reduce the costs of bond issuance, the City has adopted a procedure of issuing bonds on a biennial basis. Therefore, capital projects are budgeted in only even numbered fiscal years, and ordinances regarding the Capital Program and Budget in odd numbered years are normally insignificant and represent more of a formality than a substantive process.

The Capital Improvement Program (CIP) is designed to coordinate the biannual capital budgeting process with the operating budget process. The process includes: a) the establishment of a twelve-month capital project spending review; b) an inventory and needs assessment of existing capital facilities; c) the publication of a procedures manual; d) the creation of workshops to facilitate participation; and e) a combined review period for the CIP and the operating budget.

Public comment on the Capital Program and Budget is obtained during operating budget hearings and meetings of the Planning Commission.

Accounting and Budgeting Basis

The City's budget is prepared using the same basis of accounting methods and procedures utilized to prepare the Annual Financial Report (Annual Report), which can be found at <https://bit.ly/WDeAFR>. The City's financial statements and budget are prepared to conform to the standards of financial reporting set forth by the Government Accounting Standards Board (GASB) in its various Statements and Interpretations. As such, Funds are utilized to segregate the specific purposes and operations of the various activities of the City.

For both budgeting and accounting purposes, the City utilizes four major funds: the General, Special, Water/Sewer, and Internal Service funds (**please see Description of Appropriated Funds on page 23**). Funds can be thought of as being like the subsidiaries of a major conglomerate corporation. Each subsidiary is responsible for its own operational results and strategy yet is still part of the larger conglomerate corporation when it comes to overall management and financial results.

The basis of budgeting for each City fund matches the basis of accounting (the underlying fiscal principles used in the development of the financial statements and for recording financial activity) for that fund. The General and Special funds are budgeted and operate under a **modified accrual basis** in which revenues are

recognized when they become measurable and available as net current assets, and all expenses, except those related to fixed asset acquisition, are recorded when incurred (not when cash is paid out).

"Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The City considers General Fund revenues to be available if they are collected within 60 days after the end of the fiscal year.

The Water/Sewer and Internal Service funds are budgeted and operate under the **accrual method** (used by most businesses) in which all revenues and expenses are recorded when recognized (i.e. when earned for revenues and when incurred for expenses), rather than when cash is collected or paid out.

The major differences between the Modified Accrual Basis and Accrual Basis for both budgeting and accounting in the City's major funds are:

- Depreciation of fixed assets is budgeted and expensed in the Water/Sewer and Internal Service funds. In the General Fund, however, no depreciation is budgeted or expensed, rather the *total cost* of fixed asset acquisitions are budgeted and then expensed when purchased.
- The total cost of fixed asset acquisitions in the Water/Sewer and Internal Service Funds are also budgeted, but only to establish an appropriation line item for spending authority. The fixed asset budgeted amounts and actual purchase amounts are reversed through the use of an equal but negative capitalization account. The fixed asset purchases are then expensed over their useful life through the depreciation account.
- Only interest payments are budgeted and expensed for debt service in the Water/Sewer and Internal Service funds; however, both principal and interest payments are budgeted and expensed in the General Fund.

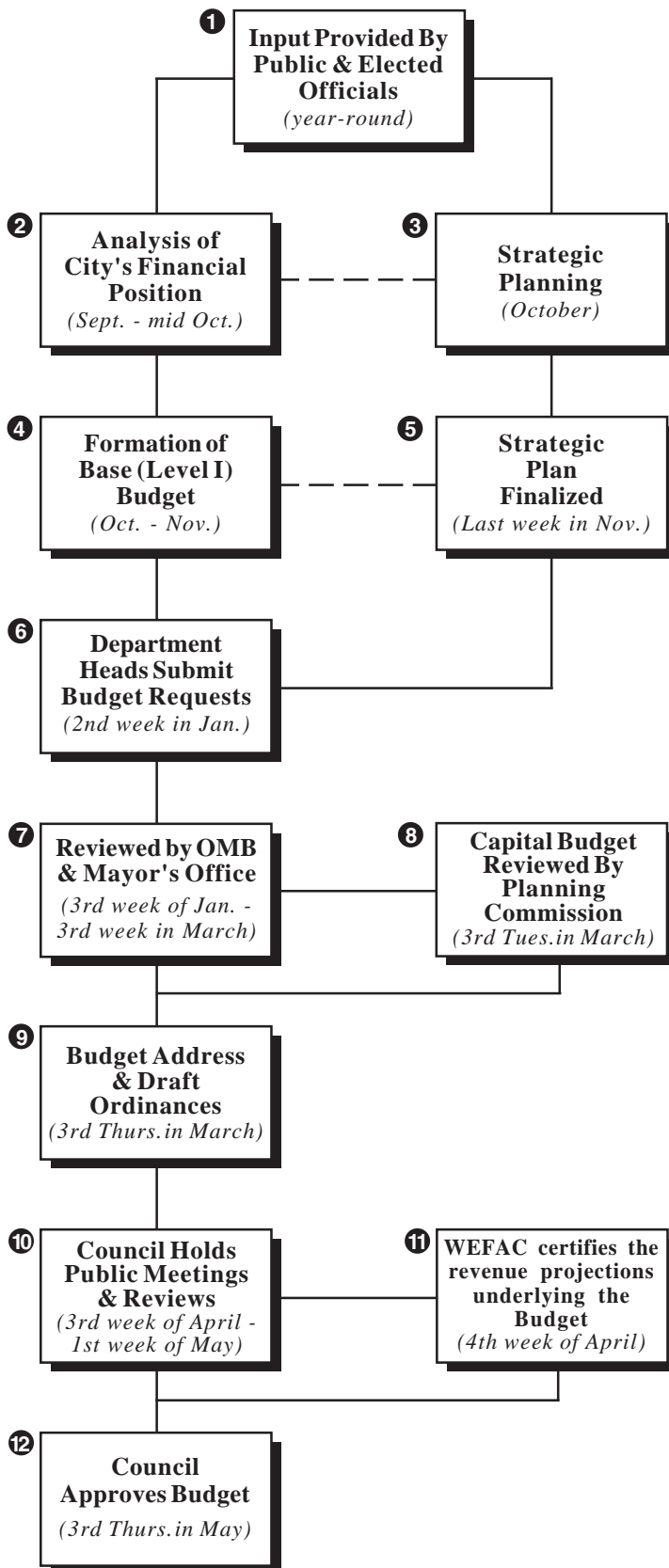
Questions and Feedback About the Budget

The public is welcome and encouraged to provide feedback and ask questions about the annual budget by contacting us via the City's 311 customer service portal at <https://www.wilmingtonde.gov/residents/311>.

Citizens can also contact their elected officials via the following links:

- Office of the Mayor: <https://www.wilmingtonde.gov/government/mayor>
- Wilmington City Council: <https://www.wilmingtoncitycouncil.com/>
- Office of the Treasurer: <https://www.wilmingtonde.gov/government/city-treasurer-s-office>

BUDGET PROCESS CALENDAR



- 1 Community meetings, surveys, and presentations are used to gather information regarding services and issues.
- 2 The Office of Management and Budget (OMB) evaluates the City's financial position and prepares preliminary forecasts for next fiscal year.
- 3 The Mayor and Dept Heads develop strategic plan goals and objectives.
- 4 OMB develops a baseline or Level I budget from historical data, trends, local economy and strategic plan.
- 5 Strategic Plan is finalized.
- 6 Based on Strategic Plan results and Level I amounts, departments submit budget requests to OMB.
- 7 During departmental meetings, OMB and the Mayor's Office review and evaluate requests, making recommendations as to funding.
- 8 The Planning Commission, a board of appointed citizens (5) and City officials (2), reviews and recommends a Capital Budget and Program to City Council.
- 9 The Mayor submits budget (operating and capital), revenue projections and tax rates for next fiscal year to City Council.
- 10 The Finance Committee of City Council holds public meetings on Mayor's proposed budget for each City Dept.
- 11 The Wilmington Economic and Financial Advisory Council (WEFAC) reviews, analyzes and certifies the revenue projections underlying the Budget. WEFAC consists of regional business, financial, and academic leaders appointed by the Mayor.
- 12 The City Council must approve a balanced budget by June 1 or 30 days prior to start of fiscal year.

WILMINGTON STRATEGIC PLAN

Vision Statement

To Be a Thriving City, Where Communities Are Safe,
Businesses Are Eager to Invest, and People Prefer to Live.

Focus Area: Effective City Government

To Meet Citizens' Service Needs in a Professional, Caring, and Efficient Manner

- | | |
|--------------------|-------------------------------|
| City-wide goal #1: | Embrace a Culture of Service. |
| City-wide goal #2: | Increase Accountability. |
| City-wide goal #3: | Enhance Fiscal Prudence. |
| City-wide goal #4: | Ensure Transparency. |

Focus Area: Public Safety

To Decrease Crime and Improve Residents' and Visitors' Sense of Security

- | | |
|--------------------|--|
| City-wide goal #5: | Prevent and Deter Violent Crime. |
| City-wide goal #6: | Cultivate Positive Community Relationships. |
| City-wide goal #7: | Promote Professionalism. |
| City-wide goal #8: | Reintegrate Formally Incarcerated Individuals. |

Focus Area: Economic Vitality

To Increase Opportunities for Citizens and Businesses to Achieve Economic Success

- | | |
|---------------------|---------------------------------------|
| City-wide goal #9: | Streamline Permitting Process. |
| City-wide goal #10: | Build a Skilled Workforce. |
| City-wide goal #11: | Cultivate Entrepreneurship. |
| City-wide goal #12: | Attract, Retain, and Expand Business. |

Focus Area: Quality of Life

To Enhance the City's Position as a Desirable Place to Live, Work, and Play

- | | |
|---------------------|--|
| City-wide goal #13: | Offer Enhanced Recreational Opportunities. |
| City-wide goal #14: | Support Enriching Cultural Experiences. |
| City-wide goal #15: | Enhance City Services. |
| City-wide goal #16: | Inspire Young People to Achieve Success. |
| City-wide goal #17: | Improve Housing Quality. |
| City-wide goal #18: | Enhance Environmental Sustainability. |

Introduction to Wilmington’s Strategic Plan and Performance Measures

In 2015, the City of Wilmington released a comprehensive revision to its Strategic Plan. This resulted from a multi-year review of the City’s administrative and service-related activities, with the goal of improving the delivery of services, better addressing fiduciary responsibilities, and impacting quality-of-life issues for Wilmingtonians. The Strategic Plan serves as a framework for the City’s activities at all levels: the City’s Vision Statement is shared by all departments, and departments have Mission Statements, Priorities, and Performance Measures that reflect the goals of the Vision and the Focus Areas.

While the high-level elements of the Strategic Plan, such as the Vision and Focus Areas, will remain relatively stable year-over-year (as they represent the core values and aspirations of the City), departmental Performance Measures are expected to change as the City pivots its efforts to meet citizens’ most pressing needs. In order to ensure that the Strategic Plan objectives will be accurate, relevant, and meaningful to both City decision makers and constituents, the City’s departmental Measures are expected to meet the following criteria:

1. Can the objective be easily and consistently measured over time?
2. Does the objective measure the department's success in serving the public?
3. Does the objective measure the department's success in improving the quality of life of City residents?

As part of the budget process, the Mayor and department heads review the departmental Performance Measures, revising them to reflect the Administration’s goals for the upcoming Fiscal Year. The Administration then monitors how departments meet these measures via CitiStat, a data-driven management program (modelled on the highly successful program pioneered by Baltimore, Maryland) whereby departments collect quantitative data on operations and hold regular meetings with the Administration and OMB. CitiStat requires departments to be accountable for objectively measurable goals, which are tied to the Performance Measures included in the Strategic Plan. This allows for continuous review of the Measures, leading to revisions and improvements, as well as serving as a basis for budgetary decisions in subsequent years.

The approved budget book includes Strategic Plan measurements for many, though not all, departments. When phasing in the Strategic Plan at the departmental level, the City has chosen to focus on those departments with the broadest public impact, with the expectation that Performance Measures for other departments (particularly those with largely internal functions) will be phased in over time. Because of this (and because the City continues to revise and expand its existing Performance Measures), some of the Measures are new, and data for prior years is not always available.

OpenGov Performance Measures

As the City of Wilmington is committed to providing the public with detailed information about its finances and operations, it has partnered with OpenGov to develop an interactive platform that provides easy access to a wide variety of data about the City of Wilmington. Users will find information about how the City spends its money on operations and how it allocates funds for infrastructure and other capital projects. In addition, OpenGov will display dynamic performance data pulled from the City's Strategic Plan.

Included with each departmental Strategic Plan in the budget book is a link to the department's OpenGov page. This page includes dynamic data for each measurement, while also providing up-to-date information about the department's budget and expenditures. A compilation of these pages may be found here: <http://bit.ly/WDeDSOG>.

STATEMENT OF FINANCIAL POLICIES

1. The City Code requires that the operating budget be balanced. Operating expenditures cannot exceed the total sum of projected revenues plus use of prior years' accumulated surplus (as approved by Council). Our financial policy extends the Code to include the following:
 - Enterprise Funds shall be self-sufficient and budgeted with a surplus or break-even operations. Water and Sewer user fees shall be adjusted to provide adequate cash flow to sustain water and sewer operations and the necessary infrastructure.
 - Internal Service Funds shall be budgeted at break-even with internal charges equal to expenditures. The Risk Management Fund shall be an exception in that this fund should, if possible, produce a positive fund balance. The building of a positive fund balance is important in risk management because a catastrophic fund balance reserve must be established. When the catastrophic reserve is established at an actuarially determined level, a balanced budget should be maintained.
 - Prior years' accumulated surpluses can be included in projected revenues with the exception of those funds designated for debt service, encumbrances or the Budget Reserve Account (see Policy #2 below). This policy limits tax increases because prior years' surplus are used prior to revenue enhancements.

2. Wilmington's financial position shall be managed conservatively. The following strategies shall be deployed:
 - The City shall maintain a Budget Reserve Account or "Rainy Day Account" equal to 10% of the General Fund Operating Budget. The Budget Reserve is to be used only in emergencies as declared by the Mayor and approved by a two-thirds majority vote of City Council.
 - One-time, temporary, or highly volatile sources of funding shall not be used to incur long-term or permanent increases in expenditures.
 - Operating contingencies shall be budgeted annually for general miscellaneous contingencies, snow removal, and contingencies due to new or increased business activity.
 - Appropriations for pensions and retiree healthcare costs shall include amounts for current expenses, along with amounts amortizing prior unfunded liabilities, as actuarially determined and approved by the City Treasurer and the independent Board of Pension and Retirement.
 - The Risk Management Fund or Self-Insurance Fund shall maintain a fund balance reserve for catastrophic losses, in addition to the actuarially-calculated liability.

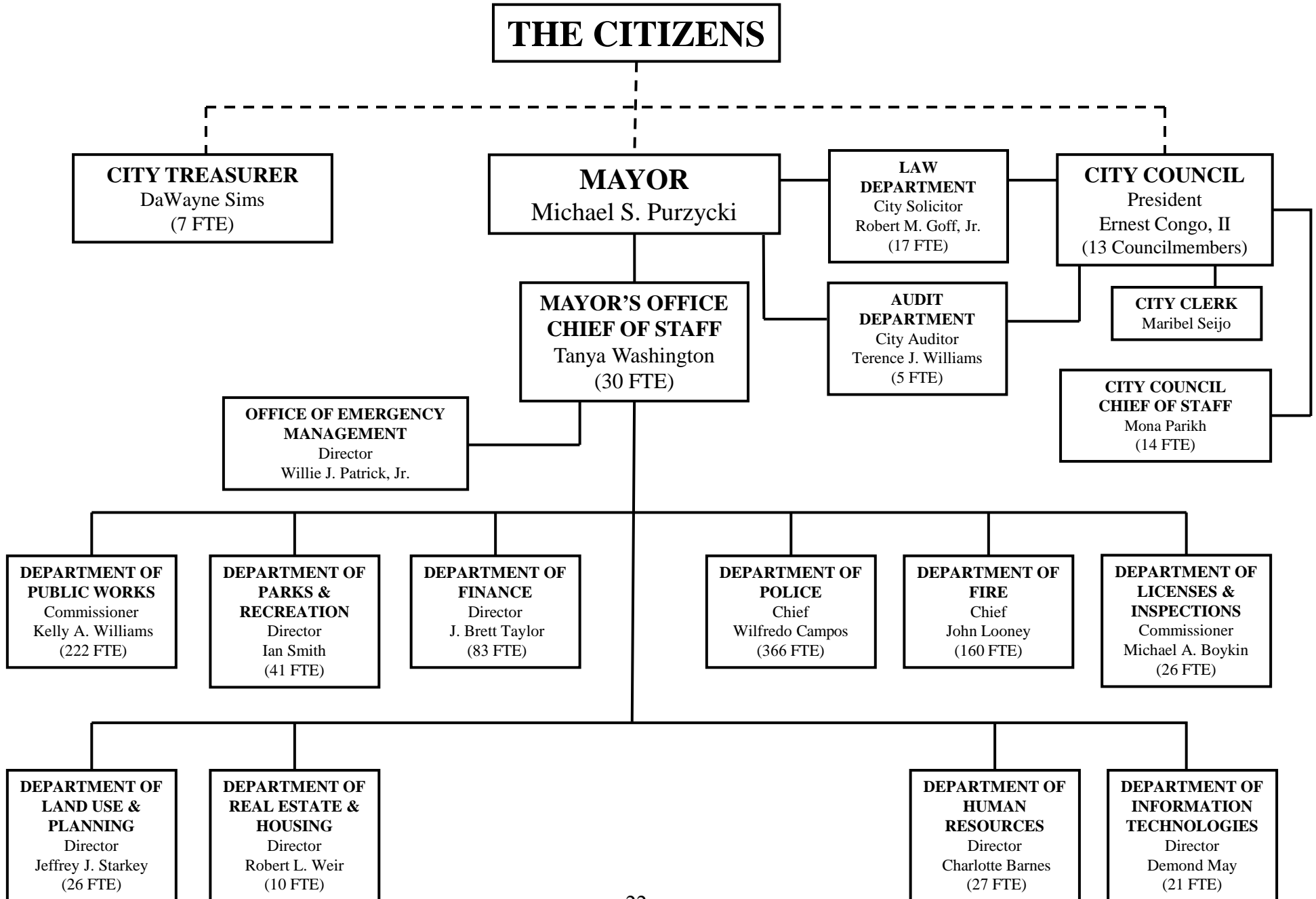
3. A target of 80% or more of the General Fund or operating budget should represent direct essential services deemed as priorities by the citizens, such as Police, Fire, Public Works, Parks & Recreation, and Licenses & Inspections.

4. Cost containment shall be achieved by limiting growth of controllable expenses to no more than the increase in related cost indices such the Consumer Price Index (CPI) or Producer Price Index (PPI). Cost containment should be achieved without elimination of services or programs. New programs should be implemented only through cost savings from existing programs. Innovation and new technology must be utilized to achieve the most cost-effective service delivery.
5. Revenue generation will be derived from various sources with the primary focus on economic development activities. The broadening of the tax base, rather than increases to tax rates, is the objective; however, real estate tax rates and various user charges should be periodically adjusted to account for inflation. Collection and enforcement are vital components to our revenue generation program. All taxes, fees, and user charges should have a collection rate of 98% or greater.
6. All components of Wilmington's infrastructure, including roads, water/wastewater transmission lines, water and sewer treatment plants, traffic signals, parks, public property, bridges, street lighting, reservoirs, and other capital assets shall be reviewed quarterly, and planned maintenance or replacement shall be approved by the Planning Commission and included in the City's Capital Budget and Program. Unexpended funds from previous Capital Budgets shall be reviewed quarterly to determine whether a former project has been temporarily delayed, altered, or is no longer feasible. Based on this analysis, funds might then be transferred to current fiscal year projects in order to reduce the amount of new borrowing and subsequent interest charges.
7. Debt shall never be incurred to finance operating activities, except in the special case, as approved by City Council, where the issuance of tax anticipation notes are to be used to bridge timing gaps in cash flow from tax revenue sources. Capital borrowing shall be structured to create level debt service over the life of the bonds and be opportunistic in regard to market conditions and special issues. The City will take an aggressive position regarding special issues in order to generate interest savings, fee income, or economic development incentives. Although total annual General Fund debt service cost as a percentage of the annual operating budget shall not exceed 17.5%, as mandated by Delaware State law, the City shall strive to keep that percentage to below 11%.
8. The City shall make maximum use of private resources. This includes the leveraging of non-public resources through public/private partnerships, as well as the privatization of services when those services can be provided more effectively, and at a reduced cost through the private sector.

Policies are reviewed annually for relevance and are the guidelines used during the strategic planning and budgeting processes. Adherence to the policies is checked on a monthly, quarterly, and annual basis through a number of vehicles, such as the Expenditure Review Board, the Capital Review Committee, the Administrative Board, and the Wilmington Economic and Financial Advisory Council (WEFAC). This multifaceted process of review and analysis reveals no deviations from the policies have occurred over the last fiscal review period.

CITY OF WILMINGTON ORGANIZATION CHART

WITH DEPARTMENT STAFFING SHOWN IN FULL TIME EQUIVALENT (FTE) POSITIONS



DESCRIPTION OF APPROPRIATED FUNDS

The General Fund encompasses basic municipal operations and services, such as police and fire protection, residential trash collection, general governmental operations, etc. Revenues are derived from taxes, fees, fines, and interest on investments. The General Fund is designated as a governmental fund.

Special Funds contain specialized activities/services that are funded from specific sources including other governmental units, endowments, trusts, and agencies. Special Funds are designated as governmental funds.

State Aid to Local Law Enforcement (SALLE) Funds are State of Delaware grants to be used for specific policing programs.

Parks Trust Fund reflects contributions to the City from trusts to be used in the maintenance and improvement of specific City-owned parks. Only the contribution from the trusts to the City are appropriated and shown in the budget.

Municipal Street Aid Fund reflects the fiscal activities regarding a special State of Delaware appropriation for street maintenance and lighting.

Parks Assistance Fund represents City activities in summer youth programs, senior programs, and other recreational and meal programs funded through federal and state grants.

HUD Section 8 Funds are used exclusively for rental subsidies for aged and economically disadvantaged persons. Funding is obtained from the U.S. Department of Housing and Urban Development (HUD).

Community Development Block Grant (CDBG) Funds are federally-funded activities administered by City staff and subrecipients for urban renewal and development.

Home Partnership Funds are federal funds that address a variety of housing assistance programs to benefit low-to-moderate income City residents.

Pension Administration Funds shown in the budget reflect the costs related to the administration of the City's five employee pension plans. The pension fiduciary trust funds themselves (including pension payroll and investment income) are not appropriated by City Council, but are controlled by an independent Board of Pensions.

Emergency Shelter Grant is designed to improve the quality of emergency shelters for the homeless. Funding for this program is awarded through HUD.

Local Law Enforcement Block Grant (LLEBG) is awarded by the United States Department of Justice to be used by local Police jurisdictions to enhance crime prevention and deployment.

New Castle County (NCC) Police Grant; NCC Fire Grant are grants provided by New Castle County for supporting City policing operations, new Fire apparatus, and ambulance subsidy payments.

Delaware State Fire Grant is provided by the State of Delaware to all fire departments throughout the State to assist them in purchasing specialized gear and equipment and to provide funding for specific safety training programs.

Byrne Grant is a federal award to support interdisciplinary activities to prevent and control crime.

DESCRIPTION OF APPROPRIATED FUNDS

Special Funds (continued)

Workforce Investment Board (WIB) is a U.S. Department of Labor program that provides funding for community occupational training and employment service opportunities.

Housing Opportunities for Persons with AIDS (HOPWA) Program is a federal grant providing housing assistance and supportive services for low-income people with HIV/AIDS and related diseases and their families.

Local Emergency Planning Committees (LEPC) funding is provided by the U.S. Environmental Protection Agency to help communities work to understand chemical hazards, develop emergency plans in case of an accidental release, and look for ways to prevent chemical accidents.

Emergency Management Performance Grant (EMPG) provides state, local, tribal, and territorial emergency management agencies with the resources required for implementation of the National Preparedness System and works toward the National Preparedness Goal of a secure and resilient nation.

CATV funding is provided by the annual fee paid by Comcast for its cable franchise in the City of Wilmington. City Council created the CATV fund to support the activities of the City's Cable channel 22 WITN station which is managed by City Council.

Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding resulted from federal legislation to provide, among other things, economic stimulus payments to individuals, small business, and state and local governments in response to the negative effects of the COVID-19 pandemic.

American Rescue Plan Act (ARPA) federal grant funding was provided to state and local governments as part of a spending package approved by Congress to speed up the country's recovery from the economic and health effects of the COVID-19 pandemic. ARPA builds upon many of the measures contained in the CARES Act.

The Water/Sewer Fund summarizes the City's water production and distribution, sewage treatment and disposal activities, along with stormwater control. Expenditures regarding these activities are funded by water, sewer, and stormwater service charges.

The Commerce Fund (defunct) had reflected the revenues and expenditures of the Port of Wilmington, as well as the administration of the economic development arm of the City. Revenues were primarily derived from Port of Wilmington service charges. The Port of Wilmington was sold to the State of Delaware in Fiscal Year 1996. Revenues received from the State were the sale proceeds (as a mortgage amortized over 30 years) and reimbursement of the previously existing Commerce Fund debt service which remained on the City's books.

Then in February of 2002, the Port and City entered into an agreement whereby the State would pay the City a lump sum of \$8 million to pay off the remaining mortgage payments owed to the City by the Port. The debt service reimbursement portion of the previous agreement was unaffected by this lump sum prepayment. State law dictated, however, that the remaining fund balance of the Commerce Fund had to be used by the City exclusively for economic development activities.

DESCRIPTION OF APPROPRIATED FUNDS

The Commerce Fund (continued)

Thus, it was the mandated policy that the fund balance of the Commerce fund continue to be drawn down for economic development activities until the fund balance was depleted. Once the fund balance was spent down, as planned, those economic development activities and costs would be merged into the General Fund. In FY 2009 the Commerce fund balance was depleted, and as a result, in FY 2010 all economic development activities and costs, along with the Port debt reimbursement revenue from the State, were moved and budgeted in the General Fund.

Internal Services Funds are used to summarize City-wide common expenditures in one area, then to allocate such expenditures to the various departments in the General and Water/Sewer Funds. The funds have been segregated into these categories.

Administrative Services: Communications; Data Processing; Duplication and Reproduction; Mail Services; Mapping and Graphics; Motor Vehicle; Word Processing. In FY 2020, all Administrative Services Funds, except for the Motor Vehicle Fund, were eliminated and their activities transferred into the General Fund as part of the new Department of Information Technologies.

Self-Insurance: Risk Management; Workers' Compensation; Health and Welfare (Employee Healthcare).

Funding Appropriation

The City's Non-Special Funds are appropriated through the Budget Process and approved by City Council through City Ordinance.

Most of the City's Special Funds are also appropriated through the budget process, but there are notable exceptions, such as the Pension and Parks Trust funds. While a small portion of administrative costs related to these two funds is appropriated and shown in the budget, the large majority of activities, revenues, and costs of these funds is controlled by legally independent boards and trusts, and are not appropriated through the budget process.

Only those Funds (or portions of those Funds) in which the City Council can appropriate expenditures are included in the budget document.

BUDGET HIGHLIGHTS

City of Wilmington

Fiscal Year 2025

The General Fund

- The FY 2025 General Fund operating budget expenditures total **\$193,918,729** – up \$11,295,029 or 6.2% from FY 2024. There is no increase to the Property Tax rate.
- For decades, ambulance transport had been provided in Wilmington by third-party entities at no cost to the City. However, the latest provider, Trinity Health (associated with St. Francis Hospital), recently advised the City that they could no longer afford to provide the service without a very substantial subsidy. After much negotiation and discussion, the City settled on a \$3.8 million contract extension with Trinity Health that would provide ambulance transport through December 31, 2025 (halfway through FY 2026). The cost of the contract extension for FY 2025 is \$1.9 million. The contract extension provides the time for the City to plan for future alternatives. The preferred outcome would be that Trinity's recent outsourcing of its ambulance billing and collections to an experienced third-party will result in them requiring a much lower subsidy (or even no subsidy at all) from the City. But if that does not occur, the City will use the time leading up to the contract expiration to prepare and implement an ambulance transport service to be provided by the City's Fire Department.
- Personnel costs grew by \$2.0 million as a result of the mid-FY 2024 implementation of the City's compensation and classification study recommendations. The implementation increased salaries and the number of anniversary steps for all bargaining units except the Police and Fire unions.
- Because of the compensation and classification study implementation, only the Police and Fire unions will receive Cost of Living Adjustments (COLAs) in FY 2025 as per their union labor contracts. Those COLAs and a one-time retention bonus payment for Police are in addition to the usual anniversary step increases. Altogether, the budget increase for Police and Fire sworn personnel is \$5.0 million.
- Staffing decreased by a net total of 12.75 full-time equivalents (FTE). There were personnel actions in eight departments that resulted in a savings of over \$1.1 million.
- Overtime and Special Events Overtime in the Police and Fire departments increased by a combined total of \$950,000. Overtime in Fire was increased by \$341,000 to better reflect prior year actual spending and to ensure minimum company staffing requirements will be met based on projected attrition trends. In Police, Overtime and Special Events Overtime combined rose by \$609,000. Major factors contributing to the combined increase include historically high levels of attrition coupled with the inability to attract enough qualified recruits for the Police Academy; contractual increases in compensation; and additional overtime incurred to provide security for the presidential re-election campaign headquarters located in downtown Wilmington.
- The Motor Vehicle Costs account jumped by almost \$1.1 million, driven by large price hikes in the cost of new cars, especially police vehicles, and the purchase of five ambulances for the Fire Department (three replacements and two new additional). Also, fleet maintenance costs are up as the cost of parts and labor has risen dramatically over the last two years.

BUDGET HIGHLIGHTS

City of Wilmington

Fiscal Year 2025

The General Fund (continued)

- In the Department of Information Technologies, the cost of computer software and software licenses rose a total of almost \$557,000 to support a number of IT initiatives and improvements that are both City-wide and for specific departmental projects. Some of the larger-cost items include an increase in the annual fee for the Tyler MUNIS system and API toolkit, the reimplementation of the UKG city-wide employee timekeeping system, bolstering of cyber security, the purchase of supplier diversity compliance software for Economic Development, an increase in the ThirdLine Auditing software contract, and the replacement of the Worldox document management system used by the Law Department.
- The Professional Fees account group, which includes the Consultants, Engineering, and Transition Costs accounts, increased by just over a net \$435,000. Public Works added \$120,000 to Consultants to perform operational desk audits, review and rewrite the Department's job descriptions, assist in staff development, and provide grant writing support. Also in Public Works, the Engineering account was increased \$40,000 to support an upgrade to an integrated camera and networks security system at the municipal complex. In the Mayor's Office, funding more than doubled for the Historically Black Colleges and Universities (HBCU) Foundation (from \$75,000 to \$200,000). Also in the Mayor's Office, because FY 2025 is a mayoral election year, \$75,000 in Transition Costs was added to the budget.
- Public Works has requested \$425,000 to contract with Asset Management Alliance to provide property management and repair services, recommend needed capital improvements, and conduct preventative maintenance for the Turner complex of buildings and facilities.
- While the contribution cost for the State Pension Plan for Police and Fire sworn personnel rose by over \$1.3 million (or 27%), this was offset by a nearly equal reduction in the total actuarially required contribution cost for the City's old pension plans. While the State grapples with a large unfunded liability in the Police and Fire pension plan, the City has experienced a dramatic drop in the unfunded liability of its pension plans, with two of five plans now fully funded.
- Funding of \$100,000 was added to the Traffic Division of Public Works for a pilot program testing traffic calming devices and measures in City neighborhoods.
- The cost of employee healthcare is projected to decrease by over \$1.1 million or 6.7%. To stabilize healthcare costs and mitigate future risk, the City will no longer provide healthcare coverage to employees' spouses who are eligible for subsidized medical coverage through their employers.
- Total Debt Service decreased a net \$556,325 based on the existing debt service schedules. Although there is a new bond issuance planned for FY 2025, it will be structured so that the first debt service payment would not occur until FY 2026.

BUDGET HIGHLIGHTS

City of Wilmington

Fiscal Year 2025

The General Fund (continued)

- Landfill fees decreased by \$122,000. Although the per ton fee charged by the Delaware Solid Waste Authority increased to \$75 (from \$74 in FY 2024), the overall number of tons of trash being sent to the landfill has continued to decrease as fewer people are working from home fulltime and the City has been able to divert almost 90% of yard waste to Holland Mulch, Inc. for composting at no charge.
- A total transfer of \$2.85 million from the Tax Stabilization Reserve was made to the Neighborhood Stabilization Fund (NSF) and the Economic Strategic Fund (ESF). The NSF received \$2.5 million, of which \$1.5 million will be used to fund the Home Repair Program and \$1.0 million will be granted to the Land Bank. The ESF received an infusion of \$350,000 to be used exclusively for the Minority Business Development Program.

BUDGET HIGHLIGHTS

City of Wilmington

Fiscal Year 2025

The Water/Sewer Fund

- The FY 2025 Water/Sewer Fund operating budget expenditures total **\$90,184,656** – up \$5,641,422 or 6.7% from FY 2024. The FY 2025 Budget continues to support the high-priority initiatives essential to achieving financially self-sustaining and environmentally-sound water, sewer, and stormwater utilities. These include an accelerated Combined Sewer Overflow (CSO) mitigation effort and finished water filtration and supply improvements that exceed EPA standards. Both contribute to the stability of northern Delaware’s water supply, especially in times of drought.
- Personnel costs rose by almost \$590,000 mainly as a result of the mid-FY 2024 implementation of the City’s compensation and classification study recommendations. The implementation increased salaries and the number of anniversary steps for all bargaining units in the Water/Sewer Fund.
- Staffing increased by a net total of 0.30 FTE. There were six personnel actions which resulted in a total net increase of \$41,649.
- The Contracted Maintenance Services account increased by over \$1.5 million. Almost all the increase is in the contract fee to Jacobs (up \$1.4 million) to operate and maintain the City's sewage treatment plant and help manage the City’s renewable energy bio-solids facility.
- The Indirect Cost expense to the Water/Sewer Fund rose by \$1.2 million, reflecting the budgeted increases in FY 2025 of the essential supporting services provided to the Water/Sewer Fund’s utility functions by the General Fund.
- In the Water System Division, Repairs to Equipment saw a dramatic increase of over \$1.0 million. About \$850,000 was added for the replacement of pumps at the Brandywine Pumping Station and to cover increased costs of the systemwide pump and valve maintenance program. In addition, there was a 47% price hike (from \$375,000 to \$550,000) for Allied Control Systems for maintenance of the Supervisory Control and Data Acquisition (SCADA) system.
- Depreciation increased by \$487,123, reflecting the aggressive infrastructure replacement program adopted by the Public Works Department that increased both the number and value of the City’s water, sewer, and stormwater infrastructure fixed assets.
- Additional funding of \$240,000 was added to Consultants to help the City comply with the EPA’s new lead and copper rule revisions and to prepare for the passage of pending EPA regulations regarding the testing, tracking, and removal of PFAS chemicals in the water supply and distribution systems. One particularly notable initiative that will be funded by the requested increase is the creation of an educational website and a public information officer position to help citizens and water customers regarding questions about how to properly test for lead in the pipes and plumbing connections of their homes and what to do if it is found.

BUDGET HIGHLIGHTS

City of Wilmington

Fiscal Year 2025

The Water/Sewer Fund (continued)

- Engineering in the Water System Division increased \$237,500 for engineering and design services for the small water mains replacement program and for metering improvements.
- There is an almost \$203,000 increase in the Miscellaneous Supplies or Parts account in the Water System Division. This account supports a wide-ranging number of items and programs, the largest being the annual fire hydrant replacement program.
- Funding for the Finance Department's Water Utility Assistance Program was increased \$100,000 (from \$250,000 to \$350,000) to help more low-income Wilmington residents with their delinquent water bills.
- Legal fees decreased 50% (from \$200,000 to \$100,000) as the legal proceedings against New Castle County (wastewater treatment contract), Honeywell (breach of contract regarding the renewable energy bio-solids facility), and the Army Corps of Engineers (non-payment of storm water bills) have been settled.
- Total Debt Service decreased \$371,584 based on the existing debt service schedule. Although there is a new bond issuance planned for FY 2025, it will be structured so that the first debt service payment would not occur until FY 2026.
- There is a 5.8% increase to water and sewer rates and a 4.0% increase to stormwater rates. The projected fiscal impact of the rate changes is an increase of \$3.7 million in revenue to the Water/Sewer Fund in FY 2025. The typical residential customer in the city using 4,000 gallons of water per month will see an increase of \$3.86 to their monthly bill.

Summary of Combined Statement of Revenues Fiscal Year 2025

Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
General Fund						
Taxes	\$128,569,270	\$129,398,266	\$128,417,712	\$131,392,338	\$2,974,626	2.3%
Permits, Fees, and Fines	14,628,799	13,101,384	11,267,446	14,226,243	2,958,797	26.3%
Task Force Revenues	7,539,736	7,249,639	7,425,231	12,368,940	4,943,709	66.6%
County Seat Relief	13,567,280	12,423,803	12,451,316	12,357,549	(93,767)	-0.8%
State Pension Contribution	6,617,935	8,787,399	6,617,935	6,843,847	225,912	3.4%
Other	10,720,564	28,253,922	16,947,423	18,747,397	1,799,974	10.6%
Transfers In	275,000	275,000	275,000	275,000	0	0.0%
General Fund Total	\$181,918,584	\$199,489,413	\$183,402,063	\$196,211,314	\$12,809,251	7.0%
Water/Sewer Fund						
Water/Sewer Fees	\$66,171,048	\$67,873,348	\$70,727,000	\$74,842,000	\$4,115,000	5.8%
NCC Sewer Services	20,748,646	22,616,476	20,949,000	22,749,000	1,800,000	8.6%
Other	591,656	538,900	463,000	476,000	13,000	2.8%
Water/Sewer Fund Total	\$87,511,350	\$91,028,724	\$92,139,000	\$98,067,000	\$5,928,000	6.4%
Special Funds						
Grants	\$9,966,181	\$7,737,350	\$7,771,990	\$7,851,411	\$79,421	1.0%
Other	6,777,897	6,686,792	7,395,476	7,548,485	153,009	2.1%
Special Funds Total	\$16,744,078	\$14,424,142	\$15,167,466	\$15,399,896	\$232,430	1.5%
Total Revenues						
All Funds Total	\$286,174,012	\$304,942,279	\$290,708,529	\$309,678,210	\$18,969,681	6.5%

Summary of Combined Statement of Expenditures Fiscal Year 2025

Expenditures	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
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General Fund						
Personal Services	\$113,622,343	\$115,672,282	\$118,723,900	\$125,370,254	\$6,646,354	5.6%
Materials, Supplies, & Equip.	42,578,831	44,322,380	48,650,987	53,848,085	5,197,098	10.7%
Debt Service	15,037,350	14,651,804	14,285,714	13,729,389	(556,325)	-3.9%
Other	263,518	251,239	963,099	971,001	7,902	0.8%
General Fund Total	\$171,502,042	\$174,897,705	\$182,623,700	\$193,918,729	\$11,295,029	6.2%

Water/Sewer Fund						
Personal Services	\$10,833,344	\$11,445,510	\$12,722,051	\$13,311,692	\$589,641	4.6%
Materials, Supplies, & Equip.	52,846,184	50,082,868	56,758,298	61,694,540	4,936,242	8.7%
Debt Service	6,437,099	4,940,445	4,633,662	4,262,078	(371,584)	-8.0%
Other	10,429,223	10,916,346	10,429,223	10,916,346	487,123	4.7%
Water/Sewer Fund Total	\$80,545,850	\$77,385,169	\$84,543,234	\$90,184,656	\$5,641,422	6.7%

Special Funds						
Personal Services	\$3,459,089	\$3,438,812	\$3,636,929	\$3,860,959	\$224,030	6.2%
Materials, Supplies, & Equip.	5,208,885	4,187,934	3,781,191	3,878,595	97,404	2.6%
Debt Service	32,150	36,659	22,771	22,805	34	0.1%
Other	7,602,402	6,435,228	7,820,407	7,886,236	65,829	0.8%
Special Funds Total	\$16,302,526	\$14,098,633	\$15,261,298	\$15,648,595	\$387,297	2.5%

Total Expenditures						
All Funds Total	\$268,350,418	\$266,381,507	\$282,428,232	\$299,751,980	\$17,323,748	6.1%

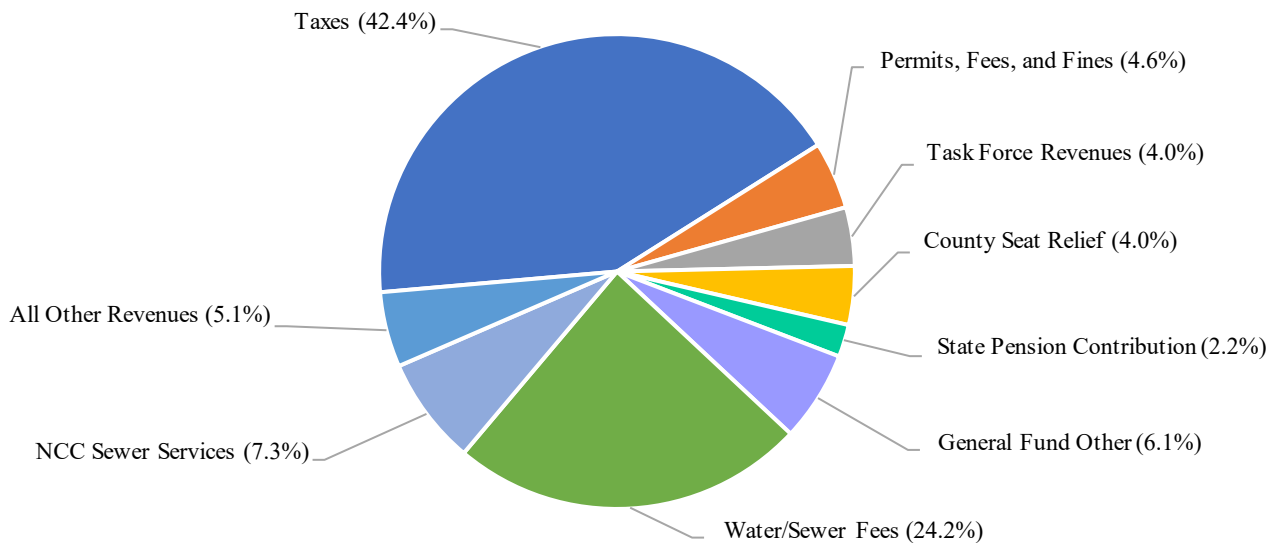
Income / (Loss)	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
General Fund	\$10,416,542	\$24,591,708	\$778,363	\$2,292,585	\$1,514,222	194.5%
Water/Sewer Fund	6,965,500	13,643,555	7,595,766	7,882,344	286,578	3.8%
Special Funds	441,552	325,509	(93,832)	(248,699)	(154,867)	165.0%
Total Income / (Loss)	\$17,823,594	\$38,560,772	\$8,280,297	\$9,926,230	\$1,645,933	19.9%

Summary of All Funds Combined Fiscal Year 2025

All Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Taxes	\$128,569,270	\$129,398,266	\$128,417,712	\$131,392,338	\$2,974,626	2.3%
Permits, Fees, and Fines	14,628,799	13,101,384	11,267,446	14,226,243	2,958,797	26.3%
Task Force Revenues	7,539,736	7,249,639	7,425,231	12,368,940	4,943,709	66.6%
County Seat Relief	13,567,280	12,423,803	12,451,316	12,357,549	(93,767)	-0.8%
State Pension Contribution	6,617,935	8,787,399	6,617,935	6,843,847	225,912	3.4%
General Fund Other	10,995,564	16,528,922	17,222,423	19,022,397	1,799,974	10.5%
Water/Sewer Fees	66,171,048	67,873,348	70,727,000	74,842,000	4,115,000	5.8%
NCC Sewer Services	20,748,646	22,616,476	20,949,000	22,749,000	1,800,000	8.6%
Water/Sewer Other	591,656	538,900	463,000	476,000	13,000	2.8%
CARES / ARPA	0	12,000,000	0	0	0	0.0%
Special Funds Grants	9,966,181	7,737,350	7,771,990	7,851,411	79,421	1.0%
Special Funds Other	6,777,897	6,686,792	7,395,476	7,548,485	153,009	2.1%
Total Revenues	\$286,174,012	\$304,942,279	\$290,708,529	\$309,678,210	\$18,969,681	6.5%

Taxes includes Wage Tax, Property Tax, and Other Taxes. General Fund Other includes Interest, Other Revenues, Port Debt Reimbursement, Transfer In/Out, and Use of Fund Balance. Water/Sewer Fees includes Water/Sewer User Fees and Stormwater Billings. Water/Sewer Other includes Rentals/Misc. and Solar Panels.

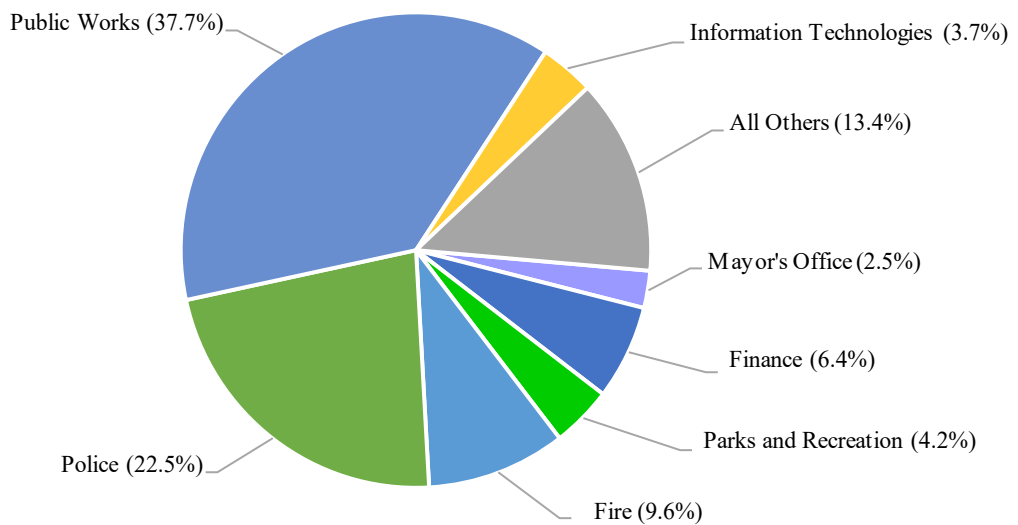
All Funds Revenues Fiscal Year 2025



Summary of All Funds Combined Fiscal Year 2025

All Funds Expenditures	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Mayor's Office	\$7,239,750	\$6,924,857	\$7,162,600	\$7,584,462	\$421,862	5.9%
City Council	2,274,683	2,535,076	3,537,215	3,813,866	276,651	7.8%
Treasurer	6,073,796	6,030,724	6,731,129	6,998,837	267,708	4.0%
Land Use and Planning	1,448,925	3,503,592	4,389,296	4,612,561	223,265	5.1%
Audit	974,197	1,025,098	1,033,482	1,069,032	35,550	3.4%
Law	2,423,294	2,539,309	2,688,837	2,957,694	268,857	10.0%
Finance	15,916,333	16,629,992	18,205,895	19,296,061	1,090,166	6.0%
Human Resources	1,731,207	2,126,094	2,640,937	2,653,126	12,189	0.5%
Licenses and Inspections	5,360,002	3,130,759	3,545,320	3,707,604	162,284	4.6%
Parks and Recreation	11,087,231	10,857,292	12,206,897	12,533,814	326,917	2.7%
Fire	22,891,732	23,715,644	24,410,009	28,673,539	4,263,530	17.5%
Police	64,291,267	63,950,565	63,829,180	67,517,164	3,687,984	5.8%
Public Works	101,450,324	99,096,224	107,595,714	112,899,071	5,303,357	4.9%
Real Estate and Housing	9,551,134	6,534,307	6,473,792	6,493,142	19,350	0.3%
Commerce (Port Debt)	166,688	277,071	222,717	222,776	59	0.0%
Information Technologies	8,851,920	8,717,504	10,465,277	11,203,384	738,107	7.1%
State Pension Contrib.	6,617,935	8,787,399	6,617,935	6,843,847	225,912	3.4%
Contingent Reserves	0	0	672,000	672,000	0	0.0%
Total Expenditures	\$268,350,418	\$266,381,507	\$282,428,232	\$299,751,980	\$17,323,748	6.1%

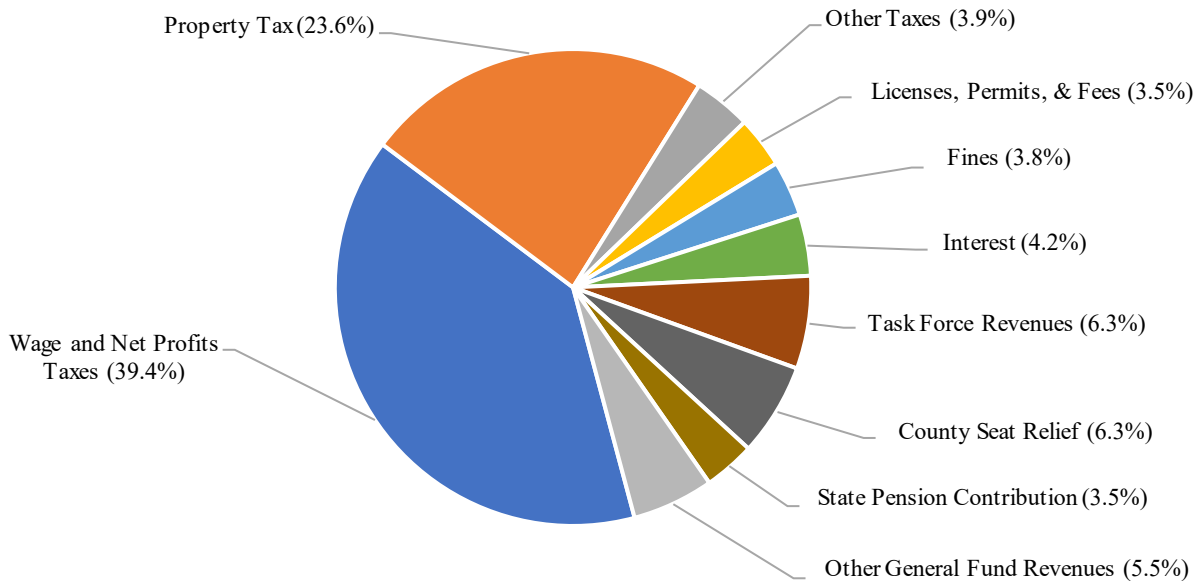
All Funds Expenditures Fiscal Year 2025



Summary of General Fund Fiscal Year 2025

General Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Wage and Net Profits Taxes	\$72,934,609	\$75,681,172	\$74,912,842	\$77,345,569	\$2,432,727	3.2%
Property Tax	43,637,012	44,789,172	46,480,386	46,379,877	(100,509)	-0.2%
Other Taxes	11,997,649	8,927,922	7,024,484	7,666,892	642,408	9.1%
Licenses, Permits, & Fees	6,210,661	5,304,705	5,616,619	6,836,751	1,220,132	21.7%
Fines	8,418,138	7,796,679	5,650,827	7,389,492	1,738,665	30.8%
Interest	136,559	4,662,032	7,170,000	8,179,000	1,009,000	14.1%
Other Revenues	10,029,801	11,038,061	9,777,423	10,568,397	790,974	8.1%
Task Force Revenues	7,539,736	7,249,639	7,425,231	12,368,940	4,943,709	66.6%
County Seat Relief	13,567,280	12,423,803	12,451,316	12,357,549	(93,767)	-0.8%
State Pension Contribution	6,617,935	8,787,399	6,617,935	6,843,847	225,912	3.4%
Port Debt Reimbursement	554,204	553,829	0	0	0	0.0%
CARES / ARPA	0	12,000,000	0	0	0	0.0%
Transfers In/(Out)	275,000	275,000	275,000	275,000	0	0.0%
Total Revenues	\$181,918,584	\$199,489,413	\$183,402,063	\$196,211,314	\$12,809,251	7.0%

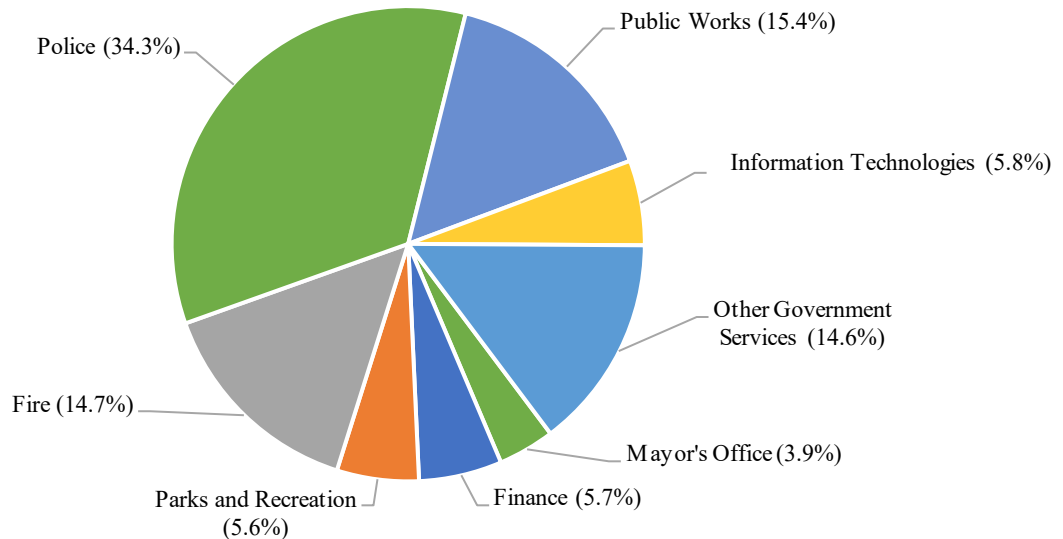
General Fund Revenues Fiscal Year 2025



Summary of General Fund Fiscal Year 2025

General Fund Expenditures	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Mayor's Office	\$7,040,304	\$6,753,305	\$7,079,882	\$7,498,652	\$418,770	5.9%
City Council	1,722,349	1,912,458	2,443,383	2,663,317	219,934	9.0%
Treasurer	400,044	407,198	450,662	468,838	18,176	4.0%
Land Use and Planning	1,350,833	3,405,500	4,389,296	4,612,561	223,265	5.1%
Audit	890,519	941,023	949,174	983,983	34,809	3.7%
Law	2,423,294	2,539,309	2,688,837	2,957,694	268,857	10.0%
Finance	9,481,100	9,826,267	10,705,020	11,017,799	312,779	2.9%
Human Resources	1,731,207	2,126,094	2,640,937	2,653,126	12,189	0.5%
Licenses and Inspections	5,360,002	3,130,759	3,545,320	3,707,604	162,284	4.6%
Parks and Recreation	9,169,273	9,449,861	10,654,433	10,882,065	227,632	2.1%
Fire	22,749,739	23,476,782	24,212,009	28,475,539	4,263,530	17.6%
Police	61,498,949	61,511,569	63,042,196	66,600,482	3,558,286	5.6%
Public Works	26,353,426	27,385,258	29,436,970	29,879,749	442,779	1.5%
Real Estate and Housing	5,694,460	4,250,348	2,407,652	2,575,313	167,661	7.0%
Commerce (Port Debt)	166,688	277,071	222,717	222,776	59	0.0%
Information Technologies	8,851,920	8,717,504	10,465,277	11,203,384	738,107	7.1%
State Pension Contrib.	6,617,935	8,787,399	6,617,935	6,843,847	225,912	3.4%
Contingent Reserves	0	0	672,000	672,000	0	0.0%
Total Expenditures	\$171,502,042	\$174,897,705	\$182,623,700	\$193,918,729	\$11,295,029	6.2%

General Fund Expenditures Fiscal Year 2025

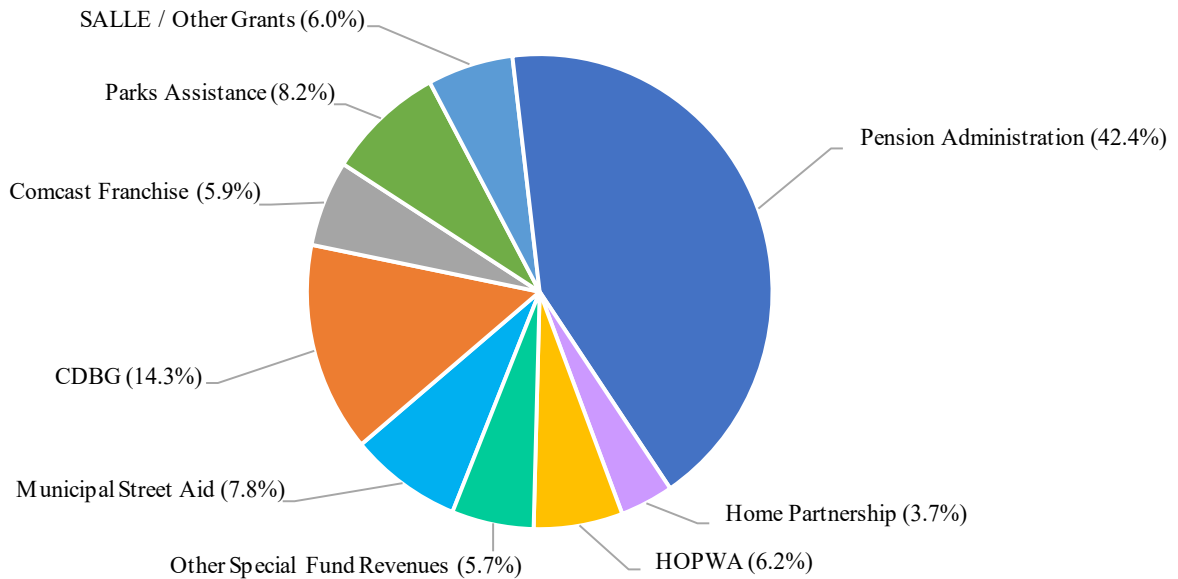


Summary of Special Funds Fiscal Year 2025

Special Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Municipal Street Aid	\$1,069,959	\$1,213,597	\$1,200,693	\$1,197,977	(\$2,716)	-0.2%
CDBG	2,283,784	916,674	2,199,153	2,199,153	0	0.0%
Comcast Franchise	993,886	948,127	1,000,000	901,850	(98,150)	-9.8%
Emergency Shelter	177,664	62,616	197,226	197,226	0	0.0%
Workforce Investment	170,310	110,248	274,494	279,984	5,490	2.0%
Parks Assistance	1,637,389	1,182,044	1,162,961	1,255,129	92,168	7.9%
Parks Trust Fund	110,259	115,139	115,009	116,636	1,627	1.4%
SALLE / Other Grants	2,792,318	2,438,996	786,984	916,682	129,698	16.5%
Pension Administration	5,673,752	5,623,526	6,280,467	6,529,999	249,532	4.0%
Home Partnership	644,809	649,401	718,522	570,211	(148,311)	-20.6%
HOPWA	805,204	710,055	951,239	951,239	0	0.0%
Miscellaneous Grants	384,744	453,719	280,718	283,810	3,092	1.1%
Total Revenues	\$16,744,078	\$14,424,142	\$15,167,466	\$15,399,896	\$232,430	1.5%

Special Funds Revenues consist of supplemental revenues derived from non-taxation sources such as Federal and State grants and endowments. The Comcast Franchise fee is a special exemption related to City Council's CATV Fund.

Special Funds Revenues Fiscal Year 2025

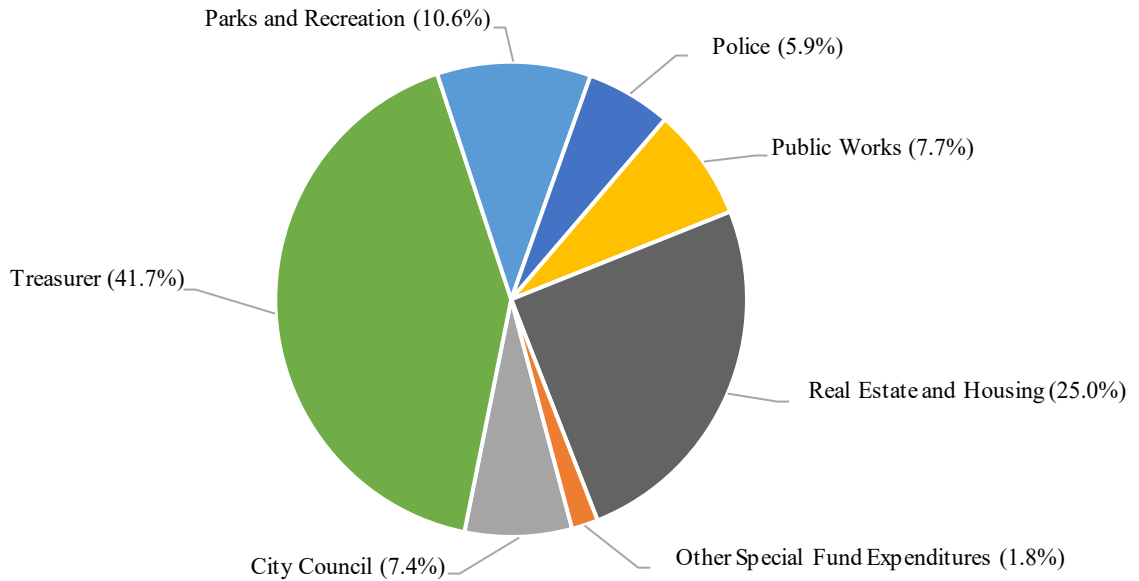


Summary of Special Funds Fiscal Year 2025

Special Funds Expenditures	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Mayor's Office	\$199,446	\$171,552	\$82,718	\$85,810	\$3,092	3.7%
City Council	552,334	622,618	1,093,832	1,150,549	56,717	5.2%
Treasurer	5,673,752	5,623,526	6,280,467	6,529,999	249,532	4.0%
Land Use and Planning	98,092	98,092	0	0	0	0.0%
Parks and Recreation	1,917,958	1,407,431	1,552,464	1,651,749	99,285	6.4%
Fire	141,993	238,862	198,000	198,000	0	0.0%
Police	2,792,318	2,438,996	786,984	916,682	129,698	16.5%
Public Works	1,069,959	1,213,597	1,200,693	1,197,977	(2,716)	-0.2%
Real Estate and Housing	3,856,674	2,283,959	4,066,140	3,917,829	(148,311)	-3.6%
Total Expenditures	\$16,302,526	\$14,098,633	\$15,261,298	\$15,648,595	\$387,297	2.5%

Except in the special case of the CATV Fund in City Council, for these Special Funds total expenditures are equal to total revenues for purposes of appropriation. Therefore, there is no net income, fund balance, or change in fund balance.

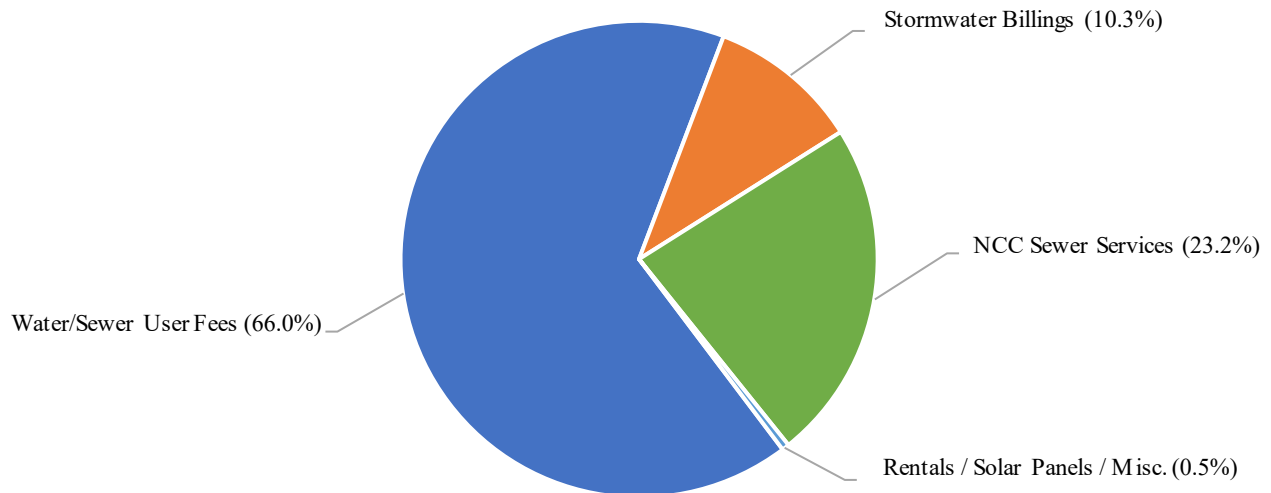
Special Funds Expenditures Fiscal Year 2025



Summary of Water / Sewer Fund Fiscal Year 2025

Water/Sewer Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Water/Sewer User Fees	\$56,525,888	\$58,225,815	\$62,007,000	\$64,772,000	\$2,765,000	4.5%
Stormwater Billings	9,645,160	9,647,533	8,720,000	10,070,000	1,350,000	15.5%
NCC Sewer Services	20,748,646	22,616,476	20,949,000	22,749,000	1,800,000	8.6%
Rentals/Miscellaneous	561,991	529,654	426,000	439,000	13,000	3.1%
Solar Panel Revenues	29,665	9,246	37,000	37,000	0	0.0%
Total Revenues	\$87,511,350	\$91,028,724	\$92,139,000	\$98,067,000	\$5,928,000	6.4%

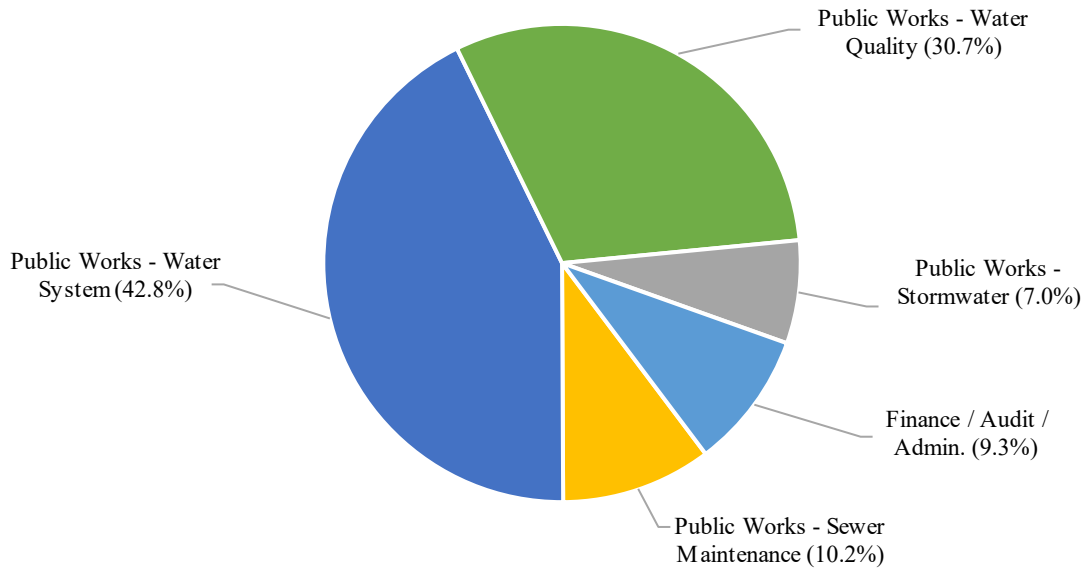
Water/Sewer Fund Revenues Fiscal Year 2025



Summary of Water / Sewer Fund Fiscal Year 2025

Water/Sewer Fund Expenditures	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Audit	\$83,678	\$84,075	\$84,308	\$85,049	\$741	0.9%
Finance	6,435,233	6,803,725	7,500,875	8,278,262	777,387	10.4%
Public Works	74,026,939	70,497,369	76,958,051	81,821,345	4,863,294	6.3%
Total Expenditures	\$80,545,850	\$77,385,169	\$84,543,234	\$90,184,656	\$5,641,422	6.7%

Water/Sewer Fund Expenditures Fiscal Year 2025

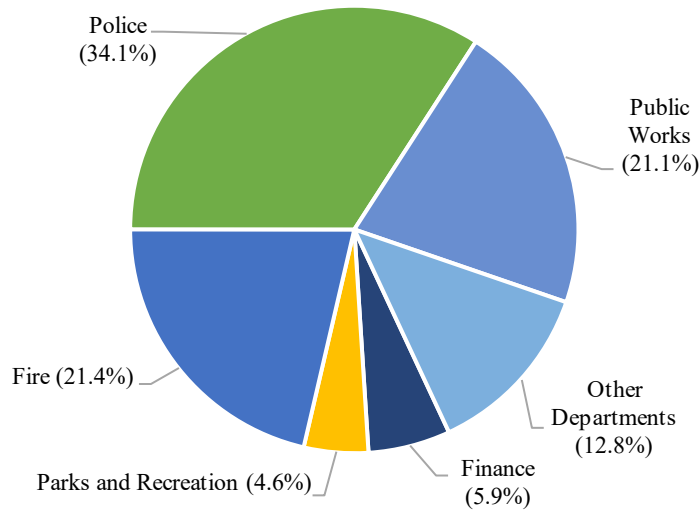


Summary of Internal Service Funds Fiscal Year 2025

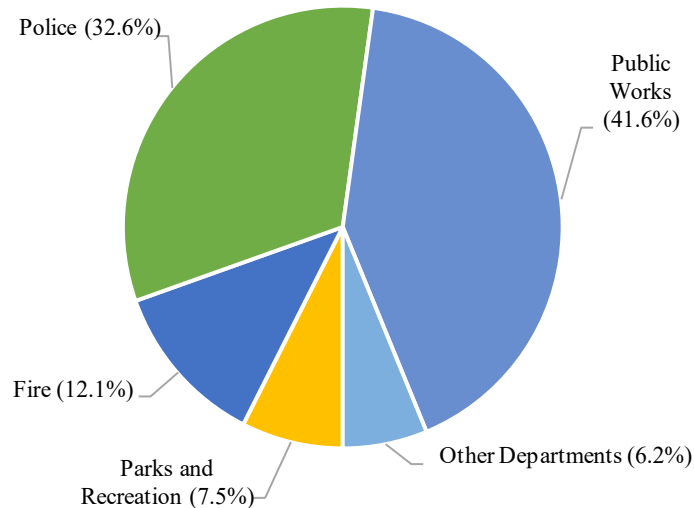
Internal Services Expenditures	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Human Resources	\$28,944,751	\$29,444,564	\$32,944,877	\$34,021,020	\$1,076,143	3.3%
Public Works	8,438,847	8,489,825	9,332,909	9,508,408	175,499	1.9%
Total Expenditures	\$37,383,598	\$37,934,389	\$42,277,786	\$43,529,428	\$1,251,642	3.0%

Primary revenues for the Internal Service Funds are derived from changes to the operating budget of the various departments. Revenue changes must meet expenditures at year-end, and therefore no surplus or deficit may result.

**HR Self-Insurance Program
FY 2025 Internal Service Charge Allocations**



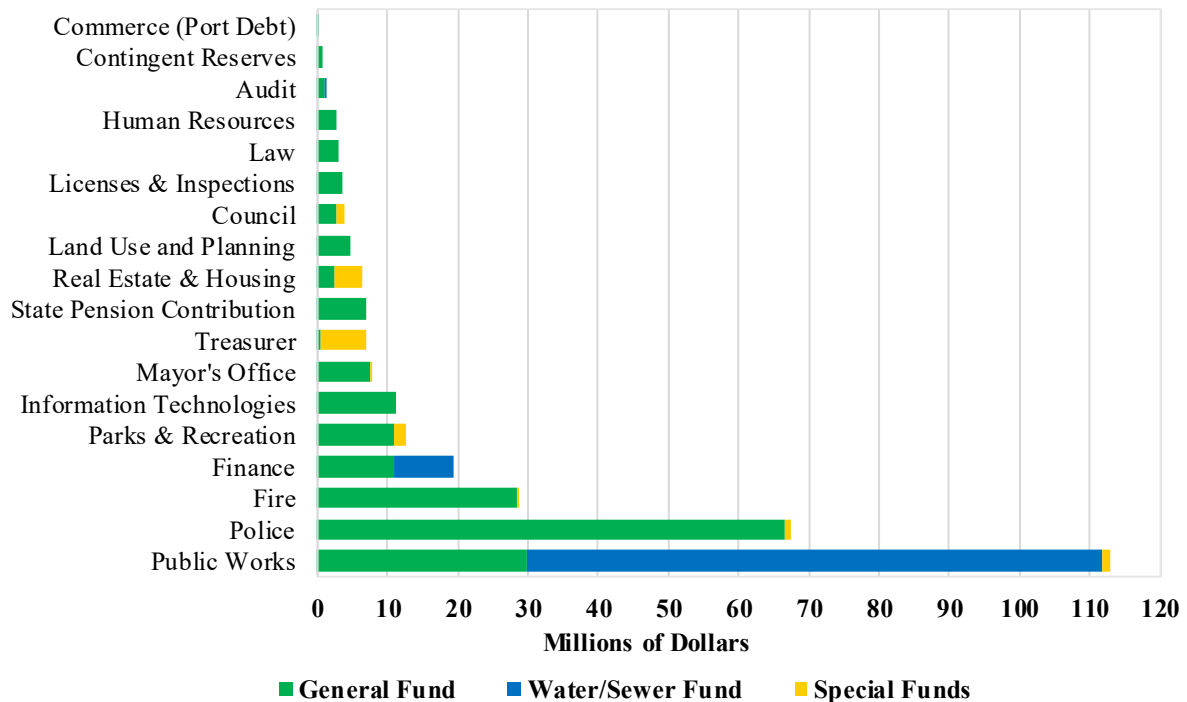
**Public Works Motor Vehicle Costs
FY 2025 Internal Service Charge Allocations**



Departmental Budgets by Fund Fiscal Year 2025

Departmental Budgets	General Fund Budget FY 2025	Water/Sewer Fund Budget FY 2025	Special Funds Budget FY 2025	Total Budget All Funds FY 2025
Mayor's Office	\$7,498,652	\$0	\$85,810	\$7,584,462
Council	2,663,317	0	1,150,549	3,813,866
Treasurer	468,838	0	6,529,999	6,998,837
Land Use and Planning	4,612,561	0	0	4,612,561
Audit	983,983	85,049	0	1,069,032
Law	2,957,694	0	0	2,957,694
Finance	11,017,799	8,278,262	0	19,296,061
Human Resources	2,653,126	0	0	2,653,126
Licenses & Inspections	3,707,604	0	0	3,707,604
Parks & Recreation	10,882,065	0	1,651,749	12,533,814
Fire	28,475,539	0	198,000	28,673,539
Police	66,600,482	0	916,682	67,517,164
Public Works	29,879,749	81,821,345	1,197,977	112,899,071
Real Estate & Housing	2,575,313	0	3,917,829	6,493,142
Commerce (Port Debt)	222,776	0	0	222,776
Information Technologies	11,203,384	0	0	11,203,384
State Pension Contribution	6,843,847	0	0	6,843,847
Contingent Reserves	672,000	0	0	672,000
Total Budget	\$193,918,729	\$90,184,656	\$15,648,595	\$299,751,980

FY 2025 Total Departmental Budgets Breakout by Fund



**Capital Improvements Program
Fiscal Years 2024 - 2029**

Summary: Total Funds Recommended by Fiscal Year and Department

Department	Type of Funding	2024	2025	2026	2027	2028	2029	Total City Funds	Total City / Matching Funds
Finance	G	482,188	0	466,438	0	380,813	0	1,329,439	1,329,439
	W	956,250	0	956,250	0	956,250	0	2,868,750	2,868,750
Fire	G	8,700,000	0	9,700,000	0	3,000,000	0	21,400,000	21,400,000
Mayor's Office	G	2,925,000	0	2,815,000	0	2,665,000	0	8,405,000	8,405,000
Parks	G	3,300,000	0	3,300,000	0	3,300,000	0	9,900,000	9,900,000
Public Works	G	16,150,000	0	14,000,000	0	14,000,000	0	44,150,000	44,150,000
	W	76,500,000	0	76,500,000	0	76,500,000	0	229,500,000	229,500,000
Real Estate and Housing	G	1,000,000	0	1,000,000	0	1,000,000	0	3,000,000	3,000,000
	O	500,000	0	500,000	0	500,000	0	0	1,500,000
Transportation Divison (Public Works)	G	6,500,000	0	6,500,000	0	6,500,000	0	19,500,000	19,500,000
	O	8,000,000	0	8,000,000	0	8,000,000	0	0	24,000,000
Total by Fund	G	39,057,188	0	37,781,438	0	30,845,813	0	107,684,439	107,684,439
	O	8,500,000	0	8,500,000	0	8,500,000	0	0	25,500,000
	W	77,456,250	0	77,456,250	0	77,456,250	0	232,368,750	232,368,750
Grand Total		125,013,438	0	123,737,688	0	116,802,063	0	340,053,189	365,553,189

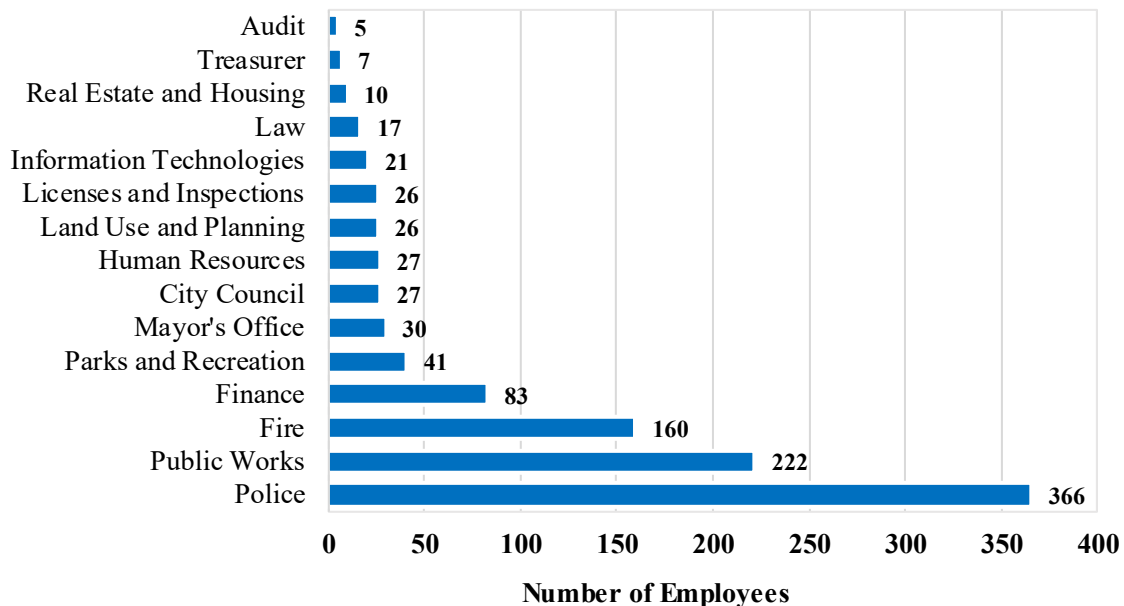
Type of Funding: G - General; W - Water/Sewer; O - Other Governmental

Summary of Staffing Levels Fiscal Year 2025

Total Number of Employees – All Funds

Department	Budget FY 2021	Budget FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 2025	Net Change FY'25-'24
Mayor's Office	34.00	34.00	30.00	30.00	30.00	0.00
City Council	28.00	27.00	27.00	27.00	27.00	0.00
Treasurer	7.00	7.00	7.00	7.00	7.00	0.00
Land Use and Planning	10.00	9.00	26.00	26.00	26.00	0.00
Audit	5.00	5.00	5.00	5.00	5.00	0.00
Law	17.00	17.00	17.00	17.00	17.00	0.00
Finance	84.00	84.00	81.00	84.00	83.00	(1.00)
Human Resources	26.00	26.00	26.00	26.00	27.00	1.00
Licenses and Inspections	42.00	42.00	26.00	26.00	26.00	0.00
Parks and Recreation	41.00	40.00	40.00	41.00	41.00	0.00
Fire	161.00	160.00	160.00	160.00	160.00	0.00
Police	379.00	380.00	373.00	374.00	366.00	(8.00)
Public Works	225.00	225.00	224.00	225.00	222.00	(3.00)
Real Estate and Housing	11.00	11.00	10.00	10.00	10.00	0.00
Information Technologies	21.00	21.00	21.00	21.00	21.00	0.00
Total	1,091.00	1,088.00	1,073.00	1,079.00	1,068.00	(11.00)
Total Employees per 1,000 City Residents	15.40	15.36	15.13	15.22	14.92	(0.30)

Total Number of Employees by Department FY 2025 (All Funds)



Just over 72% (or 774) of the City's employees work to provide Public Safety (Police, Fire, L&I) and Public Works services.

Summary of Staffing Levels Fiscal Year 2025

Total Number of Employees - General Fund

Department	Budget FY 2021	Budget FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 2025	Net Change FY'25-'24
Mayor's Office	33.50	33.50	29.50	29.50	29.50	0.00
City Council	19.25	19.65	19.65	19.65	19.65	0.00
Treasurer	3.00	3.00	3.00	3.00	3.00	0.00
Land Use and Planning	9.55	8.55	25.55	26.00	26.00	0.00
Audit	5.00	5.00	5.00	5.00	5.00	0.00
Law	17.00	17.00	17.00	17.00	17.00	0.00
Finance	58.85	58.05	55.40	56.60	54.80	(1.80)
Human Resources	16.60	16.60	16.60	16.60	17.10	0.50
Licenses and Inspections	42.00	42.00	26.00	26.00	26.00	0.00
Parks and Recreation	40.60	39.60	39.60	40.60	39.60	(1.00)
Fire	161.00	160.00	160.00	160.00	160.00	0.00
Police	373.57	374.57	365.00	366.00	358.00	(8.00)
Public Works	120.05	120.05	120.05	120.05	117.55	(2.50)
Real Estate and Housing	2.75	2.88	2.38	2.15	2.20	0.05
Information Technologies	21.00	21.00	21.00	21.00	21.00	0.00
Total	923.72	921.45	905.73	909.15	896.40	(12.75)

Total Number of Employees – Water / Sewer Fund

Department	Budget FY 2021	Budget FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 2025	Net Change FY'25-'24
Finance	25.15	25.95	25.60	27.40	28.20	0.80
Public Works	104.95	104.95	103.95	104.95	104.45	(0.50)
Total	130.10	130.90	129.55	132.35	132.65	0.30

Total Number of Employees – Special Funds

Department	Budget FY 2021	Budget FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 2025	Net Change FY'25-'24
Mayor's Office	0.50	0.50	0.50	0.50	0.50	0.00
City Council	8.75	7.35	7.35	7.35	7.35	0.00
Treasurer	4.00	4.00	4.00	4.00	4.00	0.00
Land Use and Planning	0.45	0.45	0.45	0.00	0.00	0.00
Parks and Recreation	0.40	0.40	0.40	0.40	1.40	1.00
Police	5.43	5.43	8.00	8.00	8.00	0.00
Real Estate and Housing	8.25	8.12	7.62	7.85	7.80	(0.05)
Total	27.78	26.25	28.32	28.10	29.05	0.95

**Summary of Staffing Levels
Fiscal Year 2025**

Total Number of Employees – Internal Service Funds

Department	Budget FY 2021	Budget FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 2025	Net Change FY'25-'24
Human Resources	9.40	9.40	9.40	9.40	9.90	0.50
Total	9.40	9.40	9.40	9.40	9.90	0.50

Summary of Changes from Proposed to Approved Budget Fiscal Year 2025

	Proposed Budget FY 2025	Approved Budget FY 2025	Dollar Change	Percent Change
General Fund				
Total Revenues	\$198,102,255	\$196,211,314	(\$1,890,941)	-1.0%
Total Expenditures	192,314,864	193,918,729	1,603,865	0.8%
Income/(Loss)	\$5,787,391	\$2,292,585	(\$3,494,806)	-60.4%
Staffing Level (FTE)	937.40	896.40	(41.00)	-4.4%
Water/Sewer Fund				
Total Revenues	\$100,092,000	\$98,067,000	(\$2,025,000)	-2.0%
Total Expenditures	90,084,656	90,184,656	100,000	0.1%
Income/(Loss)	\$10,007,344	\$7,882,344	(\$2,125,000)	-21.2%
Staffing Level (FTE)	132.65	132.65	0.00	0.0%
Special Funds				
Total Revenues	\$15,289,333	\$15,399,896	\$110,562	0.7%
Total Expenditures	15,559,307	15,648,595	89,288	0.6%
Income/(Loss)	(\$269,973)	(\$248,699)	\$21,274	-7.9%
Staffing Level (FTE)	29.05	29.05	0.00	0.0%
Internal Services				
Total Expenditures	\$43,734,428	\$43,529,428	(\$205,000)	-0.5%
Staffing Level (FTE)	9.90	9.90	0.00	0.0%
All Funds				
Total Revenues	\$313,483,588	\$309,678,210	(\$3,805,378)	-1.2%
Total Expenditures	297,958,827	299,751,980	1,793,153	0.6%
Income/(Loss)	\$15,524,761	\$9,926,230	(\$5,598,531)	-36.1%
Staffing Level (FTE)	1,099.10	1,058.10	(41.00)	-3.7%

Note: Primary revenues for the Internal Service Funds are derived from charges to the operating budget of the various departments. Revenues must meet expenditures at year end, and therefore no income or loss may result.

Detail of Changes from Proposed to Approved Budget Fiscal Year 2025

General Fund

- **Expenditures**

- Mayor's Office, \$100,000 increase: Additional funding for HBCU Foundation.
- City Council, \$10,000 increase: Funding to attend HBCU gala event.
- City Council, \$25,000 increase: Funding for Council legislative advocate.
- Law Department, \$30,000 increase: Additional outside legal fees for Council representation.
- Public Works, \$100,000 increase: Additional funding for traffic calming devices.
- Fire Department, \$3,289,680 decrease: Eliminate funding for proposed EMS Division staffing, as St. Francis Hospital will continue to provide EMS services for FY 2025.
- Fire Department, \$947,074 decrease: Eliminate funding for proposed EMS Division supplies and equipment; transfer costs of new ambulances to Suppression Division in Fire.
- Fire Department, \$1,900,000 increase: Contract with St. Francis Hospital to extend provision of EMS services through December 31, 2025.
- Police Department, \$3,835,119 increase: Additional salaries and benefits associated with new FOP contract (beyond placeholder COLA included in proposed budget).
- Information Technologies, \$159,500 decrease; Eliminate radios, PCs, and tablets for proposed EMS division.

- **Revenues**

- \$1,890,941 decrease: Remove projected revenue associated with proposed EMS Division.

- **Transfers**

- Transfer additional \$1.5 million from Tax Stabilization Reserve to Neighborhood Stabilization Fund to increase funding to Home Repair Program.
- Transfer \$350,000 from Tax Stabilization Reserve to Economic Strategic Fund for the Minority Business Development Program.

Water/Sewer Fund

- **Expenditures**

- Finance Department, \$100,000 increase: Additional funding for Utility Assistance Program.

- **Revenues**

- \$2,025,000 decrease: Change Water/Sewer rate increase from 9.0% to 5.8%; change Stormwater rate increase from 6.0% to 4.0%.

**Detail of Changes from Proposed to Approved Budget
Fiscal Year 2025
(Continued)**

Special Funds

• **Expenditures**

- City Council, \$71,274 decrease: Remove funding for vacant CATV Producer position.
- City Council, \$50,000 increase: Additional funding for CATV third-party operator move.
- Police Department, \$110,583: Additional salaries and benefits associated with new FOP contract (beyond placeholder COLA included in proposed budget).

• **Revenues**

- \$110,583 increase: Revenue offset for cost increases associated with FOP contract.

Internal Service Funds

• **Expenditures**

- Human Resources, \$205,000 decrease: Eliminate Risk Management and Workers' Compensation costs associated with proposed EMS Division.

Fund Balance General Fund Fiscal Year 2025

Fund Balance Activity	Actual FY 2023	Projected FY 2024	Projected FY 2025
Fund Balance as of July 1	\$71,666,405	\$94,958,644	\$103,000,752
Excess of Revenues Over/(Under) Expenditures	24,316,708	12,767,108	2,017,585
Other Financing Sources/(Uses):			
Transfer From/(To) Wilmington Parking Authority	275,000	275,000	275,000
Net Adjustments and Transfers In/(Out) ¹	(1,299,469)	(5,000,000)	(2,850,000)
Total Other Financing Sources/(Uses)	(1,024,469)	(4,725,000)	(2,575,000)
Prior Period Adjustments	0	0	0
Net Change in Fund Balance	\$23,292,239	\$8,042,108	(\$557,415)
Total Fund Balance as of June 30	\$94,958,644	\$103,000,752	\$102,443,337

Summary of Fund Balance	Actual FY 2023	Projected FY 2024	Projected FY 2025
Nonspendable	\$2,844,992	\$2,788,092	\$2,732,330
Restricted	0	0	0
Committed - Budget Reserve ²	18,262,370	19,391,873	19,805,731
Committed - Tax Stabilization Reserve ³	73,851,282	80,820,787	79,905,276
Total Fund Balance as of June 30	\$94,958,644	\$103,000,752	\$102,443,337

FUND BALANCE

For the General Fund (and other governmental funds), the difference between fund assets and liabilities is labeled as “**Fund Balance**” on the financial statement. Fund Balance is further defined by the following subcategories:

- **Nonspendable** – Amounts that cannot be spent either because they are in a non-spendable form or because they are legally or contractually required to be maintained intact.
- **Restricted** – Amounts that can be spent only for specific purposes because of the City Charter, City Code, State or Federal laws, or externally imposed conditions by grantors or creditors.
- **Committed** – Amounts that can be used only for specific purposes determined by a formal action by City Council ordinance or resolution. This includes the Budget Reserve Account and Tax Stabilization Reserve.
- **Assigned** – Amounts that are allocated for a future use by the Mayor but are not spendable until a budget ordinance appropriating the amounts is passed by City Council.
- **Unassigned** – All amounts not included in other spendable classifications.

1. FY 2024 included a \$5.0 million transfer from the Tax Stabilization Reserve, with \$4.0 million of this transferred to the newly created Neighborhood Stabilization Fund (NSF) and \$1.0 million transferred to the existing Economic Strategic Fund (ESF). FY 2025 includes two transfers from the Tax Stabilization Reserve: \$2.5 million to the NSF and \$350,000 to the ESF.
2. The Budget Reserve is set at the end of each fiscal year to be 10% of the next year’s General Fund operating budget.
3. Tax Stabilization Reserve is equal to the net unrestricted General Fund balance.

**Fund Net Position
Water/Sewer Fund
Fiscal Year 2025**

Fund Net Assets Activity	Actual FY 2023	Projected FY 2024	Projected FY 2025
Net Assets as of July 1	\$191,843,334	\$206,935,811	\$210,247,500
Excess of Revenues Over/(Under) Expenditures	19,494,022	7,519,351	11,668,422
Non-Operating Revenues/(Expenses)			
Interest Expense	(4,940,445)	(4,633,662)	(4,262,078)
Other	538,900	426,000	476,000
Total Non-Operating Revenues/(Expenses)	(4,401,545)	(4,207,662)	(3,786,078)
Income/(Loss) Before Transfers	15,092,477	3,311,689	7,882,344
Prior Period Adjustment	0	0	0
Change in Net Assets	\$15,092,477	\$3,311,689	\$7,882,344
Total Net Assets as of June 30	\$206,935,811	\$210,247,500	\$218,129,844

Summary of Fund Net Assets	Actual FY 2023	Projected FY 2024	Projected FY 2025
Invested in Capital Assets, Net of Related Debt	\$172,761,005	\$174,761,005	\$176,761,005
Restricted - Operation and Maintenance Reserve ¹	15,663,630	15,331,392	16,354,428
Restricted - Rate Stabilization Reserve ²	18,220,854	20,155,104	25,014,411
Restricted - Other	290,322	0	0
Total Fund Net Assets as of June 30	\$206,935,811	\$210,247,500	\$218,129,844

NET POSITION

For the Water/Sewer Fund (and other proprietary and fiduciary funds), the difference between fund assets and liabilities is labeled as “**Net Position**” on the financial statement. Net Position is classified as “**Invested in Capital Assets, Net of Related Debt,**” legally “**Restricted**” for a specific purpose or “**Unrestricted**” and available for appropriation for the general purposes of the fund.

1. Operation and Maintenance Reserve is equal to 17% of the following fiscal year’s Water/Sewer Fund operating budget.
2. Rate Stabilization Reserve is equal to the net unrestricted Water/Sewer Fund balance.

Total Fund Balance and Net Position (Memorandum Only)
General and Water/Sewer Funds
Fiscal Year 2025

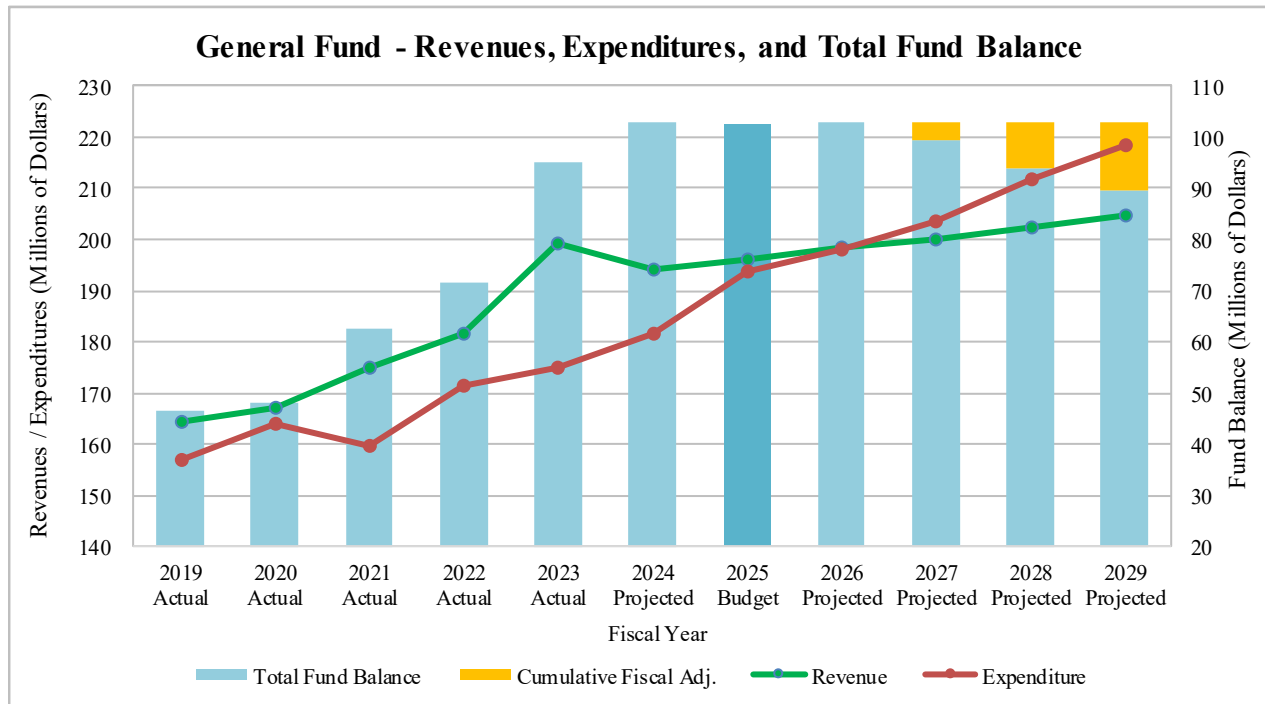
Fund Balance & Net Position Activity	Actual FY 2023	Projected FY 2024	Projected FY 2025
Fund Balance & Net Position as of July 1	\$263,509,739	\$301,894,455	\$313,248,252
Excess of Revenues Over/(Under) Expenditures	43,810,730	20,286,459	13,686,007
Total Other Financing Sources/(Uses)	(1,024,469)	(4,725,000)	(2,575,000)
Total Non-Operating Revenues/(Expenses)			
Water/Sewer Fund	(4,401,545)	(4,207,662)	(3,786,078)
Prior Period Adjustments	0	0	0
Change in Fund Balance & Net Position	\$38,384,716	\$11,353,797	\$7,324,929
Total Fund Balance & Net Position as of June 30	\$301,894,455	\$313,248,252	\$320,573,181

Summary of Fund Balance & Net Position	Actual FY 2023	Projected FY 2024	Projected FY 2025
Nonspendable	\$2,844,992	\$2,788,092	\$2,732,330
Restricted	290,322	0	0
Committed - Budget Reserve	18,262,370	19,391,873	19,805,731
Committed - Tax Stabilization Reserve	73,851,282	80,820,787	79,905,276
Invested in Capital Assets, Net of Related Debt	172,761,005	174,761,005	176,761,005
Restricted - Operation and Maintenance Reserve	15,663,630	15,331,392	16,354,428
Restricted - Rate Stabilization Reserve	18,220,854	20,155,104	25,014,411
Total Fund Balance & Net Position as of June 30	\$301,894,455	\$313,248,252	\$320,573,181

City of Wilmington General Fund
ACTUAL, BUDGETED & PROJECTED REVENUES AND EXPENDITURES
(Preliminary)

Revenue Type	Actual FY 2022	Actual FY 2023	Projected FY 2024	Approved FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
Wage and Net Profits Taxes	\$72,934,609	\$75,681,172	\$74,912,842	\$77,345,569	\$79,851,200	\$82,356,236	\$84,936,423	\$87,594,016
Property Tax	43,637,012	44,789,172	46,480,386	46,379,877	46,223,765	46,097,831	46,181,729	46,251,802
Other Taxes	11,997,649	8,927,922	7,939,114	7,666,892	8,120,067	8,147,614	8,187,697	8,240,028
Licenses, Permits, & Fees	6,210,661	5,304,705	7,177,100	6,836,751	6,679,106	6,679,106	6,679,106	6,679,106
Fines	8,418,138	7,796,679	7,445,362	7,389,492	7,565,757	7,565,757	7,565,757	7,565,757
Interest	136,559	4,662,032	10,050,348	8,179,000	7,141,984	5,720,320	4,722,604	3,713,004
Other Revenues	10,029,801	11,038,061	9,295,475	10,568,397	10,762,273	11,025,606	11,399,721	11,708,870
Task Force Revenues	7,539,736	7,249,639	11,999,372	12,368,940	12,656,016	12,950,166	13,251,565	13,560,391
County Seat Relief	13,567,280	12,423,803	12,330,683	12,357,549	12,496,558	12,496,558	12,496,558	12,496,558
State Pension Contribution	6,617,935	8,787,399	6,617,935	6,843,847	6,843,847	6,843,847	6,843,847	6,843,847
Port Debt Reimbursement	554,204	553,829	0	0	0	0	0	0
CARES / ARPA	0	12,000,000	0	0	0	0	0	0
Total Revenues	\$181,643,584	\$199,214,413	\$194,248,617	\$195,936,314	\$198,340,573	\$199,883,042	\$202,265,008	\$204,653,378
Annual Percentage Change	3.9%	9.7%	-2.5%	0.9%	1.2%	0.8%	1.2%	1.2%
Expenditure Type	Actual FY 2022	Actual FY 2023	Projected FY 2024	Approved FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
Salaries and Wages	\$69,746,582	\$71,086,110	\$73,672,334	\$82,258,861	\$83,383,671	\$86,794,408	\$90,347,440	\$94,049,722
Health Benefits	14,617,202	15,292,284	16,792,395	15,437,596	16,188,310	17,324,546	18,541,441	19,844,225
Pension and Retirement	19,868,919	17,703,959	18,348,057	17,719,171	17,563,846	18,033,043	18,850,067	19,274,426
Other Employee Benefits	2,771,705	2,802,530	2,904,490	3,110,779	3,239,051	3,372,854	3,512,273	3,657,514
Equipment & Services	28,550,592	30,770,383	34,894,923	39,529,089	40,491,690	41,544,141	42,576,824	43,623,536
General Liability	3,241,470	2,269,423	1,575,088	1,614,465	1,654,827	1,696,197	1,738,602	1,782,067
Workers' Compensation	3,837,709	3,818,137	3,559,865	3,785,918	3,942,029	4,104,871	4,274,549	4,451,311
Internal Services	6,949,060	7,464,437	8,539,609	9,590,613	9,974,238	10,373,207	10,788,135	11,219,661
Debt Service	15,037,350	14,651,804	14,285,714	13,729,389	14,469,327	13,277,312	13,869,458	13,187,534
Special Purpose	263,518	251,239	291,099	299,001	306,476	314,138	321,991	330,041
State Pension Contribution	6,617,935	8,787,399	6,617,935	6,843,847	6,843,847	6,843,847	6,843,847	6,843,847
Total Expenditures	\$171,502,042	\$174,897,705	\$181,481,509	\$193,918,729	\$198,057,311	\$203,678,563	\$211,664,629	\$218,263,884
Annual Percentage Change	7.3%	2.0%	3.8%	6.9%	2.1%	2.8%	3.9%	3.1%
Annual Fiscal Adjustments	N/A	N/A	N/A	N/A	\$0	\$3,520,522	\$5,604,100	\$4,210,884
Cumulative Fiscal Adjustments	N/A	N/A	N/A	N/A	\$0	\$3,520,522	\$9,124,622	\$13,335,506
Operating Surplus/(Deficit)	\$10,141,542	\$24,316,708	\$12,767,108	\$2,017,585	\$283,262	(\$275,000)	(\$275,000)	(\$275,000)
Net Adj. & Transfers In/(Out)	(992,785)	(1,024,469)	(4,725,000)	(2,575,000)	275,000	275,000	275,000	275,000
Surplus/(Deficit)	\$9,148,757	\$23,292,239	\$8,042,108	(\$557,415)	\$558,262	\$0	\$0	\$0
Total Fund Balance	\$71,666,405	\$94,958,644	\$103,000,752	\$102,443,337	\$103,001,599	\$103,001,599	\$103,001,599	\$103,001,599

Assumptions Used in Outyear Revenue and Expenditure Projections



Outyear Projection Assumptions – Overview

Each year the Office of Management and Budget develops a five-year General Fund revenue and expenditure projection covering the budget year (in this case, FY 2025), as well as the next four outyears (FY 2026 through 2029). For FY 2025, the approved budget is shown, and unless stated otherwise is the base year upon which the FY 2026 through 2029 projections are built. In general, we have sought to use prudent, conservative assumptions when developing these projections. Of course, with every budget line item some risks are present. In areas of known risk, we have sought to identify these concerns in the details that follow. FY 2024 embodies projected year-end revenues that have been reviewed by the Wilmington Economic & Financial Advisory Council, as well as expenditure estimates presented to the City's Expenditure Review Board.

The projections included below are for the City's **General Fund**. The City's other major funds – Special Funds, Internal Service Funds, and the Water / Sewer funds – are projected separately, as appropriate:

Special Funds, which consolidates numerous smaller funds, mainly consists of funding from various external sources such as State and Federal grants. In general, the level of Special Fund revenue is not directly controlled by the City. Excluding the special case of the Cable Television Fund (CATV) in City Council, expenditures for these funds match revenues received, resulting in no fund balance at year end. Given this, Special Fund Revenues are projected for the budgeted fiscal year only (which is detailed in the Summary of Special Funds and Special Funds Revenues sections).

Internal Service Funds allocate common expenditures such as motor vehicle and self-insurance costs to other funds. Chargebacks for these costs, which in total equal the expenses in the Internal Service funds, are included as part of the General Fund and Water / Sewer fund projections.

Water / Sewer Fund projections are prepared by an outside consulting firm on behalf of the Wilmington Utilities Citizens Advisory Board (UCAB), an independent body which reviews water / sewer operations and provides recommendations on water and sewer rates. The Administration and

Council consider these projections when determining water and sewer rates for the approved budget; a six-year Water / Sewer financial plan based on the approved rates can be found at <https://bit.ly/25WaterSewer>. This projection is on a cashflow basis (as the primary purpose of the plan is to assist in setting rates) while the approved budget is on an accrual basis, matching the Annual Report.

In total, the FY 2026 through FY 2029 General Fund projection shows year-over-year revenue and expenditure growth. However, the projected rate of expenditure growth outstrips the projected rate of revenue growth by an annual average of 1.9 percentage points; put another way, for every dollar in expenditure growth, revenues only grow by 37 cents. To avoid deficits, the City will need to implement some combination of *permanent* revenue increases or expenditure decreases, shown in the projection as Annual Fiscal Adjustments. These adjustments are assumed to carry through to each subsequent fiscal year (i.e., the projected \$3.5 million in Annual Fiscal Adjustments included in FY 2027 will recur through FY 2029, with additional permanent adjustments of \$5.6 million in FY 2028 and \$4.2 million in FY 2029).

Because budget authority rests with the Mayor and City Council, the outyear projection does not attempt to draw definitive conclusions as to which specific actions, policies, staffing levels, and spending/revenue levels are most appropriate to address these outyear issues. By design, this projection is intended to be a neutral guide as to what will occur if the fiscal course of the City remains unchanged and is intended to highlight the need for the Mayor and City Council to take appropriate action. Very broadly, we can conclude that some mix of operational changes, revenue increases, or spending cuts will be necessary to eliminate the deficits in the outyears, but it is the duty of the Mayor and City Council to debate on and approve the best course of action.

Note that the outyear projection does not include any additional General Fund usage of ARPA funds beyond the \$12.0 million in revenue replacement that was included in the FY 2023 budget.

General Inflation Assumptions

The Office of Management and Budget relies on the Survey of Professional Forecasters for its general inflation projections. Conducted by the Federal Reserve Bank of Philadelphia, this survey is the oldest quarterly survey of macroeconomic forecasts in the United States. The latest survey (May 10, 2024) projects headline Consumer Price Index (CPI) growth of 3.10% in calendar year 2024, 3.40% in calendar year 2025, followed by a return to historically normal inflation rates in the outyears.

Calendar Year	Survey of Professional Forecasters Projected Annual Headline CPI Increase
2024	3.10%
2025	3.40%
2026	2.30%
2027	1.85%
2028	1.85%

Federal Reserve Bank of Philadelphia, Survey of Professional Forecasters, May 10, 2024

For the outyear projections we assume overall inflationary pressures of 2.5% per year. It should be noted that this is only the default assumption; most cost categories have a variety of calculations and overriding assumptions included.

Outyear Projection Assumptions – General Fund Revenues

Wage and Net Profits Taxes (FY 2025 Base Year: \$77,345,569 - 39.5% of total revenues)

Wage and Net Profits Taxes are expected to increase by \$2.4 million to a new total of \$77.3 million in FY 2025.

Wage Tax makes up nearly \$68.3 million of this total category and is budgeted to grow by almost \$1.6 million (or 2.4%) relative to the FY 2024 budget. This includes losses for Wage Tax refunds of \$3.9 million, identical to the FY 2024 budgeted amount; this level of refunds is assumed to be the “new normal,” and is expected to continue into FY 2026 and beyond.

Increased employee compensation is expected to result in 2.2% growth in taxable wages in FY 2025, expanding Wage Tax revenues by \$1.4 million. FY 2026 includes a 3.1% annual increase, matching Delaware Economic and Financial Advisory Council (DEFAC) wage growth estimates, with annual 3.0% increases projected for FY 2027 and beyond. Finally, collection efforts are expected to yield \$1.5 million in audit collections in FY 2025, with no changes expected in the outyears.

Net Profits revenues for FY 2025 are budgeted to be \$9.1 million, up \$846,000 from the FY 2024 budget. This is consistent with both the FY 2022 and FY 2023 actuals, which saw Net Profits revenues of over \$9.0 million. Going forward, we assume Net Profits will grow at the same rate as Wage Tax, with a 3.1% increase in FY 2026 and 3.0% annual increases beyond that.

Property Tax (FY 2025 Base Year: \$46,379,877 - 23.7% of total revenues)

Total Property Tax revenues, which includes real estate taxes along with associated penalty and interest, are budgeted to total \$46.4 million in FY 2025, a decrease of \$101,000, or 0.2%, relative to the FY 2024 budget. Per New Castle County assessments, projected base billings for FY 2025 are \$45.7 million; this is down almost \$100,000 relative to FY 2024, driven by an increase in tax-exempt properties. There is no change to the Property Tax rate. In addition, one-time revenue from Penalty and Interest is expected to be \$1.5 million, which is consistent with historical trends.

Because the City relies on New Castle County for its property tax assessments, and no systematic reassessment has been performed since 1983, Property Tax revenue will remain effectively flat unless the City increases the property tax rate. As the long-term average increase in property values is approximately 3%, for each year without a rate increase the City forgoes 3% in additional nominal property tax revenue, or a cumulative \$14.3 million over the outyear projection period. At the same time, the City faces normal inflationary pressures on expenditures, meaning that periodic rate increases have been necessary simply to keep pace with inflation. While the County is in the process of reassessing properties, the timing and overall impact is still unknown; consequently, no projection of the effects of this reassessment has been included in the outyears.

For the outyear projection, we have not included any rate increases, with the assumption that some mix of expenditure cuts or revenue enhancements will be implemented as necessary to balance the budget (see the discussion of Annual Fiscal Adjustments in the *Overview* section above). While this may include Property Tax rate increases, no specific rate increase plan has been proposed by the Administration or Council.

Other outyear assumptions include annual net assessment reductions of \$225,000 per year for projected appeals. In addition, the cumulative amount added from expiring incentives totals nearly \$772,000 over the period of FY 2026 through FY 2029, with the bulk of the expirations occurring in FY 2028 and FY 2029. Lastly, the 2% allowance for uncollectable accounts (approximately \$913,000 annually) and one-time penalty and interest collections (\$1.5 million annually) are expected to remain level for the projection period.

Other Taxes (FY 2025 Base Year: \$7,666,892 - 3.9% of total revenues)

The category of Other Taxes collectively totals \$7.7 million, up \$642,000 from the prior year budget. It includes the following:

Franchise Fees consists of 2% of the gross revenues from Delmarva Power electricity sales in the city (as Delmarva is the sole electricity distributor). This is budgeted to be nearly \$901,000 in FY 2025, down \$5,000 from the FY 2024 budget. For the outyears, revenues are projected to grow 2.5% annually.

Head Tax revenues are derived from a tax paid by businesses based on the number of individuals they employ. For FY 2025, revenues are budgeted to decrease by nearly \$246,000, to a new total of \$2.6 million. Based on long-term trends, Head Tax is projected to decline by 5.6% annually during the outyears.

Real Estate Transfer Tax, which collectively includes Residential and Commercial Transfer Taxes, is budgeted to increase to a new total of nearly \$4.2 million, up \$893,000 relative to the FY 2024 budget. While transfer activity was boosted by historically low mortgage interest rates during FY 2021 through FY 2024, we expect that real estate transfer activity will begin to level off going forward, with 3.0% annual increases to both residential and commercial transfer revenues, consistent with long-term historical trends.

Licenses, Permits, & Fees (FY 2025 Base Year: \$6,836,751 - 3.5% of total revenues)

Collectively, Licenses, Permits, and Fees revenues are budgeted to be up a net \$1.2 million compared to the FY 2024 budget. Business License revenues (derived from licenses obtained by businesses wishing to operate in the city) are projected to be up \$1.5 million relative to the FY 2024 budget, which is inclusive of the revisions to business license fees which became effective on January 1, 2024. Similarly, Permits revenues are up nearly \$45,000 relative to last year's budget, which includes permit rate increases approved by Council. Fees revenues (sourced from a variety of charges, including parking meter fees and utility street cut fees) are budgeted to be down \$359,000 from the FY 2024 budget. This is mainly due to utility street cut fees, which were budgeted at \$320,000 in FY 2024 but are now projected to be only \$48,000. Licenses, Permits, and Fees revenues are projected to be unchanged in the outyears.

Fines (FY 2025 Base Year: \$7,389,492 - 3.8% of total revenues)

Fines are budgeted to total nearly \$7.4 million in FY 2025, which is up \$1.7 million from the FY 2024 budget. This consists of the following:

Criminal / Instant Ticket revenues are composed of State Criminal Fines remittances and the L&I Instant Ticketing Program. Collectively these are budgeted to increase in FY 2025 to a new total of \$411,000. No outyear growth is expected.

Parking revenues are derived from fines from parking violations and booting fees, and are projected to be \$2.4 million, up \$1.0 million from the FY 2024 budget (though down \$56,000 from the Q2 FY 2023 WEFAC projection). This budget-to-budget variance is mainly due to the FY 2024 budget including a proposed parking fine reduction, which was expected to result in a loss of approximately \$535,000; however, the legislation associated with this change was ultimately not approved by Council, and was instead replaced with alternative legislation reducing tickets to \$25 if paid within fourteen days (for an expected annualized loss of \$185,000). No outyear growth in parking revenues is expected.

Red Light revenues are derived from the City's Red Light Camera Safety Program, which issues citations to drivers who fail to stop at red lights in the city. In total, revenues are projected to be nearly \$4.6 million, which is up \$719,000 from the FY 2024 budget. No outyear growth is expected.

Interest Income (FY 2025 Base Year: \$8,179,000 - 4.2% of total revenues)

By investing in CDs and interest-bearing checking accounts, the City earns interest on its cash balances. The FY 2025 budget of \$8.2 million is based on a projected CD interest rate of 4.31%. The outyear projection assumes an interest rate of 3.63% in FY 2026 and 2.88% in FY 2027, based on Federal Reserve interest rate estimates, followed by annual 50 basis-point interest rate decreases for the remainder of the projection as rates begin to return to the historical average. These rate reductions result in interest revenue falling by more than half over the outyear period, to a projected total of \$3.7 million in FY 2029.

The projection also includes interest earnings on the unspent portion of assumed capital borrowings in January 2025 (\$20.4 million), January 2027 (\$23.5 million), and January 2029 (\$20.0 million). These borrowings are assumed to be 50% spent after one year, and fully spent after two years.

Other Revenues (FY 2025 Base Year: \$10,568,397 - 5.4% of total revenues)

Other Revenues is comprised of Indirect Costs, General Government Charges, Rentals, and other miscellaneous revenues. In total, this category is projected to be up a net \$791,000 from the FY 2024 budget. Only Indirect Costs (which are charges to the Water/Sewer Fund reimbursing costs incurred by the General Fund in support of water, sewer, and stormwater utilities) are projected to grow in the outyears, with an annual average increase of 3.0%. No outyear increases are expected in the other categories.

Task Force Revenues (FY 2025 Base Year: \$12,368,940 - 6.3% of total revenues)

Task Force Revenues are the revenue sources that were created because of the 2003 Governor’s Task Force. As a result, each county seat in the State (including Wilmington, the county seat of New Castle County) receives revenue derived from the following:

Corporate Filing Tax, projected to be \$2.9 million in the FY 2025 budget. This is up \$1.5 million relative to the FY 2024 budget, due to the Delaware General Assembly doubling the fee charged for corporate filings from \$20 to \$40. Beyond this, revenues are projected to grow by 2.4% annually, based on an adjusted five-year trend.

Limited Liability Corporation (LLC) Filing Tax, projected to be \$7.8 million in the FY 2025 budget. This is up a net \$3.4 million relative to the FY 2024 budget, largely due to the Delaware General Assembly doubling the fee charged for LLC filings from \$20 to \$40. Beyond this, revenues are projected to grow by 2.5% annually, based on an adjusted five-year trend.

A 2% **Lodging Tax** on hotels in the City, budgeted at nearly \$891,000 in FY 2025; outyear revenues are expected to grow at 2.5% per year.

A **Natural Gas Franchise Fee**, budgeted at \$717,000 in FY 2025. This is expected to remain level for the rest of the projection period.

County Seat Relief Package (FY 2025 Base Year: \$12,357,549 - 6.3% of total revenues)

The County Seat Relief Package is a bundle of revenue enhancements built upon the Governor’s Task Force and intended to provide further diversification to support the three county seats in the State of Delaware. In FY 2024, the combined budget totals nearly \$12.4 million and consists of the following four components:

A **Payment in Lieu of Taxes (PILOT)** on State-owned properties in the City that would otherwise be tax-exempt. This is budgeted at \$3.3 million in FY 2025 (matching the FY 2024 actual) and is expected to remain level for the remainder of the projection period.

Statutory Trust Filing Fees of \$1.0 million, which is the capped amount. This is expected to remain flat during the projection period.

New Castle County Corporate Filing Fees of \$1.5 million. This is projected to grow to \$1.6 million in FY 2026 (based on the FY 2024 Q3 WEFAC projection) then remain flat for the rest of the projection period.

Uniform Commercial Code (UCC) filing fees of \$6.5 million. This is projected to grow to over \$6.5 million in FY 2026 (based on the FY 2024 Q3 WEFAC projection) then remain flat for the rest of the projection period.

State Pension Contribution (FY 2025 Base Year: \$6,843,847 - 3.5% of total revenues)

The State Pension Contribution is a pass-through grant that is offset against an equal amount appropriated for pension contribution expenses in the Fire and Police Departments. This is budgeted at \$6.8 million in FY 2025 and is projected to stay at this level for the remainder of the projection period.

State Port Debt Reimbursement (FY 2025 Base Year: \$0 - 0.0% of total revenues)

The State Port Debt Reimbursement is related to the 1996 sale of the Port from the City to the State. Per the sale agreement, the outstanding Port debt remained as a liability on the City's books. In 2018, the State entered into a long-term Port lease agreement with Gulftainer, and subsequently provided the City with full payment for the outstanding debt. The City amortized these funds and continued to book offsetting Port Debt Reimbursement revenue.

In FY 2020, the City refinanced the outstanding bonds, which are now scheduled to be paid down in FY 2032. However, the reimbursement continued as originally scheduled, with the final payment booked in FY 2023 (when the associated debt was originally expected to be fully repaid). As these payments are now complete, there is no budgeted revenue for FY 2025 or in the outyears.

CARES / ARPA (FY 2025 Base Year: \$0 - 0.0% of total revenues)

For FY 2023, the budget included one-time American Rescue Plan Act (ARPA) revenue replacement funds of \$12.0 million. No ARPA revenue replacement is included in FY 2025 or in subsequent years.

Net Adjustments and Transfers (FY 2025 Base Year: \$2,575,000)

This category includes transfers between the General Fund and other funds, as well as a variety of year-end adjustments included in the Annual Financial Report. FY 2025 includes two one-time transfers from the Tax Stabilization Reserve: \$2.5 million for the Neighborhood Stabilization Fund (NSF) and \$350,000 for the Economic Strategic Fund (ESF). No additional transfers from the Tax Stabilization Reserve are expected beyond this. FY 2025 also includes the usual \$275,000 transfer from the Wilmington Parking Authority (WPA), which is expected to continue into each of the outyears.

Outyear Projection Assumptions – General Fund Expenditures

Salaries and Wages (FY 2025 Base Year: \$82,258,861 - 42.4% of total expenditures)

Estimates on the cost of labor agreements with the City's five bargaining units, as well as estimates of non-union employee expenses and assumptions on City-wide staffing levels, form the basis of the Salary and Wage projection. The FY 2025 budget serves as the base year for estimating future costs, and all numbers are reported net of projected attrition.

The City recently completed a Classification and Compensation study which adjusted pay scales for Local 320 (laborers), Local 1102 (clerical), non-union classified (NUC), and non-union executive & managerial (NEM) employees. These pay increases were implemented mid-year FY 2024. In providing increased compensation, the City aims to promote greater employee retention and recognition of individuals who invest their working hours for the benefit of the public.

The two Police unions (Rank & File and Captains & Majors) are under contract through FY 2026; for subsequent years the projection includes a 2.5% annual cost of living adjustment (COLA). The contract for Local 1590 (firefighters) runs through FY 2025; the projection includes a 2.5% annual COLA for FY 2026 and beyond.

Local 320 and NUC employees are projected to receive a 2.5% COLA each year from FY 2026 to FY 2029. For NEM, the annual COLA for the same period is assumed to be 3.0%. Local 1102, per contract, will not receive a COLA for FY 2026, but is projected to receive a 2.5% annual COLA for FY 2027 and beyond.

Over the four-year projection period, the cumulative cost resulting from the changes in salaries and wages outlined above is \$24.2 million. This excludes an additional \$2.2 million for the associated employee benefits.

Health Benefits, Active Employees (FY 2025 Base Year: \$15,437,596 - 8.0% of total expenditures)

In the Health and Welfare Fund, the Self-Insurance Cost account group includes the cost centers for employee medical claims, prescriptions usage, and dental claims. The Human Resources Department and USI (the City's insurance broker and consultant) project that on an annual average basis during the period of FY 2026 to FY 2029, medical stop-loss insurance will increase 25.0%; medical costs will increase 5.0%; prescription costs will increase 10.5%; and dental costs will increase 4.0%. Along with other administrative costs, in total this equates to an overall weighted-average increase in base Healthcare costs of 7.1% annually through the projection period. In addition, the projection assumes a weighted-average employee contribution rate of 11.0%, which partially offsets the City's healthcare costs.

Pension and Retirement Healthcare (FY 2025 Base Year: \$17,719,171 - 9.1% of total expenditures)

In FY 2012, the City closed the last of its pension plans to new employees. All employees hired since that time participate in a State-sponsored pension program in which the City pays the State of Delaware a set percentage of an employee's salary. For FY 2025, this is 14.98% for police officers and firefighters and 5.70% for civilian participants. The total General Fund cost of the State-sponsored pension plans is \$7.4 million in FY 2025, which is projected to grow to \$8.5 million by FY 2029. Because the State funding percentages are estimated to increase annually by only 25 basis points for police and firefighters and 15 basis points for civilians, much of the cost growth is due to the number of new employees hired each year that fill vacancies left by former employees that were in one of the older City-sponsored pension plans. It is assumed that an average of 31 civilian employees will retire each fiscal year and that there will still be active civilian employees in the old City plans beyond the projection period. Conversely, it is assumed that by FY 2026 for firefighters, and FY 2027 for police officers, all current active employees in the City pension plans will have retired.

In contrast, the cost of the now-closed City-sponsored pension plans is based on the actuarially determined contribution (ARC) derived each year by the City's Actuary. The ARC for each of the City's closed plans is calculated to cover ongoing costs, plus provide a contribution to eliminate any unfunded liability within the next 10 years. The Actuary's most recent interim report indicates a decrease of 10.20% in the ARC for FY 2026; no change in 2027; an increase of 5.93% for FY 2028; and a decrease of 0.80% for FY 2029. This leads to a weighted-average funding target decrease of 1.44% annually for the projection period.

In order to meet actuarially required funding target for the City's retiree healthcare program, the Treasurer's Office foresees necessary annual increases of about \$203,000 (the General Fund's prorated contribution) for at least the next five years. These increases have been incorporated into the outyears of the projection. The General Fund retiree healthcare budget cost for FY 2025 is \$4.1 million and will grow to over \$4.9 million by FY 2029.

Other Employee Benefits (FY 2025 Base Year: \$3,110,779 - 1.6% of total expenditures)

This category consists primarily of payroll taxes, as well as other costs, such as life insurance. These costs, in the aggregate, are projected to generally follow salary growth.

Equipment and Services (FY 2025 Base Year: \$39,529,089 - 20.4% of total expenditures)

This is a relatively broad grouping of expenditures that includes costs such as professional services contracts, landfill fees and utilities, as well as basic materials, supplies, and equipment. To more accurately estimate future costs, account groups within this category were analyzed separately, such as water utilities, electricity, collection commissions on parking and traffic violations, and community activities.

- The City charges itself for water, sewer, and stormwater services used by departments in the General Fund. Starting with a base fee of over \$1.2 million in FY 2025, the most recent water/sewer utility study projects required rate increases in the outyears that will raise the base fee to almost \$1.5 million by FY 2029.
- The City uses an energy procurement consulting firm (which specializes in designing and maintaining large-scale energy portfolios) to manage the City's energy contract purchases. In accordance with the City's current contracts with electricity providers, electricity costs are expected to increase 1.6% in 2026, 7.7% in 2027, 5.1% in 2028, and 4.4% in 2029.
- The City has contracts to help in the collection of parking and redlight camera violations, as well as to administer certain parts of the respective citation programs. Per the Finance Director, outyear contract costs for Parking are expected to increase 2.0% annually, and similar costs for Red Light cameras are expected to increase 2.5% annually. The combined cost for the parking and redlight camera contracts is expected to increase from about \$3.3 million in FY 2025 to nearly \$3.6 million by FY 2029.
- The Mayor's Office and City Council each have a budget account group known as Community Activities, which includes expenditures such as grants to non-profit agencies and a scholarship tuition assistance program. For FY 2025, the total budget for Community Activities is approximately \$1.2 million (\$654,000 in the Mayor's Office and \$526,988 in City Council). It is assumed that this funding will remain constant through the projection period.
- For this projection, the Contingency Fund and the Snow & Weather Emergencies Fund are included in the Equipment and Services category (although they are budgeted separately in the budget book summaries). The Contingency Fund was budgeted at \$500,000 for FY 2025. It is assumed it will remain

at \$500,000 in the outyears of the projection. The Snow and Weather Emergencies Fund was budgeted at \$172,000 in FY 2025 and is projected to remain at that level through the projection period.

Excluding commissions, the Contingency and Weather Emergencies Funds, community activities, electricity, and the water/sewer utilities, the remaining base of the Equipment and Services category is expected to respond to overall inflationary pressures of 2.5% annually.

General Liability (FY 2025 Base Year: \$1,614,465 - 0.8% of total expenditures)

Being self-insured, the City relies heavily on an actuary to annually review claims experience and rate potential liability. Once an accrued liability figure is determined, it is compared to that of the previous fiscal year. Changes in the liability figure on the balance sheet result in changes to the expenses booked under General Liability in the income statement. As a result, this cost category can experience extreme volatility in the short-term. The long-term running average of actual experience was used to derive the FY 2025 budget of \$1.6 million. This figure is projected to increase by 2.5% annually.

Workers' Compensation (FY 2025 Base Year: \$3,785,918 - 2.0% of total expenditures)

The FY 2025 budget, which was actuarially derived, is used as the base for forecasting purposes. Annual growth is matched to that of the Salaries and Wages category, which includes the effect of the recently completed City-wide compensation study.

Internal Services (FY 2025 Base Year: \$9,590,613 - 4.9% of total expenditures)

This category encompasses various expenditures incurred by operating departments but budgeted centrally. Prior to FY 2020, this included charges for motor vehicles, telephone and radio usage, postage, data processing, document management, and mapping and graphics. Beginning in FY 2020, only motor vehicle charges remain in the category. In the Budget Book summaries, Internal Services also includes General Liability and Workers' Compensation; however, for this projection they are analyzed separately.

Although new vehicle prices increased dramatically over the last three fiscal years, vehicle price inflation has recently leveled off somewhat. However, given continued high demand for SUVs, specialty police vehicles, and hybrids, a 4.0% annual inflation factor (keeping with last year's projection) was utilized. Based on the 11-year (calendar years 2014 to 2025) average annual increase in wholesale gasoline prices per gallon as calculated from actual and projected data from the U.S. Energy Information Administration, fuel costs are assumed to increase annually by 4.0% through the projection period. In total the Internal Services category is projected to rise to over \$11.2 million by FY 2029.

Debt Service (FY 2025 Base Year: \$13,729,389 - 7.1% of total expenditures)

Debt Service is based on the existing debt schedules as provided by the Finance Department, with estimates added for any expected new borrowing or refinancing. To fund future capital budgets, a \$20.4 million bond issuance is assumed in January of 2025 (FY 2025) at an interest rate of 4.0%, a \$23.5 million bond issuance is assumed in January of 2027 (FY 2027) at an interest rate of 4.0%, and a \$20.0 million bond issuance is assumed in January of 2029 (FY 2029) at an interest rate of 4.0%. It is assumed that the debt service for all bond issues will be structured as level, semi-annual payments over a term of 20 years, with no capitalization of interest.

Because debt service is paid on a semi-annual basis, special consideration is given for the timing of the outyear bond issuances. Consequently, the FY 2025 issuance results in \$1.5 million in annual debt service beginning in FY 2026, which continues in each year thereafter. The FY 2027 issuance results in \$1.7 million of debt service in FY 2028 and FY 2029. Lastly, the FY 2029 issuance will not result in a debt payment until FY 2030, outside the range of the projection period.

Special Purpose (FY 2025 Base Year: \$299,001 - 0.2% of total expenditures)

This expenditure category largely funds animal control. The City utilizes the State Office of Animal Welfare for animal control services, with a base FY 2025 fee of approximately \$283,000, which is projected to grow by 2.5% per year through FY 2028.

This category also includes a total of \$16,000 in FY 2025 for some smaller specialty items in City Council. The City Council funding is projected to grow annually by 2.5% per year starting in FY 2025.

State Pension Contribution (FY 2025 Base Year: \$6,843,847 - 3.5% of total expenditures)

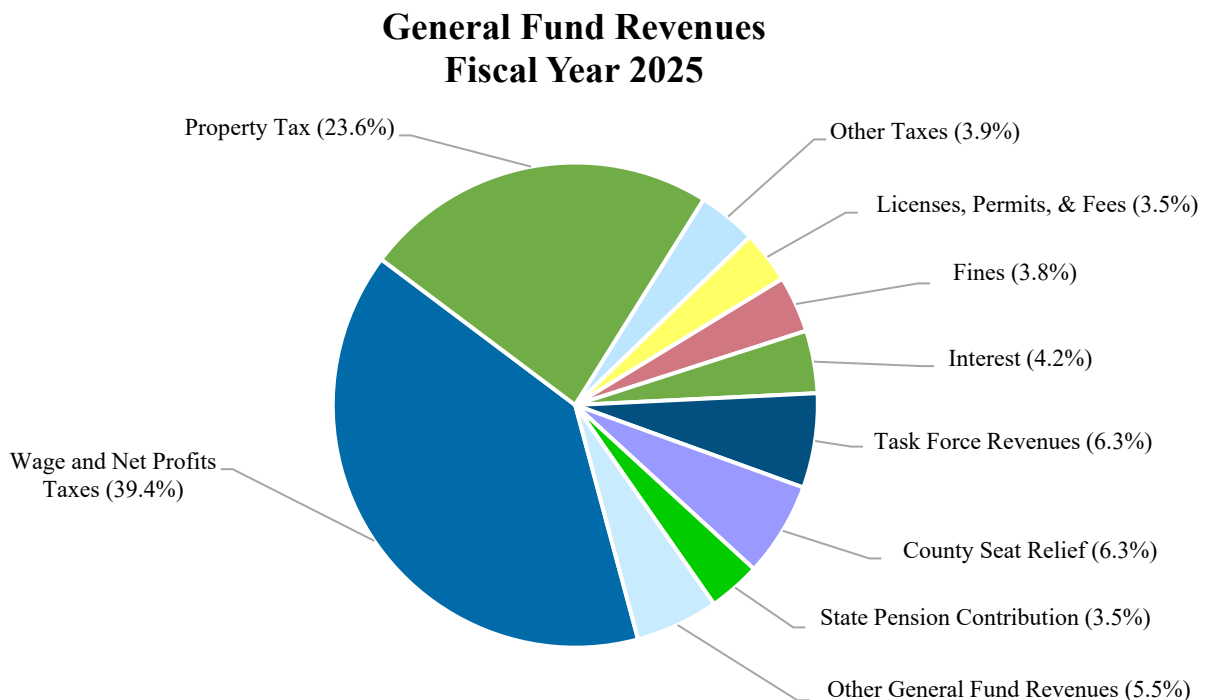
The State Pension Contribution, a grant from the State that is booked as a pass-through in the General Fund to meet the requirements of GASB pronouncement #24, is about \$6.8 million for FY 2025. As such, an equal and offsetting amount is included as General Fund revenue. The outyear State pension contribution projection is expected to remain level for the remainder of the projection period.

General Fund Revenues Fiscal Year 2025

General Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Wage and Net Profits Taxes	\$72,934,609	\$75,681,172	\$74,912,842	\$77,345,569	\$2,432,727	3.2%
Property Tax	43,637,012	44,789,172	46,480,386	46,379,877	(100,509)	-0.2%
Other Taxes	11,997,649	8,927,922	7,024,484	7,666,892	642,408	9.1%
Licenses, Permits, & Fees	6,210,661	5,304,705	5,616,619	6,836,751	1,220,132	21.7%
Fines	8,418,138	7,796,679	5,650,827	7,389,492	1,738,665	30.8%
Interest	136,559	4,662,032	7,170,000	8,179,000	1,009,000	14.1%
Other Revenues	10,029,801	11,038,061	9,777,423	10,568,397	790,974	8.1%
Task Force Revenues	7,539,736	7,249,639	7,425,231	12,368,940	4,943,709	66.6%
County Seat Relief	13,567,280	12,423,803	12,451,316	12,357,549	(93,767)	-0.8%
State Pension Contribution	6,617,935	8,787,399	6,617,935	6,843,847	225,912	3.4%
Port Debt Reimbursement	554,204	553,829	0	0	0	0.0%
CARES / ARPA	0	12,000,000	0	0	0	0.0%
Transfers In/(Out)	275,000	275,000	275,000	275,000	0	0.0%
Use of Fund Balance	0	0	0	0	0	0.0%
Total Revenues	\$181,918,584	\$199,489,413	\$183,402,063	\$196,211,314	\$12,809,251	7.0%

Total General Fund revenue (including transfers) is budgeted at **\$196,211,314**, a net increase of \$12.8 million, or 7.0%, above the FY 2024 budget. No ARPA revenue replacement or use of the Tax Stabilization Reserve is budgeted for FY 2025.

The net change by revenue category is discussed in detail below.



General Fund Revenues Fiscal Year 2025

WAGE AND NET PROFITS TAXES

General Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Wage and Net Profits Taxes	\$72,934,609	\$75,681,172	\$74,912,842	\$77,345,569	\$2,432,727	3.2%

* Relative to FY 2024 budget.

Basis: Projected growth of local economy / wage inflation / corporate bonus compensation / refund losses
Critical Assumptions: Wage and Net Profits Taxes are expected to increase by \$2.4 million to a new total of \$77.3 million.

Wage Tax makes up nearly \$68.3 million of this total category and is budgeted to grow by almost \$1.6 million (or 2.4%) relative to the FY 2024 budget. This revenue is derived from the 1.25% tax the City applies to the gross earned income of city residents, as well as the gross earned income of non-city residents working within the city limits. The Wage Tax rate is controlled by the Delaware General Assembly, and cannot be adjusted by the City.

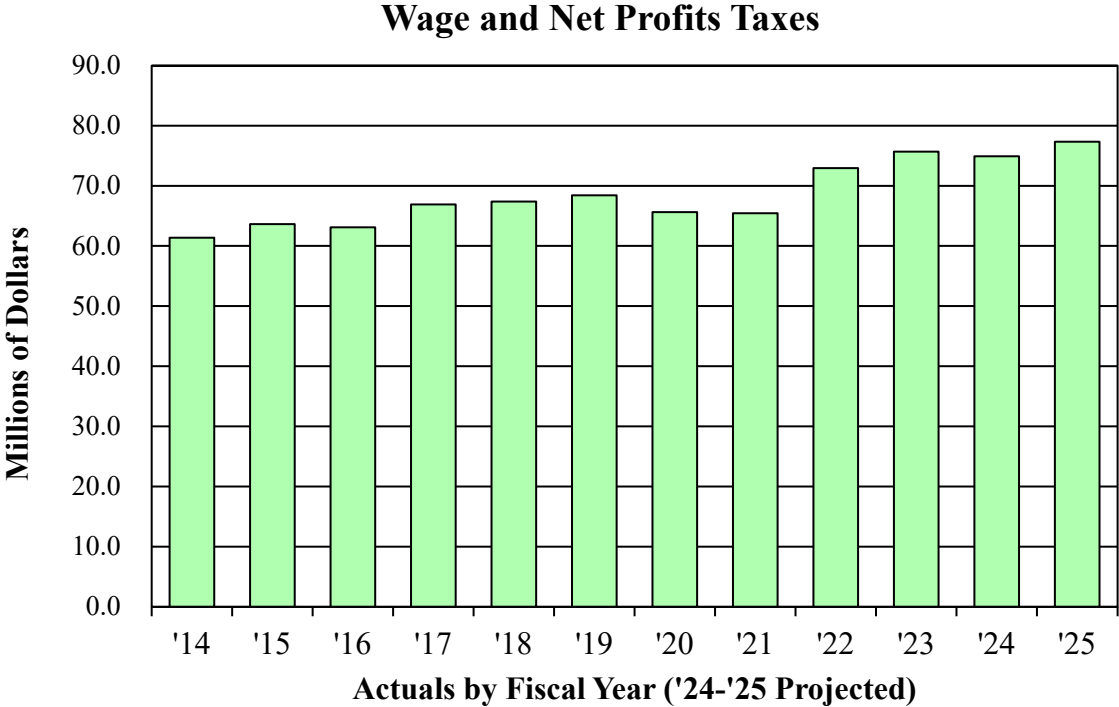
Due to ongoing technical issues with MUNIS, the City’s ERP (Enterprise Resource Planning) system, up-to-date Wage Tax revenue data for FY 2024 is not currently available. However, strong FY 2023 revenues of \$66.6 million suggest that FY 2024 revenues should reach at least the budgeted amount of \$66.7 million. Consequently, we have used the FY 2024 budget as a basis for the FY 2025 budget, which results in an adjusted base of nearly \$65.3 million. This includes losses for Wage Tax refunds of \$3.9 million, identical to the FY 2024 budgeted amount.

Increased employee compensation is expected to result in 2.2% growth in taxable wages, expanding Wage Tax revenues by \$1.4 million. In their December 15, 2023 report, the Delaware Economic and Financial Advisory Council (DEFAC) projects Delaware salaries and wages growth will be 3.2% in FY 2025; however, we have chosen to use a more conservative growth rate, which is consistent with Wilmington historically lagging behind the rest of the state in salary and wage growth. Finally, collection efforts are expected to yield \$1.5 million in audit collections, which is unchanged from FY 2024.

Net Profits revenue is derived from a 1.25% tax on the net profits of business partnerships, professional associations, and limited liability corporations. Similar to the Wage Tax, this rate is set by the Delaware General Assembly and is not controlled by the City. As the majority of Net Profits revenues are not booked until Q3, the FY 2023 audited actuals were used as the basis for the FY 2025 budget of \$9.1 million (which is up \$846,000 from the FY 2024 budget). This is consistent with both the FY 2022 and FY 2023 actuals, which saw Net Profits revenues of over \$9.0 million.

**General Fund Revenues
Fiscal Year 2025**

WAGE AND NET PROFITS TAXES (Continued)



General Fund Revenues Fiscal Year 2025

PROPERTY TAX

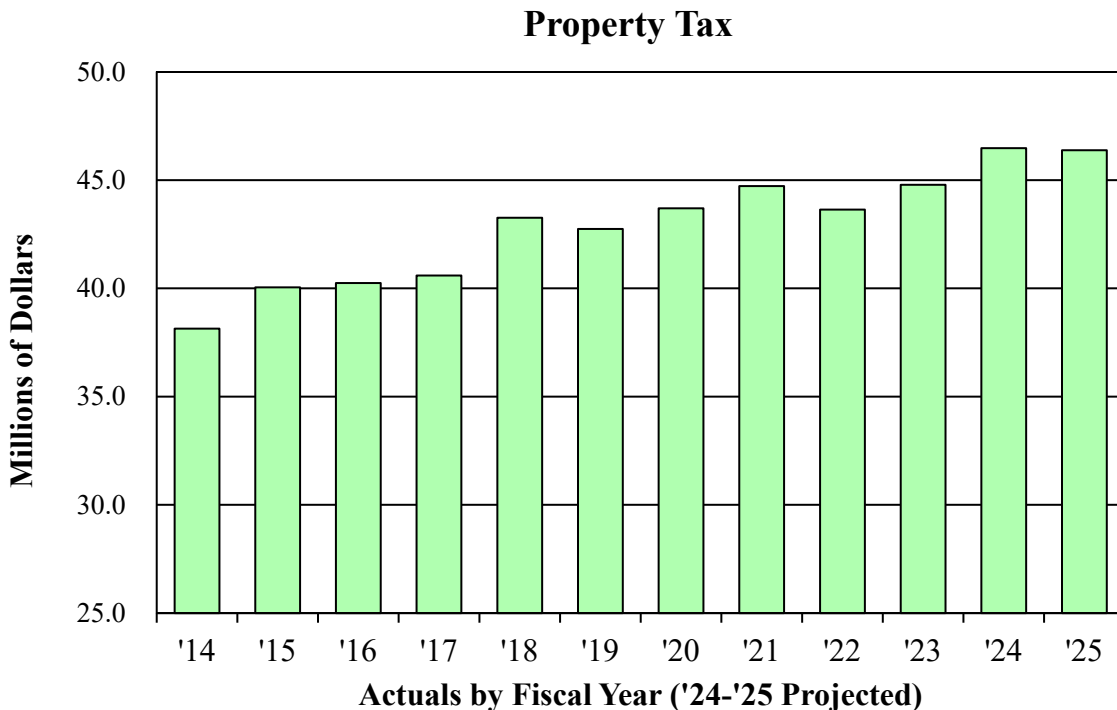
General Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Property Tax	\$43,637,012	\$44,789,172	\$46,480,386	\$46,379,877	(\$100,509)	-0.2%

* Relative to FY 2024 budget.

Basis: Assessment rolls

Critical Assumptions: The Property Tax is the City of Wilmington’s second-largest revenue source, and the single largest revenue source with a tax rate directly controlled by the Mayor and City Council. The total assessed value of all property in the City is \$3.54 billion, with a taxable assessed value of \$2.16 billion after exempt properties are excluded. All assessments are adjusted to, and reported in, 1983 dollar values. For FY 2025, the tax rate is \$2.115 per one-hundred dollars of assessed value, unchanged from FY 2024.

FY 2025 Property Tax revenues are projected to total nearly \$45.8 million, a decrease of \$98,000, or 0.2%, relative to the FY 2024 budget. Per New Castle County assessments, projected base billings for FY 2025 are \$45.7 million; this is down almost \$100,000 relative to FY 2024, driven by an increase in tax-exempt properties. Beyond this, the budget assumes a reduction of \$250,000 in projected reassessment appeals. However, this is offset by a combined \$319,000 in additional revenue due to expiring tax incentives and projected property improvements. The usual 2.0% allowance for bad debt further reduces revenue by \$916,000. Lastly, one-time revenue from Penalty and Interest is expected to be \$1.5 million, which is consistent with historical trends.



General Fund Revenues Fiscal Year 2025

OTHER TAXES

General Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Other Taxes	\$11,997,649	\$8,927,922	\$7,024,484	\$7,666,892	\$642,408	9.1%

* Relative to FY 2024 budget.

Basis: Trend analysis / growth of local economy

Critical Assumptions: Other Taxes are projected to increase by \$642,000 in FY 2025 relative to the prior-year budget. This includes the following:

Franchise Fees consists of 2% of the gross revenues from Delmarva Power electricity sales in the City (as Delmarva is the sole electricity distributor). This is projected to be nearly \$901,000 in FY 2025 (down \$5,000 from FY 2024 budget), which is consistent with FY 2024 projected revenues.

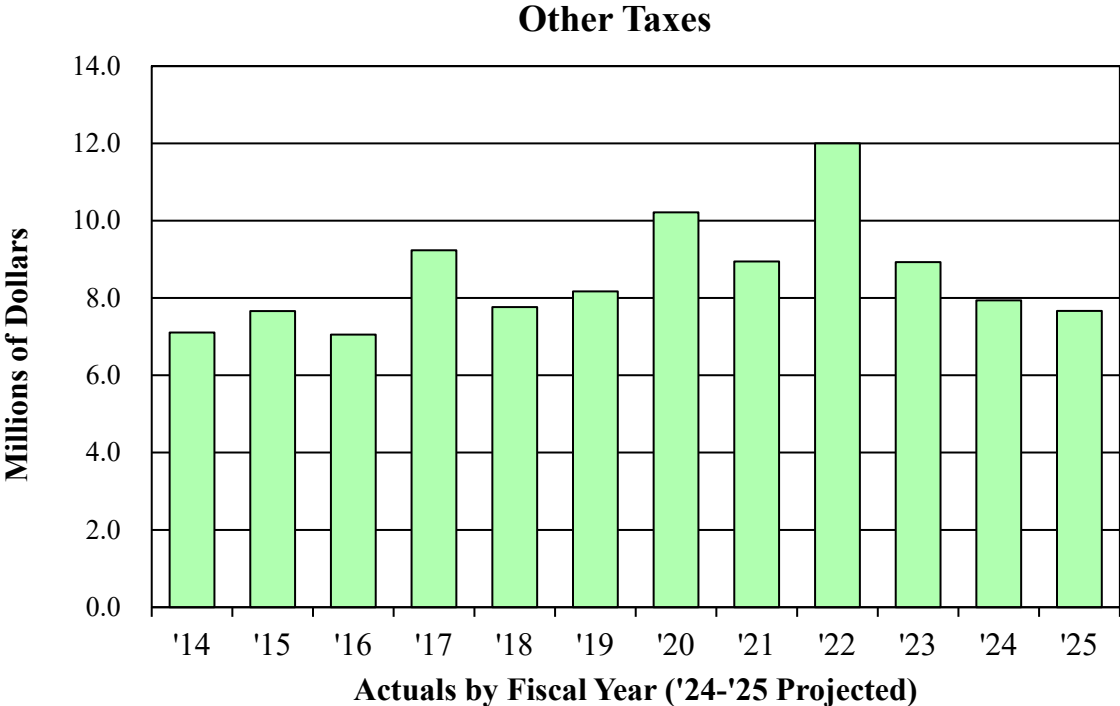
Head Tax revenues are derived from a tax paid by businesses based on the number of individuals they employ, with businesses paying \$15.00 per month for each employee above an exempted base of five. For FY 2025, revenues are projected to decrease by nearly \$246,000, to a new total of \$2.6 million. This is based on the Q2 FY 2024 WEFAC year-end projection, which assumes continued work-from-home losses and greater unemployment than pre-COVID levels. In addition, based on long-term trends, we assume Head Tax will continue to decline by 5.6% annually.

Real Estate Transfer (Residential) revenues are derived from a 1.5% tax on the selling price of residential real estate sales in the city. Even as residential transfer revenue has declined from its peak in FY 2021 and FY 2022, it has remained larger than pre-COVID levels, with FY 2023 audited actuals of \$3.4 million, and FY 2024 trending to \$3.3 million or more. For FY 2025, revenues are projected to be nearly \$3.1 million, an increase of nearly \$861,000 relative to the FY 2024 budget; however, relative to the FY 2023 actuals, this is down by \$355,000. This projection is based on a residential real estate transfer regression model, which includes modest housing price growth and declines in mortgage rates, net of one standard deviation reduction.

Real Estate Transfer (Commercial) revenues are derived from a 1.5% tax on the selling price of non-residential real estate sales in the city. For FY 2025, revenues are projected to increase by \$32,000 relative to the FY 2024 budget; relative to the Q2 FY 2024 WEFAC year-end projection, this is down nearly \$542,000. Commercial transfers have shown unexpected strength during FY 2024 and are expected to be 50% larger than the FY 2024 budget. However, commercial transfer activity tends to be unpredictable even in normal economic environments, and is not expected to continue at this level into subsequent years. For FY 2025, we have assumed a return to historically average commercial transfer revenue plus 3% growth (matching historical trends).

**General Fund Revenues
Fiscal Year 2025**

OTHER TAXES (Continued)



General Fund Revenues Fiscal Year 2025

LICENSES, PERMITS, AND FEES

General Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Licenses, Permits, & Fees	\$6,210,661	\$5,304,705	\$5,616,619	\$6,836,751	\$1,220,132	21.7%

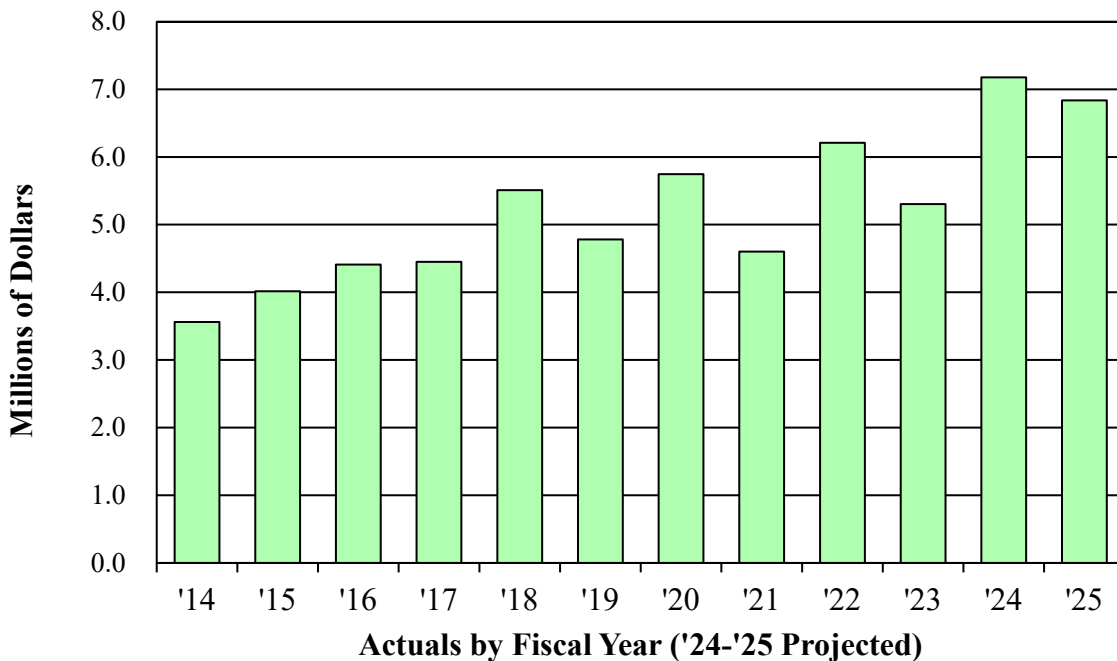
* Relative to FY 2024 budget.

Basis: Trend analysis / growth of local economy

Critical Assumptions: In total, Licenses, Permits, & Fees revenues are up \$1.2 million compared to the FY 2024 budget. Business License revenues (derived from licenses obtained by businesses wishing to operate in the city) are projected to be up \$1.5 million relative to the FY 2024 budget, which is inclusive of the revisions to business license fees which became effective on January 1, 2024. Similarly, Permits revenues are up nearly \$45,000 relative to last year's budget, which includes permit rate increases approved by Council; this is \$645,000 down from the Q2 FY 2024 WEFAC year-end projection, reflecting a return to historically average levels.

Fees revenues (sourced from a variety of charges, including parking meter fees and utility street cut fees) are budgeted to be down \$359,000 from the FY 2024 budget, though up slightly from the Q2 FY 2024 WEFAC year-end projection. This reduction is driven mainly by utility street cut fees, which were budgeted at \$320,000 in FY 2024 but are now projected to be only \$48,000. Street cut fees had been trending to nearly \$300,000 during FY 2023, which served as the basis for the FY 2024 budget; however, during the FY 2023 close, and after the fiscal year ended, Finance determined that these revenues had been misbooked and did not belong in the General Fund. This resulted in significantly lower FY 2023 actuals, and subsequently lower FY 2024 and FY 2025 revenue projections. In addition, FY 2024 write-offs of Property Maintenance revenues further reduced the FY 2025 projection.

Licenses, Permits, & Fees



General Fund Revenues Fiscal Year 2025

FINES

General Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Fines	\$8,418,138	\$7,796,679	\$5,650,827	\$7,389,492	\$1,738,665	30.8%

* Relative to FY 2024 budget.

Basis: Trend analysis

Critical Assumptions: Fines are projected to total nearly \$7.4 million, which is \$1.7 million up from the FY 2024 budget, and \$59,000 down from the Q2 FY 2024 WEFAC year-end projection. This consists of the following:

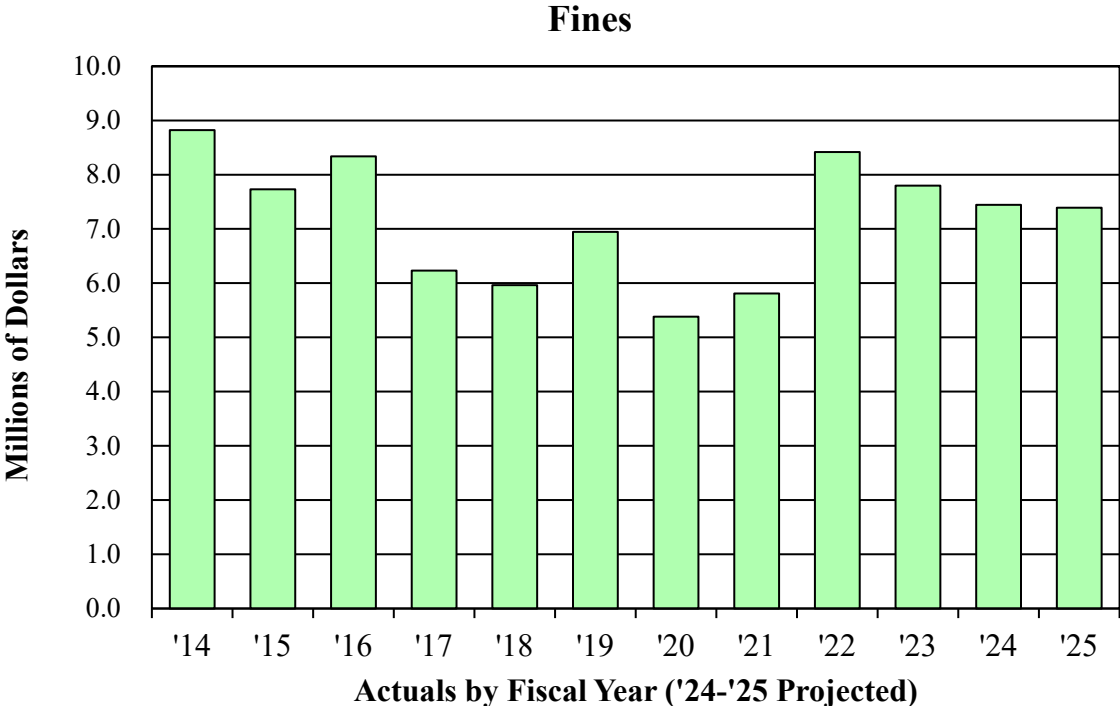
Criminal / Instant Ticket revenues are composed of State Criminal Fines remittances and the L&I Instant Ticketing Program (which involves L&I inspectors issuing tickets for violating the City’s sanitation codes). Criminal Fines are budgeted to decline by \$20,000, based on Q2 FY 2024 WEFAC projections. Conversely, Instant Ticket revenues are projected to increase by \$38,000, also consistent with WEFAC projections.

Red Light revenues are derived from the City’s Red Light Camera Safety Program, which issues citations to drivers who fail to stop at red lights in the city. In total, revenues are projected to be nearly \$4.6 million, which is up \$719,000 from the FY 2024 budget. This is unchanged from the Q2 FY 2024 WEFAC projection, which is trending better than the FY 2023 total of \$4.3 million.

Parking revenues are derived from fines from parking violations and booting fees, and are projected to be \$2.4 million, up \$1.0 million from the FY 2024 budget, and down \$56,000 from Q2 FY 2023 WEFAC year-end projection. This budget-to-budget variance is mainly due to a proposed parking fine reduction from \$40 to \$25 having been included in the FY 2024 budget, which was expected to result in a loss of approximately \$535,000; however, the legislation associated with this change was ultimately not approved by Council, and was instead replaced with alternative legislation reducing tickets to \$25 if paid within fourteen days (for an expected annualized loss of \$185,000). The remainder of the budget increase is the result of stronger-than-expected parking revenues seen in FY 2024, which are expected to continue in FY 2025.

**General Fund Revenues
Fiscal Year 2025**

FINES (Continued)



General Fund Revenues Fiscal Year 2025

INTEREST

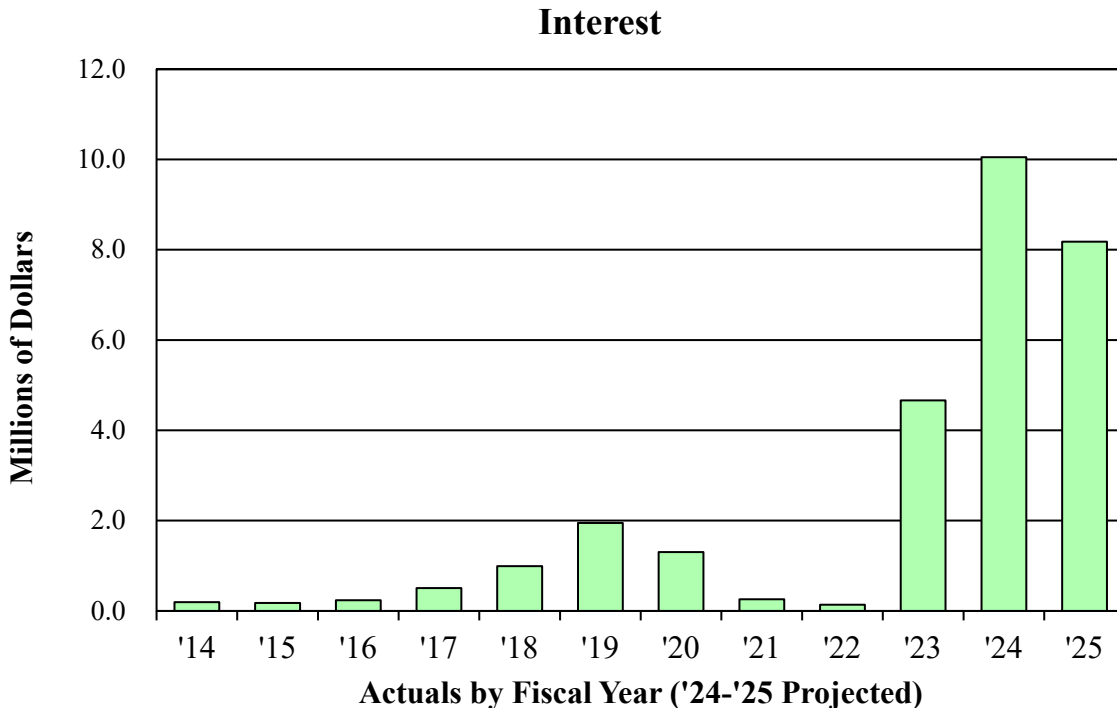
General Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Interest	\$136,559	\$4,662,032	\$7,170,000	\$8,179,000	\$1,009,000	14.1%

* Relative to FY 2024 budget.

Basis: Trend analysis / interest rate projections / bond issuance

Critical Assumptions: By investing in CDs and interest-bearing checking accounts, the City earns interest on its cash balances. The FY 2024 budget of \$7.2 million was based on a projected interest rate of 4.3%, which assumed rate reductions in FY 2024. However, the Federal Reserve has subsequently maintained higher rates longer than originally expected, with the City now projecting to earn an average of more than 5% on its investments in FY 2024. Based on interest estimates from the Federal Reserve, rates are expected to decline through the remainder of FY 2024 and into FY 2025, resulting in an FY 2025 projected average rate of approximately 4.3%.

Combined with increases to the City’s fund balance (due to projected FY 2024 surpluses) net of a reduction in unspent capital funds as projects are completed, this rate results in an FY 2025 budget of nearly \$8.2 million. This is up \$1.0 million from the FY 2024 budget, and down \$1.9 million from the Q2 FY 2024 WEFAC year-end projection.



General Fund Revenues Fiscal Year 2025

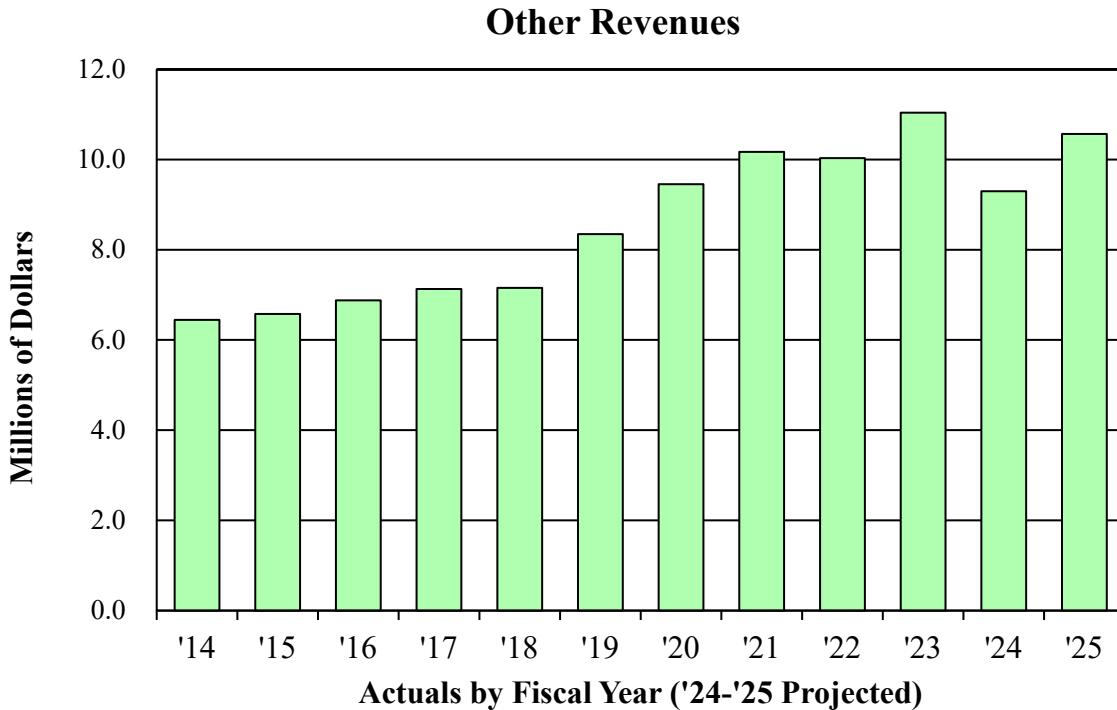
OTHER REVENUES

General Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Other Revenues	\$10,029,801	\$11,038,061	\$9,777,423	\$10,568,397	\$790,974	8.1%

* Relative to FY 2024 budget.

Basis: Trend analysis / contracts

Critical Assumptions: Other Revenues is comprised of Indirect Costs, General Government Charges, Rentals, and other miscellaneous revenues. In total, this category is projected to be up a net \$791,000 from the FY 2024 budget. Rentals and Concessions are projected to remain flat, while, General Government Charges (which includes a variety of fees and charges, such as vacant property registrations) are projected to decline by \$458,000 relative to the FY 2024 budget, driven mainly by slowing vacant property registration revenues and related write-offs. Finally, Indirect Costs, which are charges to the Water/Sewer Fund reimbursing costs incurred by the General Fund in support of the water, sewer, and stormwater utilities, are budgeted to increase by \$1.2 million from the FY 2024 budget, based on the Black & Veatch indirect costs model. This represents a 3.2% annual increase in Indirect Costs over the last five years, lower than consumer price index inflation increases during the same period.



General Fund Revenues Fiscal Year 2025

TASK FORCE REVENUES

General Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Task Force Revenues	\$7,539,736	\$7,249,639	\$7,425,231	\$12,368,940	\$4,943,709	66.6%

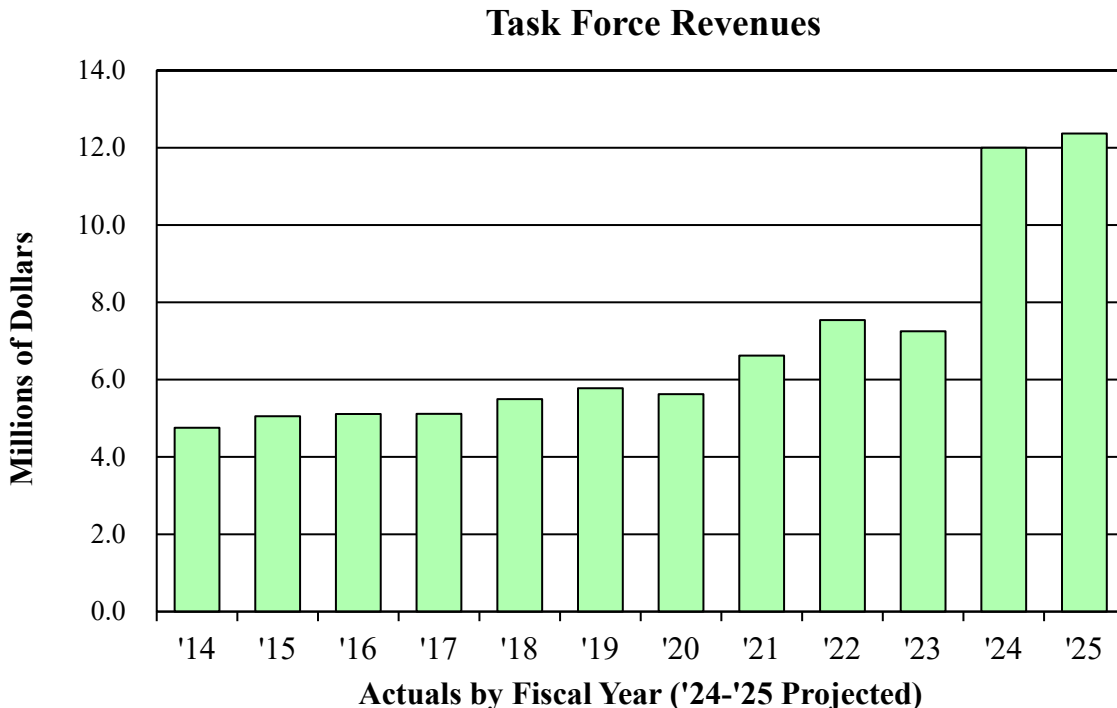
* Relative to FY 2024 budget.

Basis: Estimates from State of Delaware / trend analysis / State agreements

Critical Assumptions: Task Force Revenues are the revenue sources that were created as a result of the Governor’s Task Force, which took effect in FY 2004. As a result, each county seat in the state (which includes Wilmington, as the county seat of New Castle County) receives the revenue derived from the State filing fee for corporations and limited liability companies (LLC). The State also passed enabling legislation that allowed the City to create a 2% Lodging Tax and a 2% Natural Gas Franchise Fee on gross sales of natural gas in the City.

In total, Task Force Revenues are projected to be \$12.4 million, which is up \$4.9 million from the FY 2024 budget, and \$370,000 up relative to the Q2 FY 2024 WEFAC projection. The largest Task Force revenues, Corporate Filing Tax and the LLC Filing Tax, are projected to increase by \$1.5 million and \$3.4 million respectively, as the State recently amended the courthouse municipality fees associated with these taxes, increasing them from \$20 to \$40 effective August 1, 2023.

Conversely, Lodging Tax is projected to decline by \$57,000, reflecting slowing revenues seen in FY 2024. This reduction is more than offset by the projected \$113,000 increase in Natural Gas Tax, which is consistent with Q2 FY 2024 WEFAC projected revenues.



General Fund Revenues Fiscal Year 2025

COUNTY SEAT RELIEF PACKAGE

General Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
County Seat Relief	\$13,567,280	\$12,423,803	\$12,451,316	\$12,357,549	(\$93,767)	-0.8%

* Relative to FY 2024 budget.

Basis: Estimates from State of Delaware / trend analysis

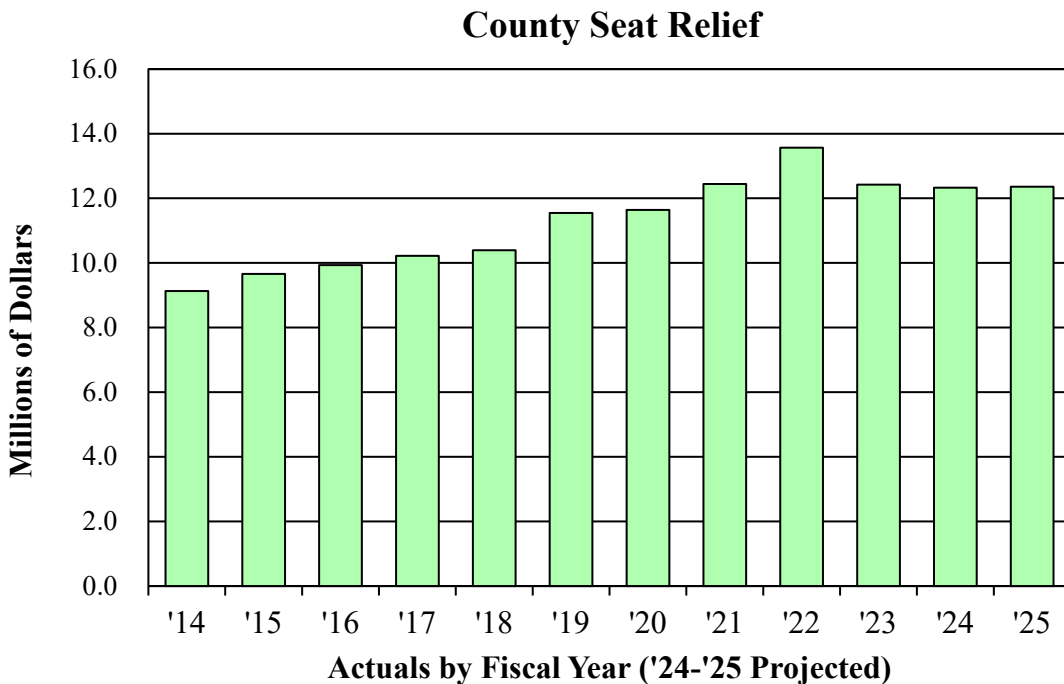
Critical Assumptions: The County Seat Relief Package is a bundle of escalating revenue enhancements, first received by the City in FY 2007. These revenues built upon the Governor’s Task Force and were intended to provide further diversification to support the three county seats in the State of Delaware. The FY 2025 projection totals a combined \$12.4 million, down nearly \$94,000 from FY 2023. Three of the component revenues are passthroughs of State and County corporate filing fees:

Statutory Trust Filing Fees, which are capped at \$1.0 million, are unchanged from prior years.

New Castle County Corporate Filing Fees are projected to be down \$208,000 relative to the FY 2024 budget but flat relative to Q2 FY 2024 WEFAC, which is consistent with DEFAC projections.

Uniform Commercial Code (UCC) Filing Fees are projected to increase by \$114,000 relative to the FY 2024 budget and grow slightly relative to Q2 FY 2024 WEFAC, also consistent with DEFAC projections.

The final component is a **Payment in Lieu of Taxes (PILOT)** on what would usually be tax-exempt, State-owned properties in the City; for FY 2025 it is budgeted to remain flat at \$3.3 million. This is equal to the PILOT payment the City received in FY 2024.



General Fund Revenues Fiscal Year 2025

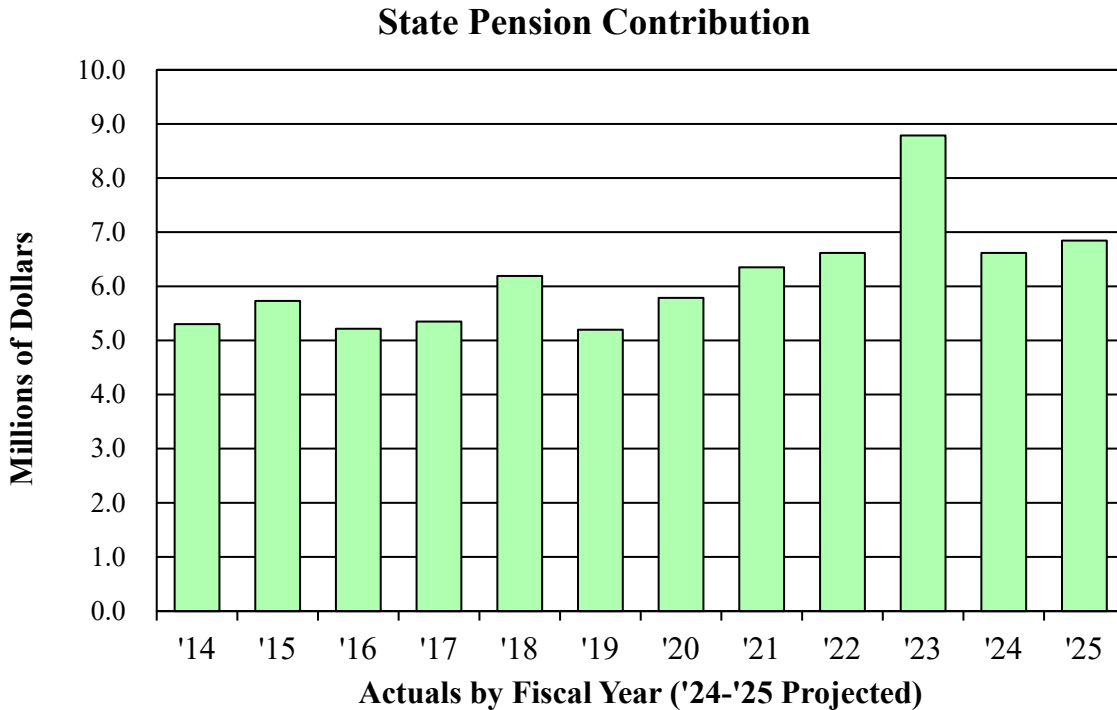
STATE PENSION CONTRIBUTION

General Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
State Pension Contribution	\$6,617,935	\$8,787,399	\$6,617,935	\$6,843,847	\$225,912	3.4%

* Relative to FY 2024 budget.

Basis: Estimates from State of Delaware

Critical Assumptions: The State Pension Contribution is a pass-through grant from the State of Delaware that is offset against an equal amount appropriated for pension contribution expenses in the Fire and Police Departments. This is projected to increase by almost \$226,000 in FY 2025 based on a combination of the FY 2023 Police pension passthrough actual and the FY 2022 Fire pension passthrough actual (as the larger-than-budgeted FY 2023 Fire passthrough revenues are not expected to recur).



General Fund Revenues Fiscal Year 2025

STATE PORT DEBT REIMBURSEMENT

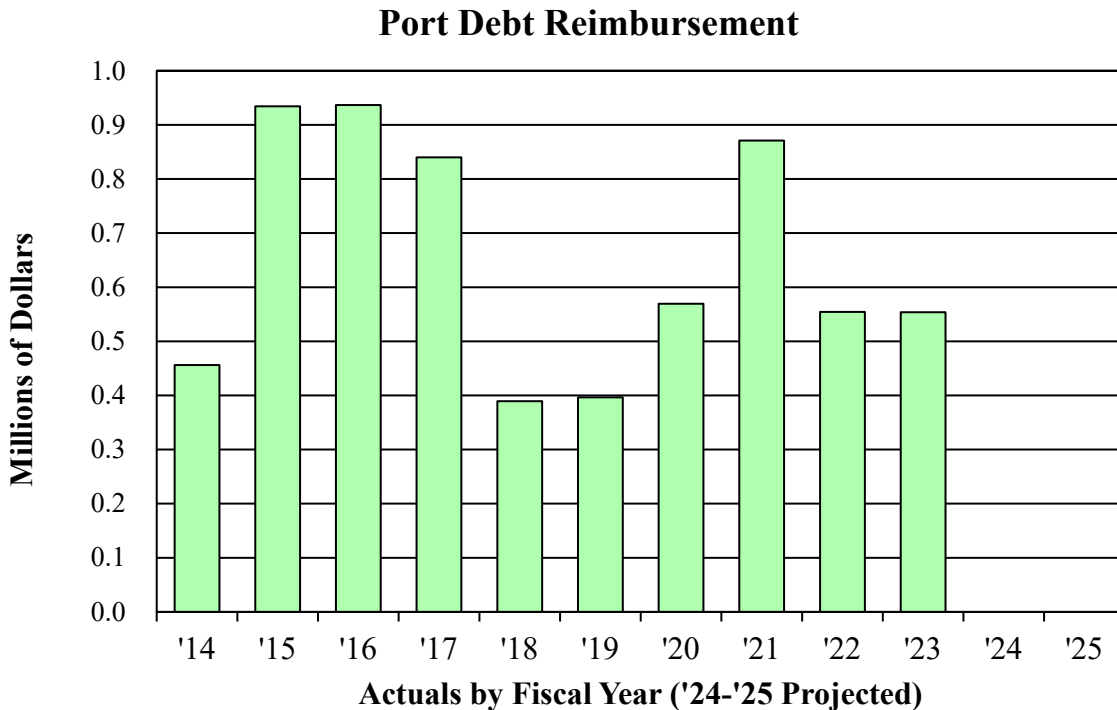
General Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Port Debt Reimbursement	\$554,204	\$553,829	\$0	\$0	\$0	0.0%

* Relative to FY 2024 budget.

Basis: Debt schedules

Critical Assumptions: The State Port Debt Reimbursement is related to the 1996 sale of the Port from the City to the State. Per the sale agreement, the outstanding Port debt remained as a liability on the City's books. In 2018, the State entered into a long-term Port lease agreement with Gulftainer, and subsequently provided the City with full payment for the outstanding debt. The City amortized these funds, and continued to book offsetting Port Debt Reimbursement revenue.

In FY 2020, the City refinanced the outstanding bonds, which are scheduled to be paid down in FY 2032. However, the reimbursement continued as originally scheduled, with the final payment booked in FY 2023 (when the associated debt was originally expected to be fully repaid). As these payments are now complete, there is no budgeted revenue for FY 2024 or beyond.



General Fund Revenues Fiscal Year 2025

TRANSFERS AND USE OF FUND BALANCE

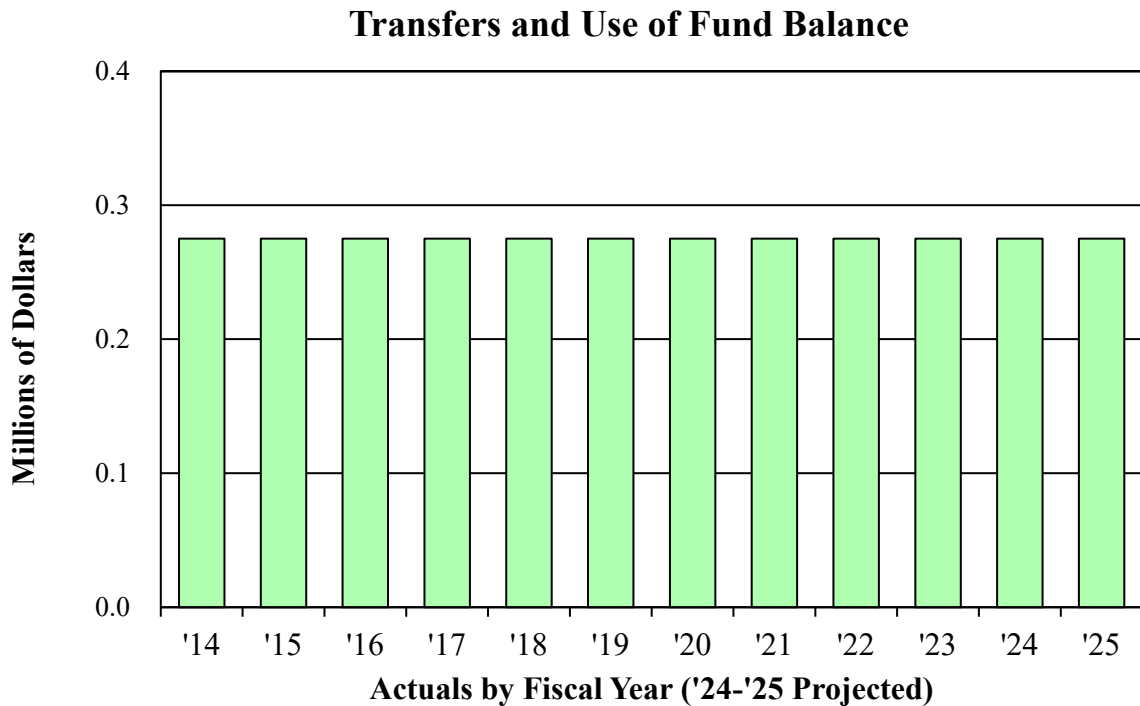
General Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Transfers and Use of Fund Balance	\$275,000	\$275,000	\$275,000	\$275,000	\$0	0.0%

* Relative to FY 2024 budget.

Basis: Authorized transfers from other funds / budgeted expenditures minus projected revenues

Critical Assumptions: As revenues are sufficient to cover total General Fund expenditures, no Tax Stabilization Reserve funds are necessary to balance the budget.

The projection also includes the usual \$275,000 transfer from the Wilmington Parking Authority (WPA).



Special Funds Revenues Fiscal Year 2025

Special Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Municipal Street Aid	\$1,069,959	\$1,213,597	\$1,200,693	\$1,197,977	(\$2,716)	-0.2%
CDBG	2,283,784	916,674	2,199,153	2,199,153	0	0.0%
Comcast Franchise	993,886	948,127	1,000,000	901,850	(98,150)	-9.8%
Emergency Shelter	177,664	62,616	197,226	197,226	0	0.0%
Workforce Investment	170,310	110,248	274,494	279,984	5,490	2.0%
Parks Assistance	1,637,389	1,182,044	1,162,961	1,255,129	92,168	7.9%
Parks Trust Fund	110,259	115,139	115,009	116,636	1,627	1.4%
SALLE / Other Grants	2,792,318	2,438,996	786,984	916,682	129,698	16.5%
Pension Administration	5,673,752	5,623,526	6,280,467	6,529,999	249,532	4.0%
Home Partnership	644,809	649,401	718,522	570,232	(148,290)	-20.6%
HOPWA	805,204	710,055	951,239	951,239	0	0.0%
Miscellaneous Grants	384,744	453,719	280,718	283,810	3,092	1.1%
Total Revenues	\$16,744,078	\$14,424,142	\$15,167,466	\$15,399,916	\$232,451	1.5%

Special Funds Revenues consist of supplemental revenues derived from non-taxation sources such as Federal and State grants and endowments, as well as the City's Comcast franchise fee. For FY 2025, total Special Funds revenue is budgeted to be **\$15,399,916**, a net increase of \$232,451, or 1.5%, above the FY 2024 budget.

MUNICIPAL STREET AID

Special Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Municipal Street Aid	\$1,069,959	\$1,213,597	\$1,200,693	\$1,197,977	(\$2,716)	-0.2%

Basis: State of Delaware grant award letter

Critical Assumption: This grant is used to offset electricity costs for street lighting and is anticipated to decrease slightly compared to the FY 2024 level.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Special Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
CDBG	\$2,283,784	\$916,674	\$2,199,153	\$2,199,153	\$0	0.0%

Basis: Estimate from Federal Government (HUD)

Critical Assumption: The Federal Community Development Block Grant (CDBG) Program supports community development activities to build stronger and more resilient communities. Funding is expected to remain unchanged compared to the FY 2024 award.

* Relative to FY 2024 budget.

Special Funds Revenues Fiscal Year 2025

COMCAST FRANCHISE FEES

Special Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Comcast Franchise	\$993,886	\$948,127	\$1,000,000	\$901,850	(\$98,150)	-9.8%

Basis: Trend analysis and growth of local economy

Critical Assumption: Comcast Franchise Fees revenue consists of 5.0% of gross revenues from cable television service sales in the City. In Wilmington, Comcast is currently the only provider of cable TV service. Beginning in FY 2014, Franchise Fees were budgeted as a special revenue fund, the result of City Council transferring the Comcast franchise revenue into the CATV Fund. For FY 2024, revenues are expected to decrease by \$98,000, reflecting the ongoing decline in cable subscribers.

EMERGENCY SHELTER GRANTS (ESG)

Special Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Emergency Shelter	\$177,664	\$62,616	\$197,226	\$197,226	\$0	0.0%

Basis: Estimate from Federal Government (HUD)

Critical Assumption: This ESG program is intended to assist in the operation and rehabilitation of emergency and transitional shelters. It is expected to remain flat in FY 2025.

WORKFORCE INVESTMENT BOARD GRANT

Special Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Workforce Investment	\$170,310	\$110,248	\$274,494	\$279,984	\$5,490	2.0%

Basis: Estimate from State of Delaware

Critical Assumption: The Workforce Investment Board Grant provides funding for the City's Youth Career Development Program. Revenues are expected to increase slightly in FY 2025.

PARKS ASSISTANCE

Special Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Parks Assistance	\$1,637,389	\$1,182,044	\$1,162,961	\$1,255,129	\$92,168	7.9%

Basis: Estimate from Federal Government

Critical Assumption: These funds are used for the Summer and Evening Food Programs. Funding is currently projected to increase by \$92,000 compared to the FY 2024 budget.

* Relative to FY 2024 budget.

Special Funds Revenues Fiscal Year 2025

PARKS TRUST FUND

Special Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Parks Trust Fund	\$110,259	\$115,139	\$115,009	\$116,636	\$1,627	1.4%

Basis: Trust Administrator / trust guidelines

Critical Assumption: Revenues are derived from a private trust and are based on qualified parks expenditures.

STATE AID TO LOCAL LAW ENFORCEMENT (SALLE) / OTHER LAW ENFORCEMENT GRANTS

Special Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
SALLE / Other Grants	\$2,792,318	\$2,438,996	\$786,984	\$916,682	\$129,698	16.5%

Basis: State of Delaware and U.S. Department of Justice awards based on committee recommendations / contractual payments for School Resource Officers (SROs)

Critical Assumption: These grants are expected to increase by almost \$123,000 relative to the FY 2024 budget.

PENSION ADMINISTRATION

Special Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Pension Administration	\$5,673,752	\$5,623,526	\$6,280,467	\$6,529,999	\$249,532	4.0%

Basis: Estimates from Pension Coordinator

Critical Assumption: Funding represents amounts equal to the expected administrative costs of the various pension plans of the City, along with the medical costs incurred for eligible retirees, and is derived from the income of the pooled pension assets.

HOME PARTNERSHIP FUND

Special Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Home Partnership	\$644,809	\$649,401	\$718,522	\$570,232	(\$148,290)	-20.6%

Basis: Estimate from Federal Government (HUD)

Critical Assumption: The Home Partnership Program is awarded through HUD and is expected to decrease by \$148,000 in FY 2025.

* Relative to FY 2024 budget.

Special Funds Revenues Fiscal Year 2025

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS GRANT (HOPWA)

Special Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
HOPWA	\$805,204	\$710,055	\$951,239	\$951,239	\$0	0.0%

Basis: Estimate from Federal Government (HUD)

Critical Assumption: The Housing Opportunities for Persons With AIDS is a Federal program dedicated to the housing needs of people living with HIV/AIDS and their families. The budget is expected to remain level in FY 2025.

MISCELLANEOUS GRANTS

Special Funds Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Miscellaneous Grants	\$384,744	\$453,719	\$280,718	\$283,810	\$3,092	1.1%

Basis: State of Delaware award letters

Critical Assumption: Miscellaneous Grants consists of the combined total of two grants: the Emergency Management Performance Grant (\$85,810 in FY 2025) and the State Fire Grant (\$198,000 in FY 2025). For FY 2023, this also included \$44,039 in ARPA funding; however, no ARPA revenues are budgeted in FY 2024 or beyond.

* Relative to FY 2024 budget.

Water / Sewer Fund Revenues Fiscal Year 2025

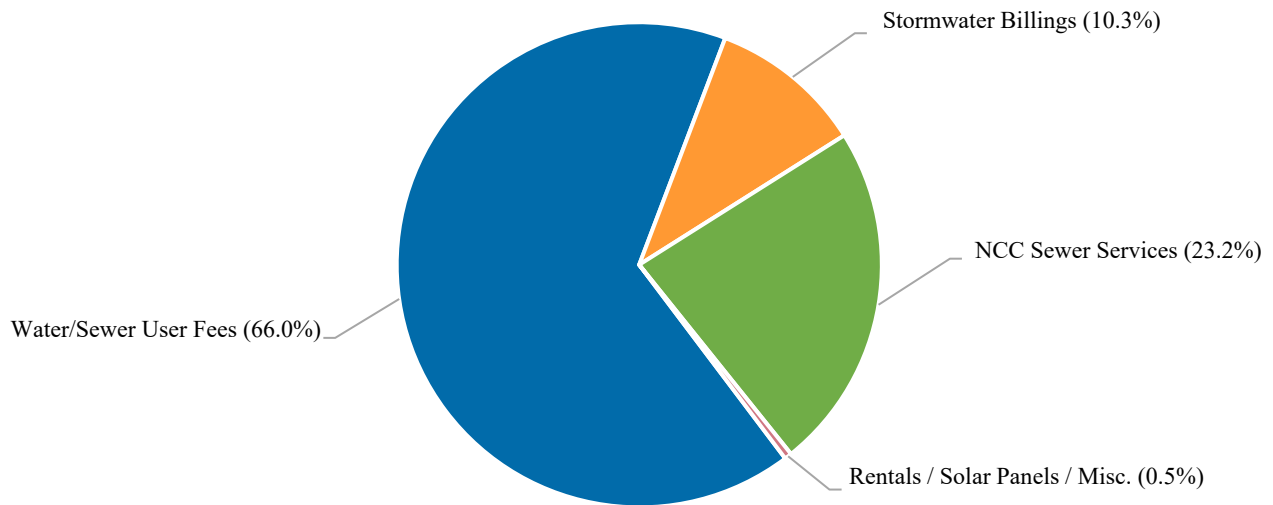
WATER / SEWER FUND

Water / Sewer Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Water/Sewer User Fees	\$56,525,888	\$58,225,815	\$62,007,000	\$64,772,000	\$2,765,000	4.5%
Stormwater Billings	9,645,160	9,647,533	8,720,000	10,070,000	1,350,000	15.5%
NCC Sewer Services	20,748,646	22,616,476	20,949,000	22,749,000	1,800,000	8.6%
Rentals/Miscellaneous	561,991	529,654	426,000	439,000	13,000	3.1%
Solar Panel Revenues	29,665	9,246	37,000	37,000	0	0.0%
Total Revenues	\$87,511,350	\$91,028,724	\$92,139,000	\$98,067,000	\$5,928,000	6.4%

Total Water / Sewer Fund revenue is budgeted to be **\$98,067,000**, an increase of \$5.9 million, or 6.4%, above the FY 2024 budget.

The net change by revenue category is discussed in detail below.

Water/Sewer Fund Revenues Fiscal Year 2025



Water / Sewer Fund Revenues Fiscal Year 2025

WATER/SEWER USER FEES

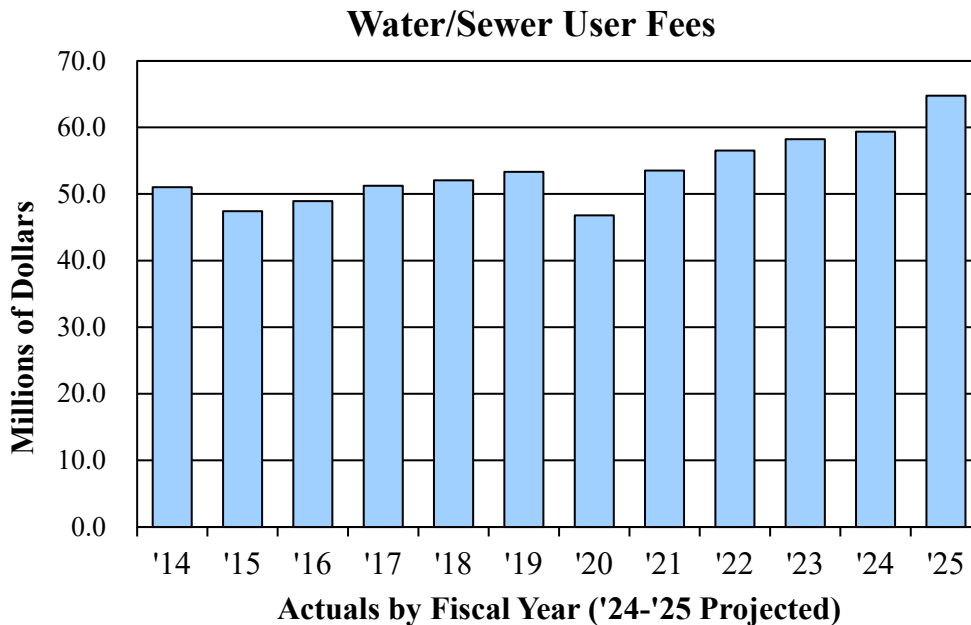
Water / Sewer Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Water/Sewer User Fees	\$56,525,888	\$58,225,815	\$62,007,000	\$64,772,000	\$2,765,000	4.5%

* Relative to FY 2024 budget.

Basis: Trend analysis / management initiatives

Critical Assumptions: Water/Sewer User Fees are the direct charges to customers for Inside-City water and sewer services, as well as Outside-City water services. For FY 2025, Water/Sewer Fees are projected to total \$64.8 million, an increase of \$2.8 million from the FY 2024 budget. Per Black & Veatch estimates, FY 2025 base revenues will be \$58.9 million, down \$669,000 from the FY 2024 budgeted base, which is inclusive of the effects of a 5.7% rate increase included in FY 2024, net of overall consumption decreases. Added to this base is the projected impact of a 5.8% FY 2025 rate increase on Inside City water, Inside City sewer, and Outside City Water charges. Combined, these rate increases yield \$3.3 million in additional revenue, net of bad debt. For the typical Inside City residential customer using 4,000 gallons per month, this is an increase of \$3.65 per month.

In addition, special sewer fees are projected to provide nearly \$1.9 million (up \$100,000 from FY 2024), and penalty and interest will provide nearly \$1.9 million (unchanged from FY 2024). Finally, the projection includes a \$1.9 million offset for bad debt, up \$83,000 from the FY 2024 budget. There is no change in the bad debt rate of 3.0%, which is consistent with historical actuals.



Water / Sewer Fund Revenues Fiscal Year 2025

STORMWATER BILLINGS

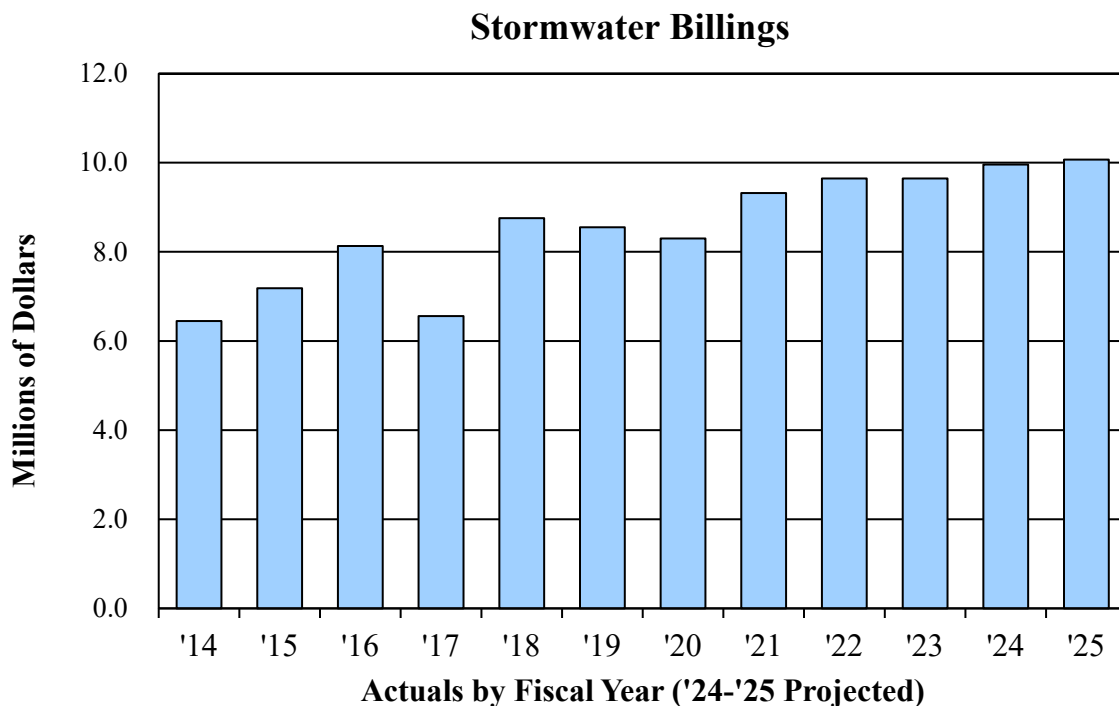
Water / Sewer Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Stormwater Billings	\$9,645,160	\$9,647,533	\$8,720,000	\$10,070,000	\$1,350,000	15.5%

* Relative to FY 2024 budget.

Basis: Trend analysis / management initiatives

Critical Assumptions: Stormwater Billings are the revenues derived from the Stormwater Property Fee, which is charged to all property owners in the City. The fee is not based on a consumption factor, but rather on the size of the property and the characteristics of associated land and buildings as they relate to the generation of stormwater runoff. Base Stormwater Billings for FY 2025 are nearly \$10.0 million and are \$1.3 million up from the FY 2024 budget base revenues. Previously, base revenues were derived from Black & Veatch estimates, which are provided on a cash accounting basis; however, the City’s budget and financial reporting is done on an accrual basis. This inconsistency resulted in underbudgeting of Stormwater revenues. Consequently, for FY 2025 the base revenues are derived from the Q2 FY 2024 WEFAC projection, making them consistent with historical actuals on an accrual basis.

Added to this base revenue is the impact of a 4.0% rate increase, which is projected to yield \$387,000 in additional revenue, net of bad debt. For the typical City residential customer this is an increase of \$0.21 per month. This includes a \$311,000 reduction for bad debt, based on a 3% bad debt rate (down from 5% in FY 2024, reflecting the write-off of Army Corp of Engineers debts).



Water / Sewer Fund Revenues Fiscal Year 2025

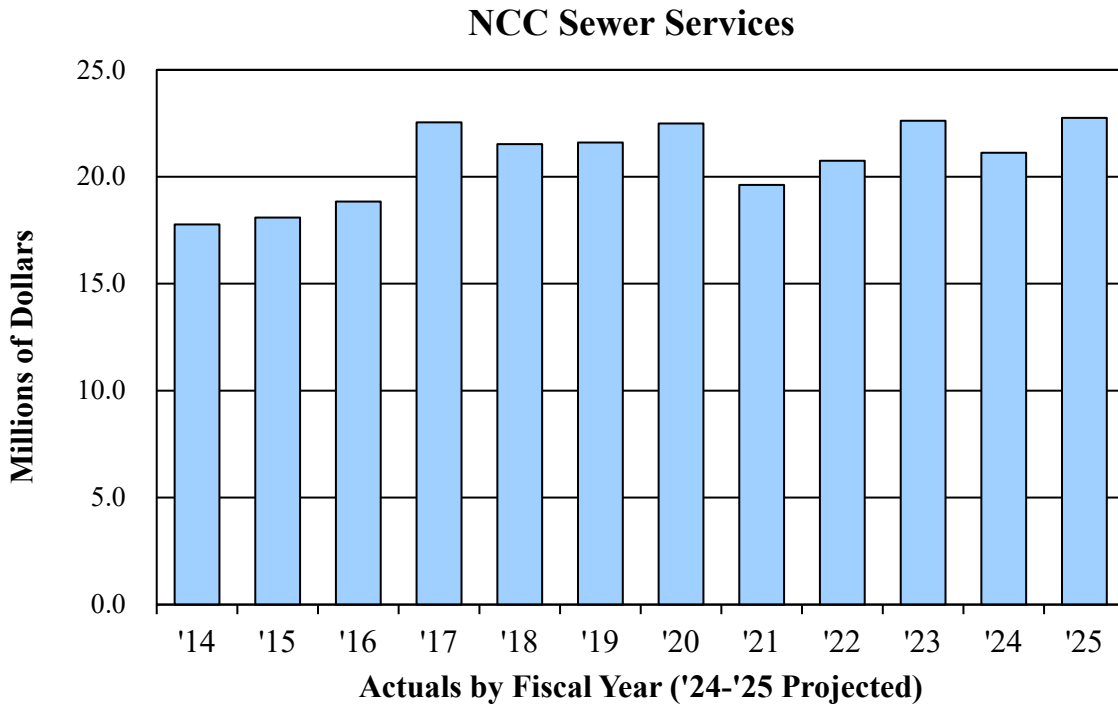
NEW CASTLE COUNTY SEWER SERVICES

Water / Sewer Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
NCC Sewer Services	\$20,748,646	\$22,616,476	\$20,949,000	\$22,749,000	\$1,800,000	8.6%

* Relative to FY 2024 budget.

Basis: Contract with New Castle County

Critical Assumptions: New Castle County Sewer is the revenue associated with the City’s treatment of sewage from New Castle County. Based on Black & Veatch’s analysis of the contract between the City and County, FY 2025 revenues are expected to be \$22.7 million, up \$1.8 million from the FY 2024 budget.



Water / Sewer Fund Revenues Fiscal Year 2025

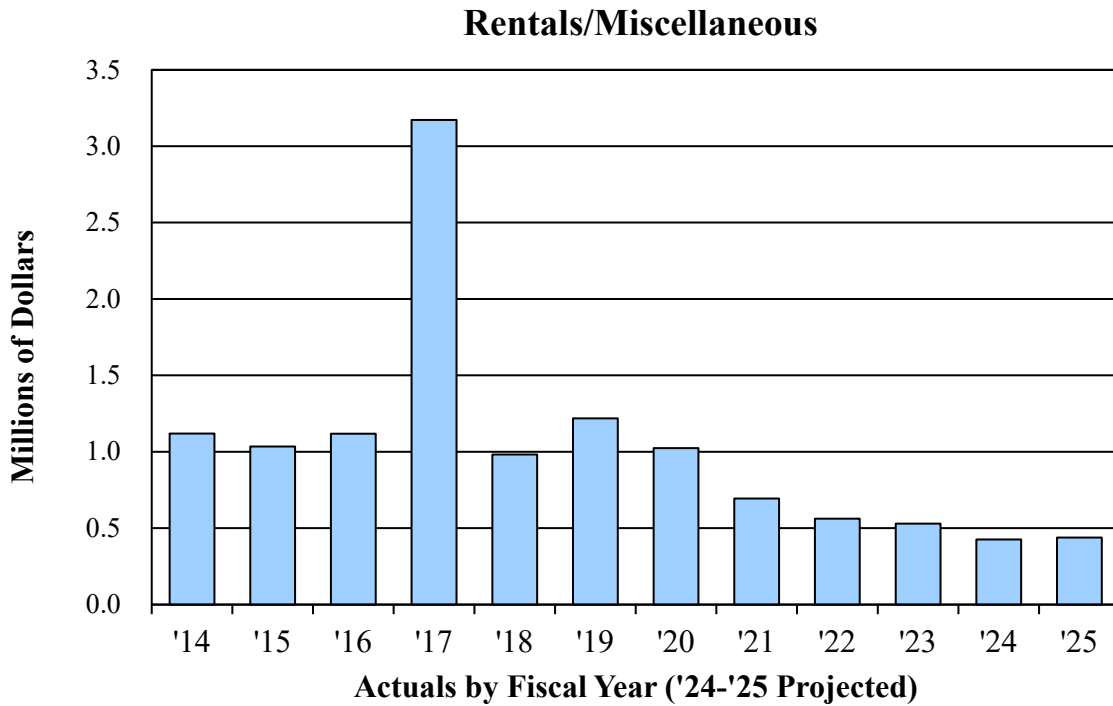
RENTALS / MISCELLANEOUS

Water / Sewer Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Rentals/Miscellaneous	\$561,991	\$529,654	\$426,000	\$439,000	\$13,000	3.1%

* Relative to FY 2024 budget.

Basis: Leases / contracts

Critical Assumptions: Rentals / Miscellaneous revenues are the fees charged to telecommunication companies that rent space on the City’s water tanks for antennae and transmitters. FY 2025 is budgeted to be up \$13,000 from the FY 2024 budget.



Actuals in FY 2017 reflect the one-time \$2.2 million EPA fine of the International Petroleum Corporation for Clean Water Act violations.

Water / Sewer Fund Revenues Fiscal Year 2025

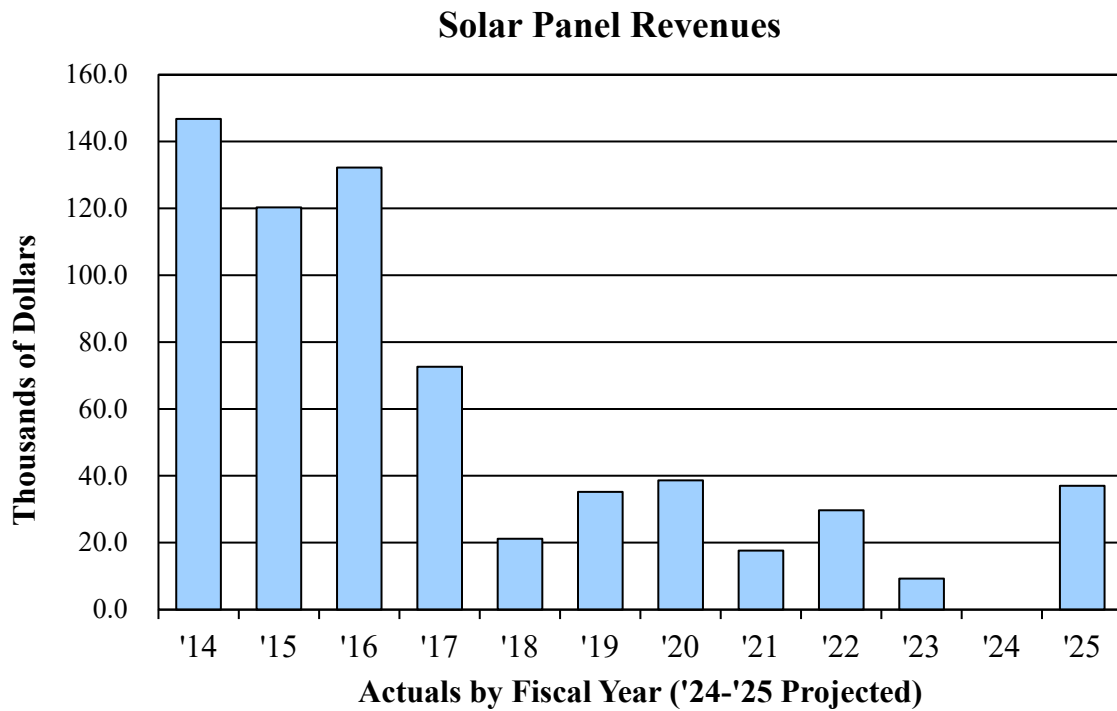
SOLAR PANEL REVENUE

Water / Sewer Fund Revenues	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change*	Percent Change*
Solar Panel Revenues	\$29,665	\$9,246	\$37,000	\$37,000	\$0	0.0%

* Relative to FY 2024 budget.

Basis: Leases / contracts

Critical Assumptions: Solar Panel Revenue is derived from the sale of Solar Renewable Energy Credits (SRECs) earned by the solar arrays located at various municipal sites, most notably the Porter Filter Plant. Projected revenues for FY 2025 are unchanged from the prior year's budget.



City of Wilmington Tax Rates Fiscal Year 2025

WAGE TAX

Base: Individual gross earned income of City residents.
Individual gross earned income of non-City residents working within the City limits.

Rate: 1.25% (as set by Delaware General Assembly).

NET PROFIT TAX

Base: Net profit of sole proprietors and partnerships within the City limits.

Rate: 1.25% (as set by Delaware General Assembly).

PROPERTY TAX

Base: 100% of the assessed value of land and buildings within City limits. Because the last systematic County-wide reassessment was done based on 1983 market value dollars, all present-day assessments are calculated and reported using 1983 dollar values.

Rate: \$2.115 per one-hundred dollars of assessed value.

HEAD TAX

Base: Number of employees per month for businesses with 6 or more employees.

Rate: \$15.00 per employee per month on the total number of employees minus 5 (e.g., business with 20 employees is assessed on 15 employees).

REAL ESTATE TRANSFER TAX

Base: Selling price of Real Estate assessed at time of settlement.

Rate: 1.50%.

FRANCHISE TAX

Base: Gross receipts from sales of electricity and cable television service within the City.

Rate: 2.0% on electrical service.
5.0% on cable television service.

**City of Wilmington Tax Rates
Fiscal Year 2025**

NATURAL GAS TAX

Base: Gross receipts from sales of natural gas within the City.

Rate: 2.0% on natural gas.

LODGING TAX

Base: Rent collected for any room or rooms in a hotel, motel, or tourist home (as defined by Title 30 of the Delaware Code) that are within the City limits.

Rate: 2.0% of rent.

MAYOR'S OFFICE

The mission of the Mayor's Office is to provide the executive and administrative management necessary for the coordination and direction of overall City activities and policies. In addition to the executive function, the Mayor's Office houses the Offices of Emergency Management, Constituent Services, Cultural Affairs, Management and Budget, and Economic Development.

SUMMARY OF FUNDING FOR THE MAYOR'S OFFICE

Total All Funds* Mayor's Office	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	3,888,726	3,474,123	3,774,971	4,025,119	250,148	6.6%
Materials, Supplies, and Equipment	1,956,231	2,034,623	2,047,035	2,214,190	167,155	8.2%
Internal Services	222,072	186,075	142,913	151,025	8,112	5.7%
Debt Service	1,172,721	1,230,036	1,197,681	1,194,128	(3,553)	-0.3%
Contingent Reserves	0	0	672,000	672,000	0	0.0%
Total	7,239,750	6,924,857	7,834,600	8,256,462	421,862	5.4%
Staffing Levels	34.00	30.00	30.00	30.00	0.00	0.0%

General Fund Mayor's Office	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	3,809,083	3,393,392	3,692,253	3,939,309	247,056	6.7%
Materials, Supplies, and Equipment	1,836,428	1,943,802	2,047,035	2,214,190	167,155	8.2%
Internal Services	222,072	186,075	142,913	151,025	8,112	5.7%
Debt Service	1,172,721	1,230,036	1,197,681	1,194,128	(3,553)	-0.3%
Total	7,040,304	6,753,305	7,079,882	7,498,652	418,770	5.9%
Staffing Levels	33.50	29.50	29.50	29.50	0.00	0.0%

General Fund Contingent Reserves	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Contingency	0	0	500,000	500,000	0	0.0%
Snow and Weather Emergencies	0	0	172,000	172,000	0	0.0%
Total	0	0	672,000	672,000	0	0.0%
Staffing Levels	0.00	0.00	0.00	0.00	0.00	0.0%

EMPG Grant Fund Mayor's Office	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	79,643	80,731	82,718	85,810	3,092	3.7%
Materials, Supplies, and Equipment	119,803	90,821	0	0	0	0.0%
Total	199,446	171,552	82,718	85,810	3,092	3.7%
Staffing Levels	0.50	0.50	0.50	0.50	0.00	0.0%

* Differs from Summary of All Funds Combined – Expenditures table on page 34 due to Contingent Reserve expenses being listed separately.

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
ALL FUNDS**

- Relative to the FY 2024 budget, total Mayor’s Office Personal Services costs increased by \$247,056. Net FTE positions remained unchanged, at 30. Major changes include:
 - The cost of the mid-FY 2024 implementation of the City’s classification and compensation study recommendations, combined with mandatory step increases, added \$160,729 in salaries and wages.
 - In the Administration Division, a vacant Best Practice / Innovation Specialist was deleted for a savings of \$91,803.
 - The Disadvantaged Business Enterprise Analyst was transferred from the Finance Department to the Office of Economic Development, for a Mayor’s Office increase of \$98,250. As there are equivalent savings in the Finance Department, there is no net increase to the General Fund.
- Total Consultants costs increased by a net \$39,200. In Cultural Affairs, an additional \$125,000 was added to increase support for HBCU Week events. This increase was partially offset by several reductions in the Administration Division, with funding for policy fellows eliminated (for a savings of \$48,000) and contingency consulting services were reduced (for a savings of \$40,000).
- The Mayor’s Office Administration Division added an additional \$24,760 for Advertising due to the increased cost of digital marketing and promotions.
- Total Grants to Agencies increased by \$24,500, with several recipients budgeted to receive additional support, including the Wilmington Hope Commission, the Wilmington Economic Development Corporation, and the Wilmington Library.
- \$75,000 has been added in Transition Costs in order to support the transition to a new administration following the 2024 Mayoral election.
- The Miscellaneous Projects line decreased by \$49,500, as funding for the Beautification Commission was not repeated.
- Total Food costs increased by \$23,800, which includes an additional \$10,000 for the Senior Thanksgiving Ball, along with smaller increases in Cultural Affairs for the employee year-end appreciation event and expanded artist hospitality.

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	2,612,611	2,367,747	2,672,717	2,837,074	164,357	6.1%
Temporary Salaries	32	18,121	0	20,000	20,000	0.0%
Acting Out Of Classification	1,944	8,927	0	0	0	0.0%
Sick Leave Bonus	2,300	800	0	0	0	0.0%
Overtime	187	3,478	0	0	0	0.0%
Meal Allowance	20	0	0	0	0	0.0%
Health Cash Back	2,400	2,500	2,400	2,400	0	0.0%
Pension Contribution	266,409	176,578	152,855	198,426	45,571	29.8%
Social Security	157,535	142,453	160,882	171,391	10,509	6.5%
Medicare Tax	36,844	33,570	37,848	40,210	2,362	6.2%
Hospitalization	467,362	404,535	451,467	451,394	(73)	0.0%
Life Insurance	7,524	6,486	7,080	7,080	0	0.0%
Pension Healthcare	133,953	126,839	132,197	133,664	1,467	1.1%
State Pension Plan - Civilian	119,962	101,358	118,976	124,644	5,668	4.8%
Attrition	0	0	(44,169)	(46,974)	(2,805)	6.4%
Total Personal Services	3,809,083	3,393,392	3,692,253	3,939,309	247,056	6.7%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	104,144	310,509	302,040	326,500	24,460	8.1%
Communications and Utilities	12,342	81,831	22,760	13,760	(9,000)	-39.5%
Transportation	9,562	14,744	21,150	33,950	12,800	60.5%
Rentals	49,777	17,248	62,200	101,700	39,500	63.5%
Contracted Maintenance	0	424	1,900	1,900	0	0.0%
Professional Fees	442,873	514,815	620,500	724,200	103,700	16.7%
Memberships and Registrations	38,266	47,989	56,810	74,455	17,645	31.1%
Miscellaneous Services	164,801	135,367	189,575	174,575	(15,000)	-7.9%
Office and General Supplies	8,083	14,726	12,000	13,550	1,550	12.9%
Misc. Mat., Supp., and Parts	53,611	45,790	71,100	91,900	20,800	29.3%
Construction and Repairs	471	0	1,000	1,000	0	0.0%
Equipment	75	0	0	700	700	0.0%
Fixed Assets	81	927	2,000	2,000	0	0.0%
Community Activities	952,342	759,432	684,000	654,000	(30,000)	-4.4%
Total M.S.&E.	1,836,428	1,943,802	2,047,035	2,214,190	167,155	8.2%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	80,954	81,315	66,636	72,207	5,571	8.4%
Self-Insurance	141,118	104,760	76,277	78,818	2,541	3.3%
Total Internal Services	222,072	186,075	142,913	151,025	8,112	5.7%

Debt Service	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Principal Payments	745,290	853,987	861,492	898,260	36,768	4.3%
Interest Payments	427,431	376,049	336,189	295,868	(40,321)	-12.0%
Total Debt Service	1,172,721	1,230,036	1,197,681	1,194,128	(3,553)	-0.3%

Department: Contingent Reserves

Fund: General

Other / Special Purpose	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Contingency	0	0	500,000	500,000	0	0.0%
Snow and Weather Emergencies	0	0	172,000	172,000	0	0.0%
Total Other / Special Purpose	0	0	672,000	672,000	0	0.0%

Department: Mayor’s Office

Fund: General

General Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	7,040,304	6,753,305	7,751,882	8,170,652	418,770	5.4%

Department: Mayor’s Office

Fund: EMPG Grant Fund

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	59,807	61,178	62,478	65,290	2,812	4.5%
Social Security	3,618	3,700	3,775	3,946	171	4.5%
Medicare Tax	846	865	883	923	40	4.5%
Hospitalization	9,285	9,581	9,722	9,543	(179)	-1.8%
Life Insurance	122	110	120	120	0	0.0%
Pension Healthcare	1,946	1,901	2,247	2,266	19	0.8%
State Pension Plan - Civilian	4,019	3,396	3,493	3,722	229	6.6%
Total Personal Services	79,643	80,731	82,718	85,810	3,092	3.7%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Communications and Utilities	19,414	12,719	0	0	0	0.0%
Contracted Maintenance	592	424	0	0	0	0.0%
Professional Fees	3,900	0	0	0	0	0.0%
Memberships and Registrations	0	58	0	0	0	0.0%
Miscellaneous Services	95,172	76,451	0	0	0	0.0%
Office and General Supplies	180	50	0	0	0	0.0%
Misc. Mat., Supp., and Parts	0	192	0	0	0	0.0%
Fixed Assets	545	927	0	0	0	0.0%
Total M.S.&E.	119,803	90,821	0	0	0	0.0%

EMPG Grant Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	199,446	171,552	82,718	85,810	3,092	3.7%

CITY COUNCIL

City Council is the legislative branch of the City of Wilmington's Government. Council's responsibilities include enacting ordinances, rules, and regulations, which are necessary and required for the execution of those expressed and implied powers of local self-government granted to the City by the State General Assembly pursuant to the Constitution of the State of Delaware. By function, Council is also responsible to the Citizens of Wilmington whom they represent.

Coming under the auspices of City Council are WITN Channel 22 and the City Clerk Division. The City Clerk is the official keeper of the City's legislative records, responsible for the receipt and transmission of all official communications of Council, maintaining of precise records of all laws passed by Council, and archiving of the official legislative records. The staff in the City Clerk Division provides legislative administrative support to Council, drafts legislation, develops City policy, conducts research, and creates legislative strategy. WITN (Wilmington Information Television Network) is the City's governmental television channel, which is under the purview of the CVT Commission. Per City code, the Station Manager oversees the Public, Educational, and Government (PEG) channels as defined within the City's franchise agreement.

PRIORITIES FOR FISCAL YEAR 2025

- Carry out the mission of City Council:
 - Provide visionary leadership in policymaking on quality-of-life matters.
 - Develop well-researched legislation that will enable Wilmington government to provide its residents, visitors, and businesses with the highest quality of public services in a fiscally responsible manner through cooperative decision-making, strong ethical leadership, open communications, and transparency with the public.
 - Fulfill the critical responsibility of providing a check on the executive branch of City government, both through individual City Council Committees and legislative measures, to enhance transparency, accountability, and adherence to stated and collectively agreed upon goals for City operations.
 - Connect with constituents to identify needs in the community and to devise strategies to address those needs, both through legislation and through collaboration with the executive branch of City government.
- Review the City's Operating, Water/Sewer, and Capital Budgets as proposed annually by the Executive Branch of City government and justify the appropriation of funds to support the annual operations of the City's departments, offices, boards, and commissions.
- Work to help mitigate the cost and size of City government, alleviating the need – to the greatest extent practicable – for additional taxes and fees, and through periodic reviews of departmental operations, structures, expenditures, and priorities.
- Further develop and promote the City's governmental television station, WITN-22, as a platform for the dissemination of news and information of importance and interest to residents, with the provision of more original programming and the integration of social media platforms to help leverage the station's capacity to connect Wilmingtonians.
- Provide oversight for the Public, Educational, and Government (PEG) television channels in Wilmington.
- Provide insight regarding proposed EMS services to possibly be done internally or externally.
- Provide support for the annual Black Restaurant Week to retain and attract new customers.

PRIORITIES FOR FISCAL YEAR 2025 (CONTINUED)

- Provide a voice to the City and its residents regarding the education of its children and help create an education system whereby children are taught in a properly-funded environment that accounts for the unique and individualized needs of children raised in an urban setting and work in conjunction with the Wilmington Learning Collaborative (WLC).
- Advocate for issues and values that are important to City Council and its constituents, such as safe and vibrant neighborhoods, increased housing opportunities, an effective education system, a results-oriented gun violence prevention program, and economic lifelines to help lift citizens out of poverty.
- Facilitate the recovery of Wilmington's small and minority businesses from economic and other impacts of the COVID-19 pandemic.
- Assess effective strategies for right-sizing fees, fines, and other monetary obligations so that they are fair to constituents and economically sustainable for the City's operational needs.
- Establish legislation for the Accountability Review Board, and coordinate with the Administration for individuals to be appointed to this board. This legislation will disband the Citizen Review Board (CRB) and will address the best policing procedures and policies that are within the confinements of the LEOBOR (Law Enforcement Officers' Bill of Rights).
- Review findings, suggestions, and recommendations of the Reparations Taskforce. The members of the taskforce were adopted by Res. # 22-078 and #23-006. The reparations report due date was extended to March 31, 2024.
- Develop policies, procedures, legislative resolutions, and ordinances based on the priorities as outlined in the 108th Session of Council's Strategic Plan that was adopted by Res. No. 22-077. The Strategic Plan is a guide for the legislative agenda of City Council.
- Prepare the City of Wilmington for the best telecommunications outcomes to be outlined in a new Cable Franchise Agreement. The current contract expires in 2024. Council welcomes competition for cable operators in the City of Wilmington. Also, seek to explore and expound cable franchising and revamping of Chapter 6 (Cable, Video, and Telecommunication) of the City code.
- Work with our Advocate/Lobbyist to strategize and communicate with the City's Local Delegation on new or updated State policies, procedures, and laws that impact the City of Wilmington. For example, providing local control to the City of Wilmington.
- Review the findings, suggestions, and recommendations as outlined in the Disparity Report dated February 6, 2023, to ensure adherence and compliance for implementation.
- Continue to work with the Administration on new revenue enhancement measures.
- Collaborate with the Administration and New Castle County if any issues arise with property reassessments, which are to be completed by the end of CY2024.
- Ensure adequate funds are budgeted citywide to address stabilizing neighborhoods such as home repairs, beautification of the community, and funding for minority business programs.
- Establish a fair and practical compensation process to ensure that Council salaries for future sessions of Council are on par with industry standards based on a compensation study issued by PFM in February 2024.
- Have translation software available so that the Hispanic community can engage and interact at Council meetings for transparency.
- Attract residents to City jobs with the use of the newly legislated Residency Assistance Fund.

SUMMARY OF FUNDING FOR CITY COUNCIL

Total All Funds City Council	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	1,749,983	1,955,626	2,360,573	2,436,698	76,125	3.2%
Materials, Supplies, and Equipment	446,370	499,191	1,119,586	1,318,337	198,751	17.8%
Internal Services	38,319	31,400	19,285	20,026	741	3.8%
Debt Service	32,150	36,659	22,771	22,805	34	0.1%
Other / Special Purpose	7,861	12,200	15,000	16,000	1,000	6.7%
Total	2,274,683	2,535,076	3,537,215	3,813,866	276,651	7.8%
Staffing Levels	27.00	27.00	27.00	27.00	0.00	0.0%

General Fund City Council	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	1,329,129	1,463,609	1,587,452	1,700,407	112,955	7.1%
Materials, Supplies, and Equipment	347,040	405,249	821,646	926,884	105,238	12.8%
Internal Services	38,319	31,400	19,285	20,026	741	3.8%
Other / Special Purpose	7,861	12,200	15,000	16,000	1,000	6.7%
Total	1,722,349	1,912,458	2,443,383	2,663,317	219,934	9.0%
Staffing Levels	19.65	19.65	19.65	19.65	0.00	0.0%

CATV Fund City Council	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	420,854	492,017	773,121	736,291	(36,830)	-4.8%
Materials, Supplies, and Equipment	99,330	93,942	297,940	391,453	93,513	31.4%
Debt Service	32,150	36,659	22,771	22,805	34	0.1%
Total	552,334	622,618	1,093,832	1,150,549	56,717	5.2%
Staffing Levels	7.35	7.35	7.35	7.35	0.00	0.0%

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
GENERAL FUND**

- Personal Services increased by \$112,955 or 7.1%. This was largely due to an increase in the Personal Services Adjustment of \$80,000 that will be used to provide increases to the salaries of the councilmembers for the upcoming 109th session of Council. The funding amount is based on the 2024 PFM consultant study and the utilization of a compensation methodology that will bring the salaries of Wilmington’s councilmembers in alignment with similar cities and government municipalities.
- Travel and Subsistence increased by \$12,500 to allow Councilmembers to attend various conferences and seminars, as approved by the President of Council.
- Consultants rose by a net \$79,000. Of that that amount \$50,000 was used to cover expenses associated with the annual Black Restaurant week event and \$25,000 was included for a legislative advocate.
- Funding of \$300,000 in the Miscellaneous Projects account that was part of the FY 2024 budget compromise with the Administration was moved to Grants to Agencies to be distributed among the councilmembers to support various organizations in fulfilling the needs of the community.

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
CATV FUND**

- Personal Services decreased by a net \$18,721 or 2.5%, due to the removal of funding for a vacant Producer Position at a salary and benefits savings of \$71,274. This was partly offset by an increase in the Personal Services Adjustment of \$27,000.
- Temporary Salaries increased by \$10,190 to cover the cost of freelancers to provide (as needed) camera assistance, organize Zoom sessions, and perform other miscellaneous duties for Council meetings, community events, and taskforce meetings.
- Other Noncapitalized Equipment was reduced by \$30,000, as some equipment purchases made in FY 2024 will not be repeated in FY 2025.
- Additions and Improvements to Buildings was increased \$120,000 to cover the Third-Party Operator lease and utilities costs.

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	840,069	890,622	932,747	965,024	32,277	3.5%
Temporary Salaries	26,659	40,679	62,000	62,000	0	0.0%
Sick Leave Bonus	600	600	1,200	1,200	0	0.0%
Overtime	337	0	0	0	0	0.0%
Health Cash Back	8,120	4,520	2,400	4,800	2,400	100.0%
Pension Contribution	75,575	79,415	63,446	77,016	13,570	21.4%
Social Security	52,065	55,163	59,232	61,379	2,147	3.6%
Medicare Tax	12,177	12,901	13,853	14,354	501	3.6%
Hospitalization	195,719	256,401	286,328	250,891	(35,437)	-12.4%
Life Insurance	3,372	3,295	3,872	3,872	0	0.0%
Pension Healthcare	75,974	84,488	88,287	89,033	746	0.8%
State Pension Plan - Civilian	38,462	35,525	39,087	40,838	1,751	4.5%
Personal Services Adjustment	0	0	35,000	130,000	95,000	271.4%
Total Personal Services	1,329,129	1,463,609	1,587,452	1,700,407	112,955	7.1%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	12,014	18,061	17,500	18,500	1,000	5.7%
Transportation	4,317	19,744	12,500	25,000	12,500	100.0%
Rentals	0	0	500	500	0	0.0%
Contracted Maintenance	0	0	1,500	500	(1,000)	-66.7%
Professional Fees	110,260	123,589	211,000	290,000	79,000	37.4%
Memberships and Registrations	8,461	15,566	23,000	39,750	16,750	72.8%
Miscellaneous Services	1,214	3,046	2,000	2,000	0	0.0%
Office and General Supplies	4,828	6,605	6,000	6,000	0	0.0%
Wearing Apparel and Safety	0	0	0	1,000	1,000	0.0%
Misc. Mat., Supp., and Parts	9,555	6,632	11,146	11,146	0	0.0%
Equipment	66	1,700	6,000	5,500	(500)	-8.3%
Community Activities	196,325	210,306	530,500	526,988	(3,512)	-0.7%
Total M.S.&E.	347,040	405,249	821,646	926,884	105,238	12.8%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	5,115	6,088	0	0	0	0.0%
Self-Insurance	33,204	25,312	19,285	20,026	741	3.8%
Total Internal Services	38,319	31,400	19,285	20,026	741	3.8%

Other / Special Purpose	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Special Purpose	7,861	12,200	15,000	16,000	1,000	6.7%
Total Other / Special Purpose	7,861	12,200	15,000	16,000	1,000	6.7%

General Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	1,722,349	1,912,458	2,443,383	2,663,317	219,934	9.0%

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	284,445	315,736	502,762	465,731	(37,031)	-7.4%
Temporary Salaries	9,989	22,300	20,000	25,000	5,000	25.0%
Sick Leave Bonus	1,100	600	900	900	0	0.0%
Overtime	26	0	0	0	0	0.0%
Pension Contribution	9,206	9,791	7,710	9,104	1,394	18.1%
Social Security	17,677	20,360	31,386	29,513	(1,873)	-6.0%
Medicare Tax	4,138	4,762	7,338	6,903	(435)	-5.9%
Hospitalization	59,967	70,127	123,735	99,003	(24,732)	-20.0%
Life Insurance	1,038	985	1,764	1,524	(240)	-13.6%
Pension Healthcare	16,273	31,433	33,024	28,773	(4,251)	-12.9%
State Pension Contribution	16,995	15,923	26,502	24,840	(1,662)	-6.3%
Personal Services Adjustment	0	0	18,000	45,000	27,000	150.0%
Total Personal Services	420,854	492,017	773,121	736,291	(36,830)	-4.8%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Transportation	0	4,174	8,000	8,000	0	0.0%
Rentals	4,930	8,770	15,720	15,720	0	0.0%
Contracted Maintenance	4,125	5,817	20,000	21,775	1,775	8.9%
Professional Fees	18,500	3,979	75,000	75,000	0	0.0%
Memberships and Registrations	39,009	29,699	57,720	59,458	1,738	3.0%
Miscellaneous Services	25,250	25,500	28,000	28,000	0	0.0%
Office and General Supplies	1,918	2,386	5,000	5,000	0	0.0%
Wearing Apparel and Safety	3,423	1,820	3,500	3,500	0	0.0%
Misc. Mat., Supp., and Parts	280	11,797	19,500	19,500	0	0.0%
Equipment	1,895	0	35,500	5,500	(30,000)	-84.5%
Fixed Assets	0	0	30,000	150,000	120,000	400.0%
Total M.S.&E.	99,330	93,942	297,940	391,453	93,513	31.4%

Debt Service	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Principal Payments	24,542	28,871	16,084	16,832	748	4.7%
Interest Payments	7,608	7,788	6,687	5,973	(714)	-10.7%
Total Debt Service	32,150	36,659	22,771	22,805	34	0.1%

CATV Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	552,334	622,618	1,093,832	1,150,549	56,717	5.2%

CITY TREASURER

The City Treasurer has been entrusted to serve as the custodian of all City funds on deposit in various operating accounts. To meet these custodial duties the Treasurer must actively and effectively manage the funds in a prudent manner. This involves the management of the City’s cash, debt, and the administration of the City’s pension program. Related duties include check issuance, account reconciliation, wage attachments, and control over the Deferred Compensation Program and other employee payroll deductions.

PRIORITIES FOR FISCAL YEAR 2025
<ul style="list-style-type: none"> • Governance: Cultivating and reinforcing a culture of good governance, strong compliance, and sound stewardship by leveraging relationships with internal and external auditors, as well as trusted advisors, to ensure 100% compliance with all statutes and regulations guiding Office operations. • Modernization: Creating a 21st-century operation equipped to respond to the challenges and opportunities of today’s financial, political, and regulatory environment through facility improvements, updating internal policies and controls, and maintaining a conservative and low-risk approach while positioning the Office to benefit from fiscal opportunities both in the near and long term. • Efficiency: Improving the efficacy and productivity of the Office by evaluating internal operations, procedures, and processes, and making enhancements to drive results. Ensuring the proper alignment of resources and staffing with core functions of the office. • Outreach: Engaging in strategic partnerships to promote enhanced financial literacy and education for city employees and the greater Wilmington community.

SUMMARY OF FUNDING FOR CITY TREASURER

Total All Funds Treasurer	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	843,947	661,420	812,041	831,349	19,308	2.4%
Materials, Supplies, and Equipment	962,422	851,730	1,148,471	1,145,371	(3,100)	-0.3%
Internal Services	17,427	17,574	20,617	22,117	1,500	7.3%
Other / Special Purpose	4,250,000	4,500,000	4,750,000	5,000,000	250,000	5.3%
Total	6,073,796	6,030,724	6,731,129	6,998,837	267,708	4.0%
Staffing Levels	7.00	7.00	7.00	7.00	0.00	0.0%

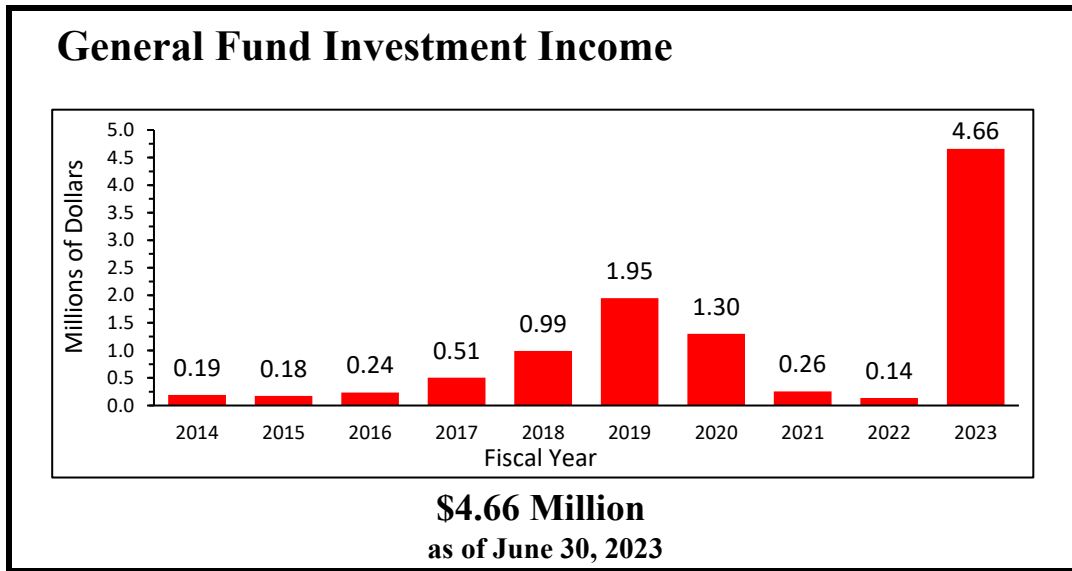
General Fund Treasurer	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	356,486	360,783	346,861	366,710	19,849	5.7%
Materials, Supplies, and Equipment	27,414	30,166	84,550	81,450	(3,100)	-3.7%
Internal Services	16,144	16,249	19,251	20,678	1,427	7.4%
Total	400,044	407,198	450,662	468,838	18,176	4.0%
Staffing Levels	3.00	3.00	3.00	3.00	0.00	0.0%

Pension Admin. Funds Treasurer	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	487,461	300,637	465,180	464,639	(541)	-0.1%
Materials, Supplies, and Equipment	935,008	821,564	1,063,921	1,063,921	0	0.0%
Internal Services	1,283	1,325	1,366	1,439	73	5.3%
Other / Special Purpose	4,250,000	4,500,000	4,750,000	5,000,000	250,000	5.3%
Total	5,673,752	5,623,526	6,280,467	6,529,999	249,532	4.0%
Staffing Levels	4.00	4.00	4.00	4.00	0.00	0.0%

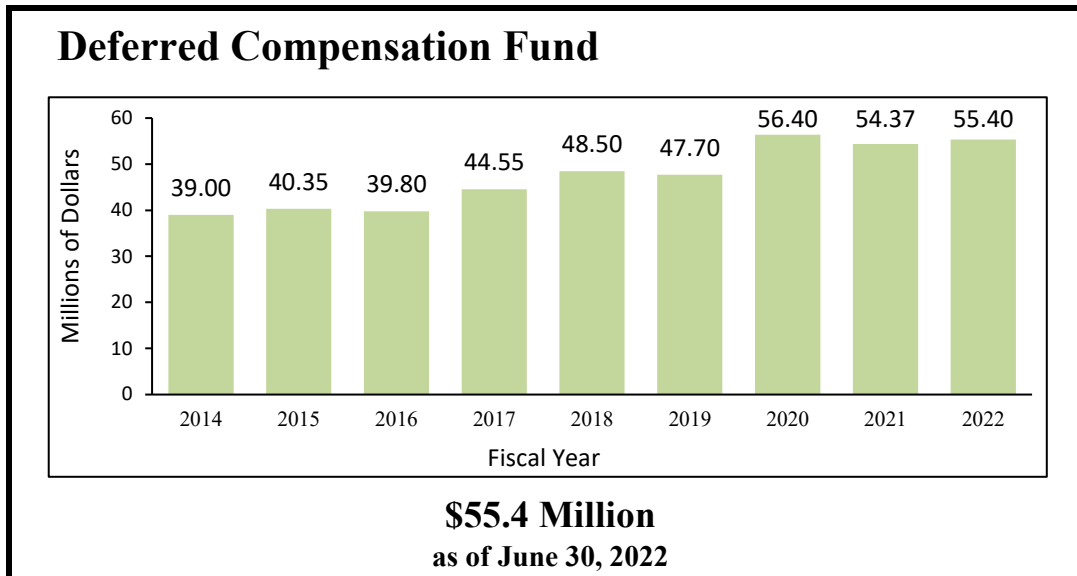
MAJOR FUNDING CHANGES FROM PRIOR YEAR

- Personal Services in both the General and Pension funds increased by a net \$19,308, reflecting the cost increase of the mid-FY 2024 implementation of the City's compensation and classification study recommendations. The implementation of the study resulted in revised salaries and additional anniversary steps.
- MS&E in the General Fund netted a \$3,100 decrease. Community Services increased \$11,000, Memberships and Registrations increased \$7,500, and Travel & Subsistence had an increase of \$3,000. All the increases were balanced out by a decrease of \$25,500 in Consultants, aligning more closely with historical usage patterns.
- The annual self-insurance funding target for retiree Medical Cost in the Pension – Healthcare Fund was increased by \$250,000, bringing the total funding for the program to \$5 million for FY 2025.

CITY TREASURER Performance Trends



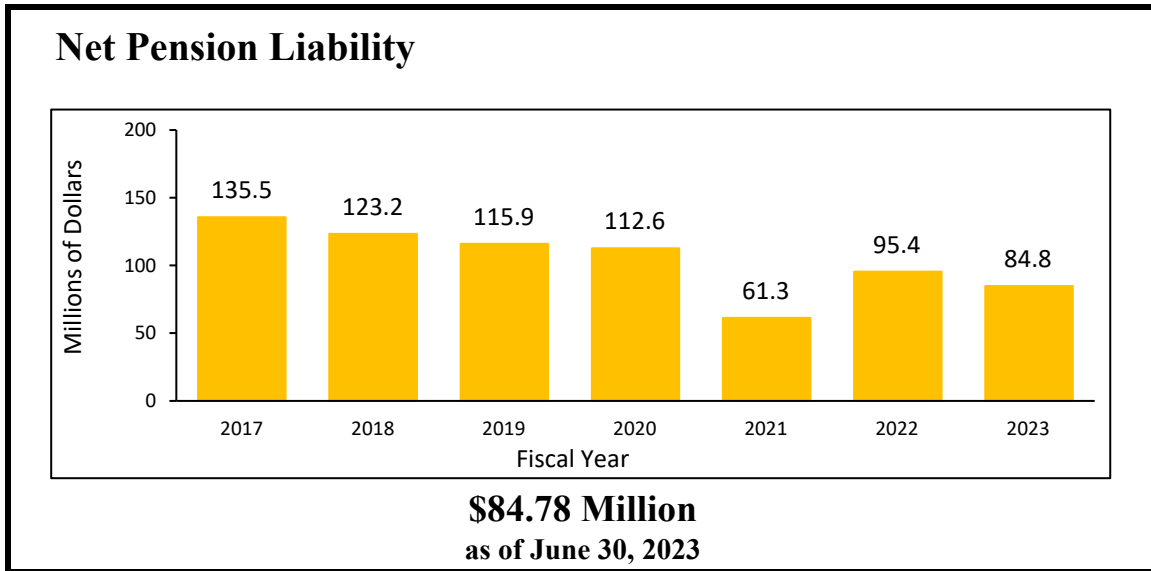
During the COVID-19 outbreak, interest rates on investments fell to as low as 0.08%. However, due to multiple rate increases undertaken by the Federal Reserve, average interest rates on investments grew to approximately 2.5% in FY 2023, resulting in a dramatic increase in revenue.



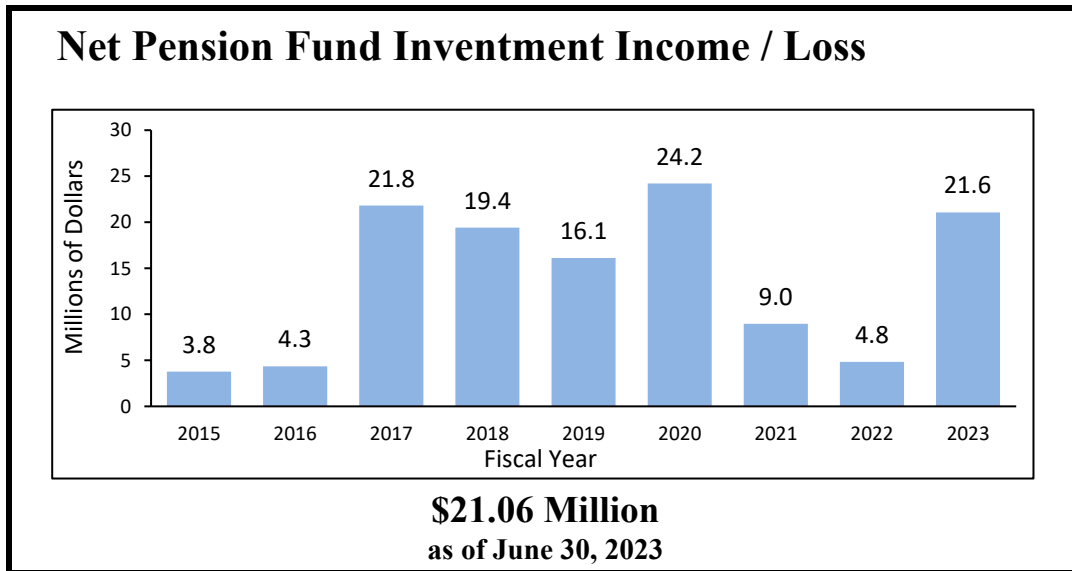
The City's Deferred Compensation plan is available on a voluntary basis to employees who wish to supplement their retirement income by investing a portion of their current earnings on a tax-deferred basis.

CITY TREASURER

Performance Trends



The level of Net Pension Liability and the City’s record of paying the actuarially determined Annual Required Contribution (ARC) are two measures of the relative strength or weakness of a particular pension fund. The Net Pension Liability declined in the most recent valuation, reflecting strong stock market returns. In addition, the City has a policy to fund 100% of the ARC.



Strict adherence to prudent investment guidelines enable the City’s pension fund to earn high income levels when the stock market is performing well and minimize losses when the market is performing poorly.

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	240,903	243,593	243,316	260,597	17,281	7.1%
Sick Leave Bonus	1,200	500	0	0	0	0.0%
Pension Contribution	31,540	32,258	30,313	32,182	1,869	6.2%
Social Security	14,367	14,498	14,670	15,723	1,053	7.2%
Medicare Tax	3,360	3,391	3,430	3,678	248	7.2%
Hospitalization	42,803	44,997	42,842	41,891	(951)	-2.2%
Life Insurance	725	678	720	720	0	0.0%
Pension Healthcare	11,996	12,901	13,477	13,591	114	0.8%
State Pension Plan - Civilian	9,592	7,967	7,959	8,820	861	10.8%
Attrition	0	0	(9,866)	(10,492)	(626)	6.3%
Total Personal Services	356,486	360,783	346,861	366,710	19,849	5.7%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	250	415	850	850	0	0.0%
Transportation	0	895	2,000	5,000	3,000	150.0%
Professional Fees	14,264	7,800	70,500	45,000	(25,500)	-36.2%
Other Fees	164	720	500	500	0	0.0%
Memberships and Registrations	6,799	3,122	4,000	11,500	7,500	187.5%
Miscellaneous Services	96	364	500	500	0	0.0%
Office and General Supplies	1,053	946	1,000	1,100	100	10.0%
Misc. Mat., Supp., and Parts	526	764	700	1,500	800	114.3%
Equipment	762	280	500	500	0	0.0%
Community Activities	3,500	14,860	4,000	15,000	11,000	275.0%
Total M.S.&E.	27,414	30,166	84,550	81,450	(3,100)	-3.7%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	7,613	8,596	12,550	13,599	1,049	8.4%
Self-Insurance	8,531	7,653	6,701	7,079	378	5.6%
Total Internal Services	16,144	16,249	19,251	20,678	1,427	7.4%

General Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	400,044	407,198	450,662	468,838	18,176	4.0%

Department: City Treasurer

Fund: Pension Administration

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	229,017	255,489	320,314	317,334	(2,980)	-0.9%
Accrued Sick/Vacation	145,454	(77,148)	0	0	0	0.0%
Pension Contribution	30,027	33,713	27,158	32,181	5,023	18.5%
Social Security	13,730	15,324	19,244	19,051	(193)	-1.0%
Medicare Tax	3,211	3,584	4,501	4,452	(49)	-1.1%
Hospitalization	40,170	43,371	65,385	63,263	(2,122)	-3.2%
Life Insurance	655	749	960	960	0	0.0%
Pension Healthcare	15,995	17,197	17,974	18,126	152	0.8%
State Pension Plan - Civilian	9,202	8,358	12,261	12,055	(206)	-1.7%
Attrition	0	0	(2,617)	(2,783)	(166)	6.3%
Total Personal Services	487,461	300,637	465,180	464,639	(541)	-0.1%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	0	0	251	251	0	0.0%
Transportation	0	0	2,000	2,000	0	0.0%
Rentals	91	0	299	299	0	0.0%
Professional Fees	932,064	818,838	1,047,680	1,047,680	0	0.0%
Other Fees	2,362	2,362	3,120	3,120	0	0.0%
Memberships and Registrations	300	300	6,751	6,751	0	0.0%
Office and General Supplies	191	64	1,500	1,500	0	0.0%
Misc. Mat., Supp., and Parts	0	0	600	600	0	0.0%
Equipment	0	0	1,720	1,720	0	0.0%
Total M.S.&E.	935,008	821,564	1,063,921	1,063,921	0	0.0%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Self-Insurance	1,283	1,325	1,366	1,439	73	5.3%
Total Internal Services	1,283	1,325	1,366	1,439	73	5.3%

Other / Special Purpose	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Self-Insurance Costs	4,250,000	4,500,000	4,750,000	5,000,000	250,000	5.3%
Total Other / Special Purpose	4,250,000	4,500,000	4,750,000	5,000,000	250,000	5.3%

Pension Admin. Funds	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	5,673,752	5,623,526	6,280,467	6,529,999	249,532	4.0%

DEPARTMENT OF LAND USE AND PLANNING

The mission of the Department of Land Use & Planning is to prompt and support the responsible and intelligent growth of communities throughout the city. The Division of Land Use ensures that all development processes are properly integrated to allow the efficient review and response to all appropriate requests to develop land in Wilmington, which includes reviewing plans and specifications for renovations and new construction. The Division of Planning provides and promotes creative and thoughtful prospective direction on how broader urban planning issues and priorities can be identified, researched, and implemented.

PRIORITIES FOR FISCAL YEAR 2025

- Establishing a business- and community-friendly organization that supports the responsible growth and development of Wilmington.
- Coordinating the City's timely and comprehensive handling and review of all land use and development projects/permits.
- Timely follow-up inspections of all permits issued to ensure compliance.
- Ensuring prompt and professional communication between the City and members of the public on all land use review processes.
- Undertaking and leading various citywide prospective and innovation planning efforts to provide City officials with potential reforms to City codes and policies.
- Working to support and update the City's 2028 Comprehensive Plan to improve the quality of life of residents.
- Supporting citywide initiatives to ensure the modernization and improvement of the City's transportation systems.
- Ensuring timely operations by staffing the activities of various commissions, such as the City Planning Commission, Neighborhood Planning Councils, and the Wilmington Design Review and Preservation Commission.
- Review the city's established historic districts and make recommendations on improvements.

SUMMARY OF FUNDING FOR DEPARTMENT OF LAND USE AND PLANNING

Total All Funds Land Use and Planning	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	1,062,002	2,701,970	2,984,815	3,149,206	164,391	5.5%
Materials, Supplies, and Equipment	27,746	452,783	980,439	1,048,120	67,681	6.9%
Internal Services	113,303	86,526	116,287	124,076	7,789	6.7%
Debt Service	245,874	262,313	307,755	291,159	(16,596)	-5.4%
Total	1,448,925	3,503,592	4,389,296	4,612,561	223,265	5.1%
Staffing Levels	9.00	26.00	26.00	26.00	0.00	0.0%

General Fund Land Use and Planning	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	963,910	2,603,878	2,984,815	3,149,206	164,391	5.5%
Materials, Supplies, and Equipment	27,746	452,783	980,439	1,048,120	67,681	6.9%
Internal Services	113,303	86,526	116,287	124,076	7,789	6.7%
Debt Service	245,874	262,313	307,755	291,159	(16,596)	-5.4%
Total	1,350,833	3,405,500	4,389,296	4,612,561	223,265	5.1%
Staffing Levels	8.55	25.55	26.00	26.00	0.00	0.0%

Community Development Block Grant (CDBG) Land Use and Planning	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	54,787	54,787	0	0	0	0.0%
Total	54,787	54,787	0	0	0	0.0%
Staffing Levels	0.45	0.00	0.00	0.00	0.00	0.0%

American Rescue Plan (ARPA) Land Use and Planning	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	43,305	43,305	0	0	0	0.0%
Total	43,305	43,305	0	0	0	0.0%
Staffing Levels	0.00	0.45	0.00	0.00	0.00	0.0%

MAJOR FUNDING CHANGES FROM PRIOR YEAR

- Personal Services increased by \$164,391 or 5.5%. Regular Salaries rose by \$103,560, largely driven by the implementation of the mid-FY 2024 compensation and classification study that resulted in revised salary and anniversary matrices.
- Temporary Salaries were increased 15% to provide a raise for the split-funded (83% General Fund and 17% State grant) Historic Preservation Planner.
- Temporary Agencies increased by \$15,000 to cover the cost of file migration from the separately configured networks of Licenses & Inspections and the Planning Division into a single consolidated drive.
- Consultants increased by a total of \$26,000. In the Land Use Division, \$16,000 was added to cover anticipated fee increases for professional expertise in the areas of structural engineering, plans review, roofing, and mechanical inspections. In the Planning Division, new funding of \$10,000 was added to perform a review of the structure and the administrative cost of the Neighborhood Planning Councils.
- Uniforms and Related Equipment increased by \$5,800 to cover the increased cost of contractually required uniforms.
- Computer Software Licenses increased by \$8,000 to cover the cost of Bluebeam Software that will provide document management tools to improve review speed and accuracy, and allow workers in the field to connect more efficiently with the office.
- Because the new conference room lies adjacent to busy offices, it is often difficult to conduct meetings without disturbances or to maintain confidentiality. To remedy this, \$20,000 for soundproofing was added to Additions & Improvements to Buildings.
- Debt Service decreased by \$16,596 based on the existing debt service schedule provided by the Finance Department.

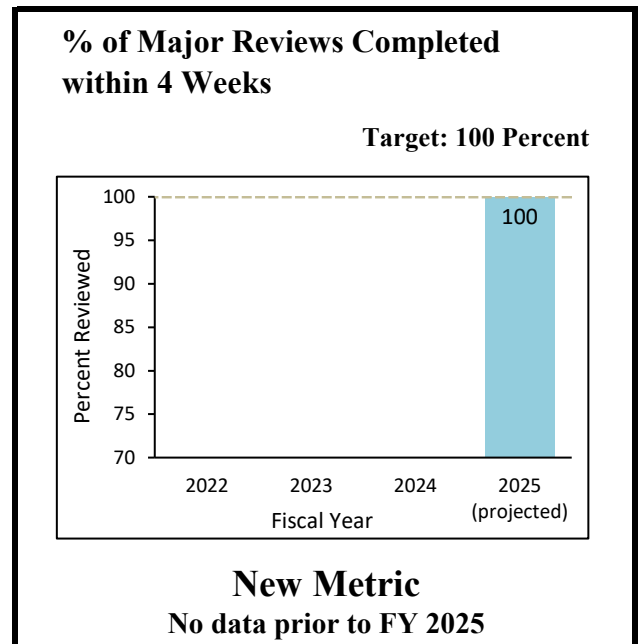
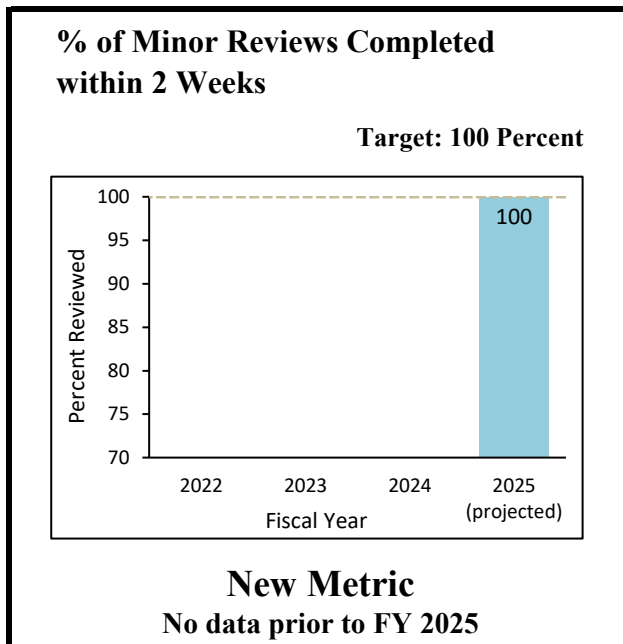
DEPARTMENT OF LAND USE AND PLANNING

Strategic Plan

Focus Area: Quality of Life

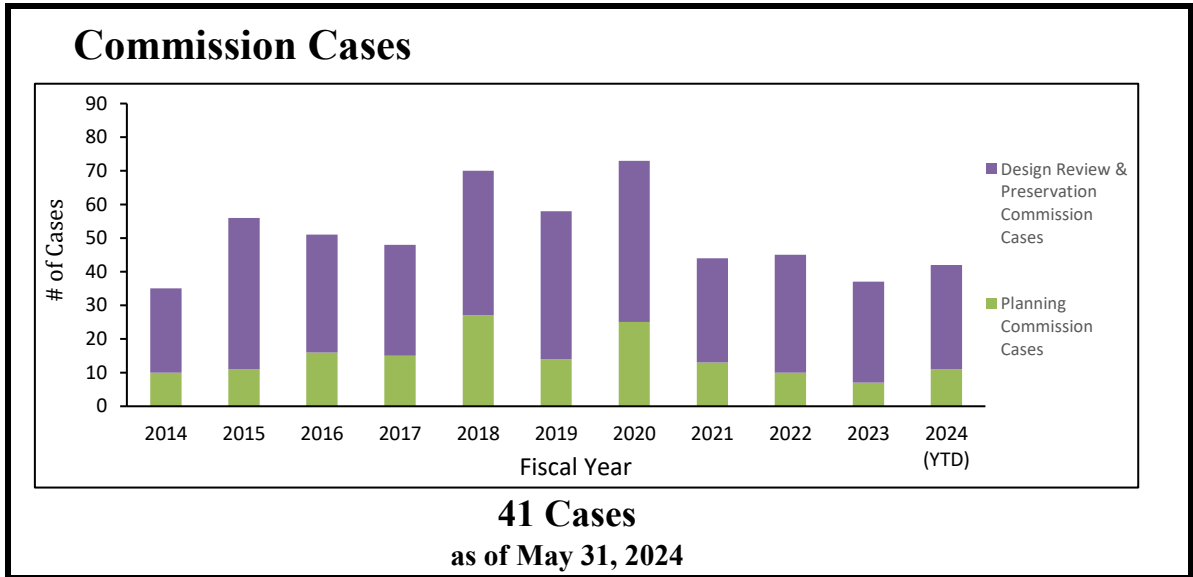
CITY-WIDE GOAL #9: Streamline Permitting Process

Objective 1: To complete all (100%) minor and major development reviews within two weeks and four weeks respectively.

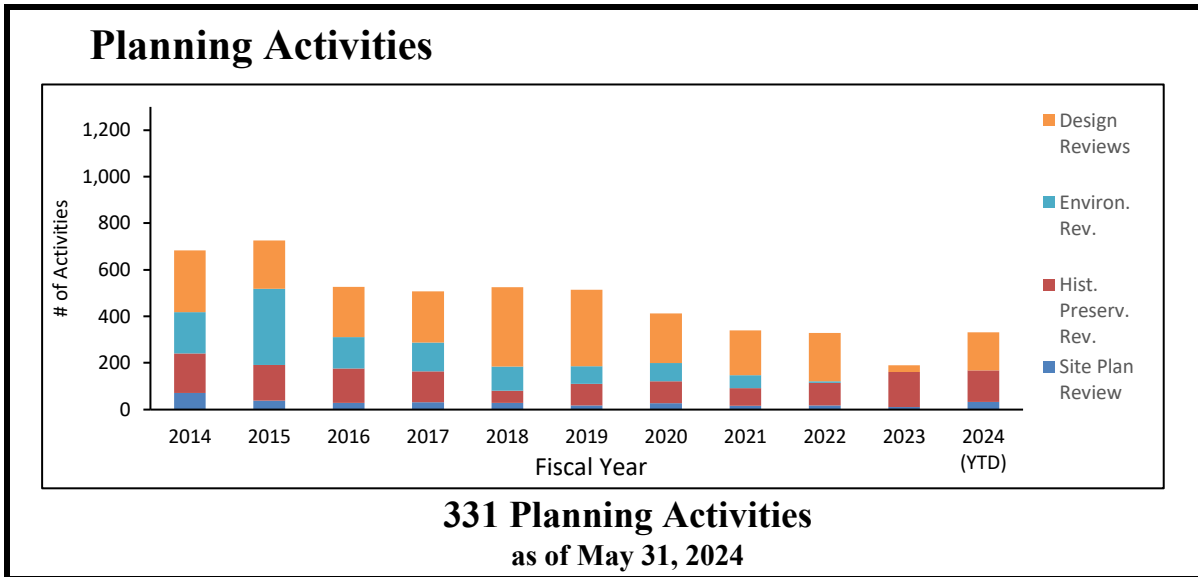


DEPARTMENT OF LAND USE AND PLANNING

Performance Trends



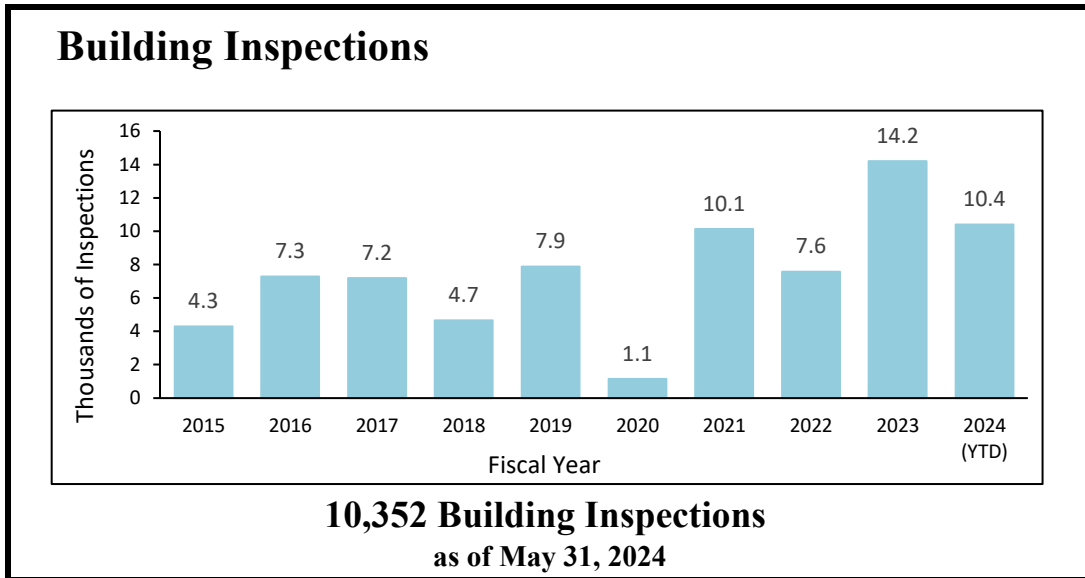
The Department provides staff support, analyses, and project monitoring for the City’s Design Review & Preservation Commission and the Planning Commission.



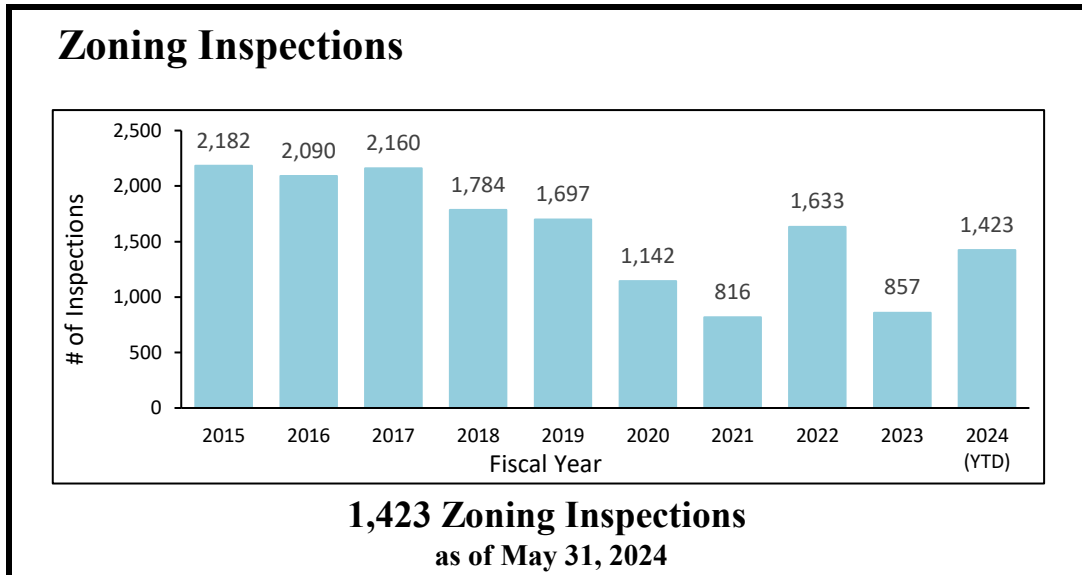
The Department ensures that land use and planning policies address the social, cultural, and economic needs of City residents by conducting design reviews, environmental reviews, historical preservation reviews, and site plan reviews.

DEPARTMENT OF LAND USE AND PLANNING

Performance Trends



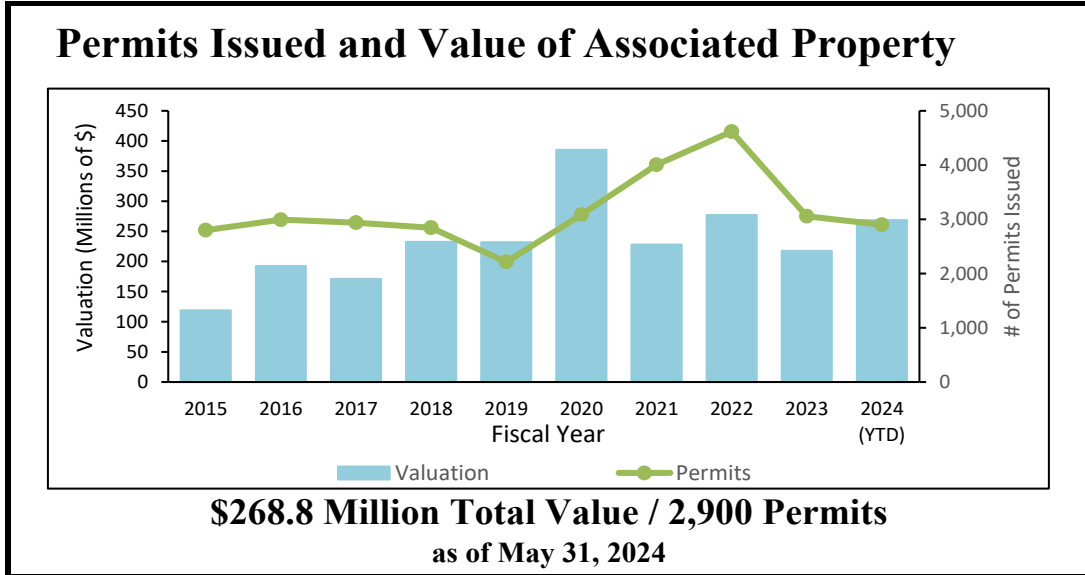
The number of comprehensive building inspections is largely based on market demand.



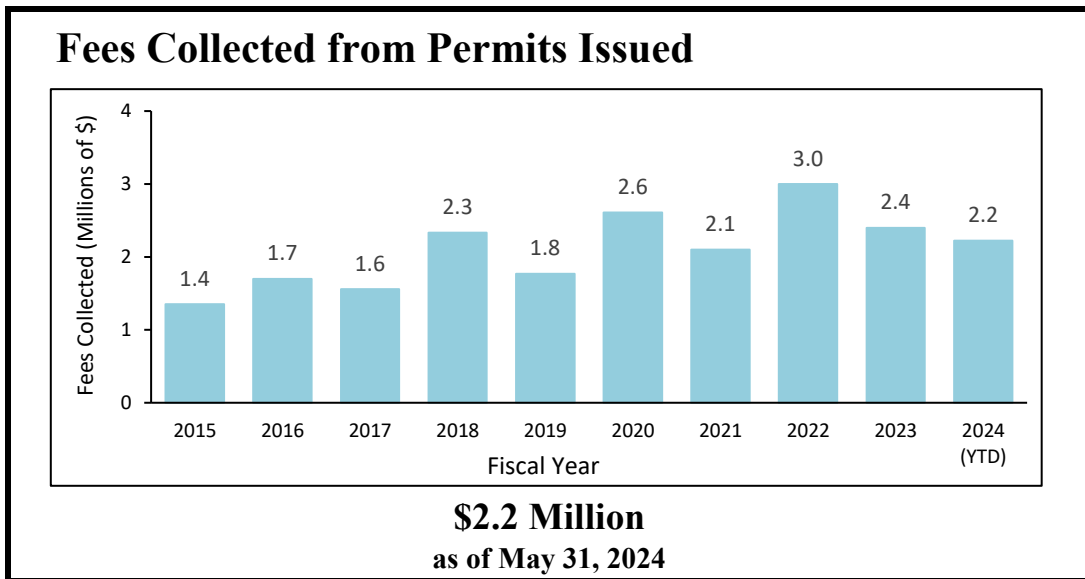
This reflects Land Use efforts to enforce zoning codes and regulations. A license must be obtained to operate a business, and all businesses must be properly zoned to obtain a license.

DEPARTMENT OF LAND USE AND PLANNING

Performance Trends



The above chart shows total number of permits issued against the assessed value of property within the city for the past ten years.



The above shows total number of fees collected from permits issued for the past ten years.

Department: Land Use and Planning

Fund: General

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	583,161	1,601,154	1,883,121	1,986,681	103,560	5.5%
Temporary Salaries	46,596	71,369	81,934	94,234	12,300	15.0%
Acting Out Of Classification	8,440	1,886	500	500	0	0.0%
Sick Leave Bonus	300	0	700	800	100	14.3%
Overtime	0	5,742	0	5,000	5,000	0.0%
Meal Allowance	0	0	500	100	(400)	-80.0%
Clothing Allowance	0	4,409	3,120	3,500	380	12.2%
Health Cash Back	1,800	0	2,160	2,160	0	0.0%
Pension Contribution	123,840	339,854	296,214	349,617	53,403	18.0%
Social Security	38,554	92,421	118,475	126,797	8,322	7.0%
Medicare Tax	9,016	18,375	27,708	29,654	1,946	7.0%
Hospitalization	101,909	325,084	430,354	405,033	(25,321)	-5.9%
Life Insurance	1,863	2,820	6,224	6,234	10	0.2%
Pension Healthcare	34,188	109,856	116,818	117,806	988	0.8%
State Pension Plan - Civilian	14,243	27,508	46,620	47,805	1,185	2.5%
Personal Services Adjustment	0	3,400	3,511	8,534	5,023	143.1%
Attrition	0	0	(33,144)	(35,249)	(2,105)	6.4%
Total Personal Services	963,910	2,603,878	2,984,815	3,149,206	164,391	5.5%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	969	3,578	10,400	8,400	(2,000)	-19.2%
Transportation	0	0	13,100	11,000	(2,100)	-16.0%
Rentals	90	9,036	11,520	11,520	0	0.0%
Contracted Maintenance	0	0	10,000	10,000	0	0.0%
Professional Fees	2,360	84,806	500,000	541,000	41,000	8.2%
Other Fees	0	0	2,000	1,000	(1,000)	-50.0%
Memberships and Registrations	1,031	7,164	30,583	28,600	(1,983)	-6.5%
Miscellaneous Services	0	0	1,836	2,000	164	8.9%
Office and General Supplies	1,005	980	2,800	2,500	(300)	-10.7%
Wearing Apparel and Safety	0	5,716	23,700	31,300	7,600	32.1%
Misc. Mat., Supp., and Parts	495	603	4,500	4,000	(500)	-11.1%
Construction and Repairs	0	330,136	358,000	358,000	0	0.0%
Equipment	0	898	5,000	12,000	7,000	140.0%
Fixed Assets	0	0	0	20,000	20,000	0.0%
Community Activities	21,796	9,866	7,000	6,800	(200)	-2.9%
Total M.S.&E.	27,746	452,783	980,439	1,048,120	67,681	6.9%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	1,729	28,644	71,577	77,561	5,984	8.4%
Self-Insurance	111,574	57,882	44,710	46,515	1,805	4.0%
Total Internal Services	113,303	86,526	116,287	124,076	7,789	6.7%

Department: Land Use and Planning

Fund: General

Debt Service	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Principal Payments	147,172	173,220	227,062	220,853	(6,209)	-2.7%
Interest Payments	98,702	89,093	80,693	70,306	(10,387)	-12.9%
Total Debt Service	245,874	262,313	307,755	291,159	(16,596)	-5.4%

General Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	1,350,833	3,405,500	4,389,296	4,612,561	223,265	5.1%

Department: Land Use and Planning

Fund: CDBG

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	37,948	37,948	0	0	0	0.0%
Pension Contribution	2,776	2,776	0	0	0	0.0%
Social Security	2,295	2,295	0	0	0	0.0%
Medicare Tax	537	537	0	0	0	0.0%
Hospitalization	6,774	6,774	0	0	0	0.0%
Life Insurance	178	178	0	0	0	0.0%
Pension Healthcare	2,311	2,311	0	0	0	0.0%
State Pension Contribution	1,968	1,968	0	0	0	0.0%
Total Personal Services	54,787	54,787	0	0	0	0.0%

Community Development Block Grant (CDBG)	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	54,787	54,787	0	0	0	0.0%

Department: Land Use and Planning

Fund: ARPA

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	30,534	30,534	0	0	0	0.0%
Social Security	1,837	1,837	0	0	0	0.0%
Medicare Tax	430	430	0	0	0	0.0%
Hospitalization	6,540	6,540	0	0	0	0.0%
Life Insurance	107	107	0	0	0	0.0%
Pension Healthcare	1,805	1,805	0	0	0	0.0%
State Pension Contribution	2,052	2,052	0	0	0	0.0%
Total Personal Services	43,305	43,305	0	0	0	0.0%

American Rescue Plan (ARPA)	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	43,305	43,305	0	0	0	0.0%

AUDIT DEPARTMENT

The mission of the Audit Department is to promote honest, effective, and fully accountable City government. The primary objective of the Audit Department is to assist the Mayor, members of the City Council, and City management in the effective discharge of their responsibilities by furnishing them with analysis, appraisals, recommendations, counsel, and information concerning the activities reviewed. The Audit Department helps to improve City government performance and accountability by:

- Assessing the reliability of financial and operating information
- Evaluating the efficiency and effectiveness of departments
- Testing the adequacy of controls for preventing waste and safeguarding assets
- Verifying compliance with policies, procedures, and regulations
- Providing City employees with ways to increase internal control knowledge and awareness and improve assessment capabilities

The Audit Department is committed to providing independent and objective assurance and management advisory services in accordance with Generally Accepted Government Auditing Standards. It seeks to proactively identify risks, evaluate controls, and make recommendations that will strengthen City operations.

PRIORITIES FOR FISCAL YEAR 2025

- Conduct scheduled audits using sound methods, professionalism, integrity, objectivity, and confidentiality.
- Evaluate controls, note commendable practices, and recommend feasible process improvements.
- Assist the external auditors with the annual audits of the Annual Report and Federal Funds.
- Continue to aid in the development of a strong internal control environment within the City of Wilmington.
- Conduct quarterly follow-ups to ensure effective implementation of agreed-upon recommendations.
- Advise and consult with City management regarding improvements in operating efficiencies, effectiveness, and results.
- Continue to develop the knowledge, skills, and effectiveness of departmental staff.

SUMMARY OF FUNDING FOR THE AUDIT DEPARTMENT

Total All Funds Audit Department	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	669,491	710,046	743,324	772,131	28,807	3.9%
Materials, Supplies, and Equipment	299,213	310,467	286,364	292,919	6,555	2.3%
Internal Services	5,493	4,585	3,794	3,982	188	5.0%
Total	974,197	1,025,098	1,033,482	1,069,032	35,550	3.4%
Staffing Levels	5.00	5.00	5.00	5.00	0.00	0.0%

General Fund Audit Department	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	669,491	710,046	743,324	772,131	28,807	3.9%
Materials, Supplies, and Equipment	215,535	226,392	202,056	207,870	5,814	2.9%
Internal Services	5,493	4,585	3,794	3,982	188	5.0%
Total	890,519	941,023	949,174	983,983	34,809	3.7%
Staffing Levels	5.00	5.00	5.00	5.00	0.00	0.0%

Water/Sewer Fund Audit Department	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Materials, Supplies, and Equipment	83,678	84,075	84,308	85,049	741	0.9%
Total	83,678	84,075	84,308	85,049	741	0.9%
Staffing Levels	0.00	0.00	0.00	0.00	0.00	0.0%

MAJOR FUNDING CHANGES FROM PRIOR YEAR

- Personal Services increased by \$28,807, an overall increase of 3.9% from the previous year.
- Regular Salaries increased by \$35,868 to cover a projected cost increase of the mid-FY 2024 implementation of the City's compensation and classification study recommendations. The implementation of the study resulted in revised salaries and additional anniversary steps.
- Temporary Salaries funding is eliminated, for a savings of \$22,391, because the department is presently fully staffed.
- Total MS&E costs increased a net \$6,555, or 2.3%, primarily due to an increase in Memberships and Registrations.

Department: Audit Department

Fund: General

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	432,017	456,272	473,833	509,701	35,868	7.6%
Temporary Salaries	0	0	22,391	0	(22,391)	-100.0%
Pension Contribution	52,854	57,244	50,087	62,190	12,103	24.2%
Social Security	25,376	26,919	29,697	30,292	595	2.0%
Medicare Tax	5,935	6,281	6,946	7,083	137	2.0%
Hospitalization	114,155	125,121	120,627	121,618	991	0.8%
Life Insurance	1,216	1,118	1,200	1,200	0	0.0%
Pension Healthcare	19,993	21,498	22,465	22,655	190	0.8%
State Pension Plan - Civilian	17,945	15,593	16,078	17,392	1,314	8.2%
Total Personal Services	669,491	710,046	743,324	772,131	28,807	3.9%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	0	934	1,000	1,000	0	0.0%
Transportation	1,579	1,889	12,000	12,000	0	0.0%
Professional Fees	193,605	195,628	161,320	161,320	0	0.0%
Memberships and Registrations	18,793	24,029	25,936	29,992	4,056	15.6%
Office and General Supplies	893	3,381	900	900	0	0.0%
Misc. Mat., Supp., and Parts	665	531	900	1,150	250	27.8%
Equipment	0	0	0	1,508	1,508	0.0%
Total M.S.&E.	215,535	226,392	202,056	207,870	5,814	2.9%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Self-Insurance	5,493	4,585	3,794	3,982	188	5.0%
Total Internal Services	5,493	4,585	3,794	3,982	188	5.0%

General Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	890,519	941,023	949,174	983,983	34,809	3.7%

Department: Audit Department

Fund: Water/Sewer

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Professional Fees	71,680	71,680	71,680	71,680	0	0.0%
Supporting Services	11,998	12,395	12,628	13,369	741	5.9%
Total M.S.&E.	83,678	84,075	84,308	85,049	741	0.9%

Water/Sewer Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	83,678	84,075	84,308	85,049	741	0.9%

LAW DEPARTMENT

The Law Department provides counsel and representation to the Mayor, City Council, all City departments, as well as certain boards and commissions.

PRIORITIES FOR FISCAL YEAR 2025
<ul style="list-style-type: none"> Continue to provide effective and efficient legal advice to the City, generally, as appropriate. Aggressively defend and prosecute litigation. Assist in and prosecute code enforcement and collection actions. Provide actionable legal advice on various employment matters. Provide strategic and legal support in the negotiations of collective bargaining agreements. Deliver necessary and appropriate legal support to City Council. Meet budget targets.

SUMMARY OF FUNDING FOR THE LAW DEPARTMENT

Total All Funds Law Department	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	2,127,543	2,154,167	2,226,513	2,421,948	195,435	8.8%
Materials, Supplies, and Equipment	257,880	353,287	435,791	507,880	72,089	16.5%
Internal Services	37,871	31,855	26,533	27,866	1,333	5.0%
Total	2,423,294	2,539,309	2,688,837	2,957,694	268,857	10.0%
Staffing Levels	17.00	17.00	17.00	17.00	0.00	0.0%

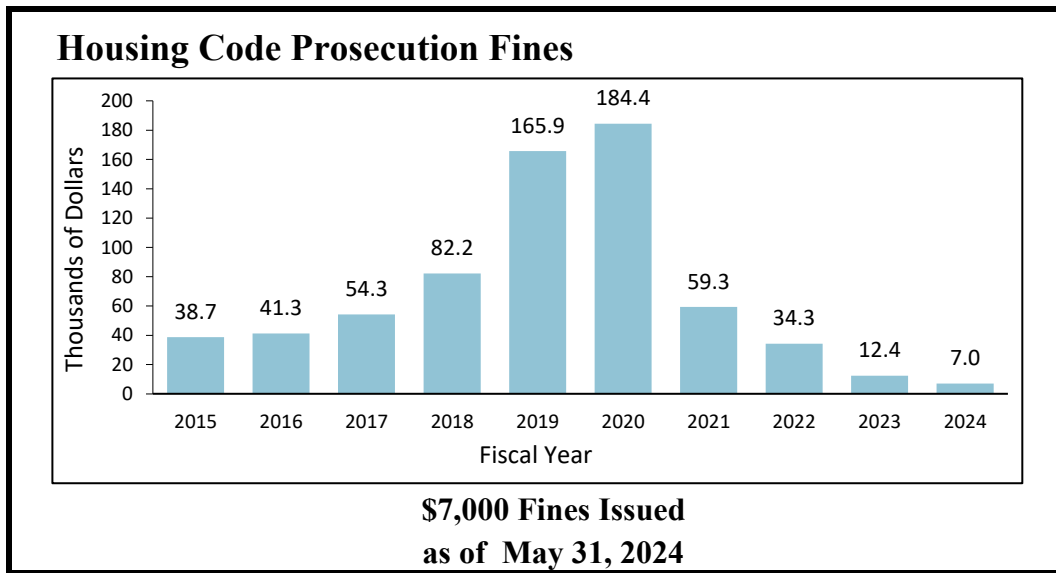
General Fund Law Department	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	2,127,543	2,154,167	2,226,513	2,421,948	195,435	8.8%
Materials, Supplies, and Equipment	257,880	353,287	435,791	507,880	72,089	16.5%
Internal Services	37,871	31,855	26,533	27,866	1,333	5.0%
Total	2,423,294	2,539,309	2,688,837	2,957,694	268,857	10.0%
Staffing Levels	17.00	17.00	17.00	17.00	0.00	0.0%

MAJOR FUNDING CHANGES FROM PRIOR YEAR

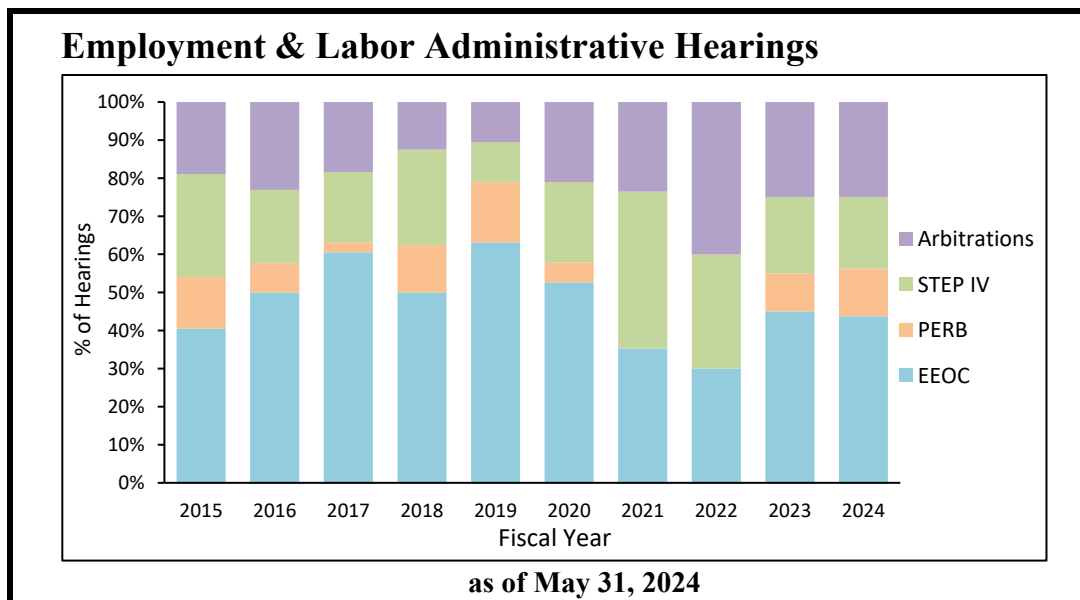
- Regular Salaries increased by \$134,811 or 8.6% largely driven by the mid-FY 2024 implementation of the City's compensation and classification study recommendations. The implementation of the study resulted in revised salaries and additional anniversary steps.
- Legal Charges increased by \$45,000 due to higher costs in labor negotiations and real estate transactions, and to support Council with outside legal representation.
- A Temporary Agencies line was created to address staffing vacancies at a cost of \$20,000.
- Other noteworthy budget adjustments include a \$1,500 increase in Subscriptions/Books, a \$1,896 increase in Electronic Legal Research, and a \$2,800 increase in the office furniture allocation.

LAW DEPARTMENT

Performance Trends

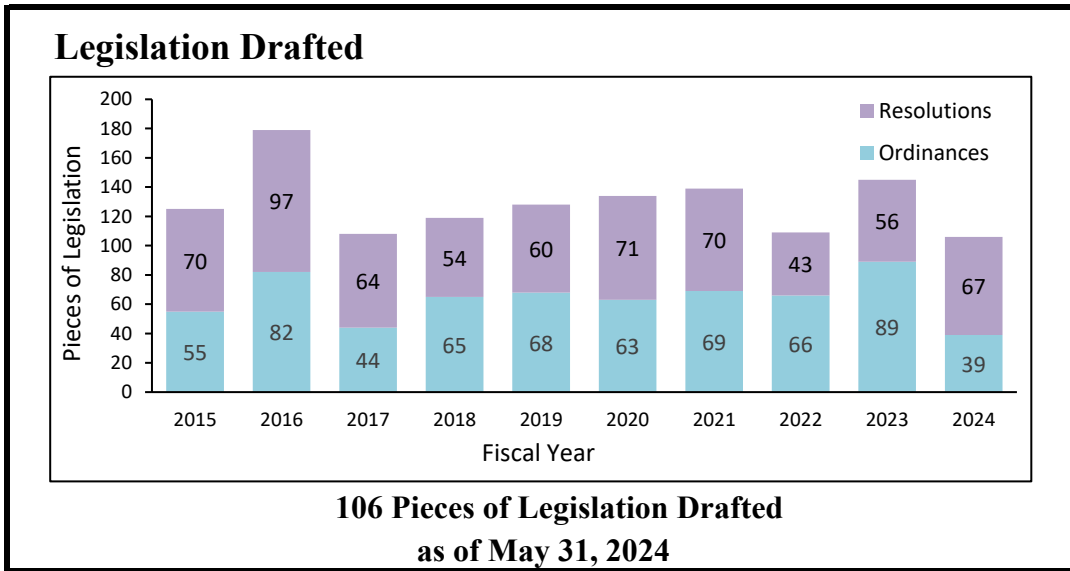


An increase in high profile cases involving properties with a substantial number of violations led to an increase in fines in FY 2019 and FY 2020.



The area of employment and labor law continues to place great demand upon Department resources. The City is represented by Department staff attorneys at the majority of administrative hearings, including arbitrations, City disciplinary (STEP IV) hearings, Delaware Public Employment Relations Board (PERB) hearings, and Equal Employment Opportunity Commission (EEOC) hearings.

LAW DEPARTMENT Performance Trends



The demand for legislative drafting services is reflected above. Although the demand for these services increased from FY 2015 to FY 2016, demand since then has remained relatively stable.

Department: Law

Fund: General

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	1,452,438	1,465,071	1,561,334	1,696,145	134,811	8.6%
Acting Out Of Classification	378	0	0	0	0	0.0%
Health Cash Back	2,400	2,500	2,400	2,400	0	0.0%
Pension Contribution	180,710	170,779	145,299	179,239	33,940	23.4%
Social Security	87,320	94,352	94,403	102,492	8,089	8.6%
Medicare Tax	20,422	22,052	22,078	23,973	1,895	8.6%
Hospitalization	252,362	270,600	287,172	298,750	11,578	4.0%
Life Insurance	4,189	3,806	4,080	4,080	0	0.0%
Pension Healthcare	67,976	73,095	76,381	77,027	646	0.8%
State Pension Plan - Civilian	59,348	51,912	57,219	63,210	5,991	10.5%
Attrition	0	0	(23,853)	(25,368)	(1,515)	6.4%
Total Personal Services	2,127,543	2,154,167	2,226,513	2,421,948	195,435	8.8%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	143	531	105	705	600	571.4%
Communications and Utilities	27	11	105	105	0	0.0%
Transportation	0	2,369	5,000	5,000	0	0.0%
Contracted Maintenance	0	0	250	250	0	0.0%
Professional Fees	144,961	246,617	280,000	345,000	65,000	23.2%
Other Fees	46,193	38,089	75,000	75,000	0	0.0%
Memberships and Registrations	26,826	25,198	32,218	34,011	1,793	5.6%
Miscellaneous Services	36,269	37,414	39,113	41,009	1,896	4.8%
Office and General Supplies	3,461	3,058	4,000	4,000	0	0.0%
Equipment	0	0	0	2,800	2,800	0.0%
Total M.S.&E.	257,880	353,287	435,791	507,880	72,089	16.5%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Self-Insurance	37,871	31,855	26,533	27,866	1,333	5.0%
Total Internal Services	37,871	31,855	26,533	27,866	1,333	5.0%

General Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	2,423,294	2,539,309	2,688,837	2,957,694	268,857	10.0%

DEPARTMENT OF FINANCE

The mission of the Department of Finance is to manage the fiscal activities of the City, maintaining and improving the City’s financial position. The Department completes its mission by billing and collecting revenues, providing water meter-reading service, maintaining the City’s accounting system, preparing the annual financial statements, coordinating City procurement and purchasing, and providing excellent customer service.

PRIORITIES FOR FISCAL YEAR 2025
<ul style="list-style-type: none"> • Improve Community Engagement and Customer Service to support those navigating City of Wilmington services, resources, and accessibility. • Ensure highly reliable accounting practices and quality control/quality assurance. • Optimize internal collection processes and improve revenue. • Cultivate best practices through improved business processes, enhanced data management, and relevant technology.

SUMMARY OF FUNDING FOR DEPARTMENT OF FINANCE

Total All Funds Finance Department	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	7,538,704	7,514,874	8,401,608	8,614,437	212,829	2.5%
Materials, Supplies, and Equipment	7,878,524	8,698,792	9,354,856	10,219,516	864,660	9.2%
Internal Services	393,401	324,797	360,392	383,087	22,695	6.3%
Debt Service	105,704	91,529	89,039	79,021	(10,018)	-11.3%
Total	15,916,333	16,629,992	18,205,895	19,296,061	1,090,166	6.0%
Staffing Levels	84.00	81.00	84.00	83.00	(1.00)	-1.2%

General Fund Finance Department	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	5,040,473	5,007,848	5,565,736	5,595,232	29,496	0.5%
Materials, Supplies, and Equipment	4,118,236	4,552,492	4,883,140	5,163,198	280,058	5.7%
Internal Services	257,262	210,978	202,302	214,121	11,819	5.8%
Debt Service	65,129	54,949	53,842	45,248	(8,594)	-16.0%
Total	9,481,100	9,826,267	10,705,020	11,017,799	312,779	2.9%
Staffing Levels	58.05	55.40	56.60	54.80	(1.80)	-3.2%

Water/Sewer Fund Finance Department	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	2,498,231	2,507,026	2,835,872	3,019,205	183,333	6.5%
Materials, Supplies, and Equipment	3,760,288	4,146,300	4,471,716	5,056,318	584,602	13.1%
Internal Services	136,139	113,819	158,090	168,966	10,876	6.9%
Debt Service	40,575	36,580	35,197	33,773	(1,424)	-4.0%
Total	6,435,233	6,803,725	7,500,875	8,278,262	777,387	10.4%
Staffing Levels	25.95	25.60	27.40	28.20	0.80	2.9%

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
GENERAL FUND**

- Personal Services decreased by a net 1.80 FTE for a savings of \$154,156. An Administrative Clerk position (100% General Fund) was eliminated. A Disadvantaged Business Enterprise Analyst position (100% General Fund) was transferred to the Mayor's Office of Economic Development. Finally, a split-funded Billing Clerk position (20% General Fund and 80% Water/Sewer Fund) was created in part to assist with billing for extra duty work provided by Police and Fire for third-party functions.
- Regular Salaries rose by a net \$94,456 due the position changes listed above as well as the implementation of the mid-FY 2024 compensation and classification study, which resulted in revised salary and anniversary step matrices for all employees in the Department.
- Hospitalization decreased by \$121,451, as the City will no longer provide health coverage for covered employees' spouses who are eligible for subsidized medical coverage through their own employers.
- Postage-Direct Charge increased by \$10,200, reflecting the contractual cost for mailing wage, head, and lodging tax coupon booklets.
- Travel and Subsistence increased by \$7,500 to allow staff to travel to conferences and seminars.
- Consultants decreased by \$20,000 because funding related to certain Procurement Division proposals last year (e.g. a vendor self-service system) were eliminated.
- Temporary Agencies increased by \$65,000 primarily to acquire accounting expertise and assistance during the preparation of the Annual Financial Report.
- Collection Expense-Parking Citation Commissions rose by \$127,345 to cover an increase in the Conduent on-street parking management and citation contract.
- Collection Expense-Red Light Camera Commissions increased by \$34,313 to capture costs associated with the red-light ticket and video enforcement program.
- Collection Expense-Wage & Head Audit increased by \$47,000 to fund increased charges from external law and accounting firms used to assist in the collection of Wage and Head taxes.

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
WATER/SEWER FUND**

- Personal Services increased by a net 0.80 FTE at a cost of \$76,315. Three new positions were created: A Senior Accountant (100% Water/Sewer Fund), A Senior Billing Analyst (100% Water/Sewer Fund) and a split-funded Billing Clerk (80% Water/Sewer Fund and 20% General Fund). In an additional offsetting action, two lower-graded Billing Analyst positions were eliminated.
- Regular Salaries rose by a net \$142,910 due the position changes listed above as well as the implementation of the mid-FY 2024 compensation and classification study that resulted in revised salary and anniversary step matrices for all employees in the Department.
- Postage-Direct Charge decreased by \$50,000 based on the previous year's actuals.
- Temporary Agencies increased by \$65,000 primarily to acquire accounting expertise and assistance during the preparation of the Annual Financial Report.
- Miscellaneous Charges-N.O.C rose by a net \$212,000. Funding of \$200,000 was added to perform a thorough review of the current financial ERP software, with an eye toward replacing it. In addition, the Utility Assistance Program was increased \$100,000 (from \$250,000 to \$350,000) to help low-income Wilmington residence with their delinquent water bills. Partially offsetting that increase was the removal of \$88,000 in one-time funding in last year's budget related to the Wilmington 311 customer service system.
- Lockbox Charges rose by \$25,000 to cover an increase in the number of transactions processed.
- Indirect Cost Charges increased by \$297,102, reflecting a budgeted increase in supporting services provided to the Water/Sewer Fund's utility functions by the General Fund.

DEPARTMENT OF FINANCE

Strategic Plan

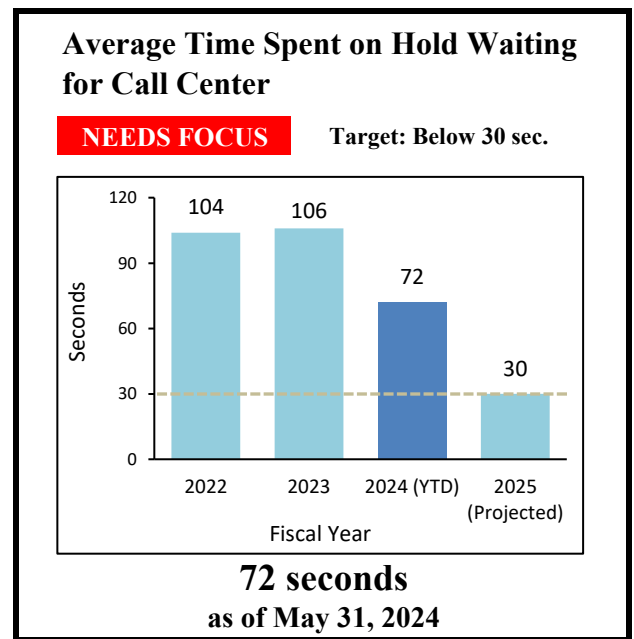
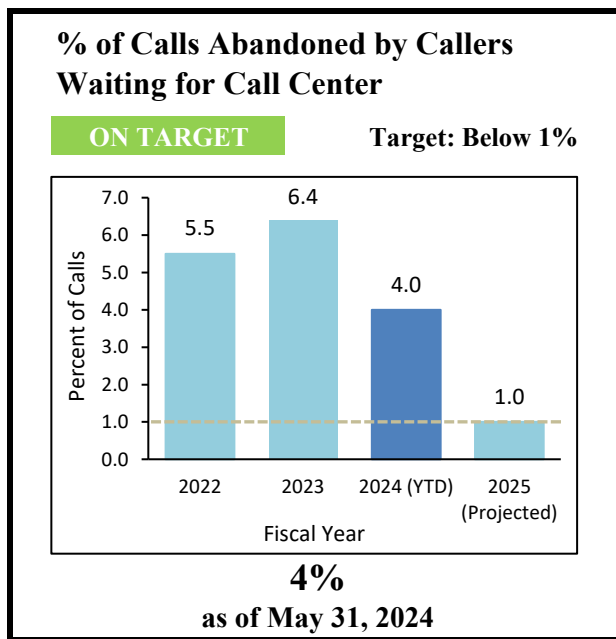
The mission of the Department of Finance is to manage the fiscal activities of the City to maintain and improve the City’s financial position. The Department completes its mission by billing and collecting revenues, providing water meter-reading service, maintaining the City’s accounting system, preparing the annual financial statements, coordinating City procurement and purchasing, and providing excellent customer service.

Current data for the goals and objectives listed below can be found on the Finance OpenGov story page at <http://bit.ly/WDe15OG>.

Focus Area: Effective City Government

CITY-WIDE GOAL #1: Embrace a Culture of Service.

Objective 1: Improve Customer Service Provided by the Finance Department.



All calls to the Finance Department are initially routed to a customer service call center. Call center staff are trained to help with routine inquiries and common customer concerns. More complex issues that cannot be resolved by the call center are routed to Finance Department staff. Increased call abandonment rates and hold times during FY 2022 and FY 2023 were largely due to staffing issues post pandemic.

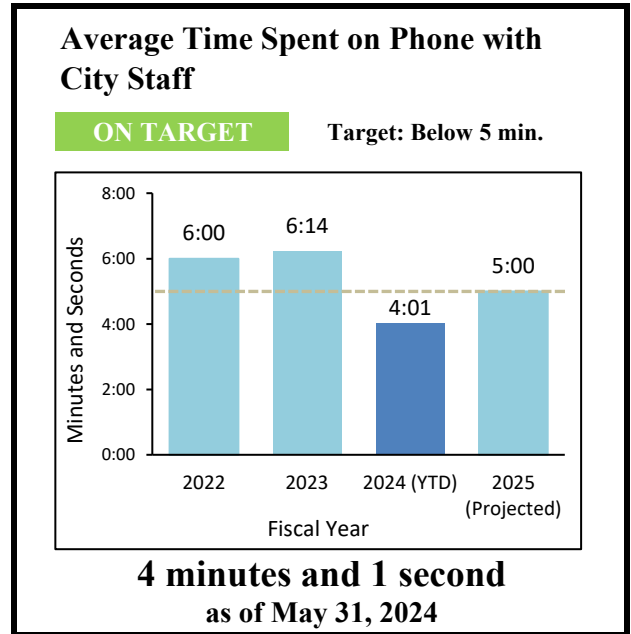
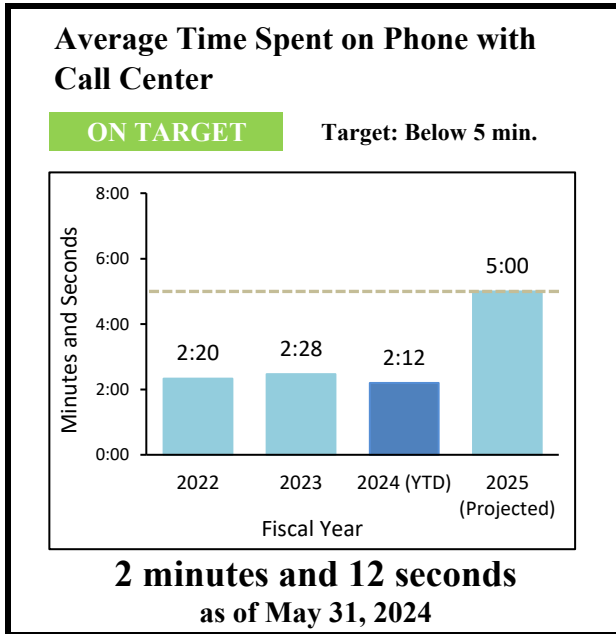
DEPARTMENT OF FINANCE

Strategic Plan

Focus Area: Effective City Government

CITY-WIDE GOAL #1: Embrace a Culture of Service. (Cont'd)

Objective 1 (Cont'd): Improve Customer Service Provided by the Finance Department.



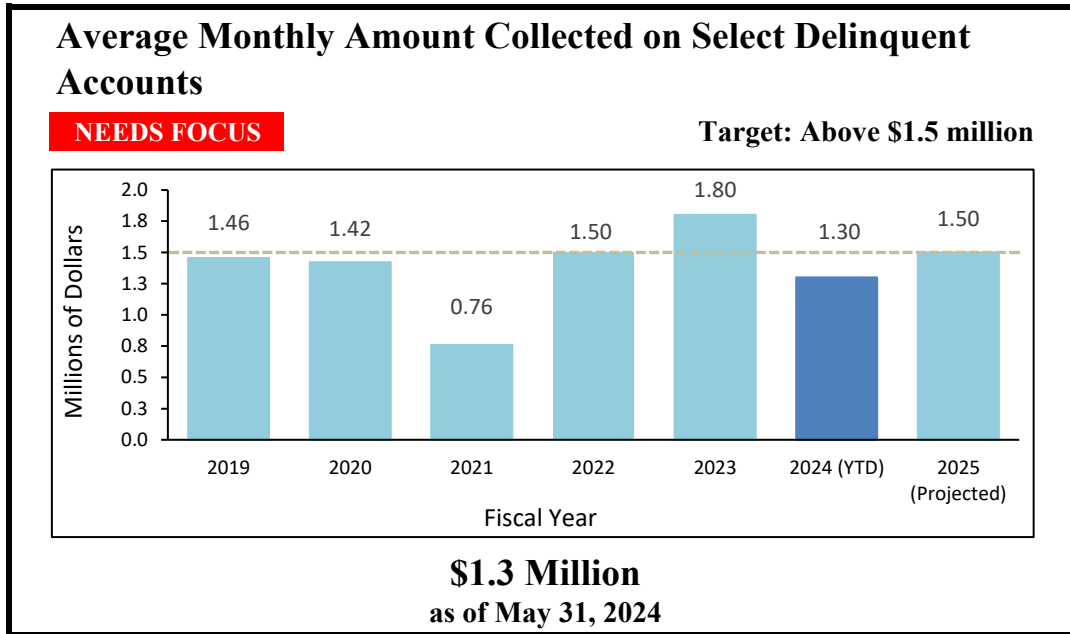
DEPARTMENT OF FINANCE

Strategic Plan

Focus Area: Effective City Government

CITY-WIDE GOAL #3: Enhance Fiscal Prudence

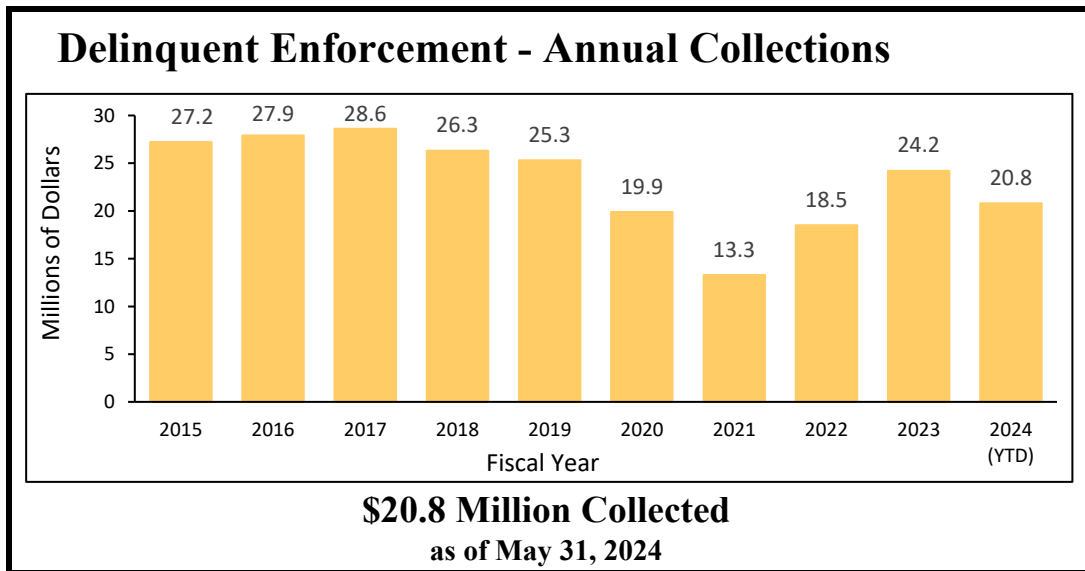
Objective 1: Improve Delinquent Account Collections.



Select Delinquent Accounts represent collections on delinquent Property Taxes and Water/Sewer utility bills only. Other collections, such as wage and net profit taxes, business licenses, parking citations, L&I Fees, and court costs are not included, but are a part of the total delinquent dollars collected.

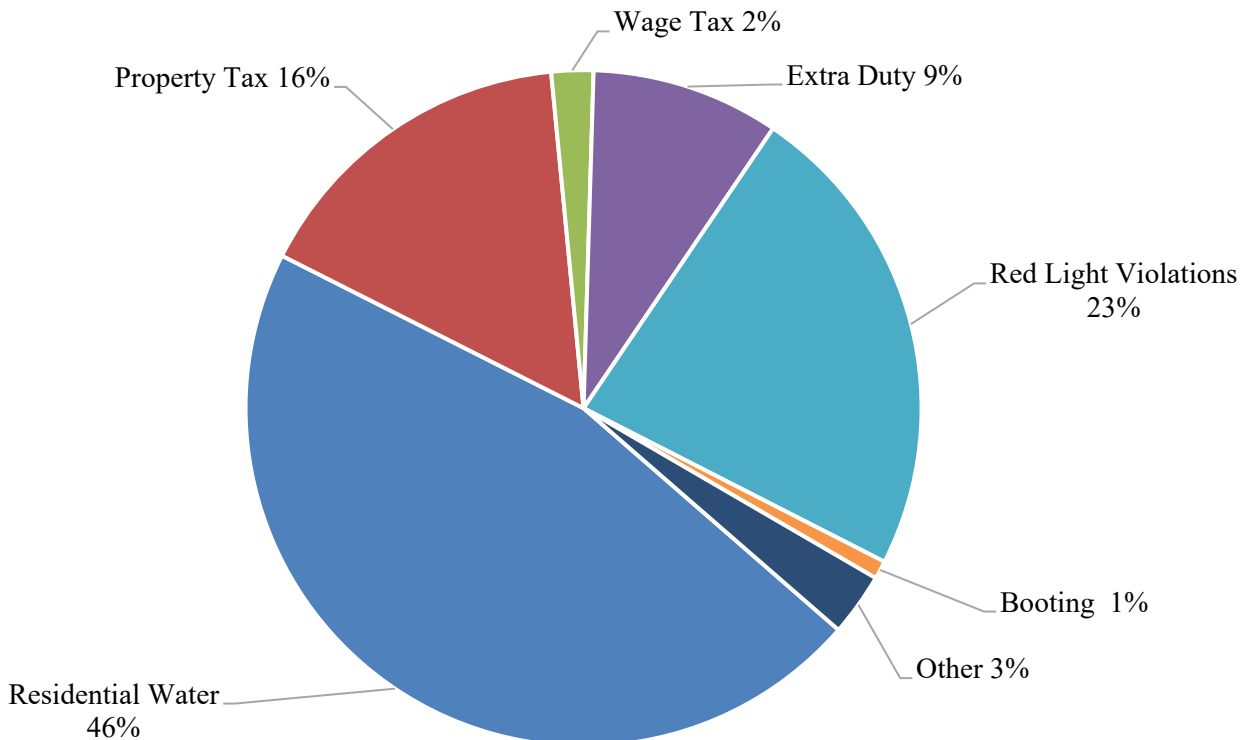
DEPARTMENT OF FINANCE

Performance Trends



The Finance Department is responsible for collecting all payment delinquencies, including net profit, property and wage taxes, business licenses, fees, and water bills.

Delinquent Collections by Revenue Type FY 2024



Department: Finance

Fund: General

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	3,051,235	2,974,235	3,461,304	3,555,760	94,456	2.7%
Temporary Salaries	11,377	22,954	0	0	0	0.0%
Acting Out Of Classification	3,054	5,230	0	0	0	0.0%
Sick Leave Bonus	3,200	4,200	5,550	4,150	(1,400)	-25.2%
Overtime	40,120	26,813	43,000	43,000	0	0.0%
Meal Allowance	2,085	1,421	4,300	4,300	0	0.0%
Clothing Allowance	1,594	4,038	3,500	3,500	0	0.0%
Health Cash Back	0	1,300	1,440	3,840	2,400	166.7%
Pension Contribution	555,423	546,287	491,597	547,441	55,844	11.4%
Social Security	177,523	178,999	208,659	214,958	6,299	3.0%
Medicare Tax	41,516	41,847	48,801	50,277	1,476	3.0%
Hospitalization	826,637	879,419	1,046,846	925,395	(121,451)	-11.6%
Life Insurance	12,246	11,313	13,579	13,145	(434)	-3.2%
Pension Healthcare	232,531	238,191	254,292	248,284	(6,008)	-2.4%
State Pension Plan - Civilian	81,932	71,601	94,830	100,254	5,424	5.7%
Attrition	0	0	(111,962)	(119,072)	(7,110)	6.4%
Total Personal Services	5,040,473	5,007,848	5,565,736	5,595,232	29,496	0.5%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	45,603	53,519	73,900	76,900	3,000	4.1%
Communications and Utilities	10,700	26,848	17,400	27,600	10,200	58.6%
Transportation	2,437	16,200	21,200	28,500	7,300	34.4%
Professional Fees	402,315	657,610	645,000	690,000	45,000	7.0%
Memberships and Registrations	24,433	35,980	49,600	55,300	5,700	11.5%
Miscellaneous Services	3,589,994	3,713,184	4,043,640	4,252,298	208,658	5.2%
Office and General Supplies	23,444	14,897	15,800	16,000	200	1.3%
Wearing Apparel and Safety	5,724	7,307	7,000	7,000	0	0.0%
Misc. Mat., Supp., and Parts	442	300	600	600	0	0.0%
Equipment	13,126	26,647	9,000	9,000	0	0.0%
Fixed Assets	18	0	0	0	0	0.0%
Total M.S.&E.	4,118,236	4,552,492	4,883,140	5,163,198	280,058	5.7%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	64,845	65,631	92,581	100,321	7,740	8.4%
Self-Insurance	192,417	145,347	109,721	113,800	4,079	3.7%
Total Internal Services	257,262	210,978	202,302	214,121	11,819	5.8%

Debt Service	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Principal Payments	39,156	30,482	30,542	23,125	(7,417)	-24.3%
Interest Payments	25,973	24,467	23,300	22,123	(1,177)	-5.1%
Total Debt Service	65,129	54,949	53,842	45,248	(8,594)	-16.0%

General Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	9,481,100	9,826,267	10,705,020	11,017,799	312,779	2.9%

Department: Finance

Fund: Water/Sewer

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	1,524,609	1,554,651	1,811,093	1,954,003	142,910	7.9%
Sick Leave Bonus	0	300	2,300	1,500	(800)	-34.8%
Overtime	11,195	4,268	29,500	28,500	(1,000)	-3.4%
Meal Allowance	117	50	2,950	2,850	(100)	-3.4%
Clothing Allowance	213	750	500	500	0	0.0%
Health Cash Back	0	0	960	960	0	0.0%
Accrued Sick/Vacation	65,464	17,578	0	0	0	0.0%
Pension Contribution	214,795	218,244	198,775	210,720	11,945	6.0%
Social Security	90,096	91,564	110,297	119,101	8,804	8.0%
Medicare Tax	21,072	21,415	25,793	27,810	2,017	7.8%
Hospitalization	352,135	382,695	462,227	466,792	4,565	1.0%
Life Insurance	5,863	5,482	6,565	6,759	194	3.0%
Pension Healthcare	104,037	110,082	123,120	127,789	4,669	3.8%
State Pension Plan - Civilian	57,545	48,691	61,792	71,921	10,129	16.4%
Pension Healthcare - Implicit	51,090	51,256	0	0	0	0.0%
Total Personal Services	2,498,231	2,507,026	2,835,872	3,019,205	183,333	6.5%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	44,406	42,078	102,057	110,589	8,532	8.4%
Self-Insurance	91,733	71,741	56,033	58,377	2,344	4.2%
Total Internal Services	136,139	113,819	158,090	168,966	10,876	6.9%

Debt Service	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Interest Payments	40,575	36,580	35,197	33,773	(1,424)	-4.0%
Total Debt Service	40,575	36,580	35,197	33,773	(1,424)	-4.0%

Water/Sewer Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	6,435,233	6,803,725	7,500,875	8,278,262	777,387	10.4%

DEPARTMENT OF HUMAN RESOURCES

The mission of the Department of Human Resources (HR) is to provide the necessary human resources to City Departments to promote the highest quality workforce and a productive work environment and maintain the City’s operational and fiscal stability through the utilization of effective risk management techniques.

The Department provides a complete spectrum of human resources programs and personnel administrative services, administers the City’s Risk Management and Employee Benefits Programs, and serves as the focal point for interaction with the City’s collective bargaining units.

PRIORITIES FOR FISCAL YEAR 2025	
<ul style="list-style-type: none"> • Implement, educate, and train the workforce on new processes for performance management. • Provide consultative support to City departments by examining and recommending changes to organizational structure and position classifications to meet each department's continuing needs. • Develop and implement workforce training courses focused on conducting internal investigations, administering employee discipline, leadership/management skills, professional development, and career advancement. • Revise strategic processes to promote improved compliance with ADA, FMLA, and City Code § 40-54. • Expand the portfolio of population health programs for employees and retirees while delivering exemplary customer service. • Manage risk by implementing more effective controls and techniques for managing claims. 	

SUMMARY OF FUNDING FOR DEPARTMENT OF HUMAN RESOURCES

Total All Funds*	Actual	Actual	Budget	Budget	Dollar	Percent
Human Resources	FY 2022	FY 2023	FY 2024	FY 2025	Change	Change
					FY'25-'24	FY'25-'24
Personal Services	2,654,362	2,787,194	3,088,715	3,467,923	379,208	12.3%
Materials, Supplies, and Equipment	5,147,515	4,297,092	6,464,357	6,728,758	264,401	4.1%
Internal Services	16,044	29,909	24,336	25,969	1,633	6.7%
Debt Service	34,093	38,544	35,091	35,145	54	0.2%
Other / Special Purpose	22,823,944	24,417,919	25,973,315	26,416,351	443,036	1.7%
Total	30,675,958	31,570,658	35,585,814	36,674,146	1,088,332	3.1%
Staffing Levels	26.00	26.00	26.00	27.00	1.00	3.8%

* Differs from Summary of All Funds Combined – Expenditures table on page 34 due to Internal Service Funds being listed separately.

General Fund Human Resources	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	1,508,147	1,715,512	1,874,609	2,121,854	247,245	13.2%
Materials, Supplies, and Equipment	175,523	360,379	718,571	482,658	(235,913)	-32.8%
Internal Services	13,444	11,659	12,666	13,469	803	6.3%
Debt Service	34,093	38,544	35,091	35,145	54	0.2%
Total	1,731,207	2,126,094	2,640,937	2,653,126	12,189	0.5%
Staffing Levels	16.60	16.60	16.60	17.10	0.50	3.0%

Risk Management Human Resources	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	229,316	156,221	213,848	230,017	16,169	7.6%
Materials, Supplies, and Equipment	4,249,792	3,206,151	4,475,179	4,966,132	490,953	11.0%
Internal Services	9,201	15,119	8,345	8,990	645	7.7%
Other / Special Purpose	317,497	529,735	12,554	12,554	0	0.0%
Total	4,805,806	3,907,226	4,709,926	5,217,693	507,767	10.8%
Staffing Levels	1.30	1.30	1.30	1.30	0.00	0.0%

Workers' Compensation Human Resources	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	507,733	492,268	538,269	584,959	46,690	8.7%
Materials, Supplies, and Equipment	510,605	557,895	1,020,152	1,029,688	9,536	0.9%
Internal Services	(7,385)	2,321	2,490	2,631	141	5.7%
Other / Special Purpose	3,423,155	3,350,561	3,915,852	4,417,833	501,981	12.8%
Total	4,434,108	4,403,045	5,476,763	6,035,111	558,348	10.2%
Staffing Levels	4.30	4.30	4.30	4.30	0.00	0.0%

Health and Welfare Human Resources	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	409,166	423,193	461,989	531,093	69,104	15.0%
Materials, Supplies, and Equipment	211,595	172,667	250,455	250,280	(175)	-0.1%
Internal Services	784	810	835	879	44	5.3%
Other / Special Purpose	19,083,292	20,537,623	22,044,909	21,985,964	(58,945)	-0.3%
Total	19,704,837	21,134,293	22,758,188	22,768,216	10,028	0.0%
Staffing Levels	3.80	3.80	3.80	4.30	0.50	13.2%

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
GENERAL FUND**

- In Personal Services, staffing increased by 0.50 FTE in the General fund, with one position added and one position reallocated to the internal services' Health & Welfare fund. To bolster internal payroll support with the halt of outsourcing payroll projects, a Payroll Manager was added for \$128,775. In addition, the Human Resources Specialist was reallocated 100% to the Benefits Division, Health & Welfare fund for a General Fund savings of \$46,328; this position was initially allocated 50% to the Classification and Compensation Division.
- Regular Salaries are up 15%, or \$193,465, due to the implementation of the City's new compensation and classification study recommendations in mid-FY 2024. \$82,000 of this increase is attributed to the net FTE changes noted above. The implementation increased salary and expanded the number of anniversary steps for all bargaining units.
- An LSE (Limited Services Employee) Payroll Specialist was added to Temporary Salaries for \$7,800 to provide additional payroll support during the transition for the newly created Payroll Manager position.
- Due to discontinuing the outsourcing of payroll services with Paycom, Miscellaneous Charges - N.O.C. under the Classification and Compensation division were substantially reduced by \$302,200.
- In support of Ordinance No. 23-040, which requires employees to reside in the city limits within one year of their hire date, \$55,150 was added to the Advertising account line to ramp up recruiting efforts through specific trade publications, billboards, radio ads, online job boards, and social media.
- Workshop/Seminar-Training decreased by a net \$16,000 primarily due to FY 2025 being the designated "off" year of the State's bi-annual mandated training for the entire City of Wilmington workforce.
- Consultants increased by \$10,000 for outplacement services to assist appointed employees transitioning to the new administration with resume writing and current employment trends.
- \$6,400 was added to the Food account line for employee engagement and appreciation activities in all city departments.

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
RISK MANAGEMENT FUND**

- Insurance Claims – Legal Defense rose by \$250,500, or 31.5%, based on advice from the City’s Legal Department regarding upcoming cases going to trial.
- The city's Fire insurance coverage has increased by \$108,386, or 26.3%, due to premium increases for several properties.
- Insurance Claims increased by approximately \$77,000 according to the latest actuary report for General Liability, Auto, and Property.
- The Liability account line increased by nearly \$45,200, or 3.8%, due to increased premiums for General Liability Excess and Cyber Insurance.

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
WORKERS’ COMPENSATION FUND**

- Based on the actuarial study by USI for medical expenses, indemnity payments, rehabilitation costs, and other workers’ compensation costs, Self-Insurance Costs increased by \$511,981.
- The Medical account line increased by \$23,000 due to increased costs from new vendor Concentra for drug screening, medical treatment, fitness for duty examinations, employer medical examinations, and durable medical equipment.
- Unemployment Insurance decreased by \$20,000, or 20.0%, due to lower estimated unemployment costs, considering current fiscal impact events and previous years' usage.
- The State of Delaware has lowered the rates for Self-Insurance taxes on office/clerical and outside employees, resulting in a \$10,000, or 10.0%, reduction in the Delaware State Self-Insurer’s Tax account line.

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
HEALTH & WELFARE FUND**

- In Personal Services, the Human Resources Specialist was reallocated 100% to the Health & Welfare Fund. This role was previously allocated 50% to the General Fund within the Classification & Compensation division.
- Self-insurance costs decreased by a net \$58,945 based on the latest review of claims expenses. Medical Costs decreased by \$783,247 due to medical utilization continuing to normalize back to the pre-COVID level and, in some cases, even lower. Despite the decrease in medical utilization, prescription utilization increased, as reflected in the increase in Prescription Costs, up \$720,992.

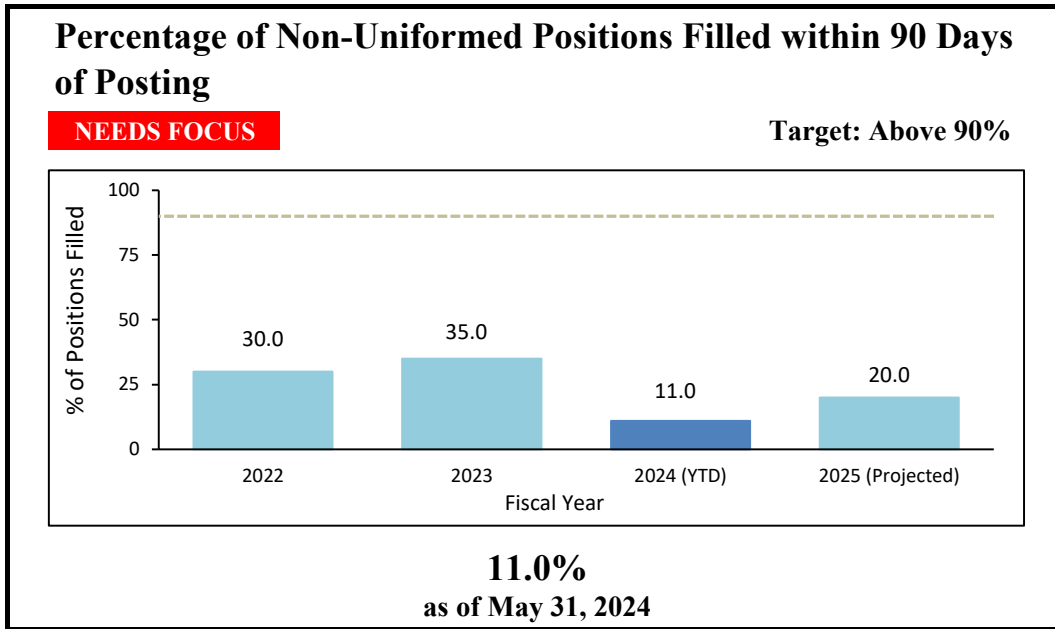
HUMAN RESOURCES

Strategic Plan

Focus Area: Effective City Government

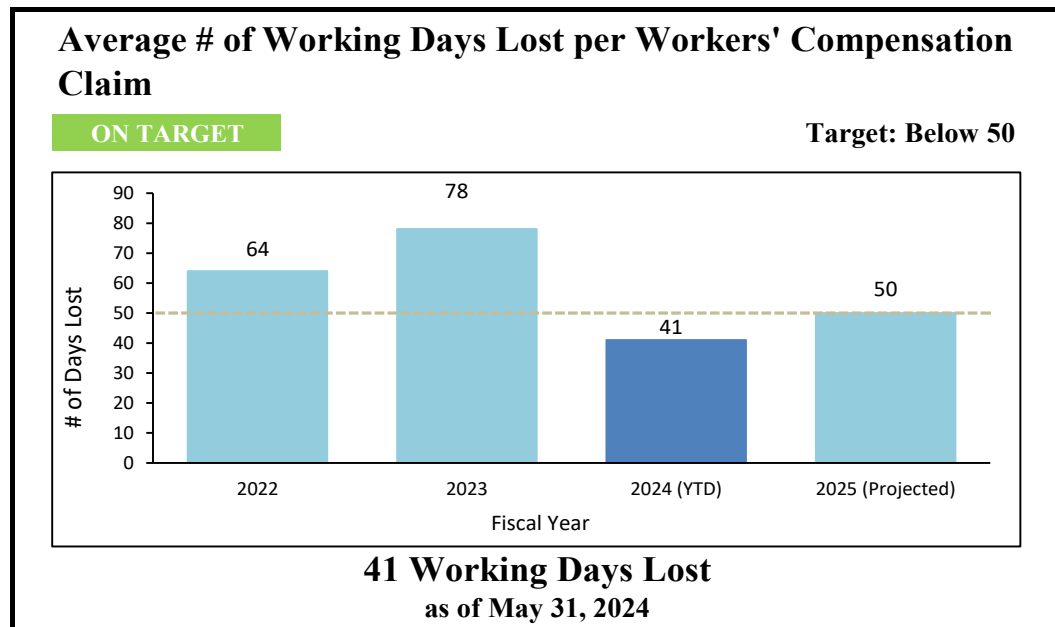
CITY-WIDE GOAL #1: Embrace a Culture of Service

Objective: Fill vacancies of non-uniformed positions within 90 days of posting.



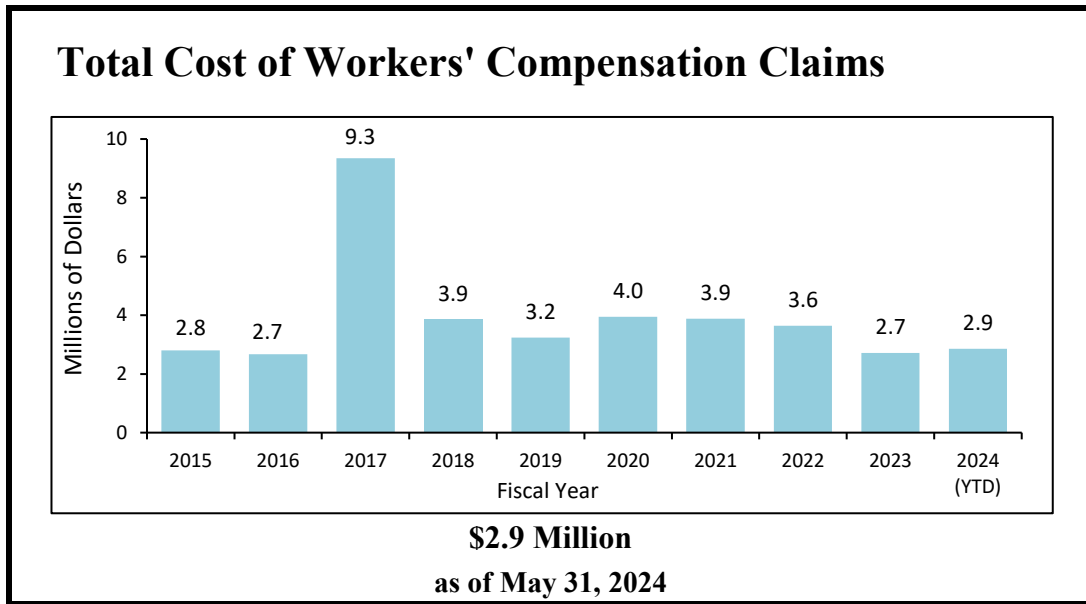
CITY-WIDE GOAL #2: Enhance Fiscal Prudence

Objective: Minimize Workers’ Compensation costs by limiting the average number of working days lost per claim to less than 50.

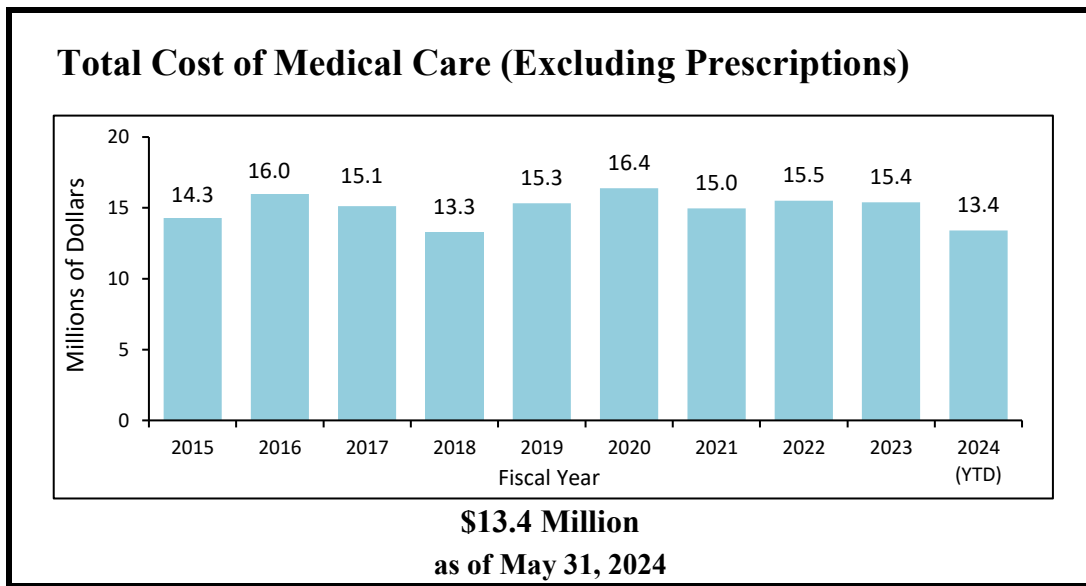


HUMAN RESOURCES

Performance Trends



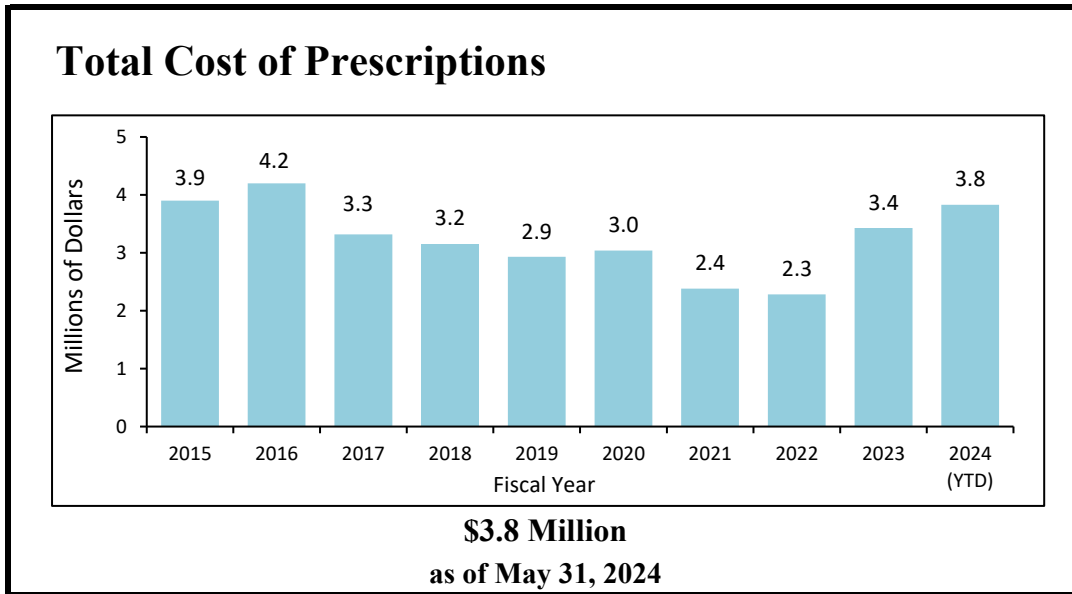
The above chart shows the annual total cost of workers' compensation claims from FY 2015 to FY 2024. The goal is to minimize these costs. The spike in FY 2017 was due to the extraordinary and tragic loss of three firefighters who sustained injuries while fighting a home arson fire.



The above chart shows the annual total costs of medical care (excluding prescriptions) for City employees from FY 2015 to FY 2024. The goal is to minimize these costs while still providing high-quality medical care.

HUMAN RESOURCES

Performance Trends



The chart above shows the annual total cost of prescriptions for City employees from FY 2015 to FY 2024. The goal is to minimize these costs while still providing high-quality prescription services. The elevated total in FY 2023 is due to the timing of a rebate being booked in the previous fiscal year.

Department: Human Resources

Fund: General

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	983,600	1,160,858	1,280,905	1,474,370	193,465	15.1%
Temporary Salaries	9,883	0	12,000	19,800	7,800	65.0%
Acting Out Of Classification	0	0	2,000	2,000	0	0.0%
Sick Leave Bonus	600	900	600	600	0	0.0%
Overtime	975	67	2,000	2,000	0	0.0%
Meal Allowance	77	94	202	202	0	0.0%
Pension Contribution	134,693	118,428	105,923	123,448	17,525	16.5%
Social Security	61,960	69,714	78,221	90,520	12,299	15.7%
Medicare Tax	13,904	16,157	18,292	21,170	2,878	15.7%
Hospitalization	194,950	229,740	252,890	253,661	771	0.3%
Life Insurance	3,531	3,958	3,984	4,104	120	3.0%
Pension Healthcare	66,375	71,374	74,583	77,478	2,895	3.9%
State Pension Plan - Civilian	37,599	44,222	50,901	60,894	9,993	19.6%
Attrition	0	0	(7,892)	(8,393)	(501)	6.3%
Total Personal Services	1,508,147	1,715,512	1,874,609	2,121,854	247,245	13.2%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	0	2,116	22,175	77,360	55,185	248.9%
Communications and Utilities	68	41	200	200	0	0.0%
Transportation	12,073	8,792	23,800	24,800	1,000	4.2%
Contracted Maintenance	535	0	650	650	0	0.0%
Professional Fees	42,548	163,012	59,500	69,500	10,000	16.8%
Other Fees	2,187	3,240	4,589	5,589	1,000	21.8%
Memberships and Registrations	40,515	70,813	202,157	190,259	(11,898)	-5.9%
Miscellaneous Services	37,593	73,304	354,200	57,000	(297,200)	-83.9%
Office and General Supplies	4,202	4,648	8,500	9,000	500	5.9%
Wearing Apparel and Safety	703	292	1,800	1,900	100	5.6%
Misc. Mat., Supp., and Parts	31,462	30,772	39,000	45,400	6,400	16.4%
Equipment	3,637	3,349	2,000	1,000	(1,000)	-50.0%
Total M.S.&E.	175,523	360,379	718,571	482,658	(235,913)	-32.8%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	2,515	2,462	5,004	5,422	418	8.4%
Self-Insurance	10,929	9,197	7,662	8,047	385	5.0%
Total Internal Services	13,444	11,659	12,666	13,469	803	6.3%

Debt Service	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Principal Payments	21,420	27,075	24,807	25,965	1,158	4.7%
Interest Payments	12,673	11,469	10,284	9,180	(1,104)	-10.7%
Total Debt Service	34,093	38,544	35,091	35,145	54	0.2%

General Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	1,731,207	2,126,094	2,640,937	2,653,126	12,189	0.5%

Department: Human Resources

Fund: Risk Management

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	100,472	107,828	108,909	121,883	12,974	11.9%
Temporary Salaries	28,003	28,096	45,115	45,115	0	0.0%
Accrued Sick/Vacation	46,149	(38,083)	0	0	0	0.0%
Pension Contribution	25,908	27,956	28,359	30,711	2,352	8.3%
Social Security	7,796	8,557	9,429	10,207	778	8.3%
Medicare Tax	1,823	2,121	2,206	2,388	182	8.3%
Hospitalization	12,839	13,395	13,944	13,693	(251)	-1.8%
Life Insurance	309	298	312	312	0	0.0%
Pension Healthcare	5,022	5,041	5,841	5,891	50	0.9%
State Pension Plan - Civilian	995	1,012	1,023	1,189	166	16.2%
Attrition	0	0	(1,290)	(1,372)	(82)	6.4%
Total Personal Services	229,316	156,221	213,848	230,017	16,169	7.6%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Transportation	4,611	4,315	4,540	4,540	0	0.0%
Insurance	4,058,116	2,958,964	4,223,679	4,709,152	485,473	11.5%
Professional Fees	182,633	237,130	241,400	246,460	5,060	2.1%
Memberships and Registrations	1,933	3,033	3,060	3,480	420	13.7%
Office and General Supplies	2,499	2,709	2,500	2,500	0	0.0%
Total M.S.&E.	4,249,792	3,206,151	4,475,179	4,966,132	490,953	11.0%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	8,012	13,895	7,086	7,678	592	8.4%
Self-Insurance	1,189	1,224	1,259	1,312	53	4.2%
Total Internal Services	9,201	15,119	8,345	8,990	645	7.7%

Other / Special Purpose	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Self-Insurance Costs	317,497	529,735	0	0	0	0.0%
Depreciation	0	0	12,554	12,554	0	0.0%
Total Other / Special Purpose	317,497	529,735	12,554	12,554	0	0.0%

Risk Management	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	4,805,806	3,907,226	4,709,926	5,217,693	507,767	10.8%

Department: Human Resources

Fund: Workers' Compensation

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	270,620	324,466	333,898	364,459	30,561	9.2%
Temporary Salaries	28,004	29,934	35,290	37,360	2,070	5.9%
Acting Out Of Classification	4,301	0	0	0	0	0.0%
Overtime	2,309	1,936	4,840	5,445	605	12.5%
Meal Allowance	0	79	200	200	0	0.0%
Health Cash Back	1,080	1,925	2,160	2,160	0	0.0%
Accrued Sick/Vacation	44,260	(35,747)	0	0	0	0.0%
Pension Contribution	51,205	56,155	50,335	61,146	10,811	21.5%
Social Security	18,118	21,251	22,874	24,888	2,014	8.8%
Medicare Tax	4,237	4,970	5,351	5,822	471	8.8%
Hospitalization	60,203	61,410	54,446	53,531	(915)	-1.7%
Life Insurance	1,004	980	1,032	1,032	0	0.0%
Pension Healthcare	15,117	16,725	19,320	19,484	164	0.8%
State Pension Plan - Civilian	7,275	8,184	8,523	9,432	909	10.7%
Total Personal Services	507,733	492,268	538,269	584,959	46,690	8.7%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	414	128	600	600	0	0.0%
Transportation	2,463	2,567	8,800	8,800	0	0.0%
Insurance	229,248	208,345	517,250	497,250	(20,000)	-3.9%
Rentals	0	0	100	100	0	0.0%
Contracted Maintenance	335	545	1,400	1,400	0	0.0%
Professional Fees	252,344	319,676	439,778	468,028	28,250	6.4%
Memberships and Registrations	3,450	6,551	12,650	14,420	1,770	14.0%
Office and General Supplies	1,691	1,318	2,250	2,250	0	0.0%
Wearing Apparel and Safety	1,427	2,217	1,900	1,700	(200)	-10.5%
Misc. Mat., Supp., and Parts	18,027	14,422	33,124	32,840	(284)	-0.9%
Equipment	1,206	2,126	2,300	2,300	0	0.0%
Total M.S.&E.	510,605	557,895	1,020,152	1,029,688	9,536	0.9%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	(9,720)	(93)	0	0	0	0.0%
Self-Insurance	2,335	2,414	2,490	2,631	141	5.7%
Total Internal Services	(7,385)	2,321	2,490	2,631	141	5.7%

Other / Special Purpose	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Workers' Compensation	39,752	70,286	100,000	90,000	(10,000)	-10.0%
Self-Insurance Costs	3,383,012	3,279,884	3,815,852	4,327,833	511,981	13.4%
Depreciation	391	391	0	0	0	0.0%
Total Other / Special Purpose	3,423,155	3,350,561	3,915,852	4,417,833	501,981	12.8%

Workers' Compensation	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	4,434,108	4,403,045	5,476,763	6,035,111	558,348	10.2%

Department: Human Resources

Fund: Health and Welfare

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	288,871	314,971	325,991	368,606	42,615	13.1%
Temporary Salaries	0	7,763	18,000	18,000	0	0.0%
Acting Out Of Classification	0	3,876	2,500	2,500	0	0.0%
Accrued Sick/Vacation	24,080	(17,915)	0	0	0	0.0%
Pension Contribution	5,901	6,787	6,782	7,587	805	11.9%
Social Security	17,209	22,057	21,082	23,504	2,422	11.5%
Medicare Tax	4,025	5,802	4,931	5,497	566	11.5%
Hospitalization	35,315	47,566	47,706	65,295	17,589	36.9%
Life Insurance	914	857	912	1,032	120	13.2%
Pension Healthcare	14,766	14,938	17,074	19,484	2,410	14.1%
State Pension Plan - Civilian	18,085	16,491	17,011	19,588	2,577	15.1%
Total Personal Services	409,166	423,193	461,989	531,093	69,104	15.0%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	0	0	500	500	0	0.0%
Communications and Utilities	0	0	500	500	0	0.0%
Transportation	961	1,758	10,000	10,000	0	0.0%
Professional Fees	186,794	161,751	193,705	194,155	450	0.2%
Memberships and Registrations	23,027	7,217	42,000	42,000	0	0.0%
Office and General Supplies	0	1,138	500	500	0	0.0%
Wearing Apparel and Safety	346	0	750	575	(175)	-23.3%
Misc. Mat., Supp., and Parts	87	283	1,250	1,050	(200)	-16.0%
Equipment	380	520	1,250	1,000	(250)	-20.0%
Total M.S.&E.	211,595	172,667	250,455	250,280	(175)	-0.1%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Self-Insurance	784	810	835	879	44	5.3%
Total Internal Services	784	810	835	879	44	5.3%

Other / Special Purpose	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Self-Insurance Costs	19,083,292	20,537,623	22,044,909	21,985,964	(58,945)	-0.3%
Total Other / Special Purpose	19,083,292	20,537,623	22,044,909	21,985,964	(58,945)	-0.3%

Health and Welfare	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	19,704,837	21,134,293	22,758,188	22,768,216	10,028	0.0%

DEPARTMENT OF LICENSES & INSPECTIONS

The Department of Licenses and Inspections (L&I) is responsible for promoting the general welfare and protecting the life, health, and safety of all citizens of Wilmington by monitoring the City’s building and housing stock through code enforcement and abatement of code violations. This is achieved by the implementation of fair and unbiased application of the Wilmington City Codes. Our goal is to facilitate voluntary compliance by working in partnership with our constituents.

The Department performs mandated activities by codes, conducts inspections on rental properties, registration of vacant properties, enforcement of the codes and ordinances for all properties.

PRIORITIES FOR FISCAL YEAR 2025
<ul style="list-style-type: none"> • Increase code enforcement throughout the city to address blighted properties. • Continue the implementation of the Salesforce software for the department. • Schedule and complete 750 rental inspections. • Identify non-licensed rental property owners and bring them to compliance. • Monitor civil penalties for rental properties. • Increase code enforcement of vacant properties and structures. • Increase our visibility and availability to community groups that are striving to achieve neighborhood improvements.

SUMMARY OF FUNDING FOR THE DEPARTMENT OF LICENSES & INSPECTIONS

Total All Funds Licenses & Inspections	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	4,024,832	2,508,887	2,728,919	2,863,182	134,263	4.9%
Materials, Supplies, and Equipment	851,565	177,694	294,609	297,500	2,891	1.0%
Internal Services	226,269	202,348	243,450	261,676	18,226	7.5%
Debt Service	1,679	2,791	2,243	2,245	2	0.1%
Other / Special Purpose	255,657	239,039	276,099	283,001	6,902	2.5%
Total	5,360,002	3,130,759	3,545,320	3,707,604	162,284	4.6%
Staffing Levels	42.00	26.00	26.00	26.00	0.00	0.0%

General Fund Licenses & Inspections	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	4,024,832	2,508,887	2,728,919	2,863,182	134,263	4.9%
Materials, Supplies, and Equipment	851,565	177,694	294,609	297,500	2,891	1.0%
Internal Services	226,269	202,348	243,450	261,676	18,226	7.5%
Debt Service	1,679	2,791	2,243	2,245	2	0.1%
Other / Special Purpose	255,657	239,039	276,099	283,001	6,902	2.5%
Total	5,360,002	3,130,759	3,545,320	3,707,604	162,284	4.6%
Staffing Levels	42.00	26.00	26.00	26.00	0.00	0.0%

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
GENERAL FUND**

- Personal service increased \$134,263, an overall increase of 4.9%, reflecting the cost increase of the mid-FY 2024 implementation of the City's compensation and classification study recommendations. The implementation of the study resulted in revised salaries and additional anniversary steps.
- Construction and Repair increased \$10,000, as L&I is now handling its small demolitions internally.
- N.O.C fees decreased \$5,500, because most fees now go through the Land Use & Planning department.
- The department was approved for three new Chevrolet Equinox vehicles, and it requires them to trade in three existing Trax vehicles to Public Works. The estimated cost of each vehicle is \$36,200, for a total of \$108,600.
- The Department was also approved for new WiFi hotspot systems for better connectivity at inspection sites, at a cost of \$50,000 (budgeted in the Department of Information Technologies).

DEPARTMENT OF LICENSES & INSPECTIONS

Strategic Plan

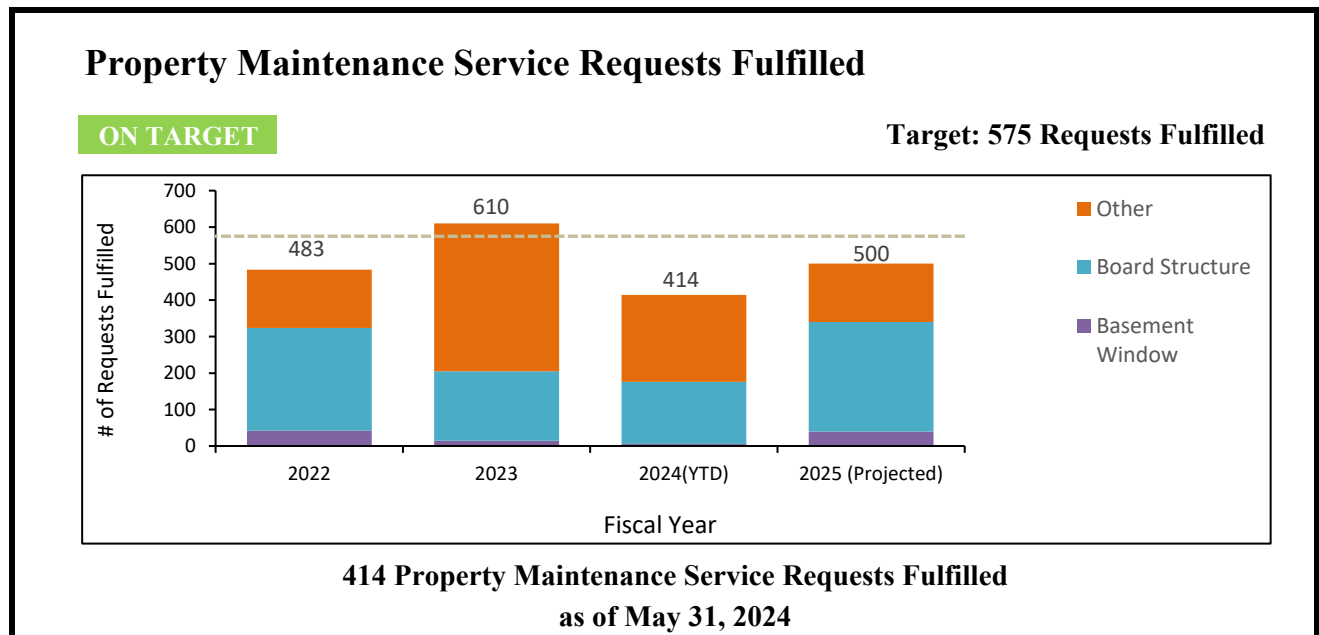
The Department of Licenses and Inspections (L&I) strives to promote and protect a safe living and working environment for all citizens of the City of Wilmington. This is achieved by enforcing and implementing the Wilmington City Code in a fair and unbiased manner. Our goal is to facilitate voluntary compliance by working in partnership with our constituents.

Current data for the goals and objectives listed below can be found on the Licenses & Inspections OpenGov story page at <http://bit.ly/WDe21OG>.

Focus Area: Quality of Life

CITY-WIDE GOAL #17: Improve Housing Quality

Objective 1: Effectively and Efficiently Address Structurally Deficient and Blighted Conditions of Vacant Properties through Property Maintenance. The “Other” category includes requests to remove trash, debris, high grass, and weeds.



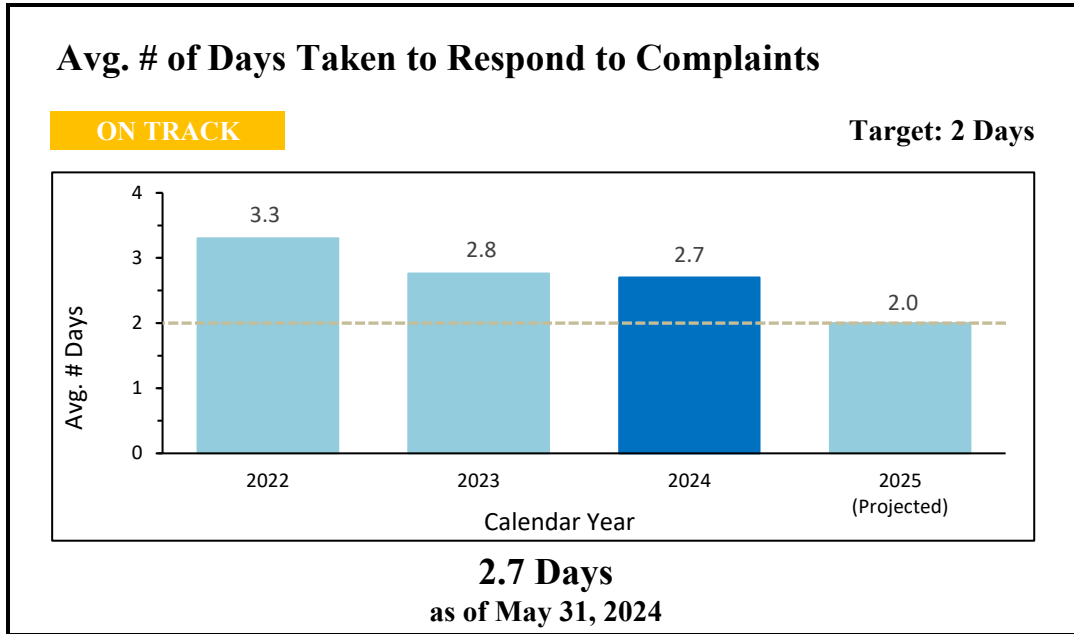
DEPARTMENT OF LICENSES & INSPECTIONS

Strategic Plan

Focus Area: Quality of Life

CITY-WIDE GOAL #17: Improve Housing Quality

Objective 2: Respond to All Constituent Complaints within Two Business Days.



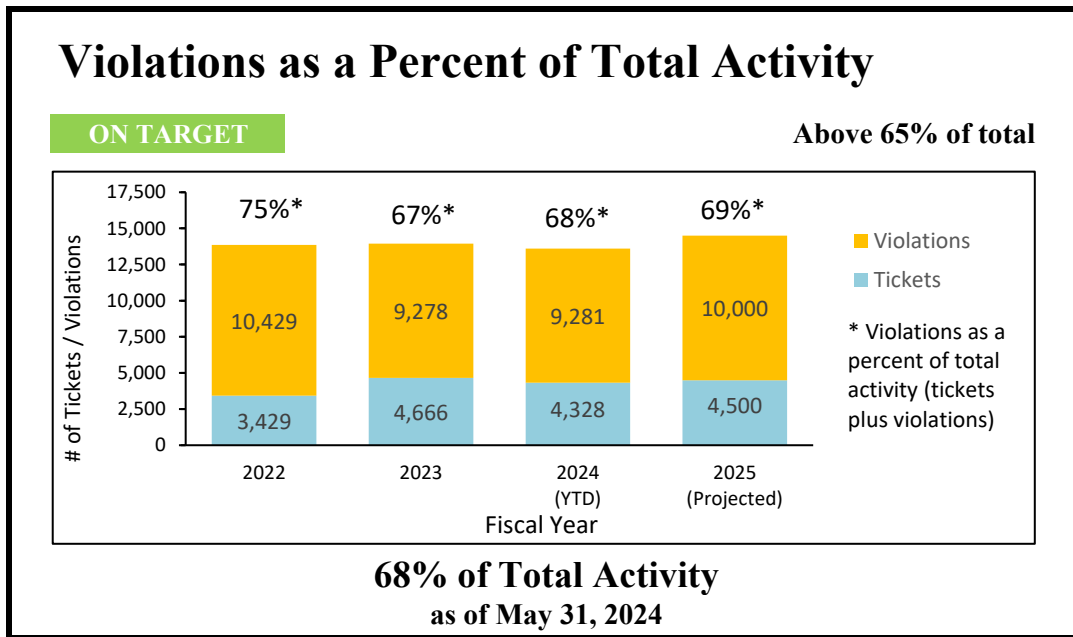
DEPARTMENT OF LICENSES & INSPECTIONS

Strategic Plan

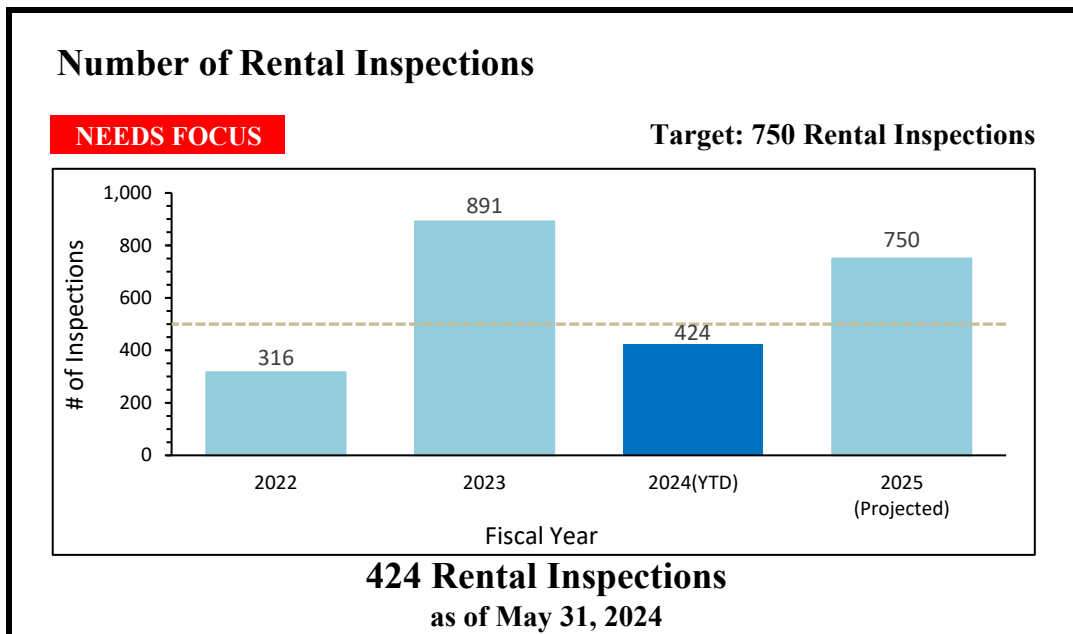
Focus Area: Quality of Life

CITY-WIDE GOAL #17: Improve Housing Quality

Objective 3: Better Utilize Limited Resources by Focusing on Code Violations Rather than Instant Tickets

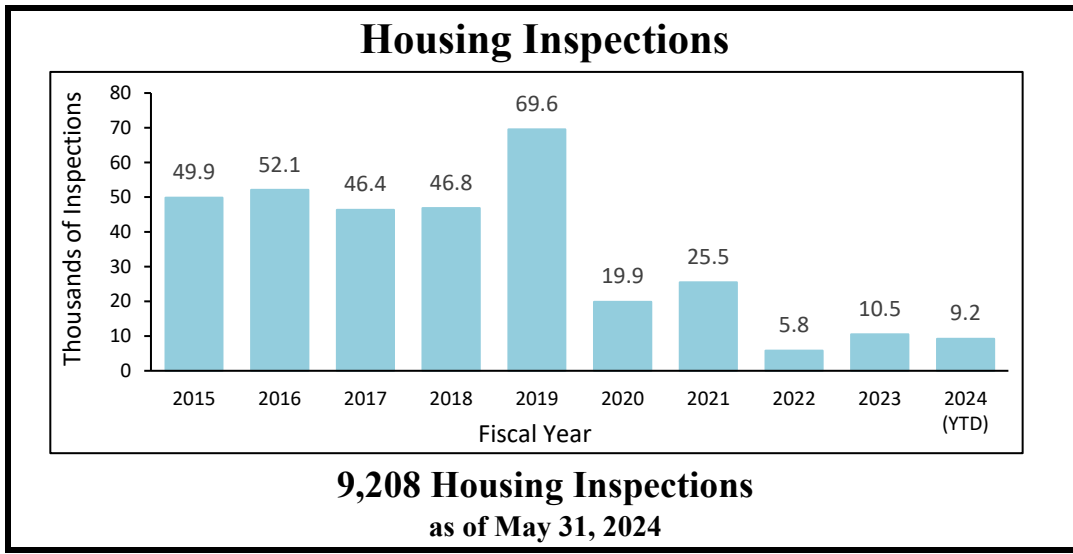


Objective 4: Increase the Number of Rental Inspections to Improve the Quality of Rental Housing

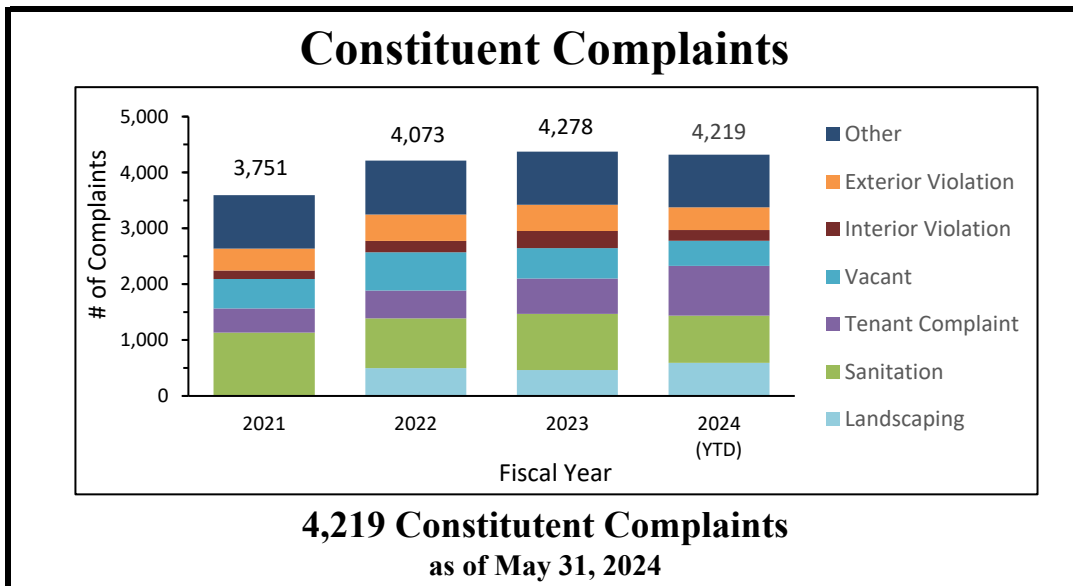


DEPARTMENT OF LICENSES AND INSPECTIONS

Performance Trends



Housing inspections performed include rentals, tenant complaints, sanitation, graffiti, and neighborhood stabilization inspections.



Department: Licenses and Inspections

Fund: General

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	2,394,681	1,461,845	1,684,046	1,769,161	85,115	5.1%
Temporary Salaries	20,819	503	0	30,000	30,000	0.0%
Acting Out Of Classification	5,564	0	2,000	2,000	0	0.0%
Sick Leave Bonus	1,650	400	1,000	1,000	0	0.0%
Overtime	44,727	18,817	30,000	30,000	0	0.0%
Meal Allowance	340	230	200	200	0	0.0%
Clothing Allowance	3,910	7,395	7,200	7,200	0	0.0%
Standby Pay	9,199	22,011	27,800	20,000	(7,800)	-28.1%
Health Cash Back	4,800	2,500	2,400	2,400	0	0.0%
Pension Contribution	507,680	250,036	194,824	232,463	37,639	19.3%
Social Security	147,654	92,226	104,159	110,662	6,503	6.2%
Medicare Tax	34,531	21,569	24,359	25,881	1,522	6.2%
Hospitalization	615,270	456,141	500,149	481,458	(18,691)	-3.7%
Life Insurance	9,383	5,750	6,238	6,240	2	0.0%
Pension Healthcare	167,941	111,792	116,818	117,806	988	0.8%
State Pension Plan - Civilian	56,683	40,591	57,206	57,377	171	0.3%
Personal Services Adjustment	0	17,081	6,971	8,100	1,129	16.2%
Attrition	0	0	(36,451)	(38,766)	(2,315)	6.4%
Total Personal Services	4,024,832	2,508,887	2,728,919	2,863,182	134,263	4.9%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	6,919	7,427	17,000	16,000	(1,000)	-5.9%
Transportation	0	0	2,500	2,500	0	0.0%
Rentals	31,200	20,232	26,132	27,000	868	3.3%
Contracted Maintenance	124,226	95,946	130,500	130,000	(500)	-0.4%
Professional Fees	116,581	23,183	34,580	34,000	(580)	-1.7%
Other Fees	3,515	0	7,000	1,500	(5,500)	-78.6%
Memberships and Registrations	4,109	17,533	20,012	19,800	(212)	-1.1%
Miscellaneous Services	1,836	373	0	0	0	0.0%
Office and General Supplies	4,912	4,002	4,385	4,200	(185)	-4.2%
Wearing Apparel and Safety	28,161	30,744	41,000	41,000	0	0.0%
Misc. Mat., Supp., and Parts	3,610	1,637	2,500	2,500	0	0.0%
Construction and Repairs	521,600	(28,445)	4,000	14,000	10,000	250.0%
Equipment	4,896	5,062	5,000	5,000	0	0.0%
Total M.S.&E.	851,565	177,694	294,609	297,500	2,891	1.0%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	179,283	138,124	194,280	210,522	16,242	8.4%
Self-Insurance	46,986	64,224	49,170	51,154	1,984	4.0%
Total Internal Services	226,269	202,348	243,450	261,676	18,226	7.5%

Department: Licenses and Inspections

Fund: General

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Debt Service						
Principal Payments	775	2,024	1,537	1,600	63	4.1%
Interest Payments	904	767	706	645	(61)	-8.6%
Total Debt Service	1,679	2,791	2,243	2,245	2	0.1%

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Other / Special Purpose						
Special Purpose	255,657	239,039	276,099	283,001	6,902	2.5%
Total Other / Special Purpose	255,657	239,039	276,099	283,001	6,902	2.5%

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
General Fund						
Total	5,360,002	3,130,759	3,545,320	3,707,604	162,284	4.6%

DEPARTMENT OF PARKS & RECREATION

The mission of the Department of Parks & Recreation is to provide comprehensive and quality programming that supports the holistic wellness of City residents by offering recreational, social, cultural, employment, and educational opportunities for all City residents regardless of age or physical barriers.

PRIORITIES FOR FISCAL YEAR 2025
<ul style="list-style-type: none"> • Update the Department of Parks and Recreation Work Rules and Policies Manual. • Provide more in-depth professional development training for FTE staff. • Provide new monthly recreational events throughout the city. • Establish a summer city swim league. • Expand and enhance program partnerships for educational and cultural enrichment. • Provide quarterly emergency health training for CPR, Narcan, and Stop the Bleed. • Expansion of the Community Garden to include supplying fresh products and fruit to the community refrigerator. • Development of the sustainability plan. • Develop and implement an Adopt-A-Park Program.

SUMMARY OF FUNDING FOR THE DEPARTMENT OF PARKS & RECREATION

Total All Funds Parks and Recreation	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	4,723,772	4,742,751	5,612,796	5,783,084	170,288	3.0%
Materials, Supplies, and Equipment	2,753,740	2,582,191	2,416,919	2,582,442	165,523	6.8%
Internal Services	1,280,561	1,154,366	1,207,971	1,292,292	84,321	7.0%
Debt Service	2,329,158	2,377,984	2,969,211	2,875,996	(93,215)	-3.1%
Total	11,087,231	10,857,292	12,206,897	12,533,814	326,917	2.7%
Staffing Levels	40.00	40.00	41.00	41.00	0.00	0.0%

General Fund Parks and Recreation	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	4,277,029	4,373,784	4,923,398	5,011,640	88,242	1.8%
Materials, Supplies, and Equipment	1,285,871	1,547,156	1,556,248	1,704,592	148,344	9.5%
Internal Services	1,277,215	1,150,937	1,205,576	1,289,837	84,261	7.0%
Debt Service	2,329,158	2,377,984	2,969,211	2,875,996	(93,215)	-3.1%
Total	9,169,273	9,449,861	10,654,433	10,882,065	227,632	2.1%
Staffing Levels	39.60	39.60	40.60	39.60	(1.00)	-2.5%

Parks Assistance Fund Parks and Recreation	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	169,520	147,009	304,040	379,029	74,989	24.7%
Materials, Supplies, and Equipment	1,467,869	1,035,035	858,921	876,100	17,179	2.0%
Total	1,637,389	1,182,044	1,162,961	1,255,129	92,168	7.9%
Staffing Levels	0.40	0.40	0.40	1.40	1.00	250.0%

Parks Trust Fund Parks and Recreation	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	106,913	111,710	110,864	112,431	1,567	1.4%
Materials, Supplies, and Equipment	0	0	1,750	1,750	0	0.0%
Internal Services	3,346	3,429	2,395	2,455	60	2.5%
Total	110,259	115,139	115,009	116,636	1,627	1.4%
Staffing Levels	0.00	0.00	0.00	0.00	0.00	0.0%

Workforce Investment Board (WIB) Parks and Recreation	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	170,310	110,248	274,494	279,984	5,490	2.0%
Total	170,310	110,248	274,494	279,984	5,490	2.0%
Staffing Levels	0.00	0.00	0.00	0.00	0.00	0.0%

MAJOR FUNDING CHANGES FROM PRIOR YEAR

- In comparison to FY 2024, there is a reduction of one full-time equivalent (FTE) position in the General Fund, resulting in a total net savings of \$115,038. The Maintenance Division deleted a vacant Labor Foreman II, Maintenance Mechanic IV, and two Senior Equipment Operators, resulting in a savings of \$322,917. An Equipment Operator and two General Laborer I positions were added, costing \$207,879. In addition, an Administrative Clerk I has been included as an unallocated grant position with a cost of \$57,819. The nutrition program will primarily fund this position.
- In the Salaries and Wages account group, Regular Salaries rose by \$66,644, or 3.1%. At the same time, Overtime increased by \$10,000 to cover the additional work hours resulting from extended pool and spray park hours, city-sponsored events, and mowing/leaf removal.
- Temporary Agencies decreased by \$98,000, or 32.3%, due to adding two full-time General Laborer I positions within Personal Services, which cost \$129,360.
- To hire graffiti removal services for public parks and property, as well as to add additional security at the William Hicks Anderson Community Center (WHACC), Contracted Maintenance Services rose by \$70,000.
- \$50,000 was added to the Community Services account line for homeless support in Christina Park, including resources for homeless adults through the Street Ministry Breakfast program and enhanced support for displaced and foster youth in partnership with the One Step at a Time program.
- Bulk Chemicals increased by \$29,800 to cover the cost of chlorine, muriatic acid, CO2 canisters, and other pool chemicals used to maintain the cleanliness of city pools and spray parks.
- The cost of registration for the girls' AAU travel basketball team, supplies and equipment related to all recreational activities, and hosting of four official USA Boxing Mid-Atlantic Region events conducted at WHACC were added to the Recreational Activities account line, totaling \$20,500.
- Miscellaneous Charges – N.O.C climbed by \$17,907, or 35.5%, due to the Community Garden's expansion to include gardening classes, maintenance, and supplies that will help supply fresh produce and fruits to the community refrigerator. Repairs to out-of-fleet equipment within the Maintenance Division will also be addressed in the Miscellaneous Charges – N.O.C account line.
- Rentals – N.O.C increased by \$15,000 for additional tables, chairs, and portable toilets as events and programs and increased cost in the portable toilet contract for city parks and special events.
- The Travel and Subsistence budget increased by \$13,000 to cover the expenses of full-time staff attending yearly conferences, professional development courses, seminars, and workshops.
- Agricultural and Landscaping spending increased by \$10,000 to maintain the landscaping and mowing of local mini parks through collaborations with community groups and associations.
- The Mileage Reimbursement account line for Youth Career Development (YCD) Workers and Nutrition Program personnel has increased by \$4,500. This increase applies to fieldwork, food delivery, and weekly visits.

DEPARTMENT OF PARKS & RECREATION

Strategic Plan

Wilmington’s parks are a positive gathering place for residents and visitors to explore and enjoy the outdoors, build stronger communities, and promote healthy living.

Current financial and capital project data can be found on the Parks and Recreation OpenGov story page at <http://bit.ly/WDe29OG>.

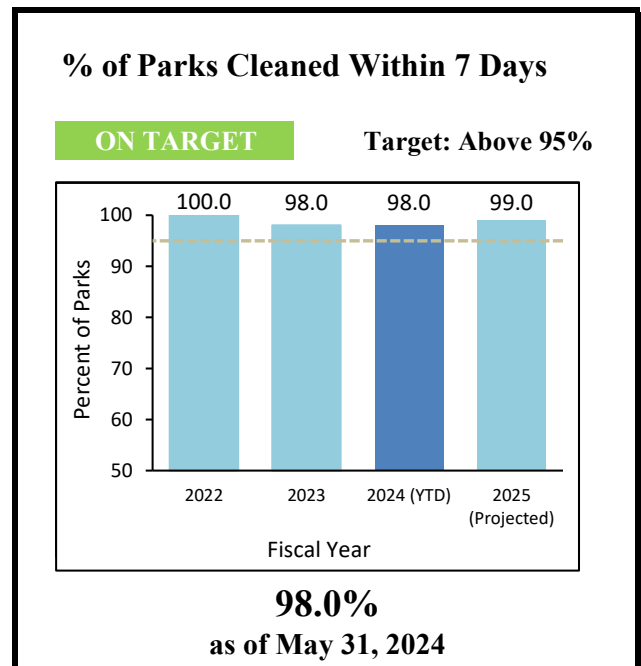
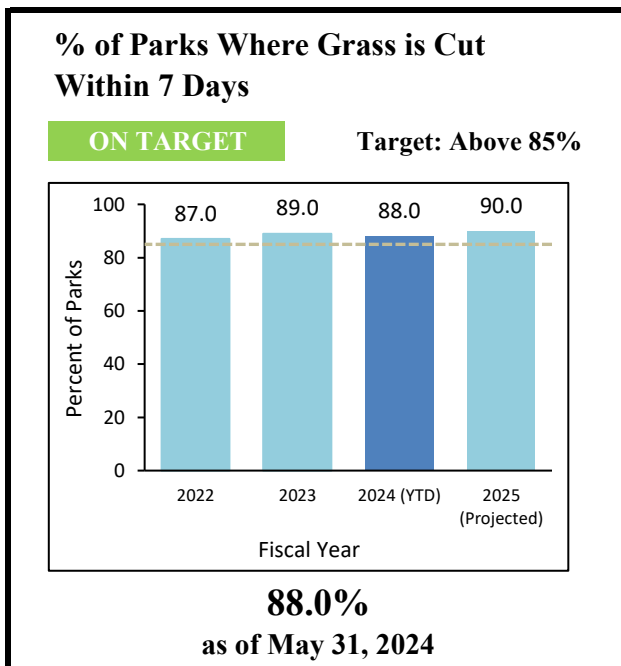
Focus Area: Quality of Life

CITY-WIDE GOAL #13: Offer Enhanced Recreational Opportunities.

Objective 1: Ensure all City Parks are adequately maintained by mowing grass and cleaning every week.

Safe, clean, and inviting parks are essential to a thriving city. To provide a system of well-maintained parks for all constituents and visitors, the Department of Parks and Recreation strives to ensure that all City parks are cleaned and mowed at least once weekly.

Cleaning involves removing debris and trash and surveying the park for potential issues that may need addressing. This might include reporting graffiti to Constituent Services for removal or identifying equipment needing repairs. Once parks are clean and debris-free, grass is cut to ensure that open green space may be used for recreation and leisure.



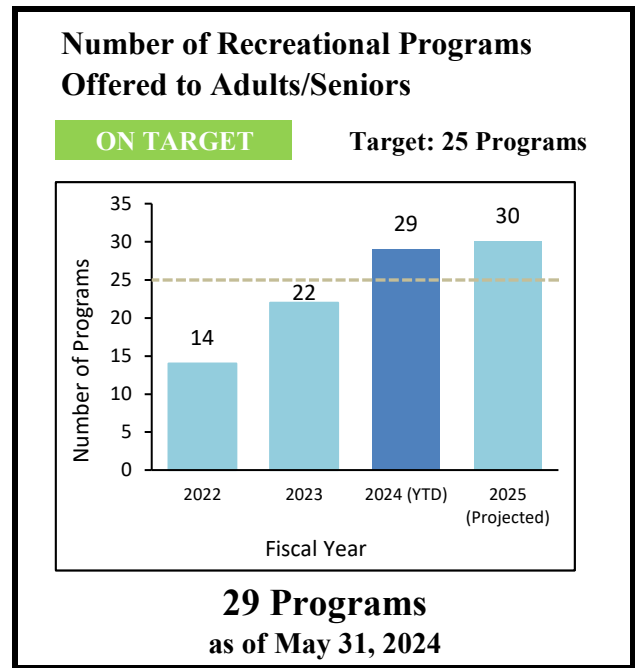
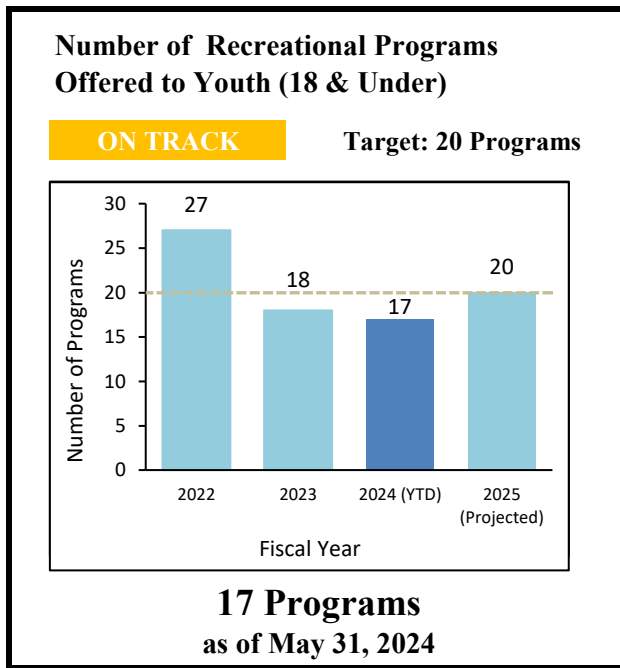
DEPARTMENT OF PARKS & RECREATION Strategic Plan

Focus Area: Quality of Life

CITY-WIDE GOAL #13: Offer Enhanced Recreational Opportunities.

Objective 2: Provide desirable and enriching opportunities for residents of all ages.

Quality recreational programs are a vital component of healthy communities. Not only do they offer residents opportunities to engage in physical activity—which has been shown to affect physical, mental, and emotional health positively—but they also offer residents the chance to build and strengthen relationships with fellow community members and develop essential life skills at all ages.



DEPARTMENT OF PARKS & RECREATION

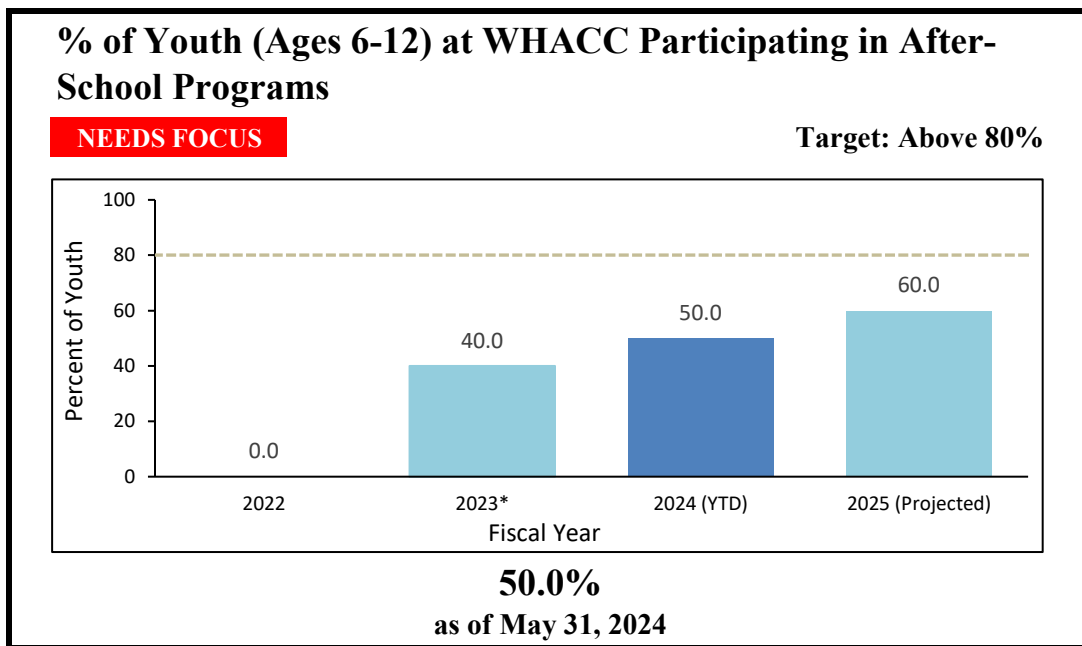
Strategic Plan

Focus Area: Quality of Life

CITY-WIDE GOAL #13: Offer Enhanced Recreational Opportunities.

Objective 3: Fulfill the mission of William “Hicks” Anderson Community Center (WHACC) by increasing participation in high-quality enrichment programming offered in the West Center City community.

The mission of the William “Hicks” Anderson Community Center is to build and strengthen neighborhoods and people by bringing together residents of West Center City through meaningful community building and high-quality enrichment programming for all ages and backgrounds. WHACC is currently focusing on increasing the percentage of youth aged 6 to 12 participating in after-school enrichment programs.



*In FY 2023, the WHACC implemented a new daily attendance and program sign-in sheet procedure. These new measures were intended to enhance accuracy and efficiency in monitoring attendance and engagement.

DEPARTMENT OF PARKS & RECREATION

Strategic Plan

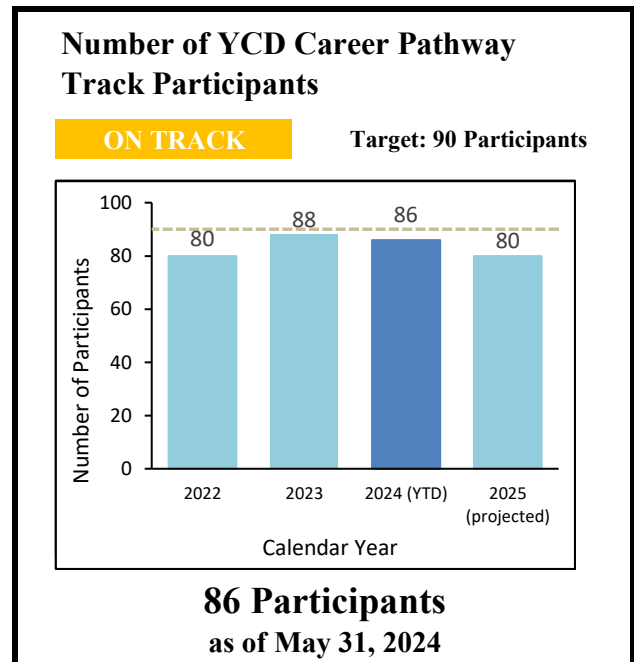
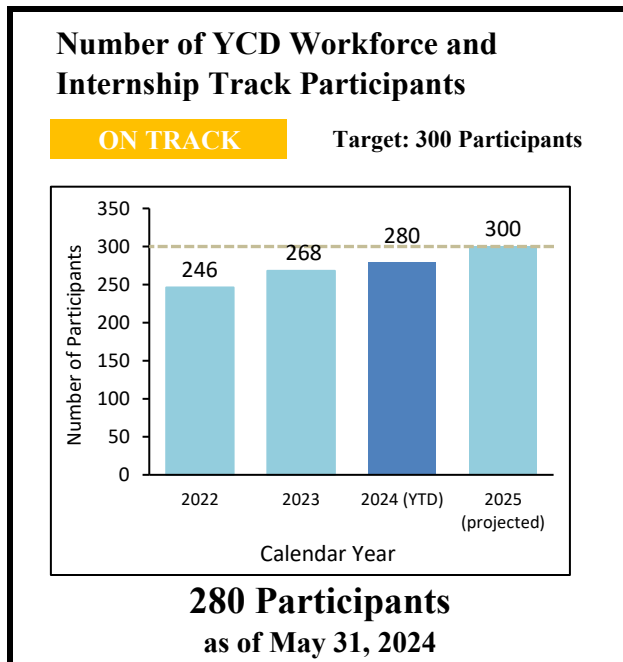
Focus Area: Quality of Life

CITY-WIDE GOAL #16: Inspire Young People to Achieve Success.

Objective 1: Provide city youth opportunities to develop and enhance their career pathways by gaining workplace experience and building life skills via the Youth Career Development Program.

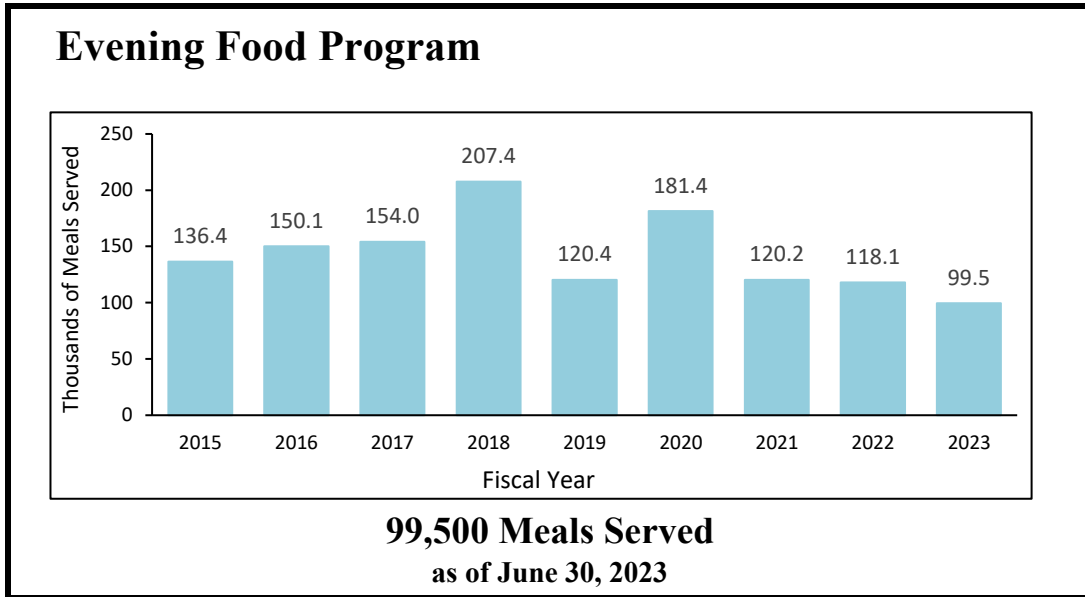
The Youth Career Development (YCD) Program is designed to provide youth with meaningful employment opportunities by placing them in paid summer internships at various job sites throughout the City. Youth can shadow professionals in areas of particular interest while gaining insight into future career opportunities and developing essential life skills. To participate, youth must apply to the Department of Parks and Recreation, be between the ages of 14 and 20, and meet certain income, residency, and job-eligibility requirements.

The YCD Program consists of three-track programs to offer a positive employment experience to our youth entering the workforce for the first time while providing training for life-skill development. The Career Pathway Track places participants in jobs related to a youth’s career pathway and is offered during the academic year. During the summer, the Workforce and Internship Tracks are offered. The Workforce Track places participants into entry-level jobs across many industries, including childcare, law offices, not-for-profit and for-profit businesses in their community, and many more. The Internship Track places participants in organizations that provide tasks, day-to-day direction, and a letter of recommendation from their employer upon program completion.

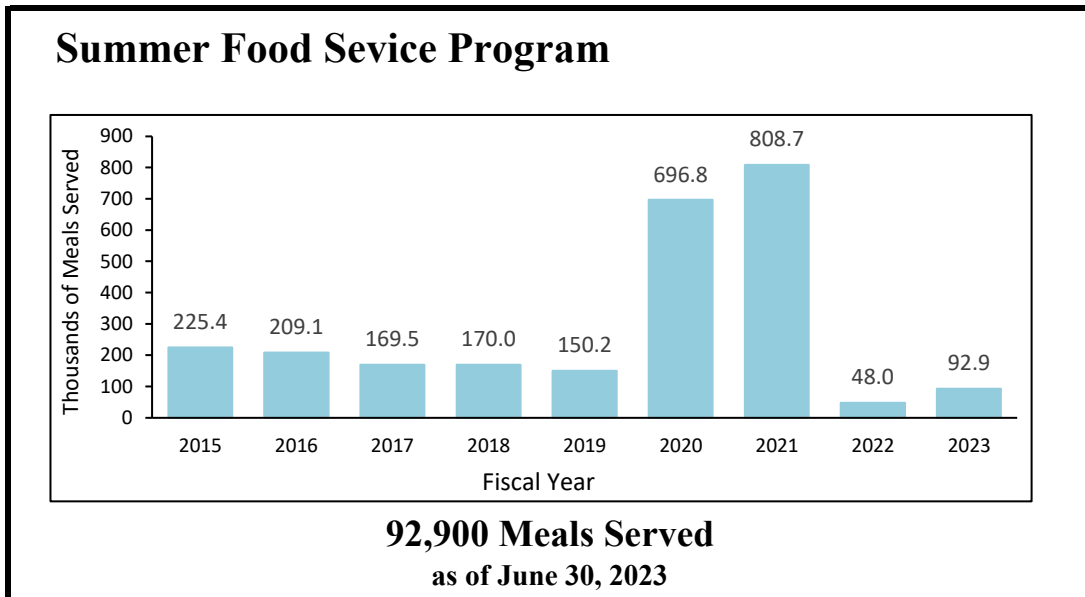


DEPARTMENT OF PARKS & RECREATION

Performance Trends



The Child and Adult Care Food Program provides meals to childcare centers, adult daycare centers, and daycare homes from September through May.



The Summer Food Program provides free meals for all children 18 years old and under during the summer months of June through August when school is not in session. The increase in FY 2020 and 2021 is due to increased “grab and go” meal distribution sites providing students with breakfast, lunch, or dinner during COVID-19.

The decline in meals served in FY 2022 is attributed to some of the challenges the Nutrition program faced with their vendor and their ability to deliver meals. The state also halted waivers, which meant the youth were no longer allowed “grab and go” meals and had to remain and eat at the meal distribution sites.

Department: Parks and Recreation

Fund: General

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	1,839,938	1,800,970	2,166,987	2,233,631	66,644	3.1%
Temporary Salaries	913,070	1,073,539	1,255,701	1,257,253	1,552	0.1%
Acting Out Of Classification	2,020	4,741	1,000	1,000	0	0.0%
Sick Leave Bonus	2,550	1,100	1,800	1,800	0	0.0%
Overtime	195,322	173,754	153,406	163,406	10,000	6.5%
Meal Allowance	5,718	4,835	4,000	4,000	0	0.0%
Clothing Allowance	1,269	2,894	2,000	2,000	0	0.0%
Pension Contribution	301,644	261,024	212,476	229,586	17,110	8.1%
Social Security	177,764	184,747	215,850	220,606	4,756	2.2%
Medicare Tax	35,338	43,194	50,478	51,592	1,114	2.2%
Hospitalization	569,953	586,876	701,147	691,210	(9,937)	-1.4%
Life Insurance	8,276	7,760	9,604	9,312	(292)	-3.0%
Pension Healthcare	158,344	170,268	182,416	179,428	(2,988)	-1.6%
State Pension Plan - Civilian	65,823	58,082	76,915	84,206	7,291	9.5%
Attrition	0	0	(110,382)	(117,390)	(7,008)	6.3%
Total Personal Services	4,277,029	4,373,784	4,923,398	5,011,640	88,242	1.8%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	3,775	1,703	10,452	6,692	(3,760)	-36.0%
Communications and Utilities	205,795	292,944	226,000	230,508	4,508	2.0%
Transportation	9,714	9,394	17,000	34,500	17,500	102.9%
Rentals	41,026	62,858	74,800	89,800	15,000	20.1%
Contracted Maintenance	44,355	63,379	103,672	104,416	744	0.7%
Professional Fees	312,168	469,699	370,174	272,175	(97,999)	-26.5%
Other Fees	28,214	23,048	57,776	57,776	0	0.0%
Memberships and Registrations	21,489	7,006	12,450	14,250	1,800	14.5%
Miscellaneous Services	253,436	289,127	306,405	414,812	108,407	35.4%
Office and General Supplies	12,008	11,672	13,624	14,524	900	6.6%
Wearing Apparel and Safety	55,534	52,907	51,400	51,400	0	0.0%
Misc. Mat., Supp., and Parts	157,601	147,932	162,286	180,470	18,184	11.2%
Petroleum and Chemicals	32,101	35,366	33,200	63,000	29,800	89.8%
Construction and Repairs	13,799	15,251	19,409	19,409	0	0.0%
Equipment	38,134	43,740	76,100	76,600	500	0.7%
Community Activities	56,722	21,130	21,500	74,260	52,760	245.4%
Total M.S.&E.	1,285,871	1,547,156	1,556,248	1,704,592	148,344	9.5%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	580,320	571,537	727,649	788,481	60,832	8.4%
Self-Insurance	696,895	579,400	477,927	501,356	23,429	4.9%
Total Internal Services	1,277,215	1,150,937	1,205,576	1,289,837	84,261	7.0%

Department: Parks and Recreation

Fund: General

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Debt Service						
Principal Payments	1,090,468	1,272,706	1,925,039	1,918,211	(6,828)	-0.4%
Interest Payments	1,238,690	1,105,278	1,044,172	957,785	(86,387)	-8.3%
Total Debt Service	2,329,158	2,377,984	2,969,211	2,875,996	(93,215)	-3.1%

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
General Fund						
Total	9,169,273	9,449,861	10,654,433	10,882,065	227,632	2.1%

Department: Parks and Recreation

Fund: Parks Assistance

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Personal Services						
Regular Salaries	25,240	21,206	25,245	63,386	38,141	151.1%
Temporary Salaries	118,568	106,532	245,825	250,742	4,917	2.0%
Social Security	8,811	7,256	16,728	19,193	2,465	14.7%
Medicare Tax	4,096	1,695	3,912	4,490	578	14.8%
Hospitalization	9,329	7,648	9,026	30,935	21,909	242.7%
Life Insurance	97	81	96	327	231	240.6%
Pension Healthcare	1,710	1,424	1,797	6,343	4,546	253.0%
State Pension Plan - Civilian	1,669	1,167	1,411	3,613	2,202	156.1%
Total Personal Services	169,520	147,009	304,040	379,029	74,989	24.7%

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Materials, Supplies, and Equipment						
Transportation	0	13,391	13,295	13,561	266	2.0%
Rentals	496	13,064	5,599	5,711	112	2.0%
Professional Fees	110,594	71,680	0	0	0	0.0%
Miscellaneous Services	3,497	7,261	94,441	96,330	1,889	2.0%
Wearing Apparel and Safety	8,273	12,955	1,839	1,876	37	2.0%
Misc. Mat., Supp., and Parts	1,345,009	915,111	743,747	758,622	14,875	2.0%
Equipment	0	1,573	0	0	0	0.0%
Total M.S.&E.	1,467,869	1,035,035	858,921	876,100	17,179	2.0%

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Parks Assistance Fund						
Total	1,637,389	1,182,044	1,162,961	1,255,129	92,168	7.9%

Department: Parks and Recreation

Fund: Parks Trust

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	55,960	59,552	58,061	59,222	1,161	2.0%
Pension Contribution	16,928	17,442	15,618	15,931	313	2.0%
Social Security	3,224	3,438	3,329	3,401	72	2.2%
Medicare Tax	754	804	778	795	17	2.2%
Hospitalization	25,914	26,458	28,345	28,349	4	0.0%
Life Insurance	241	230	240	240	0	0.0%
Pension Healthcare	3,892	3,786	4,493	4,493	0	0.0%
Total Personal Services	106,913	111,710	110,864	112,431	1,567	1.4%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Communications and Utilities	0	0	1,750	1,750	0	0.0%
Total M.S.&E.	0	0	1,750	1,750	0	0.0%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Self-Insurance	3,346	3,429	2,395	2,455	60	2.5%
Total Internal Services	3,346	3,429	2,395	2,455	60	2.5%

Parks Trust Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	110,259	115,139	115,009	116,636	1,627	1.4%

Department: Parks and Recreation

Fund: Workforce Investment Board (WIB)

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Temporary Salaries	154,514	102,746	254,987	260,087	5,100	2.0%
Social Security	9,435	6,080	15,809	16,125	316	2.0%
Medicare Tax	6,361	1,422	3,698	3,772	74	2.0%
Total Personal Services	170,310	110,248	274,494	279,984	5,490	2.0%

Workforce Investment Board (WIB)	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	170,310	110,248	274,494	279,984	5,490	2.0%

DEPARTMENT OF FIRE

The mission of the Fire Department is to create a safe environment and enhance quality of life by working in partnership with the citizens of Wilmington and by providing an effective and professional response to all man-made or natural hazards with well-trained emergency services personnel.

PRIORITIES FOR FISCAL YEAR 2025
<ul style="list-style-type: none"> Replace fire apparatus according to recommended replacement cycle. Continue free smoke and carbon monoxide alarm programs for seniors and needy citizens. Increase public education programs, targeting senior citizens and children. Begin a recruit class any time uniformed staffing falls below 95% of authorized strength of 156 positions. Continue the officer development program.

SUMMARY OF FUNDING FOR THE DEPARTMENT OF FIRE

Total All Funds Fire Department*	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	23,017,568	25,498,447	24,084,296	25,950,131	1,865,835	7.7%
Materials, Supplies, and Equipment	896,987	1,125,052	1,322,369	3,375,264	2,052,895	155.2%
Internal Services	2,207,791	2,203,427	2,088,104	2,569,422	481,318	23.1%
Debt Service	1,373,170	1,436,054	1,519,024	1,382,506	(136,518)	-9.0%
Total	27,495,516	30,262,980	29,013,793	33,277,323	4,263,530	14.7%
Staffing Levels	160.00	160.00	160.00	160.00	0.00	0.0%

General Fund Fire Department	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	18,413,784	18,951,111	19,480,512	21,346,347	1,865,835	9.6%
Materials, Supplies, and Equipment	754,994	886,190	1,124,369	3,177,264	2,052,895	182.6%
Internal Services	2,207,791	2,203,427	2,088,104	2,569,422	481,318	23.1%
Debt Service	1,373,170	1,436,054	1,519,024	1,382,506	(136,518)	-9.0%
Total	22,749,739	23,476,782	24,212,009	28,475,539	4,263,530	17.6%
Staffing Levels	160.00	160.00	160.00	160.00	0.00	0.0%

* Differs from Summary of All Funds Combined – Expenditures table on page 34 due to the inclusion of State Pension Contributions.

State Pension Contribution Fire Department	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	4,603,784	6,547,336	4,603,784	4,603,784	0	0.0%
Total	4,603,784	6,547,336	4,603,784	4,603,784	0	0.0%
Staffing Levels	0.00	0.00	0.00	0.00	0.00	0.0%

State Fire Grant Fire Department	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Materials, Supplies, and Equipment	107,958	151,262	198,000	198,000	0	0.0%
Total	107,958	151,262	198,000	198,000	0	0.0%
Staffing Levels	0.00	0.00	0.00	0.00	0.00	0.0%

Federal Emergency Management and Other Misc. Grants Fire Department	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Materials, Supplies, and Equipment	34,035	87,600	0	0	0	0.0%
Total	34,035	87,600	0	0	0	0.0%
Staffing Levels	0.00	0.00	0.00	0.00	0.00	0.0%

MAJOR FUNDING CHANGES FROM PRIOR YEAR

- Salaries and Wages are budgeted to increase by \$1,598,991. Regular Salaries are up \$1,206,766 based on contractual salary increases along with mandatory step increases. Overtime has been increased by \$341,000 to better reflect prior year actuals and ensure minimum staffing requirements are met. In addition, \$32,000 has been included in Standby Pay in order to meet the requirements of the most recent contract with the IAFF 1590 union.
- Total Employee Benefits are up a net \$278,659. A \$468,525 increase in contributions to the State Pension (reflecting both a 17.6% increase in the State Police Pension rate, as well as significant contractual salary increases) was partially offset by a \$231,414 decrease in healthcare costs.
- For several decades, ambulance transport in Wilmington has been provided by third-party entities at no cost to the City. Beginning in January 2024, the current provider, Trinity Health (associated with St. Francis Hospital), began requiring payment for EMS service. Consequently, the City entered into a \$3.5 million contract with St. Francis in order to provide continued EMS service through December 31, 2024, or the first half of FY 2025. The FY 2025 budget includes \$1.9 million in the Miscellaneous Services line in order to continue this service with St. Francis through the remainder of FY 2025, which ends June 30, 2025.
- In Repairs – Miscellaneous, \$35,000 was added for fire boat maintenance (which was previously covered by Public Works).
- Consultants are down a net \$97,175, driven by three major changes: a \$70,000 reduction as FY 2025 is an off-year for the biennial promotional process, a \$47,300 reduction as the Fire Department will no longer be relying on the State of Delaware to provide email service, and a partially offsetting \$15,000 increase in the Fire Marshal's Office plan review consultant contract.
- Registration Fees increased by a net \$22,404, with increases in various costs, including Pro Board certification, firefighter EMT certification renewal, and recruit training.
- Wearing Apparel and Safety Supplies costs are up a net \$160,380, or 95.1%. This includes an additional \$57,000 for purchasing replacement vests, \$68,510 for replacement helmets, and an additional \$52,470 for protective equipment for Fire recruits.
- Total Motor Vehicle costs increased by \$415,523. This includes the purchase of three replacement ambulances, two new ambulances, and a new staff vehicle, at a combined cost of \$337,093. The remainder of the increase is the result of overall growth in fleet maintenance costs.
- Debt Service costs decreased by a net \$136,518 per the existing debt service schedule.

DEPARTMENT OF FIRE

Strategic Plan

The Wilmington Fire Department is a career, professional fire department established in 1921. The department currently maintains six engine companies, two ladder companies, and a marine fire fighting force. The department is divided into two functional divisions, each under the command of a Deputy Chief: the Operations Division and the Administrative Division.

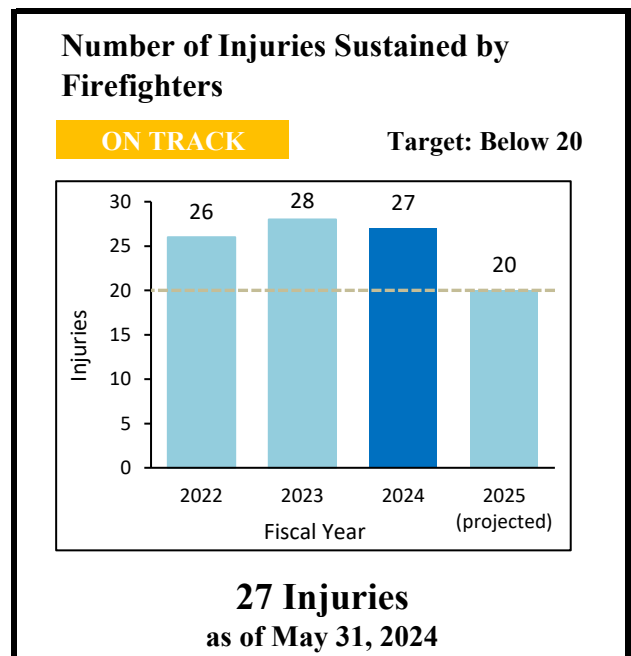
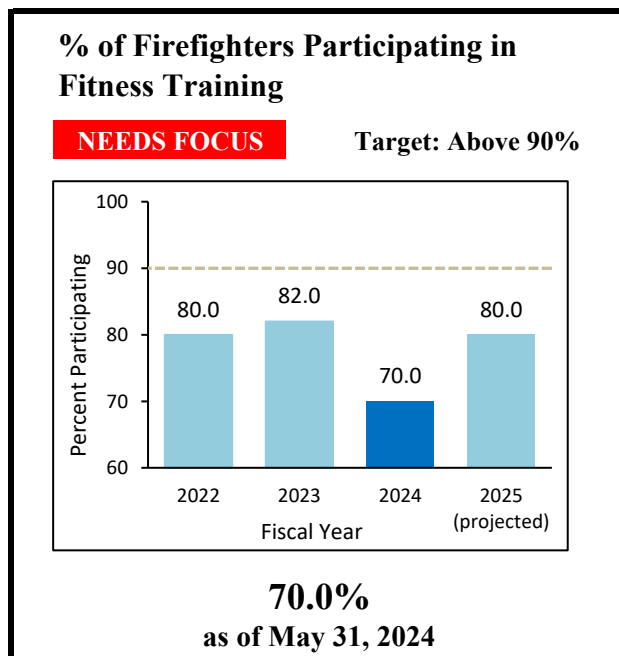
Department officials have shown their commitment to providing the best emergency services delivery through the promotion of implementation of National Fire Protection Agency standards, continuous training, active involvement with community associations, and implementation of a Customer Satisfaction Survey.

Current data for the goals and objectives listed below can be found on the Fire Department OpenGov story page at <http://bit.ly/WDe31OG>.

Focus Area: Public Safety

CITY-WIDE GOAL #7: Promote Professionalism.

Objective 1: Implement a physical fitness training program for firefighters and reduce firefighter injuries. The Department is striving to promote professionalism and enhance public safety by ensuring that all firefighters are well trained and in peak physical condition. The implementation of a physical fitness program and an injury reduction program will help promote a healthy, well-prepared workforce while also reducing time off for sickness and injury.



DEPARTMENT OF FIRE Strategic Plan

Focus Area: Public Safety

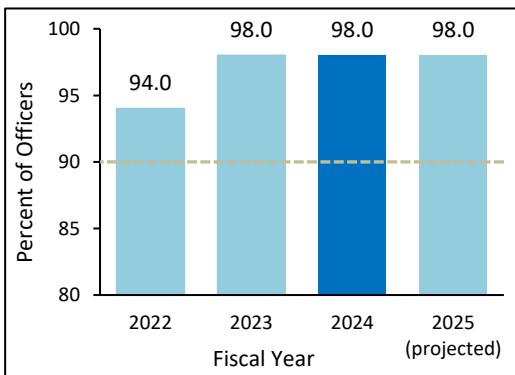
CITY-WIDE GOAL #7: Promote Professionalism.

Objective 2: Ensure all Battalion Chiefs, Captains and Lieutenants complete National Fire Protection Association (NFPA) Fire Officer I, II, and III designation.

Percent of Officers Completing Fire Officer I Training

ON TARGET

Target: Above 90%

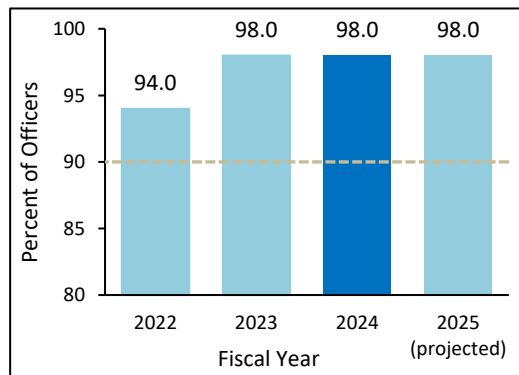


98.0%
as of May 31, 2024

Percent of Officers Completing Fire Officer II Training

ON TARGET

Target: Above 90%

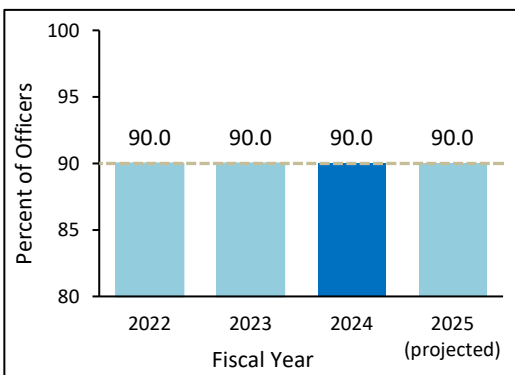


98.0%
as of May 31, 2024

Percent of Officers Completing Fire Officer III Training

ON TARGET

Target: Above 90%



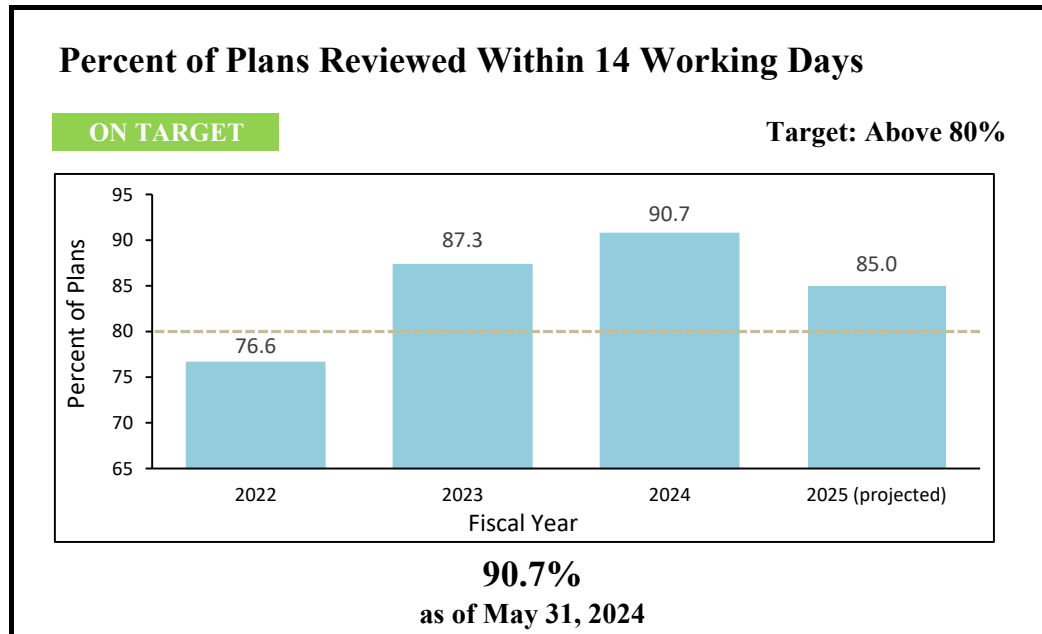
90.0%
as of May 31, 2024

DEPARTMENT OF FIRE Strategic Plan

Focus Area: Economic Vitality

CITY-WIDE GOAL #9: Streamline Permitting Process.

Objective 1: Achieve and maintain a fourteen-working-day turnaround for the plan review permitting process.

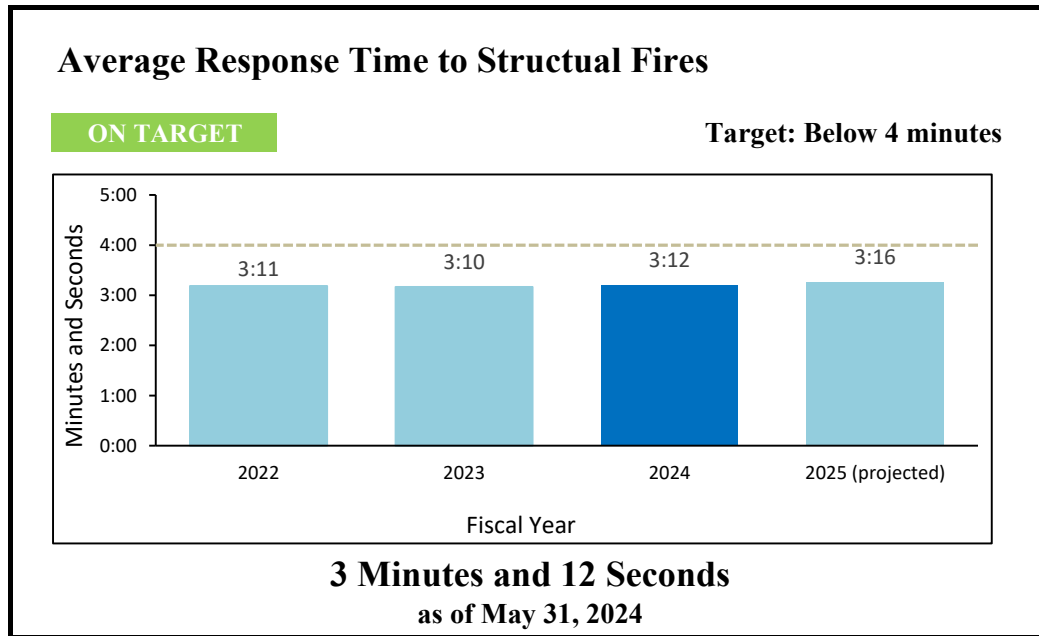


DEPARTMENT OF FIRE Strategic Plan

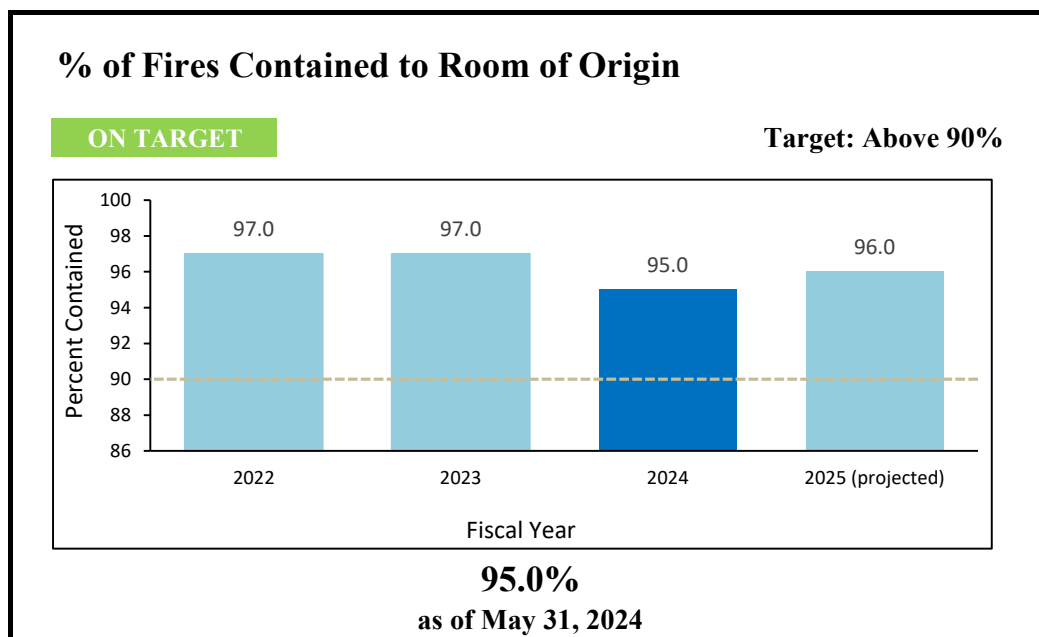
Focus Area: Quality of Life

CITY-WIDE GOAL #15: Enhance City Services.

Objective 1: Achieve a response time from dispatch to arrival of four minutes for the first arriving unit per National Fire Protection Agency Standard 1710.



Objective 2: Keep at least 90% of structural fires to room of origin, which significantly reduces damage to the affected structure and adjoining properties.

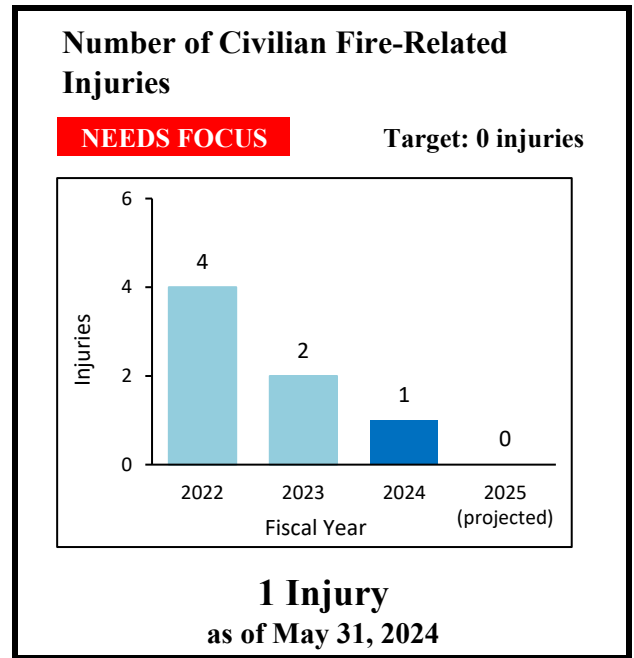
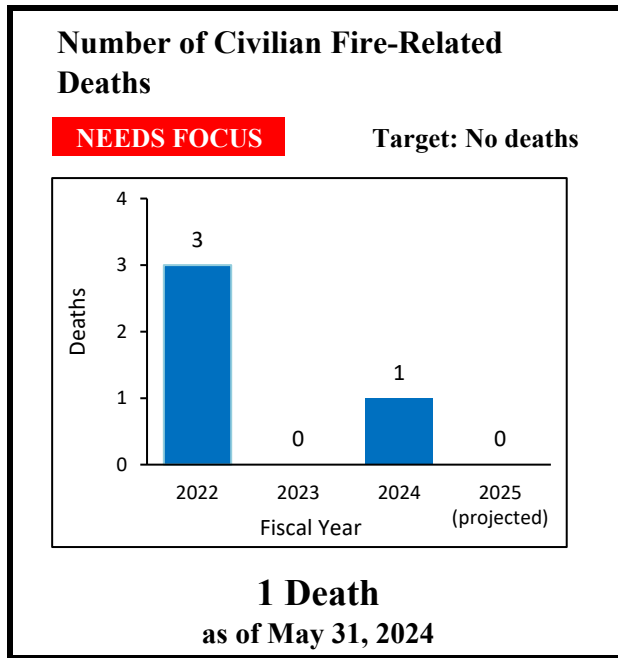


DEPARTMENT OF FIRE Strategic Plan

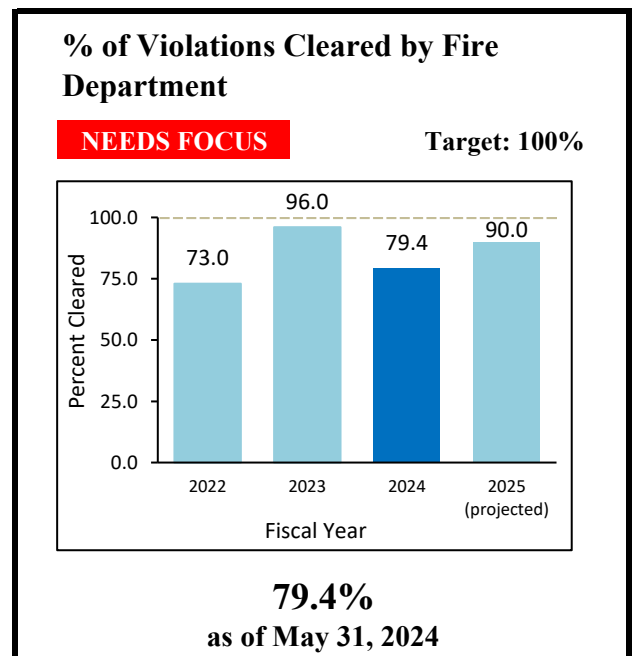
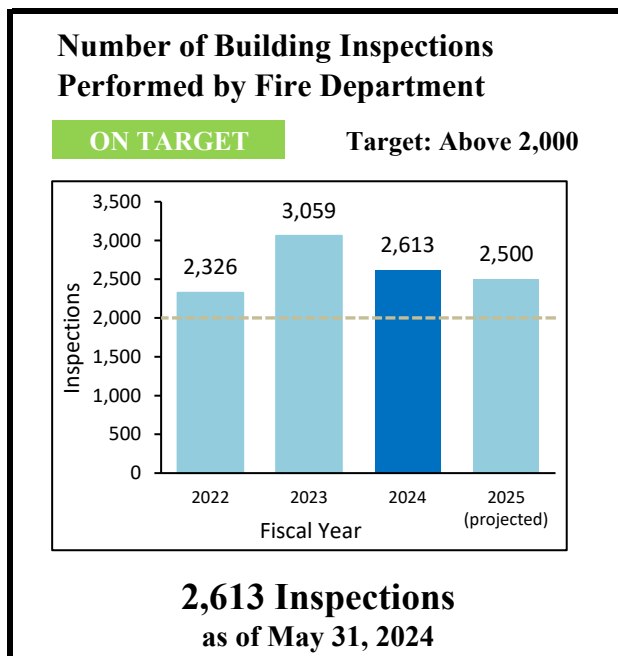
Focus Area: Quality of Life

CITY-WIDE GOAL #15: Enhance City Services.

Objective 3: Reduce civilian fire-related deaths and injuries to zero.



Objective 4: Increase building inspections and clear 100% of violations found during inspection.



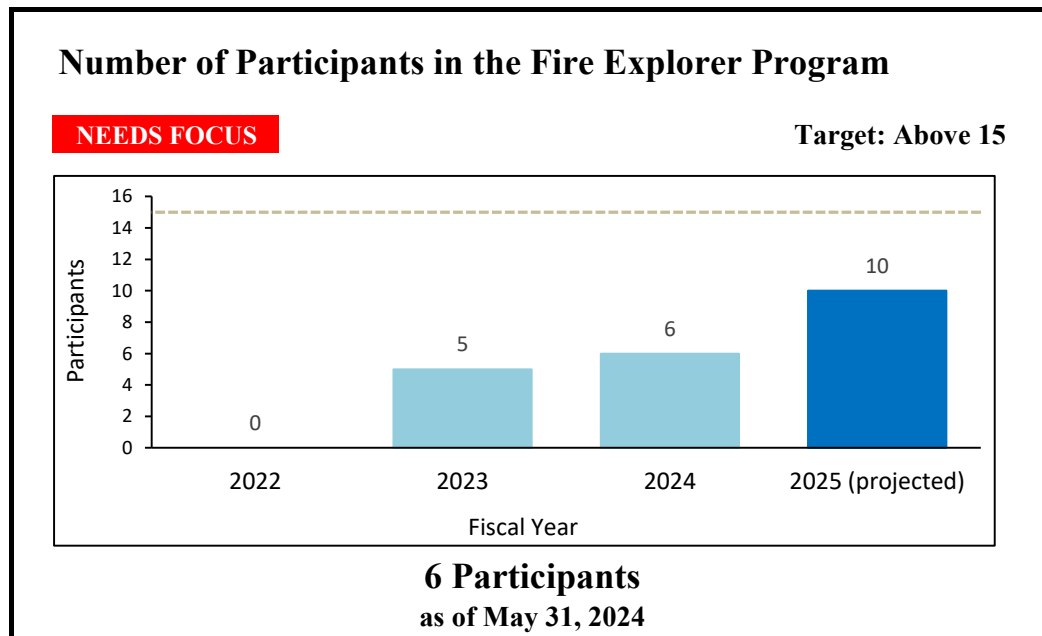
DEPARTMENT OF FIRE Strategic Plan

Focus Area: Quality of Life

CITY-WIDE GOAL #16: Inspire Young People to Achieve Success.

Objective 1: Increase involvement in the Fire Explorer program. Involving youth with the Explorer Program will assist young people ages 14-20 in choosing a career in the emergency services field. Six members of the Wilmington Fire Department Explorer Post 100 have been hired as Wilmington Firefighters over the past several years.

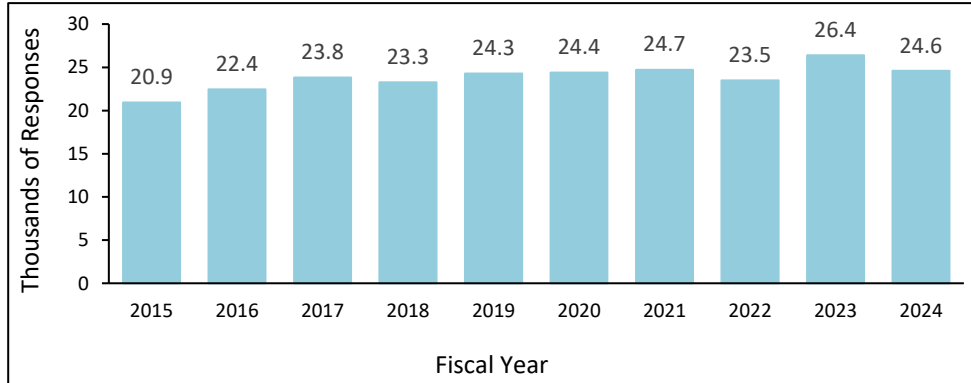
Note that for FY 2022 the Fire Explorer program was temporarily deferred due to COVID-19.



DEPARTMENT OF FIRE

Performance Trends

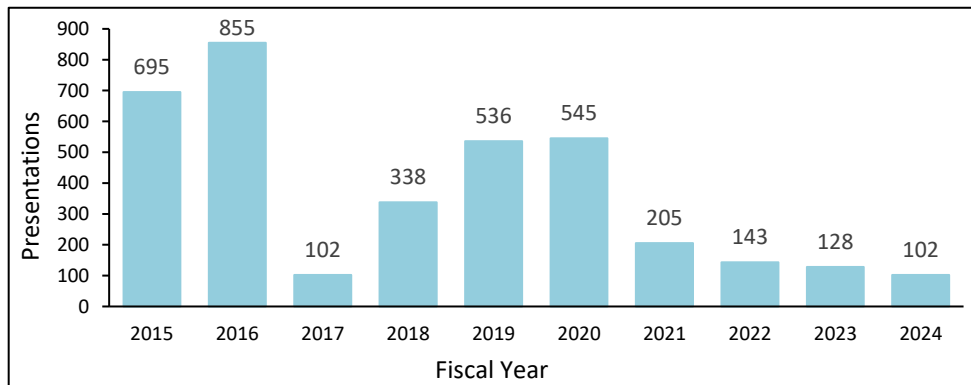
Total Fire Department Responses



24,604 Responses
as of May 31, 2024

Total responses includes those for engine and ladder companies, rescue and ambulance units, and marine fire units.

Public Education Programs

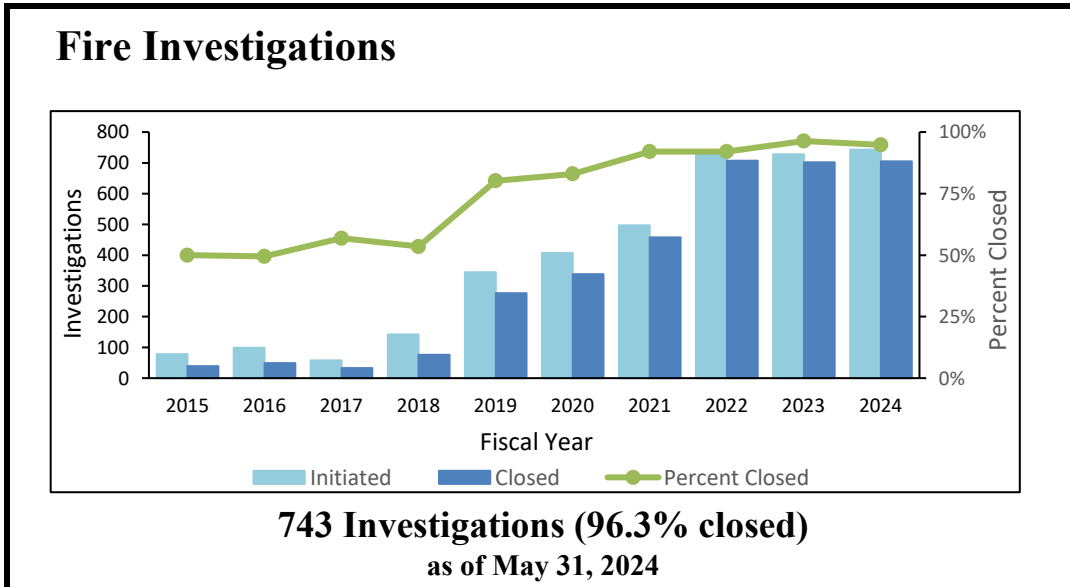


102 Presentations
as of May 31, 2024

Public education through group prevention presentations is one of the Department's goals and contributes to fire safety. An Administration change temporarily resulted in fewer presentations in FY 2017. Public education programs were reduced post- FY 2020 due to COVID.

DEPARTMENT OF FIRE

Performance Trends



The Prevention Division is responsible for investigating fires to determine cause. The increases beginning in FY 2018 are due to additional training regarding when investigations should be initiated.

Department: Fire

Fund: General

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	11,683,698	12,132,101	12,608,440	13,815,206	1,206,766	9.6%
Acting Out Of Classification	32,080	33,032	25,000	36,000	11,000	44.0%
Sick Leave Bonus	400	0	0	0	0	0.0%
Overtime	999,609	1,346,180	993,000	1,334,000	341,000	34.3%
Holiday Pay	27,373	26,347	26,975	28,000	1,025	3.8%
Special Events Overtime	1,967	0	0	0	0	0.0%
Standby Pay	0	327	0	32,000	32,000	0.0%
Health Cash Back	13,800	9,500	0	7,200	7,200	0.0%
Pension Contribution	29,859	43,740	45,203	54,820	9,617	21.3%
Social Security	12,837	13,035	13,716	14,628	912	6.6%
Medicare Tax	172,616	183,370	187,185	211,893	24,708	13.2%
Hospitalization	3,010,193	3,129,825	3,460,721	3,229,307	(231,414)	-6.7%
Life Insurance	39,199	36,352	38,400	38,400	0	0.0%
State Pension Plan - Police/Fire	1,746,415	1,305,947	1,545,527	2,014,052	468,525	30.3%
Pension Healthcare	639,777	687,948	718,880	724,960	6,080	0.8%
State Pension Plan - Civilian	3,961	3,407	3,522	3,753	231	6.6%
Attrition	0	0	(186,057)	(197,872)	(11,815)	6.4%
Total Personal Services	18,413,784	18,951,111	19,480,512	21,346,347	1,865,835	9.6%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	289	5,972	8,704	14,643	5,939	68.2%
Communications and Utilities	101,398	121,795	124,829	132,751	7,922	6.3%
Transportation	3,059	20,222	20,000	24,000	4,000	20.0%
Rentals	0	0	0	3,000	3,000	0.0%
Contracted Maintenance	120,709	111,809	130,150	169,000	38,850	29.9%
Professional Fees	209,726	161,735	260,175	163,000	(97,175)	-37.3%
Memberships and Registrations	31,265	95,031	103,220	125,460	22,240	21.5%
Miscellaneous Services	122,726	125,069	158,855	2,059,500	1,900,645	1196.5%
Office and General Supplies	26,624	24,377	34,415	40,800	6,385	18.6%
Wearing Apparel and Safety	93,096	169,610	215,381	376,010	160,629	74.6%
Misc. Mat., Supp., and Parts	32,502	26,001	34,590	44,000	9,410	27.2%
Construction and Repairs	2,000	1,981	2,100	2,000	(100)	-4.8%
Equipment	11,600	11,484	16,950	13,100	(3,850)	-22.7%
Community Activities	0	11,104	15,000	10,000	(5,000)	-33.3%
Total M.S.&E.	754,994	886,190	1,124,369	3,177,264	2,052,895	182.6%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	766,222	898,727	938,163	1,353,686	415,523	44.3%
Self-Insurance	1,441,569	1,304,700	1,149,941	1,215,736	65,795	5.7%
Total Internal Services	2,207,791	2,203,427	2,088,104	2,569,422	481,318	23.1%

Department: Fire

Fund: General

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Debt Service						
Principal Payments	816,552	945,882	1,067,231	974,745	(92,486)	-8.7%
Interest Payments	556,618	490,172	451,793	407,761	(44,032)	-9.7%
Total Debt Service	1,373,170	1,436,054	1,519,024	1,382,506	(136,518)	-9.0%

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
General Fund						
Total	22,749,739	23,476,782	24,212,009	28,475,539	4,263,530	17.6%

Department: Fire

Fund: State Pension Contributions

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Personal Services						
State Pension Contribution	4,603,784	6,547,336	4,603,784	4,603,784	0	0.0%
Total Personal Services	4,603,784	6,547,336	4,603,784	4,603,784	0	0.0%

Department: Fire

Fund: State Fire Grant

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Materials, Supplies, and Equipment						
Contracted Maintenance	1,185	135,821	75,000	75,000	0	0.0%
Memberships and Registrations	32,390	0	33,000	33,000	0	0.0%
Wearing Apparel and Safety	74,383	0	75,000	75,000	0	0.0%
Fixed Assets	0	15,441	15,000	15,000	0	0.0%
Total M.S.&E.	107,958	151,262	198,000	198,000	0	0.0%

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
State Fire Grant						
Total	107,958	151,262	198,000	198,000	0	0.0%

Department: Fire

**Fund: Federal Emergency Management
And Other Miscellaneous Grants**

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Materials, Supplies, and Equipment						
Contracted Maintenance	0	72,680	0	0	0	0.0%
Miscellaneous Services	20,650	14,920	0	0	0	0.0%
Wearing Apparel and Safety	13,385	0	0	0	0	0.0%
Total M.S.&E.	34,035	87,600	0	0	0	0.0%

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Federal Emergency Management and Other Misc. Grants						
Total	34,035	87,600	0	0	0	0.0%

DEPARTMENT OF POLICE

The mission of the Police Department is to work in partnership with our fellow citizens, raise the level of public safety through law enforcement, and thereby reduce the fear and instance of crime. To achieve this, the Department will promote trust between the people and those responsible for their public safety, recognizing and communicating that it is everybody’s responsibility to protect and respect all individuals.

PRIORITIES FOR FISCAL YEAR 2025
<ul style="list-style-type: none"> • Reduce crime and shooting incidents. • Continue to enhance public trust through police legitimacy and procedural justice. • Improve performance through organizational discipline, accountability, communication, and personnel training and development. • Maintain a heightened state of awareness and preparedness while working with our State and Federal partners.

SUMMARY OF FUNDING FOR THE DEPARTMENT OF POLICE

Total All Funds Police*	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	56,168,943	56,032,805	55,860,960	59,417,715	3,556,755	6.4%
Materials, Supplies, and Equipment	4,067,694	4,175,801	4,131,913	4,098,637	(33,276)	-0.8%
Internal Services	5,863,342	5,691,550	5,694,040	6,095,004	400,964	7.0%
Debt Service	205,439	290,472	156,418	145,871	(10,547)	-6.7%
Total	66,305,418	66,190,628	65,843,331	69,757,227	3,913,896	5.9%
Staffing Levels	380.00	373.00	374.00	366.00	(8.00)	-2.1%

General Fund Police	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	52,718,677	51,966,345	53,059,825	56,260,970	3,201,145	6.0%
Materials, Supplies, and Equipment	2,711,491	3,563,202	4,131,913	4,098,637	(33,276)	-0.8%
Internal Services	5,863,342	5,691,550	5,694,040	6,095,004	400,964	7.0%
Debt Service	205,439	290,472	156,418	145,871	(10,547)	-6.7%
Total	61,498,949	61,511,569	63,042,196	66,600,482	3,558,286	5.6%
Staffing Levels	374.57	365.00	366.00	358.00	(8.00)	-2.2%

* Differs from Summary of All Funds Combined – Expenditures table on page 34 due to the inclusion of State Pension Contributions.

State Pension Contribution Police	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	2,014,151	2,240,063	2,014,151	2,240,063	225,912	11.2%
Total	2,014,151	2,240,063	2,014,151	2,240,063	225,912	11.2%
Staffing Levels	0.00	0.00	0.00	0.00	0.00	0.0%

SALLE / Other Grants Police	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	1,436,115	1,826,397	786,984	916,682	129,698	16.5%
Materials, Supplies, and Equipment	1,356,203	612,599	0	0	0	0.0%
Total	2,792,318	2,438,996	786,984	916,682	129,698	16.5%
Staffing Levels	5.43	8.00	8.00	8.00	0.00	0.0%

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
GENERAL FUND**

- Relative to the FY 2024 budget, total General Fund Police Department Personal Services costs increased by a net \$3,427,057. General Fund FTEs decreased by eight, to a new total of 358 (for an all-funds total of 366). Total sworn officers decreased by seven, to 297 (all funds total of 305). Major staffing changes include:
 - Seven vacant Patrol Officer positions were eliminated for a total salary and benefits savings of \$668,465.
 - The vacant Senior Emergency Communications Specialist position was eliminated for a salary and benefits savings of \$86,752.
- Regular Salaries are budgeted to increase by \$3,777,098, or \$4,247,523 exclusive of the position changes listed above. Approximately \$2.0 million of this increase is due to a 7.0% cost-of-living adjustment (COLA) for rank-and-file officers and a 3.0% COLA for captains and majors, per their respective collective bargaining agreements. The budget also includes a one-time \$7,500 retention bonus for rank-and-file officers, at an approximate salary cost of \$2.2 million. The remaining salary increases are the result of the mid-FY 2024 classification and compensation study recommendations for civilian employees, mandatory step increases for all bargaining units, net of savings due to positions being vacant.
- Combined Overtime costs are budgeted to increase by a net \$609,000, which includes a \$475,300 increase for regular Overtime and a \$133,700 increase in Special Events – Overtime. Major factors contributing to this increase include historically high levels of attrition, challenges attracting new Academy recruits, contractual labor cost increases, and additional costs associated with providing security for the Democratic presidential campaign headquarters located in downtown Wilmington.
- Total Employee Benefits are budgeted to decrease by a net \$855,874. The largest element of this change is a \$1,523,321 decrease to the City-sponsored pensions, the result of reductions in the actuarially required contributions net of a \$225,912 increase in the State Pension passthrough (which acts as an offset to the City pension contribution requirements). Partially offsetting this is a \$881,170 increase in contributions to the State Pension, reflecting both a 17.6% increase in the State Police Pension rate as well as contractual salary increases.
- Temporary Salaries funding for crossing guards has been reduced by \$50,250, as recent spending on crossing guards has been well below budget due to vacancies.
- Repairs to Equipment is up a net \$52,000, which includes \$25,000 in Police boat maintenance (previously covered by Public Works), along with an additional \$25,000 for Public Safety Building repairs not covered by the capital improvements program.

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
GENERAL FUND (CONTINUED)**

- Total Consultant costs are up \$19,650, which includes a \$30,000 increase to support the Police Officer Standard and Training Commission advisory board, an \$18,650 increase in the contract for the Real-Time Crime Center camera watch system, and \$125,000 to fund a Crisis Assistance Response and Engagement (CARE) unit which pairs officers with mental health professionals to respond to incidents involving individuals experiencing a behavioral health crisis. These increases are partially offset by a \$200,000 reduction as FY 2025 is an off-year for the biennial promotional process.
- Total Uniforms and Related Equipment is down \$74,800. \$50,000 of this savings is due to the elimination of one-time FY 2024 funding for the replacement of an expired bomb suit, with the remainder the result of lower academy uniform and equipment costs (reflecting smaller academy class sizes and lower spending).
- The Ammunition line is up \$38,000 in order to purchase replacement shotguns.
- Other Noncapitalized Equipment declined by \$70,000, mainly due to the funding for dress vest outer carriers being reduced from \$100,000 to \$50,000 (as the majority of officers were equipped during FY 2024).

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
SPECIAL FUNDS**

- Relative to the FY 2024 budget, total Special Fund Police Department Personal Services costs increased by \$129,698, driven mainly by a contractual 7.0% cost-of-living adjustment (COLA), one-time retention bonuses, as well as pension increases.
- Total Special Fund FTEs are unchanged at eight, all of which are sworn officers.

DEPARTMENT OF POLICE

Strategic Plan

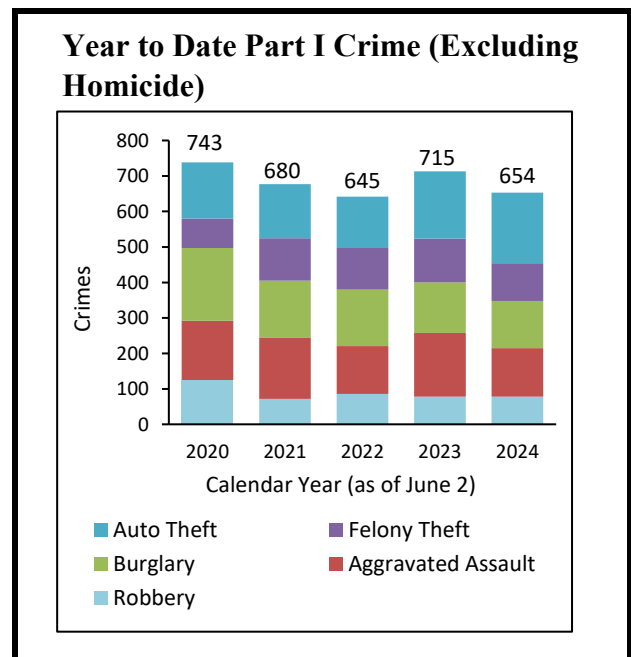
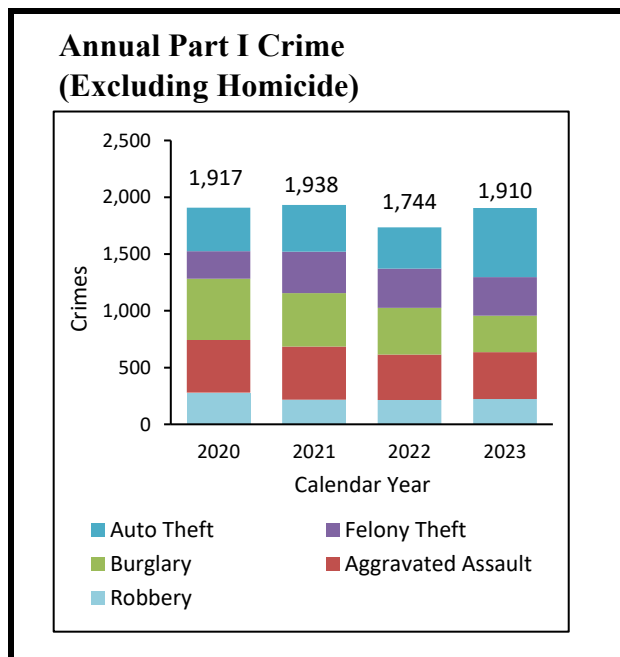
The Wilmington Police Department provides citizens with weekly data-driven performance measurements for the Wilmington Police Department via ComStat. This methodology, which has been used by the New York Police Department since 1994, allows the WPD to track data in near real-time, providing the department greater levels of accountability, focus, and follow-up. The data supports efficient, targeted policing across the city for all residents and visitors, is also used as a management tool for reducing crime, improving procedures and training, and providing greater transparency to the public and City officials.

Current data for the goals and objectives listed below can be found on the Police Department OpenGov story page at <http://bit.ly/WDe32OG>, along with the CompStat page at <http://bit.ly/WPDCompStat>.

Focus Area: Public Safety

CITY-WIDE GOAL #5: Prevent and Deter Violent Crime.

Objective 1: Reduce the number of Part I crimes committed in the City. As defined by the Uniform Crime Reporting (UCR) program, these are the most serious crimes, and include criminal homicide, rape, robbery, aggravated assault, burglary, larceny (felony) theft, and motor vehicle theft. Homicide is tracked separately as part of Objective 2 (see below).



Note: CompStat tracks and reports on a calendar year, rather than a fiscal year, basis.

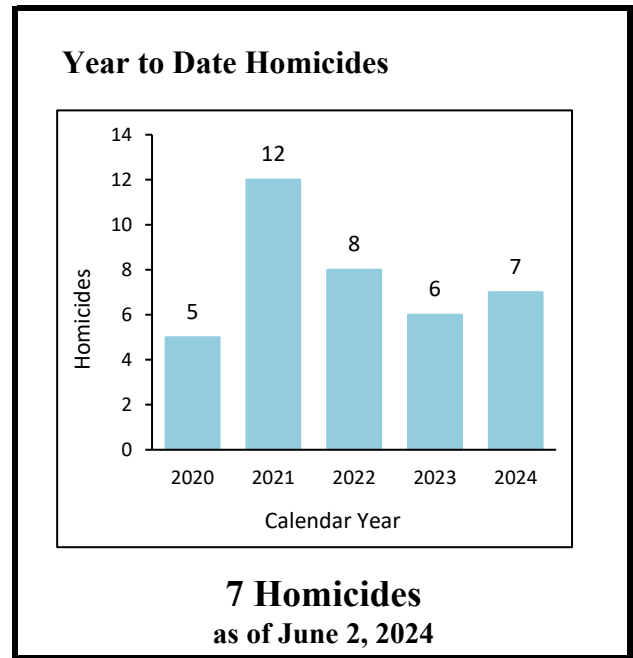
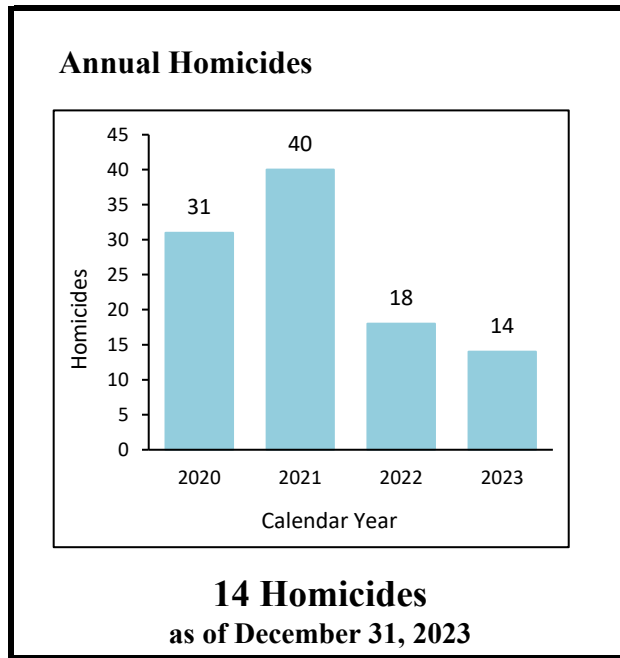
DEPARTMENT OF POLICE

Strategic Plan

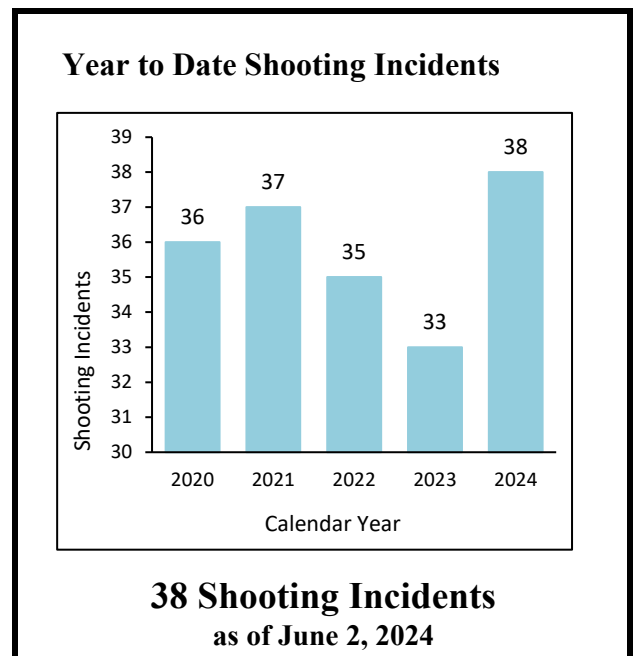
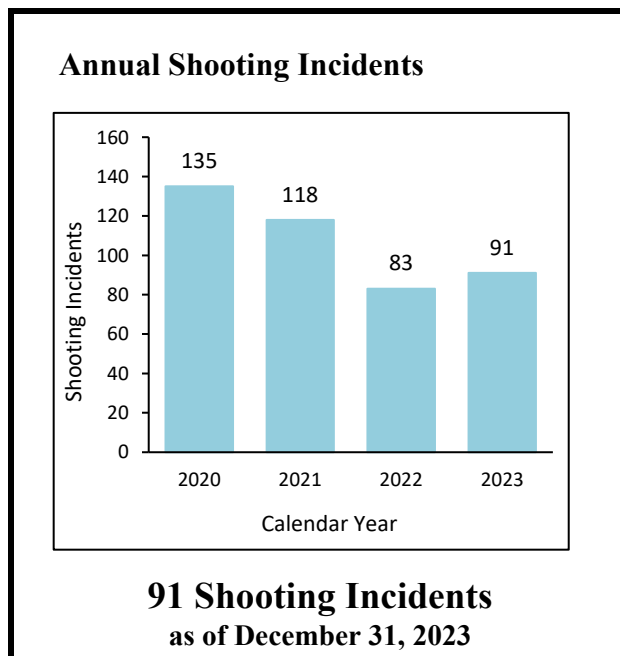
Focus Area: Public Safety

CITY-WIDE GOAL #5: Prevent and Deter Violent Crime.

Objective 2: Reduce the number of homicides committed in the City.

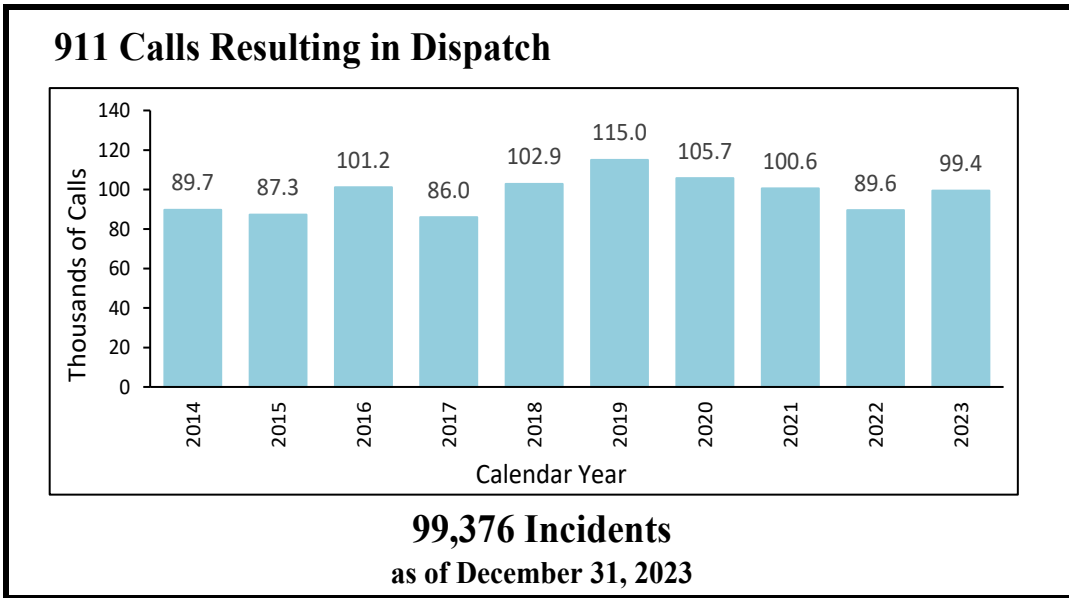


Objective 3: Reduce the number of shooting incidents committed in the City.

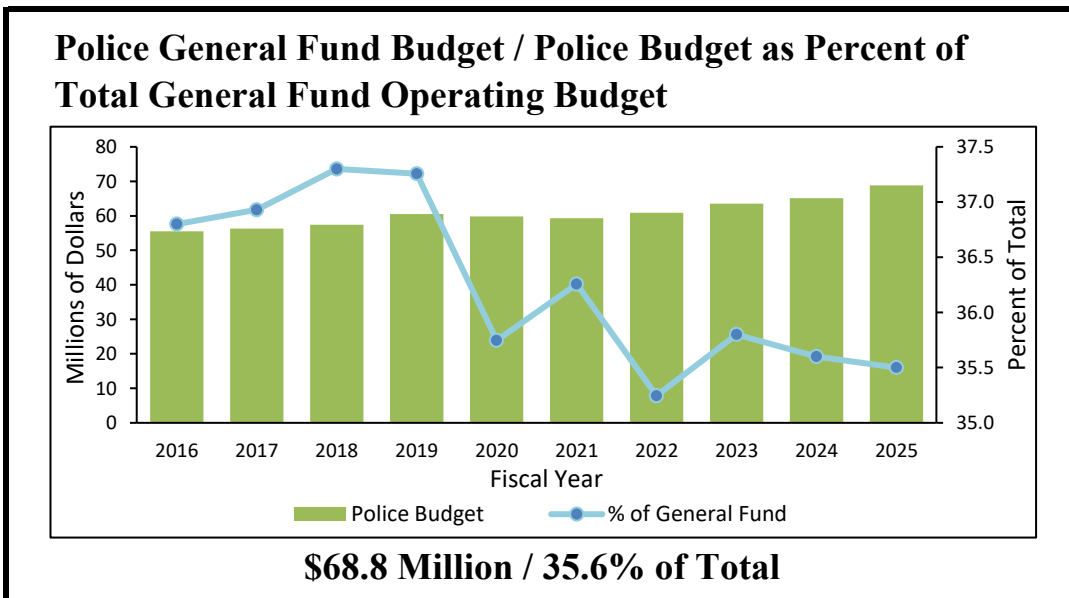


DEPARTMENT OF POLICE

Performance Trends



The total number of calls for Police services has declined over the last five years, though calls increased in CY 2023. With changes in policies and better screening techniques, the Department has reduced the number of calls for service resulting in dispatch, allowing for better use of available resources.



Police spending now accounts for a slightly smaller portion of General Fund spending, at 35.5% of the General Fund, down from 35.6% in FY 2024. In absolute terms, the Police Department budget is up nearly \$3.8 million (or 5.8%) in FY 2025, while non-Police General Fund spending is budgeted to increase by \$7.5 million (or 6.4%). Note that the FY 2020 decrease was mainly due to the transfer of the Internal Service funds to the General Fund; exclusive of this, the Police Department would have been down slightly relative to FY 2019.

Department: Police

Fund: General

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	29,584,116	29,952,127	31,914,148	35,691,246	3,777,098	11.8%
Temporary Salaries	402,389	408,815	572,250	522,000	(50,250)	-8.8%
Acting Out Of Classification	234	4,711	2,500	2,500	0	0.0%
Shift Differential	29,780	36,946	37,750	37,750	0	0.0%
Shooting Days	29,636	19,633	22,000	23,100	1,100	5.0%
Sick Leave Bonus	900	2,000	3,000	3,000	0	0.0%
Overtime	2,622,983	2,499,290	2,296,800	2,772,100	475,300	20.7%
Comp Time Payouts	629,233	895,646	750,000	750,000	0	0.0%
Civilian Holiday Overtime	121,968	152,224	135,000	135,000	0	0.0%
Court Overtime	22,007	23,465	22,700	23,700	1,000	4.4%
Special Events Overtime	454,758	456,085	399,000	532,700	133,700	33.5%
Meal Allowance	14,396	11,210	21,100	22,500	1,400	6.6%
Clothing Allowance	77,037	86,319	76,500	76,500	0	0.0%
Health Cash Back	25,400	22,500	25,680	25,440	(240)	-0.9%
Pension Contribution	6,216,750	5,690,090	4,925,010	3,401,689	(1,523,321)	-30.9%
Social Security	216,279	221,658	242,662	246,104	3,442	1.4%
Medicare Tax	493,355	516,843	509,558	572,320	62,762	12.3%
Hospitalization	6,125,781	6,307,499	6,667,651	6,175,562	(492,089)	-7.4%
Life Insurance	87,094	79,551	87,828	85,920	(1,908)	-2.2%
State Pension Plan - Police/Fire	3,974,717	2,913,995	3,487,130	4,368,300	881,170	25.3%
Pension Healthcare	1,497,686	1,569,902	1,644,438	1,622,098	(22,340)	-1.4%
State Pension Plan - Civilian	92,178	95,836	101,790	112,288	10,498	10.3%
Attrition	0	0	(884,670)	(940,847)	(56,177)	6.4%
Total Personal Services	52,718,677	51,966,345	53,059,825	56,260,970	3,201,145	6.0%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	15,552	26,305	29,000	29,000	0	0.0%
Communications and Utilities	145,524	236,316	182,940	182,940	0	0.0%
Transportation	6,908	12,276	16,500	19,100	2,600	15.8%
Rentals	48,067	58,667	78,416	72,416	(6,000)	-7.7%
Contracted Maintenance	63,922	61,127	84,992	136,992	52,000	61.2%
Professional Fees	646,473	473,081	713,100	732,750	19,650	2.8%
Other Fees	394,849	394,025	429,950	450,013	20,063	4.7%
Memberships and Registrations	45,811	57,150	94,960	92,069	(2,891)	-3.0%
Miscellaneous Services	712,152	1,332,214	1,370,905	1,354,742	(16,163)	-1.2%
Office and General Supplies	55,548	79,335	93,880	101,880	8,000	8.5%
Wearing Apparel and Safety	345,637	442,611	559,610	484,810	(74,800)	-13.4%
Misc. Mat., Supp., and Parts	219,226	223,678	270,260	311,300	41,040	15.2%
Equipment	11,822	164,357	195,500	117,500	(78,000)	-39.9%
Fixed Assets	0	2,060	11,900	13,125	1,225	10.3%
Total M.S.&E.	2,711,491	3,563,202	4,131,913	4,098,637	(33,276)	-0.8%

Department: Police

Fund: General

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Internal Services						
Administrative Services	2,556,714	2,759,914	3,174,306	3,439,678	265,372	8.4%
Self-Insurance	3,306,628	2,931,636	2,519,734	2,655,326	135,592	5.4%
Total Internal Services	5,863,342	5,691,550	5,694,040	6,095,004	400,964	7.0%

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Debt Service						
Principal Payments	133,106	223,720	99,301	92,660	(6,641)	-6.7%
Interest Payments	72,333	66,752	57,117	53,211	(3,906)	-6.8%
Total Debt Service	205,439	290,472	156,418	145,871	(10,547)	-6.7%

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
General Fund						
Total	61,498,949	61,511,569	63,042,196	66,600,482	3,558,286	5.6%

Department: Police

Fund: State Pension Contributions

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Personal Services						
State Pension Contribution	2,014,151	2,240,063	2,014,151	2,240,063	225,912	11.2%
Total Personal Services	2,014,151	2,240,063	2,014,151	2,240,063	225,912	11.2%

Department: Police

Fund: SALLE and Other Grants

	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Personal Services						
Regular Salaries	389,795	433,062	501,114	617,108	115,994	23.1%
Temporary Salaries	69,623	68,278	0	0	0	0.0%
Overtime	670,507	1,103,963	0	0	0	0.0%
Clothing Allowance	2,766	200	0	0	0	0.0%
Pension Contribution	124,131	(7,396)	0	0	0	0.0%
Social Security	3,563	4,621	0	0	0	0.0%
Medicare Tax	8,640	11,443	6,903	8,597	1,694	24.5%
Hospitalization	98,566	140,045	177,262	169,354	(7,908)	-4.5%
Life Insurance	1,153	1,524	1,920	1,920	0	0.0%
State Pension Plan - Police/Fire	51,731	44,860	63,841	83,455	19,614	30.7%
Pension Healthcare	15,640	25,797	35,944	36,248	304	0.8%
Total Personal Services	1,436,115	1,826,397	786,984	916,682	129,698	16.5%

Department: Police

Fund: SALLE and Other Grants

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Communications and Utilities	2,640	2,640	0	0	0	0.0%
Transportation	30,314	52,897	0	0	0	0.0%
Rentals	35,456	59,689	0	0	0	0.0%
Contracted Maintenance	3,054	3,516	0	0	0	0.0%
Professional Fees	212,781	50,000	0	0	0	0.0%
Other Fees	1,497	3,034	0	0	0	0.0%
Memberships and Registrations	33,761	28,789	0	0	0	0.0%
Miscellaneous Services	130,567	28,423	0	0	0	0.0%
Wearing Apparel and Safety	697,464	135,813	0	0	0	0.0%
Misc. Mat., Supp., and Parts	27,667	71,654	0	0	0	0.0%
Equipment	167,226	164,441	0	0	0	0.0%
Fixed Assets	13,776	1,604	0	0	0	0.0%
Community Activities	0	10,099	0	0	0	0.0%
Total M.S.&E.	1,356,203	612,599	0	0	0	0.0%

SALLE / Other Grants	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	2,792,318	2,438,996	786,984	916,682	129,698	16.5%

DEPARTMENT OF PUBLIC WORKS

The mission of the Department of Public Works is to operate and maintain infrastructure and facilities, provide superior services for our customers, and promote environmental sustainability.

The Department provides a wide array of services, including once-a-week recycling and once-a-week residential solid waste collection, treatment and distribution of high-quality drinking water, collection, and treatment of sewage, stormwater management, sweeping of all City streets, street paving and repairs, maintenance of traffic signs and signals, line striping, rodent control, snow removal, and maintenance of the City fleet and City properties.

PRIORITIES FOR FISCAL YEAR 2025

- Continued implementation of the Beautiful City Initiative.
- Continue the installation of LED lighting throughout Wilmington.
- Complete SRF-funded small main replacement and transmission main projects throughout the water district with an emphasis on lead removal.
- Finalize work on a City-wide lead service line inventory and customer education (compliance October 2024).
- Compliance with Lead and Copper rule regulatory requirements, including water quality sampling.
- Prepare and plan for pending EPA and PFAS regulations for water treatment plants and the WWTP.
- Prepare and plan for possible EPA imposition of nutrient limits into the Delaware River.
- Continue constructing the South Wilmington sewer separation project to divert stormwater flows to the SWWP.
- Design the next phase of SWWP on EB Hawkins property.
- Begin the first phase of the 11th Street dry weather sewage pumping station.
- Continue optimizing the Co-Generation and Sludge Processing Facilities as part of the OMI WWTP O&M contract by increasing the use of digester gas.
- Continued hydrant testing and rehabilitation program, routine hydrant painting, valve exercising and repair program, and elevated water storage tanks repair and painting program.
- Comprehensive study of on-street parking assessment and EV charger placement.
- Remove and reuse single space meter poles and equipment.
- Continue street paving and reconstruction and ADA curb ramp installations.
- Enforce contractor compliance with the roadway cut management ordinance.
- Continued implementation and expansion of green infrastructure program.
- Improve and expand the city's urban tree canopy and greenways.
- Upgrade the failing HVAC system of the Municipal Complex building and replace the LED lighting.

PRIORITIES FOR FISCAL YEAR 2025 (CONTINUED)

- Develop a department-level retention and employee resource program.
- Review job descriptions and update as needed after a desk audit.
- Continue establishing and implementing comprehensive asset management programs.
- Continued upgrades and optimization at Water Treatment Plants (raw water valve and flowmeter, coagulation changes, pH adjustments, raw water pumps, electrical upgrades, algae control).

SUMMARY OF FUNDING FOR THE DEPARTMENT OF PUBLIC WORKS

Total All Funds Public Works*	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	17,706,945	18,273,204	20,224,953	20,625,090	400,137	2.0%
Materials, Supplies, and Equipment	62,555,321	60,934,398	72,309,599	77,974,034	5,664,435	7.8%
Internal Services	6,405,240	5,975,366	5,844,921	6,258,751	413,830	7.1%
Debt Service	12,407,748	11,194,615	10,865,806	10,235,079	(630,727)	-5.8%
Other / Special Purpose	10,813,917	11,208,466	7,683,344	7,314,525	(368,819)	-4.8%
Total	109,889,171	107,586,049	116,928,623	122,407,479	5,478,856	4.7%
Staffing Levels	225.00	224.00	225.00	222.00	(3.00)	-1.3%

General Fund Public Works	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	9,371,832	9,334,720	10,338,774	10,332,603	(6,171)	-0.1%
Materials, Supplies, and Equipment	7,413,611	8,112,831	9,088,847	9,510,791	421,944	4.6%
Internal Services	3,682,631	3,664,488	3,827,547	4,121,736	294,189	7.7%
Debt Service	5,885,352	6,273,219	6,181,802	5,914,619	(267,183)	-4.3%
Total	26,353,426	27,385,258	29,436,970	29,879,749	442,779	1.5%
Staffing Levels	120.05	120.05	120.05	117.55	(2.50)	-2.1%

Water/Sewer Fund Public Works	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	8,335,113	8,938,484	9,886,179	10,292,487	406,308	4.1%
Materials, Supplies, and Equipment	46,728,520	43,887,435	50,294,369	54,526,754	4,232,385	8.4%
Internal Services	2,137,559	1,851,239	1,749,815	1,857,453	107,638	6.2%
Debt Service	6,396,524	4,903,865	4,598,465	4,228,305	(370,160)	-8.0%
Other / Special Purpose	10,429,223	10,916,346	10,429,223	10,916,346	487,123	4.7%
Total	74,026,939	70,497,369	76,958,051	81,821,345	4,863,294	6.3%
Staffing Levels	104.95	103.95	104.95	104.45	(0.50)	-0.5%

* Differs from Summary of All Funds Combined – Expenditures table on page 34 due to inclusion of Internal Service Funds.

Motor Vehicle Fund Public Works	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Materials, Supplies, and Equipment	7,343,231	7,720,535	11,725,690	12,738,512	1,012,822	8.6%
Internal Services	585,050	459,639	267,559	279,562	12,003	4.5%
Debt Service	125,872	17,531	85,539	92,155	6,616	7.7%
Other / Special Purpose	384,694	292,120	(2,745,879)	(3,601,821)	(855,942)	31.2%
Total	8,438,847	8,489,825	9,332,909	9,508,408	175,499	1.9%
Staffing Levels	0.00	0.00	0.00	0.00	0.00	0.0%

Municipal Street Aid Public Works	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Materials, Supplies, and Equipment	1,069,959	1,213,597	1,200,693	1,197,977	(2,716)	-0.2%
Total	1,069,959	1,213,597	1,200,693	1,197,977	(2,716)	-0.2%
Staffing Levels	0.00	0.00	0.00	0.00	0.00	0.0%

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
GENERAL FUND**

- In Personal Services, three vacant positions (one of which is split-funded 50% with the Water/Sewer fund) were eliminated for a savings of \$218,615. The three positions eliminated were the ITMS Senior Technician, General Laborer II, and Construction Inspector (split 50% with the Water/Sewer fund).
- The increase in Regular Salaries by \$206,330 can be attributed to the introduction of the new classification and compensation system, anniversary step increases for Local 302 and 1102 union employees, mandated step increases for non-union classified staff, and mandatory yearly reviews for executive and managerial employees.
- Total Employee Benefits decreased by a net \$179,910, primarily due to lower cost projections for City-sponsored pensions and hospitalization. The City no longer provides healthcare coverage to employees' spouses who are eligible for subsidized medical coverage through their employer. This was done to stabilize health costs and mitigate future risks.
- Repairs to Buildings and Structures increased by \$342,500 due to the new annual contract agreement with Asset Management. This agreement will provide property management and repair services, recommend needed capital improvements, and conduct preventative maintenance of the Municipal Services Complex—William G. Turner Jr. Building.
- Landfill Fees and the Recycle Bank Program were decreased by a combined \$218,187 due to reduced tonnage delivered to the landfill with fewer people working from home full-time and the divergence of 90% of yard waste to Holland Mulch, Inc. for composting.
- Due to the new annual contract agreement with Asset Management to oversee the Municipal Services Complex, Repairs to Equipment and Janitorial Services account lines declined, resulting in a combined savings of \$133,500.
- Consultants increased by \$123,354 to assess job descriptions, perform desk audits, provide grant writing help, and facilitate staff development.
- The Transportation Division added \$100,000 to the Contracted Maintenance Services account line to fund a pilot program testing traffic calming devices and measures in City neighborhoods.
- Asset Management increased building and maintenance costs for the City/County Building, split 70/30 with New Castle County, resulting in a \$75,112 increase in Building Maintenance.
- Combined, Water/Sewer Utility and Stormwater Utility increased by \$69,335. The additional cost reflects the approved rate increase of 5.8% for water and sewer services and a 4.0% increase in the stormwater charge.
- Electricity increased by \$51,534, primarily driven by electricity cost in the Transportation Division for streetlights and signals based on current rates.
- Engineering increased by \$40,000 to support upgrading an integrated camera and network security system at the Municipal Services Complex.
- Greenspace Maintenance rose by \$20,000 due to additional sidewalk repairs for the publicly requested tree-related sidewalk replacement.

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
GENERAL FUND (CONTINUED)**

- In response to critical positions being unfilled, such as the Transportation Engineer and Special Project Coordinator in the Transportation Division, Temporary Agencies were expanded by \$20,000.
- Debt Service decreased by \$267,183 according to the revised debt service schedule from the Accounting Division. Although a new bond issuance is planned for FY 2025, it will be structured so that the first debt service payment will not occur until FY 2026.

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
WATER/ SEWER FUND**

- In Personal Services, staffing decreased by 0.50 FTE in the Water/Sewer Fund, with one split-funded Construction Inspector position eliminated, for a total savings of \$34,666.
- Regular Salaries rose by \$353,371, or 6.2%, due to implementing a new classification and compensation system, Local 320 and 1102 union employee anniversary step increases, mandatory step increases for non-union classified employees, and annual reviews for executive and managerial employees.
- Contracted Maintenance Services increased by \$1,515,406, with nearly all the increase due to Jacobs's contract fee to operate and maintain the City's sewage treatment plant and manage the City's renewable energy bio-solids facility.
- Equipment repairs increased by \$1,031,549 to replace pumps at the Brandywine Pumping Station and cover increased systemwide pump and valve maintenance program costs. In addition, Allied Control Systems' price hike (from \$375,000 to \$550,000) to maintain the Supervisory Control and Data Acquisition (SCADA) system was 47%.
- To assist the City in complying with the EPA's new lead and copper rule revision and to prepare for the passage of pending EPA regulations regarding the testing, tracking, and removal of PFAS chemicals in the water supply and distribution system, Consultants increased by \$264,750, or 15.5%.
- Miscellaneous Supplies or Parts rose by \$202,710 due to increased consumable costs for replacing obsolete equipment and fire hydrants.
- Bulk Chemicals decreased by \$200,000, or 10.0%, due to improved production stability in the chemical supply chain for chemicals utilized for water treatment.
- Engineering Costs rose by \$187,500 due to engineering and design services for the small water mains replacement program and metering improvements.
- Repairs to Buildings and Structures increased by \$112,000 due to increased service and labor costs for maintaining structures, parking lots, sidewalks, and driveways.
- Legal fees decreased by 50.0%, or \$100,000, as all significant legal proceedings against New Castle County (wastewater treatment contract), Honeywell (breach of agreement regarding the renewable energy bi-solids facility), and the Army Corps of Engineers (non-payment of stormwater bills) have been settled.

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
WATER/ SEWER FUND (CONTINUED)**

- Condition Assessment was reduced by \$100,000 to reflect better historical actuals for cleaning and inspecting the sewer interceptors and inlet.
- Asset Management increased building and maintenance costs for the City/County Building, split 70/30 with New Castle County, resulting in a \$51,704 increase in Building Maintenance.
- To comply with the EPA's new lead and copper rule revision, Laboratory Supplies increased by \$43,860 due to the replacement of obsolete equipment, the increased unit cost in lab supplies, and the requirement of increased lab analysis.
- Agricultural and Landscaping increased by \$38,000 due to maintenance upgrades for the Cool Spring Reservoir and increased service requests for removing hazardous and damaged trees.
- Access and Parts for Equipment increased by \$25,500 due to increased unit costs for domestic and international parts from sole-source vendors for water maintenance.
- Water Meter Shop Supplies rose by \$24,000 due to unit price increases for water meters, fire meters, and Electronic Reciprocal Transfer Systems (ERTS).
- Wearing Apparel & Safety Supplies increased by \$22,000, primarily for annual uniform and safety equipment allotment for non-union, Local 320 Union, and Local 1102 Union employees within the Forestry Division.
- Indirect Cost charges increased by \$950,755, reflecting a budgeted increase in supporting services provided by the General Fund to the Water/Sewer Fund's utility functions.
- Total Debt Service decreased by \$370,160 based on the existing debt service schedule; although a new bond issuance is planned for FY 2025, it will be structured so that the first debt service payment will not occur until FY 2026.

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
MOTOR VEHICLE FUND**

- Automotive Equipment increased by \$867,100 due to increased vehicle costs as part of the Motor Vehicle fleet replacement program. The Fire Department added one staff vehicle to assist with regular duties. Additionally, the Police Department added three vehicles: one unmarked sport utility vehicle (SUV), one marked SUV, and one standard sedan vehicle. Licenses and Inspections added three vehicles to its fleet to assist daily operations.
- Equipment repairs increased by \$77,719 due to increased non-target repairs to fleet equipment, the cost of parts, labor, and vendor services.
- Contracted Maintenance Services increased by \$60,041 due to an increase in the motor vehicle fleet maintenance contract with First Vehicle Services. Increased service costs for reading fuel modules also contributed to the rise.

DEPARTMENT OF PUBLIC WORKS

Strategic Plan

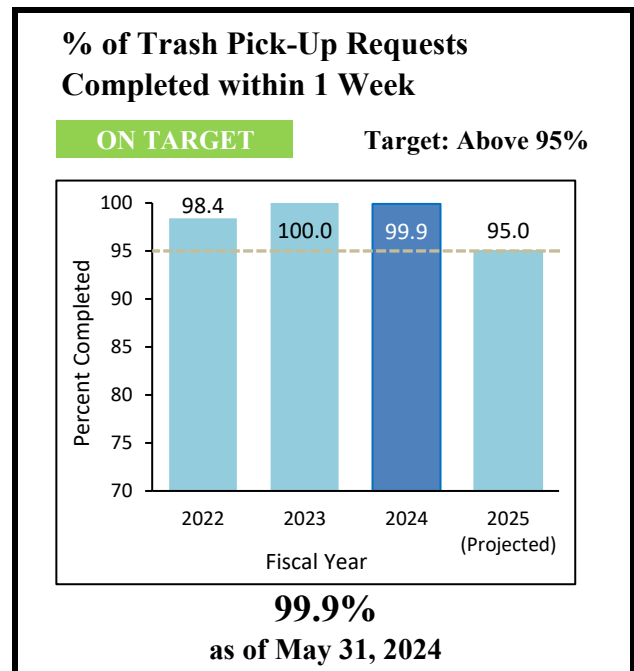
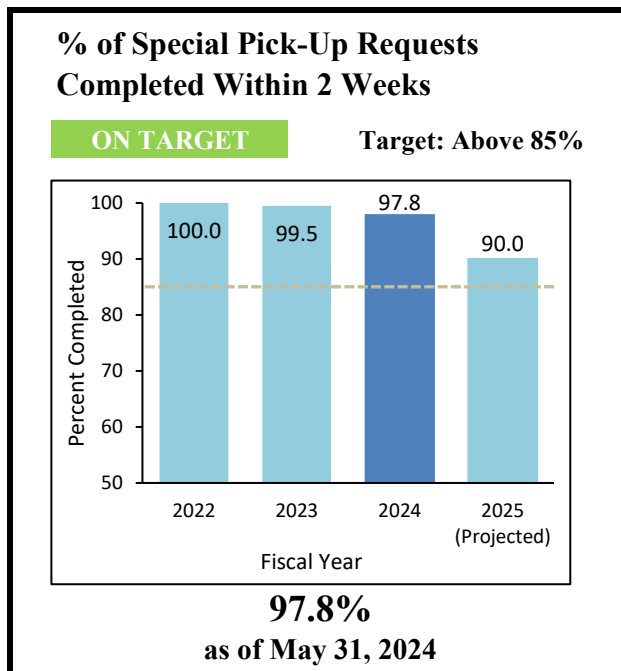
The Department of Public Works provides a wide array of essential City services, including recycling and solid waste collection; treatment and distribution of high-quality drinking water; collection and treatment of sewage; stormwater management; sweeping of all City streets; street paving and repairs; maintenance of traffic signs and signals; snow removal; and maintenance of the City fleet and City properties.

Current data for the goals and objectives listed below can be found on the Public Works OpenGov story page at <http://bit.ly/WDe22OG>.

Focus Area: Effective City Government

CITY-WIDE GOAL #1: Embrace a Culture of Service.

Objective 1: Respond to All Service Requests Received by Constituents within the Time Frame Specified for Each Category Listed Below



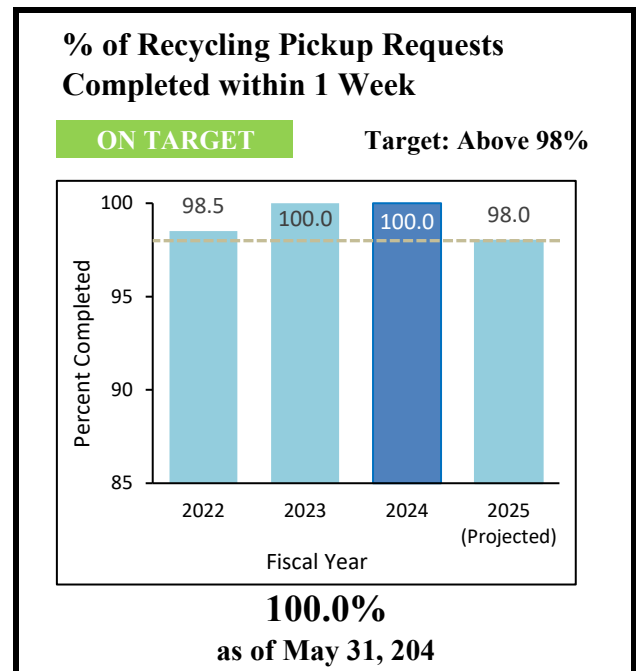
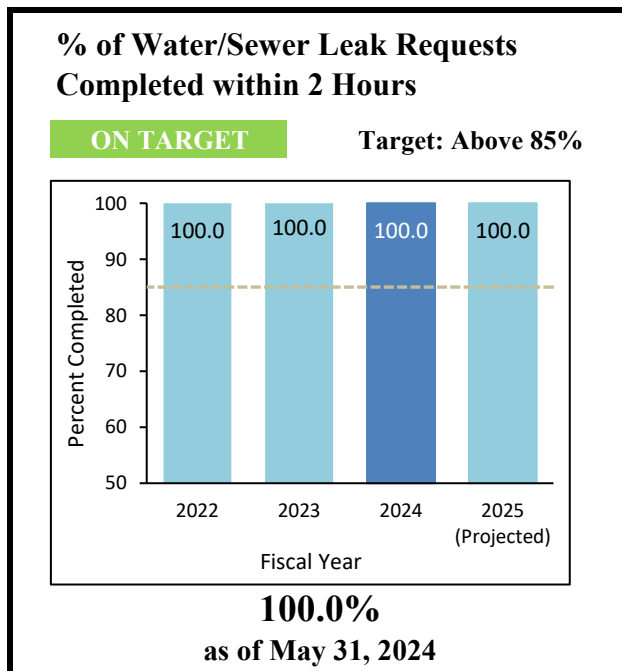
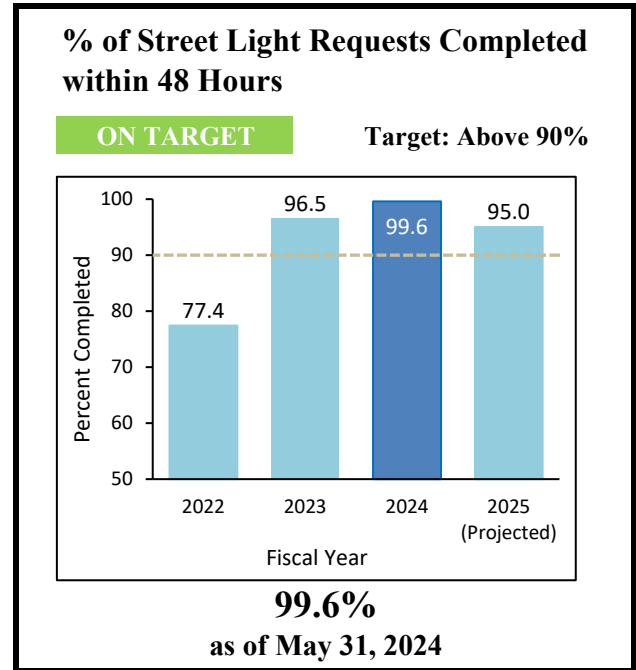
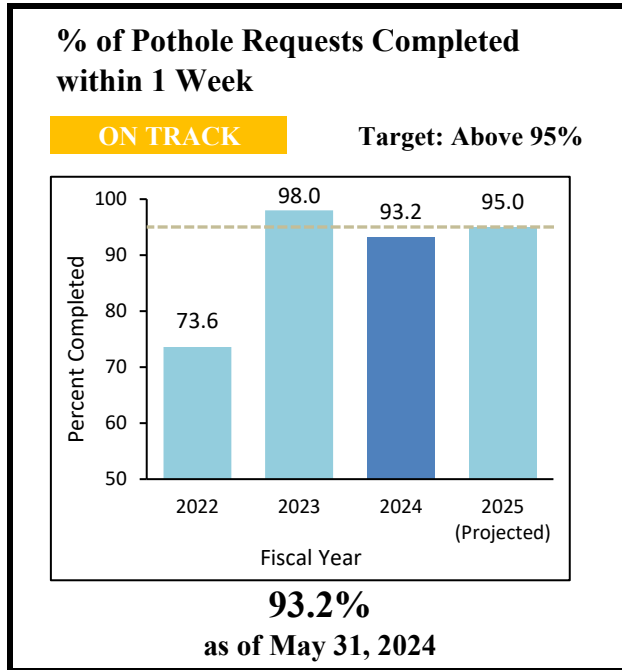
DEPARTMENT OF PUBLIC WORKS

Strategic Plan

Focus Area: Effective City Government

CITY-WIDE GOAL #1: Embrace a Culture of Service. (Cont'd)

Objective 1 (Cont'd): Respond to All Service Requests Received by Constituents within the Time Frame Specified for Each Category Listed Below



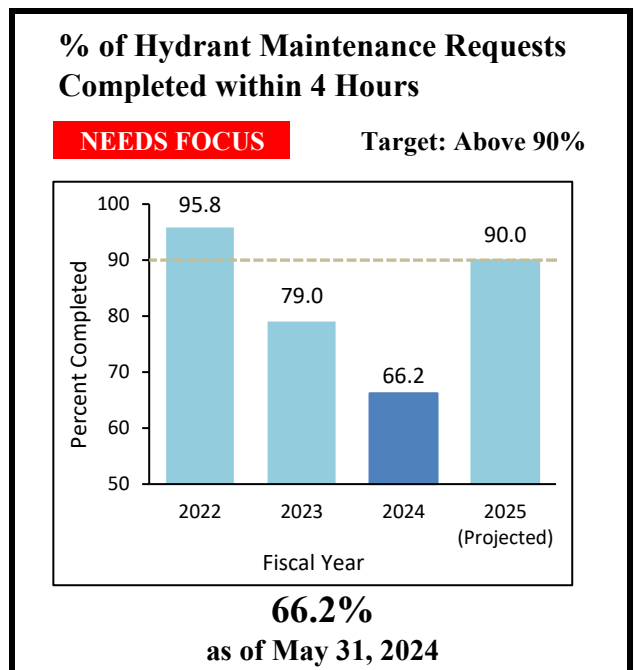
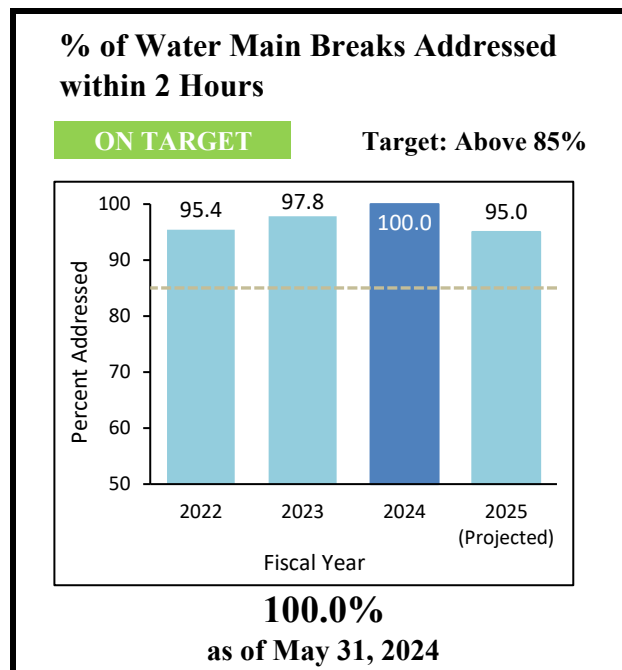
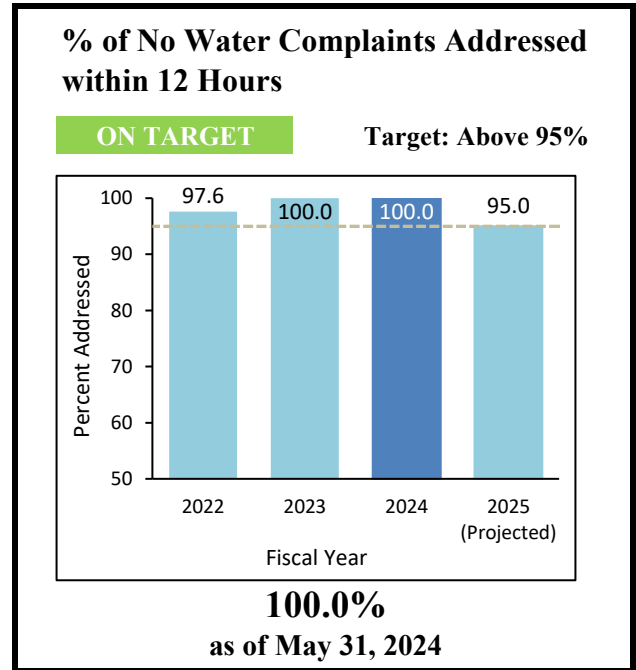
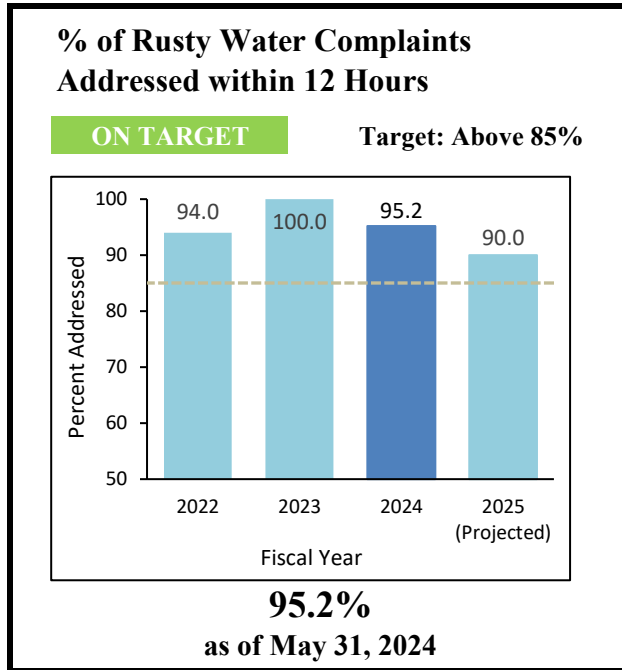
DEPARTMENT OF PUBLIC WORKS

Strategic Plan

Focus Area: Effective City Government

CITY-WIDE GOAL #1: Embrace a Culture of Service. (Cont'd)

Objective 1 (Cont'd): Respond to All Service Requests Received by Constituents within the Time Frame Specified for Each Category Listed Below



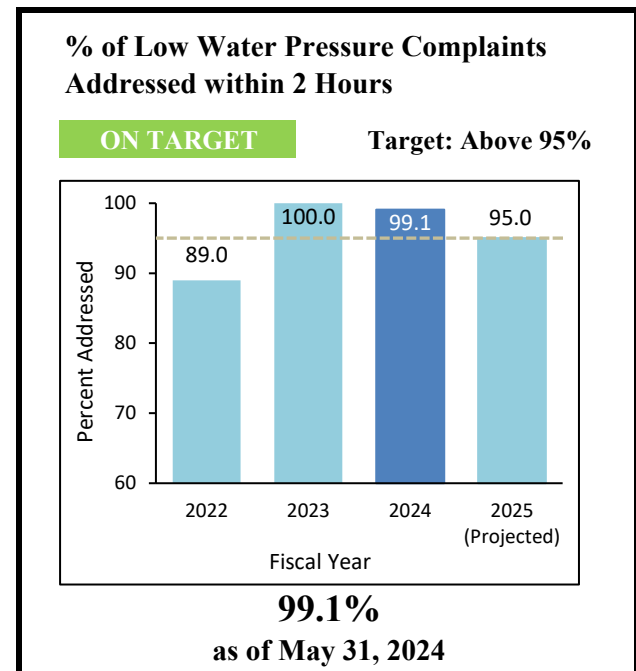
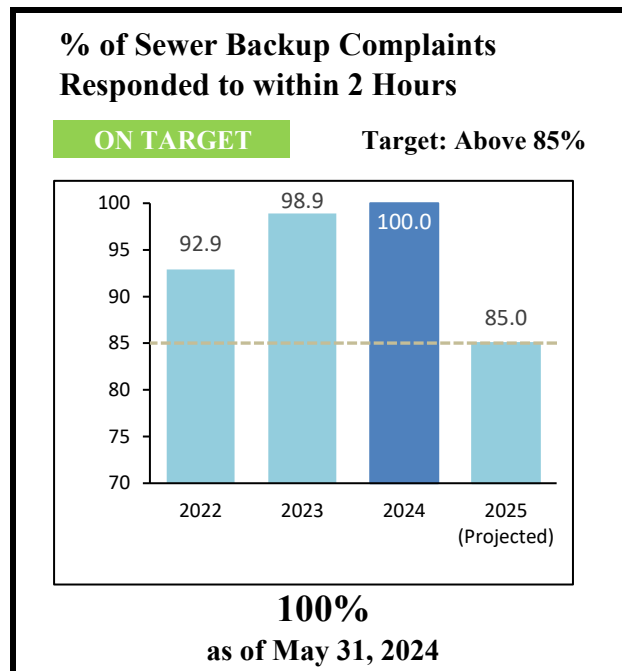
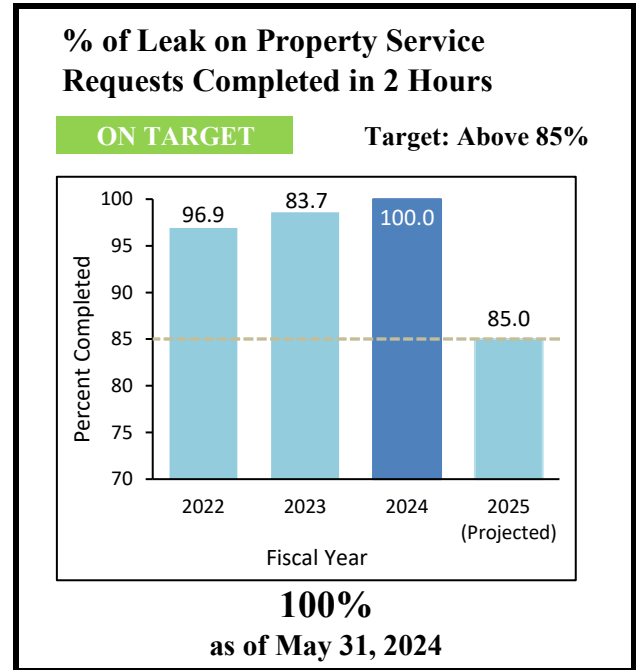
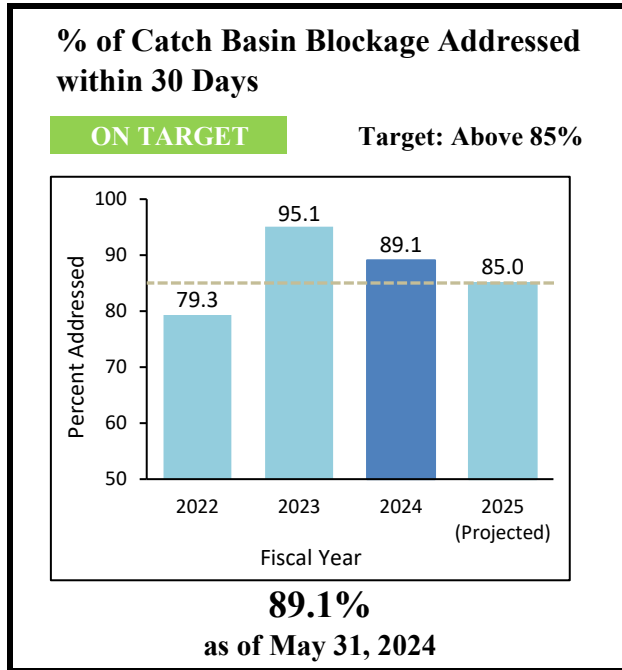
DEPARTMENT OF PUBLIC WORKS

Strategic Plan

Focus Area: Effective City Government

CITY-WIDE GOAL #1: Embrace a Culture of Service. (Cont'd)

Objective 1 (Cont'd): Respond to All Service Requests Received by Constituents within the Time Frame Specified for Each Category Listed Below



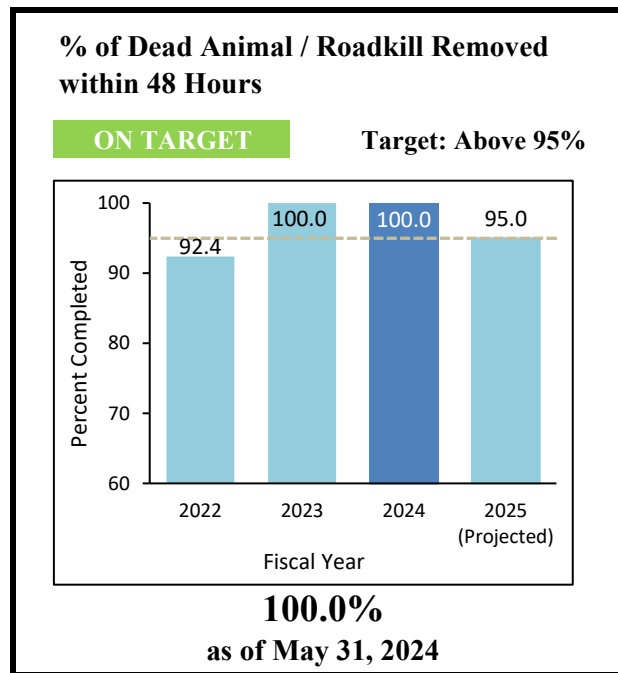
DEPARTMENT OF PUBLIC WORKS

Strategic Plan

Focus Area: Effective City Government

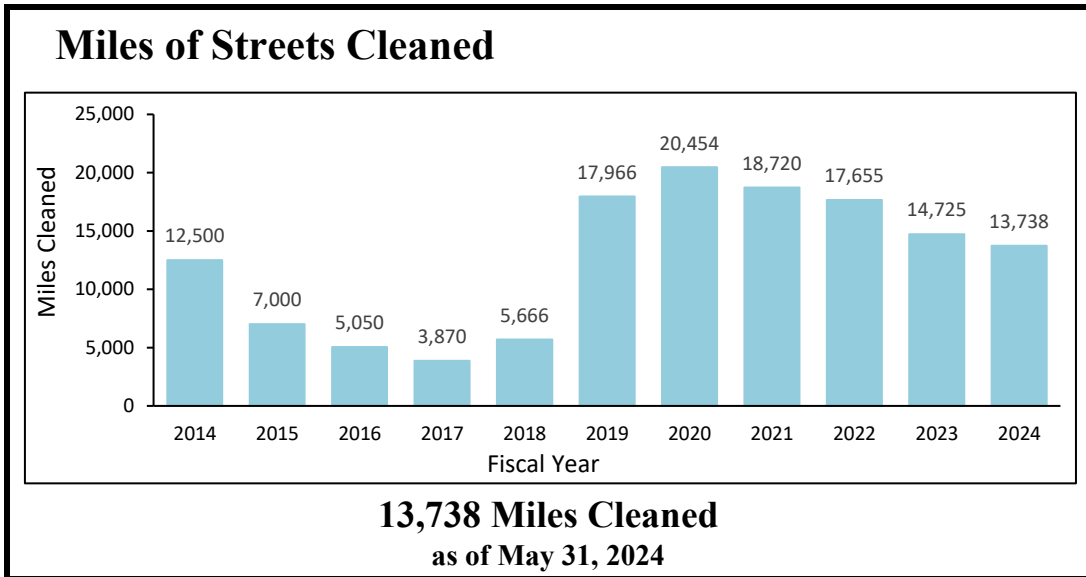
CITY-WIDE GOAL #1: Embrace a Culture of Service. (Cont'd)

Objective 1 (Cont'd): Respond to All Service Requests Received by Constituents within the Time Frame Specified for Each Category Listed Below

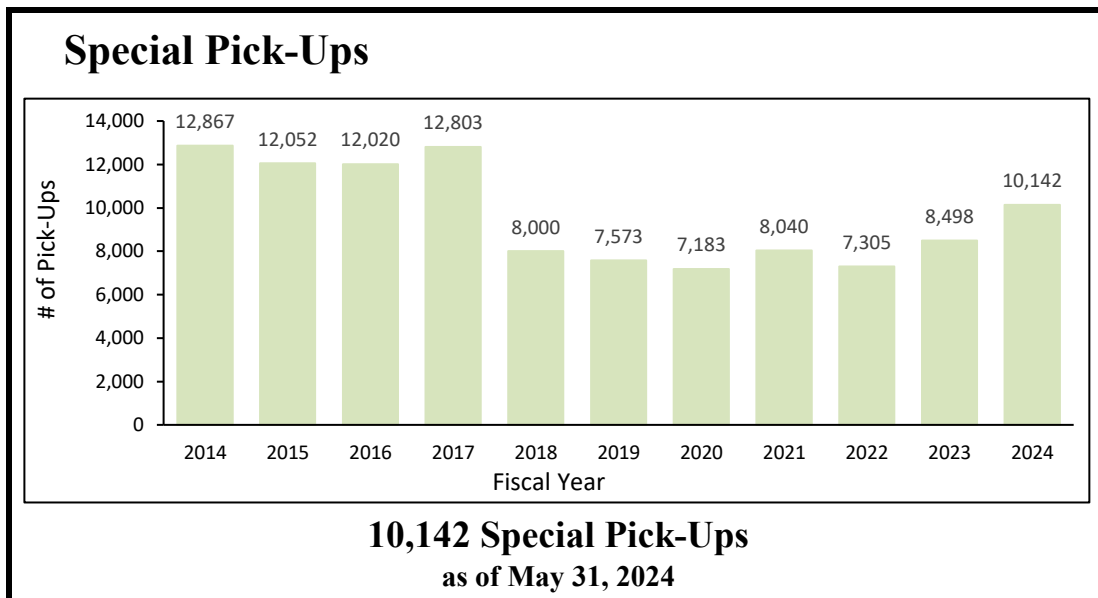


DEPARTMENT OF PUBLIC WORKS

Performance Trends



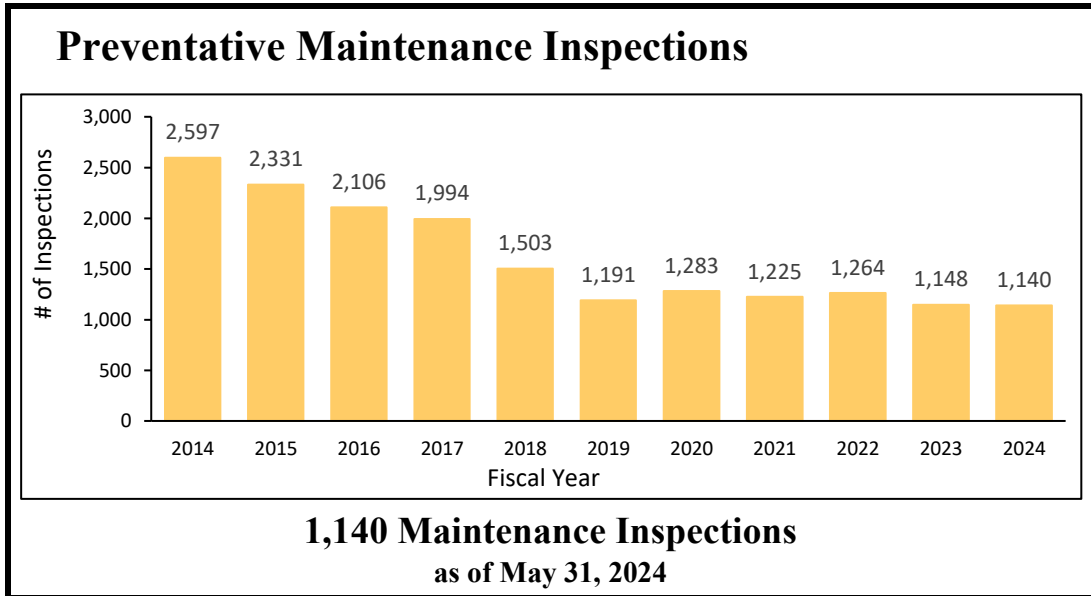
Aggressive management is required to keep City streets litter-free. In FY 2024, the number decreased due to the retirements of Equipment Operators, which caused extended vacancies.



Special pick-ups involve items other than regular household trash, such as refrigerators, tires, and furniture.

DEPARTMENT OF PUBLIC WORKS

Performance Trends



City vehicles are inspected regularly to reduce the number of breakdowns of vehicles and equipment.

Department: Public Works

Fund: General

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	4,913,376	4,820,410	5,842,159	6,048,489	206,330	3.5%
Temporary Salaries	40,236	49,737	78,000	78,000	0	0.0%
Acting Out Of Classification	15,343	7,069	7,800	7,800	0	0.0%
Sick Leave Bonus	5,450	5,350	8,100	8,100	0	0.0%
Overtime	475,808	408,390	460,800	460,800	0	0.0%
Holiday Pay	97,968	106,913	139,200	139,200	0	0.0%
Meal Allowance	7,847	5,798	10,000	10,000	0	0.0%
Clothing Allowance	2,361	6,026	6,700	6,700	0	0.0%
Standby Pay	77,387	95,005	82,100	82,100	0	0.0%
Health Cash Back	200	0	1,680	3,240	1,560	92.9%
Pension Contribution	895,603	819,513	797,001	749,988	(47,013)	-5.9%
Social Security	330,871	322,217	390,462	402,506	12,044	3.1%
Medicare Tax	77,380	75,320	91,317	94,144	2,827	3.1%
Hospitalization	1,767,586	1,933,438	2,217,634	2,048,768	(168,866)	-7.6%
Life Insurance	24,311	23,214	28,341	27,957	(384)	-1.4%
Pension Healthcare	480,032	516,180	539,388	532,612	(6,776)	-1.3%
State Pension Plan - Civilian	160,073	140,140	175,903	204,161	28,258	16.1%
Personal Services Adjustment	0	0	18,589	19,769	1,180	6.3%
Attrition	0	0	(556,400)	(591,731)	(35,331)	6.3%
Total Personal Services	9,371,832	9,334,720	10,338,774	10,332,603	(6,171)	-0.1%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	4,684	49,127	13,400	9,500	(3,900)	-29.1%
Communications and Utilities	1,801,612	2,090,777	1,976,760	2,097,629	120,869	6.1%
Transportation	8,776	283	4,000	4,500	500	12.5%
Rentals	89,535	89,533	242,600	242,600	0	0.0%
Contracted Maintenance	1,753,878	1,783,831	2,014,100	2,403,212	389,112	19.3%
Professional Fees	793,319	1,081,826	1,040,800	1,224,154	183,354	17.6%
Other Fees	2,113,762	1,817,347	2,423,187	2,205,000	(218,187)	-9.0%
Memberships and Registrations	11,097	9,816	24,000	26,800	2,800	11.7%
Miscellaneous Services	313,164	504,262	413,000	373,000	(40,000)	-9.7%
Office and General Supplies	13,128	9,937	19,100	19,600	500	2.6%
Wearing Apparel and Safety	92,928	109,459	127,450	132,450	5,000	3.9%
Misc. Mat., Supp., and Parts	155,332	171,273	228,050	220,346	(7,704)	-3.4%
Construction and Repairs	243,573	108,874	464,500	458,500	(6,000)	-1.3%
Equipment	16,823	262,437	95,800	92,300	(3,500)	-3.7%
Fixed Assets	2,000	24,049	2,100	1,200	(900)	-42.9%
Total M.S.&E.	7,413,611	8,112,831	9,088,847	9,510,791	421,944	4.6%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	2,667,229	2,867,582	3,203,100	3,470,878	267,778	8.4%
Self-Insurance	1,015,402	796,906	624,447	650,858	26,411	4.2%
Total Internal Services	3,682,631	3,664,488	3,827,547	4,121,736	294,189	7.7%

Department: Public Works

Fund: General

Debt Service	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Principal Payments	3,494,153	4,139,965	4,226,503	4,152,057	(74,446)	-1.8%
Interest Payments	2,391,199	2,133,254	1,955,299	1,762,562	(192,737)	-9.9%
Total Debt Service	5,885,352	6,273,219	6,181,802	5,914,619	(267,183)	-4.3%

General Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	26,353,426	27,385,258	29,436,970	29,879,749	442,779	1.5%

Department: Public Works

Fund: Water / Sewer

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	4,668,936	4,844,912	5,675,060	6,028,431	353,371	6.2%
Acting Out Of Classification	2,192	3,780	7,200	7,200	0	0.0%
Shift Differential	3,689	3,395	3,800	3,800	0	0.0%
Sick Leave Bonus	4,050	3,050	7,000	7,000	0	0.0%
Overtime	385,003	467,641	496,500	496,500	0	0.0%
Holiday Pay	1,147	341	2,000	2,000	0	0.0%
Meal Allowance	8,597	13,263	19,550	19,550	0	0.0%
Clothing Allowance	4,184	11,197	13,650	13,650	0	0.0%
Standby Pay	205,291	239,908	190,600	240,600	50,000	26.2%
Health Cash Back	0	0	3,120	1,080	(2,040)	-65.4%
Accrued Sick/Vacation	(118,716)	51,752	0	0	0	0.0%
Pension Contribution	633,571	606,133	564,453	601,182	36,729	6.5%
Social Security	313,470	332,302	381,900	405,862	23,962	6.3%
Medicare Tax	73,312	77,716	89,317	94,921	5,604	6.3%
Hospitalization	1,310,300	1,427,057	1,737,619	1,647,232	(90,387)	-5.2%
Life Insurance	20,542	20,003	24,863	24,901	38	0.2%
Pension Healthcare	419,653	446,948	471,537	473,270	1,733	0.4%
State Pension Plan - Civilian	193,807	180,981	200,395	227,844	27,449	13.7%
Pension Healthcare - Implicit	206,085	208,105	0	0	0	0.0%
Attrition	0	0	(2,385)	(2,536)	(151)	6.3%
Total Personal Services	8,335,113	8,938,484	9,886,179	10,292,487	406,308	4.1%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	47,704	52,400	72,150	72,650	500	0.7%
Communications and Utilities	1,366,449	1,244,661	1,215,288	1,227,339	12,051	1.0%
Transportation	(48,345)	14,655	21,000	33,000	12,000	57.1%
Rentals	540	549	760	760	0	0.0%
Contracted Maintenance	7,673,725	7,427,144	10,047,750	11,143,003	1,095,253	10.9%
Professional Fees	5,888,247	3,534,070	4,552,000	4,904,250	352,250	7.7%
Other Fees	347,214	355,267	400,000	438,000	38,000	9.5%
Memberships and Registrations	44,872	52,614	80,920	89,120	8,200	10.1%
Miscellaneous Services	23,184,218	22,214,513	23,288,494	24,813,900	1,525,406	6.6%
Office and General Supplies	12,394	11,425	17,100	17,600	500	2.9%
Wearing Apparel and Safety	49,258	60,220	63,800	85,800	22,000	34.5%
Misc. Mat., Supp., and Parts	762,407	759,649	1,015,400	1,283,110	267,710	26.4%
Petroleum and Chemicals	772,579	1,291,506	2,098,940	1,947,200	(151,740)	-7.2%
Construction and Repairs	351,259	315,029	724,500	749,000	24,500	3.4%
Supporting Services	5,760,317	5,950,971	6,011,767	6,962,522	950,755	15.8%
Equipment	347,588	427,688	471,500	531,500	60,000	12.7%
Construction and Deve-Cap	0	7,380	8,000	8,000	0	0.0%
Community Activities	168,094	167,694	205,000	220,000	15,000	7.3%
Total M.S.&E.	46,728,520	43,887,435	50,294,369	54,526,754	4,232,385	8.4%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	578,875	601,797	751,518	814,346	62,828	8.4%
Self-Insurance	1,558,684	1,249,442	998,297	1,043,107	44,810	4.5%
Total Internal Services	2,137,559	1,851,239	1,749,815	1,857,453	107,638	6.2%

Debt Service	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Interest Payments	6,396,524	4,903,865	4,598,465	4,228,305	(370,160)	-8.0%
Total Debt Service	6,396,524	4,903,865	4,598,465	4,228,305	(370,160)	-8.0%

Other / Special Purpose	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Depreciation	10,429,223	10,916,346	10,429,223	10,916,346	487,123	4.7%
Total Other / Special Purpose	10,429,223	10,916,346	10,429,223	10,916,346	487,123	4.7%

Department: Public Works

Fund: Motor Vehicle

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Communications and Utilities	25,068	22,654	42,881	45,643	2,762	6.4%
Transportation	3,656	3,501	7,200	7,200	0	0.0%
Rentals	55,100	55,100	55,100	55,100	0	0.0%
Contracted Maintenance	745,729	1,064,734	1,207,797	1,285,516	77,719	6.4%
Professional Fees	45,092	44,888	45,000	50,000	5,000	11.1%
Memberships and Registrations	1,944	2,091	3,300	3,500	200	6.1%
Miscellaneous Services	2,115,750	2,223,182	2,464,486	2,524,527	60,041	2.4%
Misc. Mat., Supp., and Parts	2,500	2,500	5,500	5,500	0	0.0%
Petroleum and Chemicals	1,294,798	1,409,544	1,675,000	1,675,000	0	0.0%
Equipment	0	1,624	2,000	2,000	0	0.0%
Fixed Assets	3,053,594	2,890,717	6,217,426	7,084,526	867,100	13.9%
Total M.S.&E.	7,343,231	7,720,535	11,725,690	12,738,512	1,012,822	8.6%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	154,583	121,609	90,678	98,259	7,581	8.4%
Self-Insurance	430,467	338,030	176,881	181,303	4,422	2.5%
Total Internal Services	585,050	459,639	267,559	279,562	12,003	4.5%

Debt Service	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Principal Payments	7,614	0	0	0	0	0.0%
Interest Payments	118,258	17,531	85,539	92,155	6,616	7.7%
Total Debt Service	125,872	17,531	85,539	92,155	6,616	7.7%

Other / Special Purpose	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Capitalization	(2,965,940)	(2,980,754)	(6,217,316)	(7,084,526)	(867,210)	13.9%
Depreciation	3,350,634	3,272,874	3,471,437	3,482,705	11,268	0.3%
Total Other / Special Purpose	384,694	292,120	(2,745,879)	(3,601,821)	(855,942)	31.2%

Motor Vehicle Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	8,438,847	8,489,825	9,332,909	9,508,408	175,499	1.9%

Department: Public Works

Fund: Municipal Street Aid

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Communications and Utilities	1,069,959	1,213,597	1,200,693	1,197,977	(2,716)	-0.2%
Total M.S.&E.	1,069,959	1,213,597	1,200,693	1,197,977	(2,716)	-0.2%

Municipal Street Aid	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	1,069,959	1,213,597	1,200,693	1,197,977	(2,716)	-0.2%

DEPARTMENT OF REAL ESTATE & HOUSING

Our mission at the Department of Real Estate and Housing is dedicated to enhancing the quality of life for City of Wilmington residents. We aim to achieve this by increasing the availability of affordable housing, enhancing housing markets, preserving occupied housing stock, fostering self-sufficiency, and actively participating in initiatives to stabilize and revitalize neighborhoods.

In the pursuit of our mission, we strategically plan, allocate, and administer resources from Federal, State, and local sources to benefit individuals with low- and moderate-income, as well as the neighborhoods they inhabit. We prioritize involving residents to the fullest extent possible in decisions that impact their lives. Collaboration is key, and we work closely with other City departments, government agencies, the private sector, and organizations that share our common goals.

PRIORITIES FOR FISCAL YEAR 2025

- Collaborate actively with the Wilmington Neighborhood Conservancy Land Bank (WNCLB), Wilmington Housing Authority (WHA), Community Development Corporations (CDCs), and other non-profit and for-profit developers to address neglected and vacant properties through acquisition, disposition, demolition and/or rehabilitation.
- Enhance homeownership opportunities through City-sponsored initiatives and collaborative efforts with WHA, WNCLB, CDCs, and other non-profit and for-profit developers.
- Continue the administration of a city-wide Down Payment and Settlement Assistance program in coordination with Housing Counselors, Lenders, and Realtors.
- Direct funds to assist homeowners with minor repairs and improvements as part of the City's neighborhood stabilization initiative.
- Collaborate with State and local housing authorities to create development opportunities, including Enterprise Zones, Purpose Built Communities, and the repurposing of brownfields, contributing to the broader neighborhood stabilization initiative.
- Engage in a State-wide consortium to conduct an assessment of policies aimed at advancing fair housing in Wilmington and the surrounding region.
- Support city-wide rehabilitation of vacant houses in coordination with the WNCLB.
- Vigorously seek additional funding sources and collaborative partnerships to leverage Federal and local dollars.
- Allocate funds for programs and projects that provide essential public services to low- and moderate-income families and neighborhoods. This includes community greening efforts, senior housing repair, housing counseling, homelessness prevention, youth programs, and initiatives assisting individuals living with HIV/AIDS.
- Fulfill obligatory allocation, expenditure, monitoring, and reporting requirements for all Federal funding received.
- Conduct public facilities and infrastructure activities to support the development and rehabilitation of affordable housing.

SUMMARY OF FUNDING FOR THE DEPARTMENT OF REAL ESTATE & HOUSING

Total All Funds Real Estate and Housing	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	884,031	566,456	1,100,716	1,167,453	66,737	6.1%
Materials, Supplies, and Equipment	1,838,041	1,910,581	1,515,567	1,669,975	154,408	10.2%
Internal Services	35,486	34,832	56,131	60,730	4,599	8.2%
Debt Service	3,441,174	2,087,210	730,971	708,748	(22,223)	-3.0%
Other / Special Purpose	3,352,402	1,935,228	3,070,407	2,886,236	(184,171)	-6.0%
Total	9,551,134	6,534,307	6,473,792	6,493,142	19,350	0.3%
Staffing Levels	11.00	10.00	10.00	10.00	0.00	0.0%

General Fund Real Estate and Housing	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	393,850	294,485	261,188	281,360	20,172	7.7%
Materials, Supplies, and Equipment	1,823,950	1,833,821	1,359,362	1,524,475	165,113	12.1%
Internal Services	35,486	34,832	56,131	60,730	4,599	8.2%
Debt Service	3,441,174	2,087,210	730,971	708,748	(22,223)	-3.0%
Total	5,694,460	4,250,348	2,407,652	2,575,313	167,661	7.0%
Staffing Levels	2.88	2.38	2.15	2.20	0.05	2.3%

Community Development Block Grant (CDBG) Real Estate and Housing	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	360,123	173,409	646,087	642,203	(3,884)	-0.6%
Materials, Supplies, and Equipment	14,091	71,287	156,205	145,500	(10,705)	-6.9%
Other / Special Purpose	1,854,783	617,191	1,396,861	1,411,450	14,589	1.0%
Total	2,228,997	861,887	2,199,153	2,199,153	0	0.0%
Staffing Levels	7.29	6.79	6.08	5.53	(0.55)	-9.0%

Home Investment Partnerships Program Fund Real Estate and Housing	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	123,809	78,784	160,637	179,983	19,346	12.0%
Materials, Supplies, and Equipment	0	5,473	0	0	0	0.0%
Other / Special Purpose	521,000	565,144	557,885	390,228	(167,657)	-30.1%
Total	644,809	649,401	718,522	570,211	(148,311)	-20.6%
Staffing Levels	0.53	0.53	1.43	1.53	0.10	7.0%

Housing Opportunities for Persons With AIDS (HOPWA) Real Estate and Housing	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	3,474	3,892	21,226	49,226	28,000	131.9%
Other / Special Purpose	801,730	706,163	930,013	902,013	(28,000)	-3.0%
Total	805,204	710,055	951,239	951,239	0	0.0%
Staffing Levels	0.17	0.17	0.22	0.57	0.35	159.1%

Emergency Shelter Grant (ESG) Real Estate and Housing	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	2,775	15,886	11,578	14,681	3,103	26.8%
Other / Special Purpose	174,889	46,730	185,648	182,545	(3,103)	-1.7%
Total	177,664	62,616	197,226	197,226	0	0.0%
Staffing Levels	0.13	0.13	0.12	0.17	0.05	41.7%

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
GENERAL FUND**

- Following an exercise to update the funding for positions in the Department based on the number of hours employees work between Federal and non-Federal projects, the number of FTE positions in General Fund has been increased by a net of 0.05, for an additional cost of almost \$5,200.
- Consultant costs increased by \$15,000 to provide support for outside accounting for the OneRoof and MUNIS systems.
- The Clean Team program was budgeted at \$800,000, a \$50,000 increase from last year due to higher administrative costs. This program, now in its sixth year, hires residents to clean streets and neighborhoods, giving them an opportunity to earn money while providing an important benefit for the City.
- The Live Near Your Work initiative increased \$100,000 to a new total of \$150,000. The Live Near Your Work initiative is a program that will provide City employees with up to \$15,000 of down payment and settlement assistance toward the purchase of a home in the City. The \$15,000 limit is an increase from the previously offered \$4,000.
- Debt Service decreased by \$22,223 or 3.0% according to the Finance Department's latest debt service schedule.

**MAJOR FUNDING CHANGES FROM PRIOR YEAR
FEDERAL HUD FUNDS**

- Following an exercise to update the funding for positions in the Department based on the number of hours employees work between Federal and non-Federal projects, the number of full-time equivalent employees in federal grant funds has been reduced by a net of 0.05 FTE, for a savings of around \$5,200.
- Federal funding is projected to be awarded to the City in the following amounts:
 - Community Development Block Grant (CDBG): approximately \$2.2 million, unchanged from FY 2024.
 - Home Partnerships (HOME): approximately \$570,200, down \$148,300 from FY 2024.
 - Housing for People with AIDS (HOPWA): approximately \$951,000, unchanged from FY 2024.
 - Emergency Shelter Grant (ESG): approximately \$197,200, unchanged from FY 2024.

DEPARTMENT OF REAL ESTATE & HOUSING

Strategic Plan

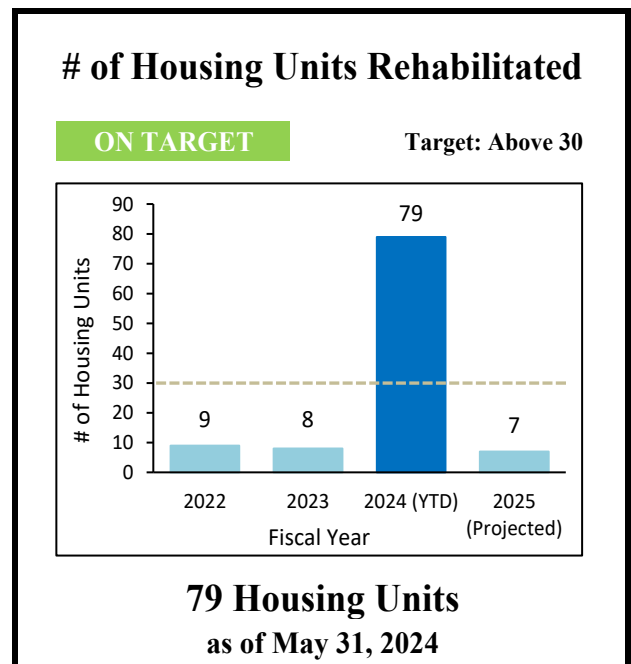
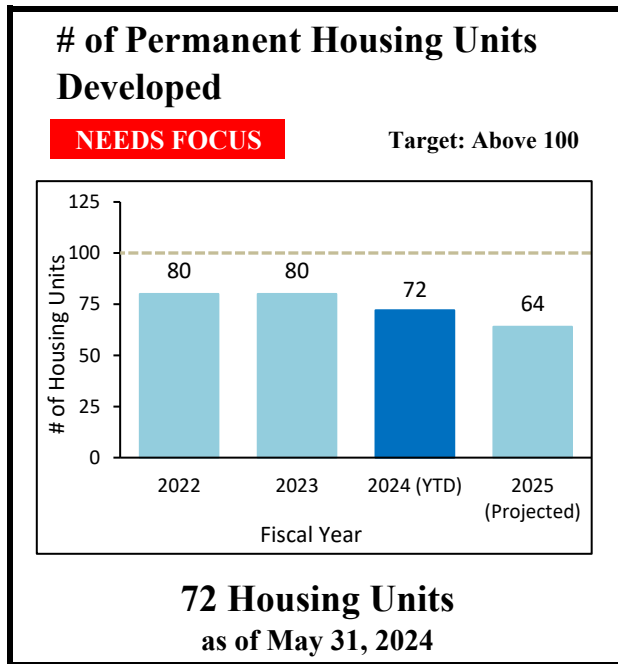
The Department is committed to developing inclusive programs that address the needs of the City’s residential neighborhoods, so that current and future residents receive decent, safe and affordable housing opportunities that are available to current and future residents.

Current data for the goals and objectives listed below may be found on the Real Estate & Housing OpenGov story page at <http://bit.ly/WDe19OG>.

Focus Area: Quality of Life

CITY-WIDE GOAL #17: Improve Housing Quality.

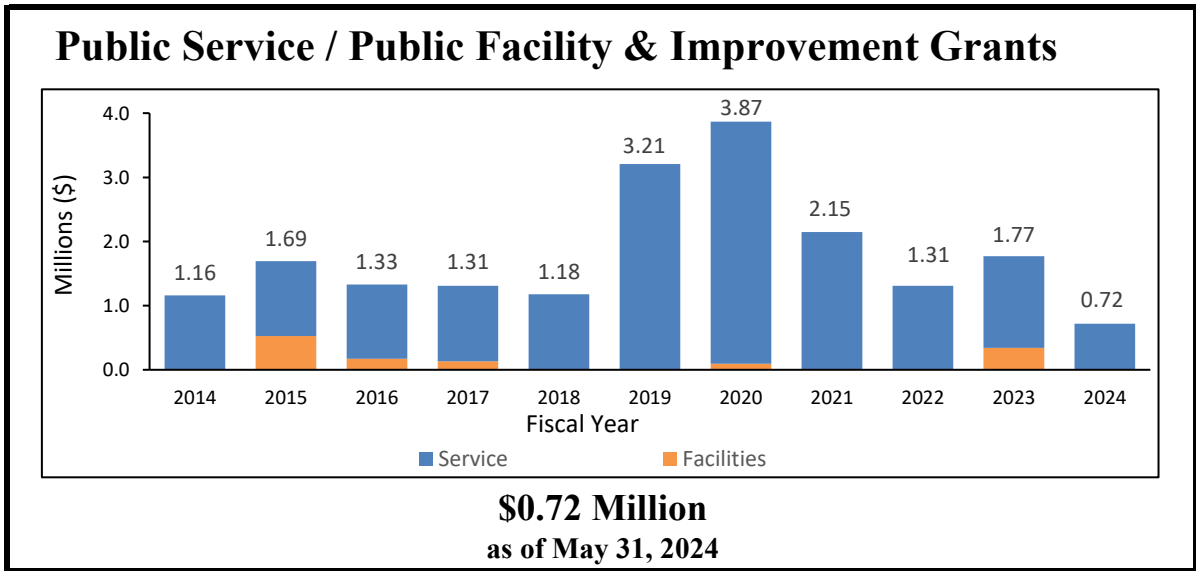
Objective 1: Increase the number of permanent housing units available for low/moderate income families/individuals through the development of new quality housing stock and the rehabilitation of existing units.



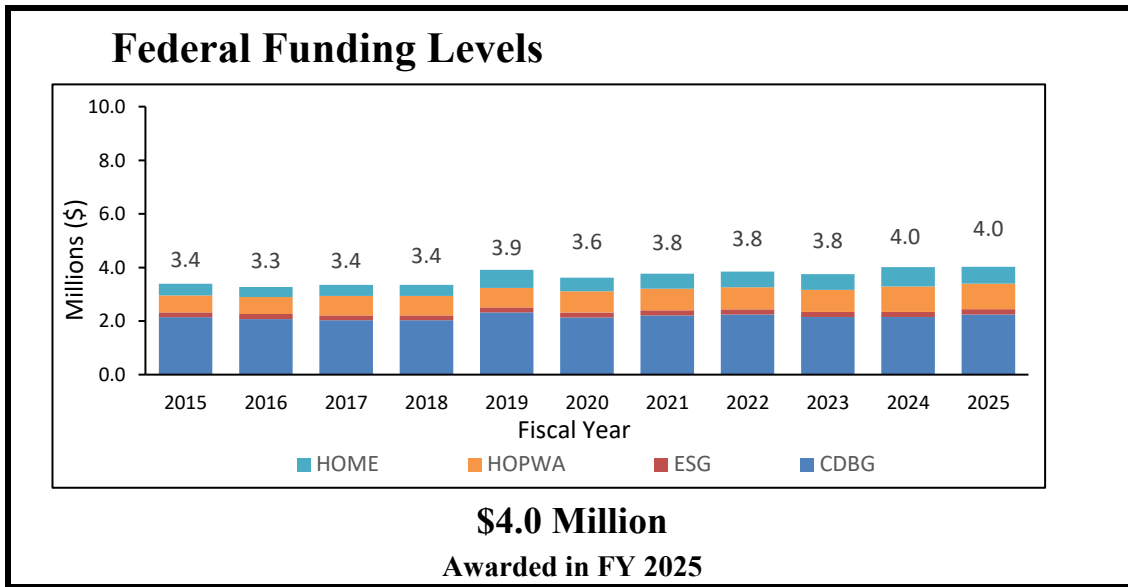
Note: Given the lead time necessary to move a new / rehabilitated housing development project from conception to occupancy, a project is included in the measures above once a firm commitment of funds has been made. The increase in housing units rehabilitated in FY 2024 represents the completion of a large multiyear project.

DEPARTMENT OF REAL ESTATE & HOUSING

Performance Trends



The above chart represents federally funded public services and administration grants.



The above chart shows the amount of regular federal funding received by the Department of Real Estate & Housing since 2015. It does not include CARES Act funds related to the COVID-19 pandemic: \$2.3 million in Community Development Block Grant (CDBG) funding, \$1.0 million for Housing Opportunities for Persons With AIDS (HOPWA) funding and \$624,000 for Home Partnerships (HOME) funding.

Department: Real Estate and Housing

Fund: General

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	269,859	201,489	194,192	211,854	17,662	9.1%
Temporary Salaries	3,982	0	0	0	0	0.0%
Overtime	(30)	0	0	0	0	0.0%
Pension Contribution	44,363	25,769	12,776	18,947	6,171	48.3%
Social Security	12,785	11,927	11,758	12,887	1,129	9.6%
Medicare Tax	3,755	2,829	2,749	3,014	265	9.6%
Hospitalization	38,845	35,373	31,723	26,688	(5,035)	-15.9%
Life Insurance	178	638	516	530	14	2.7%
Pension Healthcare	11,516	10,234	9,662	9,966	304	3.1%
State Pension Plan - Civilian	8,597	6,226	8,201	8,523	322	3.9%
Attrition	0	0	(10,389)	(11,049)	(660)	6.4%
Total Personal Services	393,850	294,485	261,188	281,360	20,172	7.7%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	932	1,712	1,600	1,600	0	0.0%
Communications and Utilities	377	655	1,762	1,875	113	6.4%
Professional Fees	33,624	81,955	50,000	65,000	15,000	30.0%
Miscellaneous Services	4,288	295	5,000	5,000	0	0.0%
Office and General Supplies	8,281	1,584	500	500	0	0.0%
Misc. Mat., Supp., and Parts	209	45	500	500	0	0.0%
Community Activities	1,776,239	1,747,575	1,300,000	1,450,000	150,000	11.5%
Total M.S.&E.	1,823,950	1,833,821	1,359,362	1,524,475	165,113	12.1%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	33,066	32,408	53,763	58,258	4,495	8.4%
Self-Insurance	2,420	2,424	2,368	2,472	104	4.4%
Total Internal Services	35,486	34,832	56,131	60,730	4,599	8.2%

Debt Service	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Principal Payments	3,183,163	1,857,082	531,356	533,870	2,514	0.5%
Interest Payments	258,011	230,128	199,615	174,878	(24,737)	-12.4%
Total Debt Service	3,441,174	2,087,210	730,971	708,748	(22,223)	-3.0%

General Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	5,694,460	4,250,348	2,407,652	2,575,313	167,661	7.0%

Department: Real Estate and Housing

Fund: CDBG

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	234,833	103,661	415,414	413,715	(1,699)	-0.4%
Pension Contribution	30,687	19,364	28,111	63,808	35,697	127.0%
Social Security	14,067	8,208	24,618	24,738	120	0.5%
Medicare Tax	3,303	1,849	5,757	5,786	29	0.5%
Hospitalization	54,102	28,522	126,031	96,154	(29,877)	-23.7%
Life Insurance	886	404	1,459	1,326	(133)	-9.1%
Pension Healthcare	13,826	7,333	27,317	25,057	(2,260)	-8.3%
State Pension Plan - Civilian	8,419	4,068	17,380	11,619	(5,761)	-33.1%
Total Personal Services	360,123	173,409	646,087	642,203	(3,884)	-0.6%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	1,944	3,165	5,944	5,500	(444)	-7.5%
Communications and Utilities	0	9	1,428	300	(1,128)	-79.0%
Transportation	0	0	8,233	4,000	(4,233)	-51.4%
Rentals	0	0	500	500	0	0.0%
Professional Fees	8,036	64,830	112,200	111,000	(1,200)	-1.1%
Memberships and Registrations	1,500	25	9,400	6,700	(2,700)	-28.7%
Miscellaneous Services	2,256	2,356	6,000	6,000	0	0.0%
Office and General Supplies	0	0	2,500	2,500	0	0.0%
Wearing Apparel and Safety	355	902	6,000	5,000	(1,000)	-16.7%
Equipment	0	0	4,000	4,000	0	0.0%
Total M.S.&E.	14,091	71,287	156,205	145,500	(10,705)	-6.9%

Other / Special Purpose	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Grants and Fixed Charges	1,854,783	617,191	1,396,861	1,411,450	14,589	1.0%
Total Other / Special Purpose	1,854,783	617,191	1,396,861	1,411,450	14,589	1.0%

Department: Real Estate and Housing

Fund: CDBG

Grants and Fixed Charges Detail	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Above Xpectations			11,000	10,000	(1,000)	-9.1%
Catholic Charities			25,000	25,000	0	0.0%
Catholic Charities - Bayard			15,000	25,000	10,000	66.7%
Challenge Program			25,000	0	(25,000)	-100.0%
Christiana Cultural Arts Center			23,000	15,000	(8,000)	-34.8%
Delaware Center for Horticulture			115,000	15,000	(100,000)	-87.0%
Fair Housing			25,000	0	(25,000)	-100.0%
Family Promise of Northern NCC			15,000	20,000	5,000	33.3%
First Start Homeownership Prog			0	56,374	56,374	0.0%
Home Repair Program Delivery			0	170,385	170,385	0.0%
HOND			0	10,000	10,000	0.0%
Housing Alliance of DE			15,000	15,000	0	0.0%
Housing Rehabilitation			0	50,000	50,000	0.0%
Ingleside Housing Project			110,000	110,000	0	0.0%
Interfaith Comm. Housing of DE			0	10,000	10,000	0.0%
JumpStart			0	500,000	500,000	0.0%
JumpStart Delivery			0	60,962	60,962	0.0%
LACC - Homeless Prevention			10,000	10,000	0	0.0%
LACC - Summer Camp			15,000	15,000	0	0.0%
Lutheran Community Services			10,000	25,000	15,000	150.0%
Ministry of Caring			20,000	19,500	(500)	-2.5%
Public Infra. - East Side Delivery			0	33,948	33,948	0.0%
Public Infra. - East Side			0	384,832	384,832	0.0%
Rehab Division MS&E			0	19,700	19,700	0.0%
Salvation Army			15,000	10,000	(5,000)	-33.3%
Sojourners Place			25,000	25,000	0	0.0%
STEHM, Inc.			10,000	10,000	0	0.0%
Streets Repair - Bennett			826,823	0	(826,823)	-100.0%
The Challenge Program			0	25,000	25,000	0.0%
Urban Bike Project			15,000	0	(15,000)	-100.0%
West End Neighborhood House			30,000	20,000	(10,000)	-33.3%
Wilm. St. Tree & Greening Prgm.			0	85,000	85,000	0.0%
YMCA - Supportive Housing			15,000	0	(15,000)	-100.0%
YWCA Delaware			35,000	25,000	(10,000)	-28.6%
Budget Control			(8,962)	(389,251)	(380,289)	4243.3%
FY 2022 Expenditures	1,854,783					
FY 2023 Expenditures		617,191				
Total Grants and Fixed Charges	1,854,783	617,191	1,396,861	1,411,450	14,589	1.0%

Community Development Block Grant (CDBG)	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	2,228,997	861,887	2,199,153	2,199,153	0	0.0%

Personal Services	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024	\$ Change FY'24-'23	% Change FY'24-'23
Regular Salaries	102,253	76,720	35,646	104,661	69,015	193.6%
Pension Contribution	25,589	22,593	11,122	10,223	(899)	-8.1%
Social Security	6,053	4,563	2,168	6,254	4,086	188.5%
Medicare Tax	1,416	1,064	507	1,463	956	188.6%
Hospitalization	14,988	13,984	4,358	27,543	23,185	532.0%
Life Insurance	(53)	238	127	343	216	170.1%
Pension Healthcare	6,862	4,647	2,254	6,424	4,170	185.0%
State Pension Plan - Civilian	118	0	0	3,726	3,726	0.0%
Total Personal Services	157,226	123,809	56,182	160,637	104,455	185.9%

Other / Special Purpose	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Grants and Fixed Charges	521,000	565,144	557,885	390,228	(167,657)	-30.1%
Total Other / Special Purpose	521,000	565,144	557,885	390,228	(167,657)	-30.1%

Grants and Fixed Charges Detail	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
CHDO Set-Aside			107,778	0	(107,778)	-100.0%
Habitat for Humanity			336,500	0	(336,500)	-100.0%
Riverside Development Phase V			0	272,977	272,977	0.0%
Solomon's Court Phase III			202,392	0	(202,392)	-100.0%
Tatnall West Phase II			0	88,398	88,398	0.0%
The Vista at St, Francis			0	151,815	151,815	0.0%
Budget Control			(88,785)	(122,962)	(34,177)	38.5%
FY 2022 Expenditures	521,000					
FY 2023 Expenditures		565,144				
Total Grants and Fixed Charges	521,000	565,144	557,885	390,228	(167,657)	-30.1%

Home Investment Partnerships Program Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	644,809	649,401	718,522	570,211	(148,311)	-20.6%

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	2,100	2,802	13,489	40,966	27,477	203.7%
Pension Contribution	446	0	0	0	0	0.0%
Social Security	128	168	793	2,540	1,747	220.3%
Medicare Tax	30	39	186	594	408	219.4%
Hospitalization	603	553	4,963	71	(4,892)	-98.6%
Life Insurance	7	16	53	137	84	158.5%
Pension Healthcare	113	158	988	2,583	1,595	161.4%
State Pension Plan - Civilian	47	156	754	2,335	1,581	209.7%
Total Personal Services	3,474	3,892	21,226	49,226	28,000	131.9%

Other / Special Purpose	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Grants and Fixed Charges	801,730	706,163	930,013	902,013	(28,000)	-3.0%
Total Other / Special Purpose	801,730	706,163	930,013	902,013	(28,000)	-3.0%

Grants and Fixed Charges Detail	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Catholic Charities			0	0	0	0.0%
Cecil County Emerg. Housing			0	67,800	67,800	0.0%
Delaware HIV Services, Inc.			749,148	749,148	0	0.0%
Ministry of Caring			173,554	105,754	(67,800)	-39.1%
Budget Control			7,311	(20,689)	(28,000)	-383.0%
FY 2022 Expenditures	801,730					
FY 2023 Expenditures		706,163				
Total Grants and Fixed Charges	801,730	706,163	930,013	902,013	(28,000)	-3.0%

Housing Opportunities for Persons With AIDS (HOPWA)	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	805,204	710,055	951,239	951,239	0	0.0%

Department: Real Estate and Housing

Fund: Emergency Shelter Grant

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	2,145	10,405	7,358	12,218	4,860	66.1%
Pension Contribution	0	1,778	0	0	0	0.0%
Social Security	131	622	433	758	325	75.1%
Medicare Tax	31	145	101	177	76	75.2%
Hospitalization	201	2,180	2,707	21	(2,686)	-99.2%
Life Insurance	9	35	29	41	12	41.4%
Pension Healthcare	113	460	539	770	231	42.9%
State Pension Contribution	145	0	411	0	(411)	-100.0%
State Pension Plan - Civilian	0	261	0	696	696	0.0%
Total Personal Services	2,775	15,886	11,578	14,681	3,103	26.8%

Other / Special Purpose	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Grants and Fixed Charges	174,889	46,730	185,648	182,545	(3,103)	-1.7%
Total Other / Special Purpose	174,889	46,730	185,648	182,545	(3,103)	-1.7%

Grants and Fixed Charges Detail	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Family Promise			25,000	0	(25,000)	-100.0%
Housing Alliance Delaware			18,000	10,185	(7,815)	-43.4%
Ministry of Caring			40,000	40,000	0	0.0%
Salvation Army - Emerg. Shelter			15,000	25,000	10,000	66.7%
Sojourner's Place			45,000	0	(45,000)	-100.0%
WENH - Homeless Prevention			0	15,000	15,000	0.0%
WENH - Rapid Housing			0	33,250	33,250	0.0%
YWCA DE - Rapid Re-Housing			39,472	59,000	19,528	49.5%
Budget Control			3,176	110	(3,066)	-96.5%
FY 2022 Expenditures	174,889					
FY 2023 Expenditures		46,730				
Total Grants and Fixed Charges	174,889	46,730	185,648	182,545	(3,103)	-1.7%

Emergency Shelter Grant (ESG)	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	177,664	62,616	197,226	197,226	0	0.0%

DEPARTMENT OF COMMERCE

Prior to its restructuring in 1995, the Department of Commerce in the Commerce Fund was responsible for promoting and developing commerce and industry within the City of Wilmington. In addition, the Department managed and marketed the Port of Wilmington (the “Port”) as a self-sufficient business entity. Although the Port was profitable, the City could no longer afford the infrastructure improvements necessary to maintain its competitiveness and profitability. Consequently, the City successfully negotiated a sale of the Port to the State of Delaware, effective September 1, 1995. Although the City retained the debt of the Commerce Fund, the State agreed to reimburse the City for both principal and interest, along with a “mortgage” payment based on a 30-year amortization of the sale price.

In February of 2002, under a new agreement with the State, the City received a lump sum payment of \$8 million from the State Transportation Fund, which eliminated all future outstanding mortgage payments. As a result, all future annual amortized gain figures were recalculated and re-amortized from FY 2002 to FY 2005. The State’s reimbursement of the City’s debt was not affected by this new agreement.

In FY 2009, the remaining balance of the City’s Commerce Fund was depleted. As a result, beginning in FY 2010, all Port debt service and reimbursement revenue from the State were budgeted into the General Fund.

In 2018, the State entered into a long-term Port lease agreement with GulfTainer, and subsequently provided the City with full payment for the outstanding debt. The City amortized these funds and continued to pay debt service, with debt reimbursement payments acting as an offsetting revenue.

In FY 2020, the City refinanced the outstanding bonds, with the final bond payment occurring in FY 2032. However, the reimbursement amortization continued as originally scheduled, with the final reimbursement booked in FY 2023 (when the associated debt was originally expected to be fully repaid). As these payments are now complete, there was no budgeted revenue for FY 2024 and beyond.

For the FY 2025 budget, total debt service has increased by \$59 as per the existing debt service schedule.

SUMMARY OF FUNDING FOR THE DEPARTMENT OF COMMERCE

Total All Funds Commerce Department	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Debt Service	166,688	277,071	222,717	222,776	59	0.0%
Total	166,688	277,071	222,717	222,776	59	0.0%
Staffing Levels	0.00	0.00	0.00	0.00	0.00	0.0%

General Fund Commerce Department	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Debt Service	166,688	277,071	222,717	222,776	59	0.0%
Total	166,688	277,071	222,717	222,776	59	0.0%
Staffing Levels	0.00	0.00	0.00	0.00	0.00	0.0%

Department: Commerce

Fund: General

Debt Service	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Principal Payments	76,927	200,946	152,620	158,784	6,164	4.0%
Interest Payments	89,761	76,125	70,097	63,992	(6,105)	-8.7%
Total Debt Service	166,688	277,071	222,717	222,776	59	0.0%

General Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	166,688	277,071	222,717	222,776	59	0.0%

DEPARTMENT OF INFORMATION TECHNOLOGIES

The mission of the Department of Information Technologies (DoIT) is to enable technology to increase the effectiveness and efficiency of services for the employees and citizens of the City of Wilmington. The Department strives to provide a secure, efficient, and flexible environment that will enhance the productivity of the City's workforce.

DoIT consists of six divisions, including Data Processing, Document Management, Mail Service, Duplication & Printing, Mapping & Graphics, and Communications.

PRIORITIES FOR FISCAL YEAR 2025
<ul style="list-style-type: none"> Provide a Cyber resilient, flexible, and highly available computing environment for City employees. Support the Mayor's Office by maintaining an accessible, interactive, and responsive E-Government platform for citizen engagement. Employ innovative and cost-effective enterprise solutions while leveraging Cloud solutions strategically. Create a culture of Cyber Awareness.

SUMMARY OF FUNDING FOR THE DEPARTMENT OF INFORMATION TECHNOLOGIES

Total All Funds Information Technologies	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	2,000,142	2,046,316	2,291,786	2,363,508	71,722	3.1%
Materials, Supplies, and Equipment	6,703,308	6,324,939	7,247,849	7,911,580	663,731	9.2%
Internal Services	31,597	25,088	16,683	17,348	665	4.0%
Debt Service	116,873	321,161	908,959	910,948	1,989	0.2%
Total	8,851,920	8,717,504	10,465,277	11,203,384	738,107	7.1%
Staffing Levels	21.00	21.00	21.00	21.00	0.00	0.0%

General Fund Information Technologies	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	Dollar Change FY'25-'24	Percent Change FY'25-'24
Personal Services	2,000,142	2,046,316	2,291,786	2,363,508	71,722	3.1%
Materials, Supplies, and Equipment	6,703,308	6,324,939	7,247,849	7,911,580	663,731	9.2%
Internal Services	31,597	25,088	16,683	17,348	665	4.0%
Debt Service	116,873	321,161	908,959	910,948	1,989	0.2%
Total	8,851,920	8,717,504	10,465,277	11,203,384	738,107	7.1%
Staffing Levels	21.00	21.00	21.00	21.00	0.00	0.0%

MAJOR FUNDING CHANGES FROM PRIOR YEAR

- Relative to the FY 2024 budget, total Salaries and Wages increased \$82,181, driven mainly by the cost of the mid-FY 2024 implementation of the City's classification and compensation study recommendations, combined with mandatory step increases.
- In the Communications Division, Repairs to Equipment increased by \$120,000, which includes \$67,000 for repairs to the radio tower at Rodney Reservoir, along with \$44,000 for the phone system maintenance agreement (previously budgeted in Telephone – Direct Charge).
- Consultants costs in the Data Processing Division increased by a net \$104,800, to a new total of nearly \$2.0 million. This includes an additional \$106,000 for payroll processing support and \$96,000 for a network technician, which is partially offset by a \$100,000 reduction in IT project manager funding (previously budgeted at \$200,000).
- Computer Software – Non-Capital is up by a net \$109,360, or 34.3%. This includes a \$50,000 increase in the ThirdLine software contract for the Audit Department, \$40,000 to purchase B2Gnow (supplier diversity compliance software for the Office of Economic Development), and a \$21,000 increase in the Proofpoint cybersecurity software contract (in order to purchase training and metrics modules).
- The budget for Computer Software Licenses has a net increase of \$447,528, or 24.9%. The largest element of this is the inclusion of \$230,000 for UKG (formerly Kronos) timekeeping software, which was eliminated from the FY 2024 budget as part of the effort to outsource the City's payroll function. As this outsourcing has been deferred pending further analysis, UKG funding has been restored. In addition, the cost of the City's MUNIS license grew to a new total of \$924,500, an increase of \$129,500 (or 16.3%). Other increases include an additional \$50,000 to replace Worldox legal document management software for the Law Department and \$30,000 for Fire Department Telestaff scheduling software (previously budgeted in Repairs to Mechanical Office Equipment).
- Other notable changes include: a net \$100,688 reduction in Other Noncapitalized Equipment, mainly due to fewer requests for new PCs, monitors, and related technology; a net \$40,900 reduction in Repairs to Mechanical Office Equipment, largely the result of transferring the Fire Department Telestaff software to Computer Software Licenses; and a net \$31,810 increase in Mobile Airtime, due mainly to cost increases in Police Department cellphones and AirCards.

Department: Information Technologies

Fund: General

Personal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Regular Salaries	1,240,506	1,267,741	1,468,824	1,548,165	79,341	5.4%
Sick Leave Bonus	300	1,000	0	0	0	0.0%
Overtime	1,776	1,859	0	5,000	5,000	0.0%
Health Cash Back	2,160	2,250	2,160	0	(2,160)	-100.0%
Pension Contribution	250,605	251,165	224,125	229,706	5,581	2.5%
Social Security	73,537	75,590	88,000	92,730	4,730	5.4%
Medicare Tax	17,198	17,679	20,579	21,689	1,110	5.4%
Hospitalization	293,677	307,235	349,547	320,878	(28,669)	-8.2%
Life Insurance	4,824	4,494	5,005	5,014	9	0.2%
Pension Healthcare	83,970	90,292	94,353	95,151	798	0.8%
State Pension Plan - Civilian	31,589	27,011	39,193	45,175	5,982	15.3%
Total Personal Services	2,000,142	2,046,316	2,291,786	2,363,508	71,722	3.1%

Materials, Supplies, and Equipment	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Printing and Advertising	60,197	61,991	78,300	78,300	0	0.0%
Communications and Utilities	1,148,246	1,256,133	1,335,259	1,371,990	36,731	2.8%
Transportation	0	12,305	10,000	10,000	0	0.0%
Rentals	90,855	93,277	125,000	132,000	7,000	5.6%
Contracted Maintenance	739,066	647,436	776,050	855,150	79,100	10.2%
Professional Fees	1,935,200	1,872,597	2,030,500	2,125,300	94,800	4.7%
Memberships and Registrations	32,804	56,832	102,000	82,000	(20,000)	-19.6%
Miscellaneous Services	71,125	64,138	81,620	91,120	9,500	11.6%
Office and General Supplies	136,463	80,421	184,560	178,560	(6,000)	-3.3%
Wearing Apparel and Safety	1,000	996	6,000	6,000	0	0.0%
Misc. Mat., Supp., and Parts	55,246	22,713	75,300	81,700	6,400	8.5%
Equipment	1,607,845	1,881,556	2,443,260	2,899,460	456,200	18.7%
Fixed Assets	825,261	274,544	0	0	0	0.0%
Total M.S.&E.	6,703,308	6,324,939	7,247,849	7,911,580	663,731	9.2%

Internal Services	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Administrative Services	3,455	3,409	0	0	0	0.0%
Self-Insurance	28,142	21,679	16,683	17,348	665	4.0%
Total Internal Services	31,597	25,088	16,683	17,348	665	4.0%

Debt Service	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Principal Payments	91,234	273,084	702,468	749,571	47,103	6.7%
Interest Payments	25,639	48,077	206,491	161,377	(45,114)	-21.8%
Total Debt Service	116,873	321,161	908,959	910,948	1,989	0.2%

General Fund	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025	\$ Change FY'25-'24	% Change FY'25-'24
Total	8,851,920	8,717,504	10,465,277	11,203,384	738,107	7.1%

THE CAPITAL IMPROVEMENTS PROGRAM

I. Introduction

The Capital Improvements Program is a six-year capital spending plan, adopted by City Council annually. The first year of the Capital Program is known as the Capital Budget. In alternating years, the Capital Budget includes two full fiscal years of funding due to the City's decision to bond biennially, instead of annually. This results in "off" years when the budget requests will be zero. The decision to bond biennially reduces the frequency of borrowing and lowers financing costs.

The Capital Improvements Program and Budget provide a schedule of expenditures to develop and improve the public facilities necessary to serve those who live and work in Wilmington. The projects reflect the physical development policies of the City, such as Comprehensive Development Plans, Urban Renewal Plans, etc. This document describes the development of a Capital Program; the statutory basis for the preparation of the Capital Program; and an explanation of the capital projects proposed for the FY 2024 - FY 2029 period.

II. A Guide to the Capital Improvements Program

A. Development of a Capital Program

The Wilmington Home Rule Charter describes the process for preparing and adopting the City's Capital Program. The process begins with the various City departments submitting requests for specific projects to the Office of Management and Budget and the Department of Planning. Department heads discuss their project proposals with the Office of Management and Budget and the Department of Planning, indicating their programming priorities. Three major considerations guide the review of these departmental requests:

1. Overall development objectives for Wilmington. This includes the feasibility, desirability, and need for specific projects.
2. The relationships among projects with respect to design, location, timing of construction and the nature of activities involved.
3. The City's fiscal policies and capabilities.

The City Planning Commission reviews the Capital Program for conformance to the Comprehensive Plan and other City policies and makes recommendations to the Office of Management and Budget and the Department of Planning. The Capital Program is then submitted to the Mayor for his review and transmittal, along with the Annual Operating Budget, to City Council for their approval.

B. Nature of a Capital Project

Generally, a capital project is fixed in nature, has a relatively long life expectancy, and requires a substantial financial investment. Capital projects traditionally take the form of large-scale physical developments, such as buildings, streets, and water mains. However, a wide range of other projects qualify for capital funding consideration, including fire-fighting apparatus, street lighting, and computer software. A capital project must cost a minimum of \$5,000 and generally include one or more of the following characteristics:

1. Acquisition of real property, including the purchase of land and/or existing structures for a community facility or utility.
2. Major replacement facilities, such as roofs, heating, plumbing, and electrical systems.
3. Preliminary studies and surveys pursuant to acquisition, construction or rehabilitation of City-owned property.
4. Purchase of specialized equipment and furniture for public improvements when first erected or acquired.
5. Cash contributions when necessary to fulfill the City's obligation in federally-assisted programs of a capital nature.
6. Improvements to City-owned public utilities, such as sewers, water mains, fire hydrants, streets, and catch basins.
7. Vehicles (excluding special equipment not considered a part of the vehicle) exceeding \$25,000 in cost and having a life expectancy of more than ten years.

Percent Allocation to Art: Municipal construction contracts let by the city for the construction of, or remodeling of, public buildings or structures shall include a sum of money amounting to five percent of the estimated construction cost of the building or structure, for ornamentation. Ornamentation includes, but is not limited to, sculpture, monuments, bas relief, mosaics, frescoes, stained glass, murals, fountains or other decoration, both exterior and interior, having a period of usefulness of at least five years. In the event the five percent sum is not used for the incorporation of ornamentation into the construction project, it shall be placed in the art work reserve fund. Eligible construction contracts means a capital project greater than \$25,000 identified in the annual capital budget to construct or remodel any public building or structure including parks, or any portion thereof, within the city limits. This shall not include construction, repair or alteration of city streets or sidewalks.

C. The City's Financial Policy for the Capital Program

The following are the major elements that determine how much money the City can legally borrow and how it will pay for specific projects:

1. Fiscal Borrowing Limit

Legislation enacted by the Delaware General Assembly on July 7, 1971 amended the general obligation bond limit of the City of Wilmington to permit a debt service which does not exceed 17.5 percent of the annual operating budget. Because the bonds issued for the sewage treatment and water facilities are revenue supported, they are not subject to this limitation.

2. Self-Sustaining Projects

A clear distinction is made in the Capital Program between tax-supporting and self-sustaining (revenue) projects. Self-sustaining projects are part of any operation which will generate sufficient revenues to cover its debt service (water and sewer service, for example). Although the debt service on these bonds is paid from the various operating revenues, the bonds are secured by the City's full taxing authority, and thus are actually a special form of general obligation bonds.

3. Bond Life

The City generally limits the term of its borrowing to 20 years for all tax supported and revenue obligations. However, under special circumstances, 5- or 10-year bonds have been, and can be, issued.

D. Expenditure Analysis

Capital spending projects generally are within the following four categories:

1. New Service

Projects which provide a service not previously available. Examples include sewer lines; roads and water mains to areas not previously served; the acquisition and development of new parks; or the construction of a new facility for a new service.

2. New Replacing Existing

New projects which replace an existing facility providing a similar or identical service. Examples include the acquisition of new apparatus, or the replacement of aging sewer lines and water mains.

3. Upgrading Existing

Additions and modifications to existing facilities aimed at providing more and/or better service than is now provided. Examples include additions to buildings, increasing the capacity of existing water mains and development of park land already owned by the City.

4. Restoring Existing

Projects aimed at restoring an existing facility to its original capacity and/or quality of service. Examples include cleaning and relining of water mains, and minor capital improvements projects.

Significantly, only a small percentage of past capital expenditures have been for new service. This is very characteristic of an older, highly developed City in which most basic municipal services are already in place, and no new significant population growth is taking place.

Most projects fall within the category of upgrading existing facilities, reflecting a policy of extending and expanding their usefulness to the City's present stock of capital facilities. A policy of utilizing existing facilities with renovations and additions maximizes the efficiency of capital spending.

In the past, the replacement of capital facilities with new ones was prevalent. This approach is justifiable when facilities are too obsolete to permit economical rehabilitation or modification, when they have been utilized to the extent of their full useful life, or they are improperly located to meet the current needs. In general, replacements of this type offer increased capacity, modern features and up-to-date conveniences not found in the facilities they replace.

The restoration of existing facilities is generally undertaken when an existing facility has become so worn or deteriorated that major corrective action is needed to preserve its usefulness. While these expenditures do not result in the provision of new or improved service, they are among the most cost-efficient capital expenditures since maximum use is made of existing facilities.

E. Method of Funding

1. City Obligations

The bulk of funding for the City's Capital Improvements Program has traditionally come through general obligation bonds issued by the City and repaid out of the appropriate department operating budget over a 20-year period. In general, investors loan the City funds based upon its "bond" or promise to repay them using all means possible.

2. Federal and State Funds

In the past, the Federal and State governments have provided substantial support for capital programs in the City. For example, federal grants have often composed a major portion of funding for sewer and water projects, with local capital funding being used to "match" the Federal portion. Federal and State funds have been requested to supplement this year's budget.

3. Unused Capital Funds

Unexpended funds from previous Capital Budgets are reviewed annually to determine whether a former project has been temporarily delayed, altered or is no longer feasible. Based on this analysis, funds might then be transferred to current fiscal year projects in order to reduce the amount being currently borrowed.

F. Capital Funding Proposed for FY 2024 - FY 2029

The six-year Capital Budget and Capital Improvements Program, as presented to the Planning Commission, totals \$365,553,189, with a FY 2024 Capital Budget in the amount of \$125,013,438 and the additional five-year program adding \$240,539,751. A breakdown of these costs and the project descriptions are provided in the following pages.

G. Impact of Capital Spending on the Operating Budget

Because the majority of the projects in the Capital Budget are funded through the issuance of General Obligation Bonds, the payment of debt service has the greatest overall effect on the Operating Budget. The annual debt service expense that would result from bonds issued to fund the Capital Budget would be \$5,953,779. It should be noted that only the interest portion of debt service is booked (and budgeted) as an expense in the Water/Sewer Fund and Internal Service Funds.

In addition to the debt service, completed projects may have operational costs such as maintenance, utilities and the need for additional personnel or work hours. In a few instances, operational efficiencies result from a capital project that decreases costs in the Operating Budget. In the Capital Project descriptions section, each project's annual debt service impact and estimated net annual operational costs or (savings) are shown. The operational impact is divided into two categories: Personal Services (Wages and Benefits costs) and Materials, Supplies and Equipment (M.S.& E.). A summary of the operational impact by Department and Fund is shown in the table on the following page.

H. Active Capital Projects

Because of the complex nature of capital projects, the total budget request is rarely expended within the budget year. Per City Code, the City's Capital Review Committee meets quarterly to review the status of active multi-year projects. Information from these meetings is shared with the public on the City's OpenGov transparency website: <https://bit.ly/WDeCapital>.

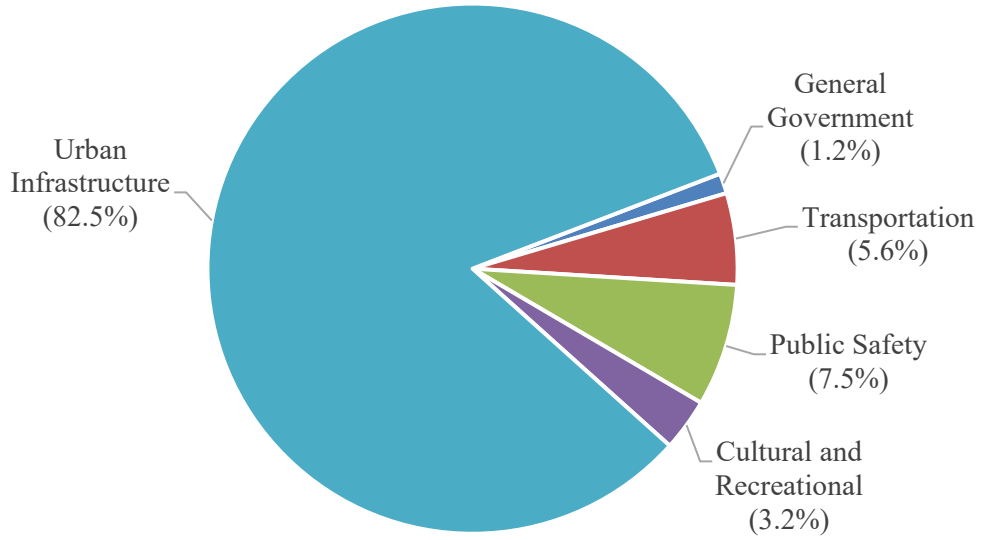
Estimated Annual Impact of Capital Budget Spending on the Operating Budget

Department	Fund	Debt Service*	Personal Services	M. S. & E.	Total
Finance	General	\$35,253	\$0	\$0	\$35,253
	Water/Sewer	38,250	0	0	38,250
Fire	General	636,070	0	(43,500)	592,570
Mayor's Office	General	213,851	0	0	213,851
Parks & Recreation	General	241,268	0	13,500	254,768
Public Works	General	1,180,751	0	(80,750)	1,100,001
	Water/Sewer	3,060,000	0	(257,500)	2,802,500
Real Estate & Housing	General	73,111	0	0	73,111
Transportation Division (Public Works)	General	475,225	0	32,500	507,725
TOTAL		\$5,953,779	\$0	(\$335,750)	\$5,618,029

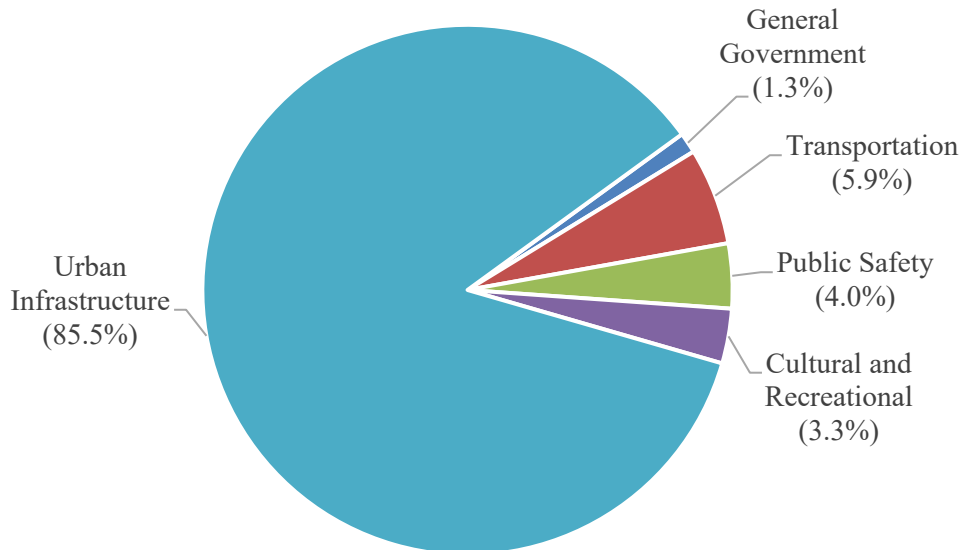
Fund	Debt Service*	Personal Services	M. S. & E.	Total
General	\$2,855,529	\$0	(\$78,250)	\$2,777,279
Water / Sewer	3,098,250	0	(257,500)	2,840,750
TOTAL	\$5,953,779	\$0	(\$335,750)	\$5,618,029

* Only the interest portion of debt service is booked (and budgeted) as an expense in the Water/Sewer Fund.

Capital Program Allocations FY 2024



Capital Program Allocations FY 2025 - FY 2029



**Capital Improvements Program
Fiscal Years 2024 - 2029**

Summary: Total Funds Recommended by Fiscal Year and Department

Department	Type of Funding	2024	2025	2026	2027	2028	2029	Total City Funds	Total City / Matching Funds
Finance	G	482,188	0	466,438	0	380,813	0	1,329,439	1,329,439
	W	956,250	0	956,250	0	956,250	0	2,868,750	2,868,750
Fire	G	8,700,000	0	9,700,000	0	3,000,000	0	21,400,000	21,400,000
Mayor's Office	G	2,925,000	0	2,815,000	0	2,665,000	0	8,405,000	8,405,000
Parks	G	3,300,000	0	3,300,000	0	3,300,000	0	9,900,000	9,900,000
Public Works	G	16,150,000	0	14,000,000	0	14,000,000	0	44,150,000	44,150,000
	W	76,500,000	0	76,500,000	0	76,500,000	0	229,500,000	229,500,000
Real Estate and Housing	G	1,000,000	0	1,000,000	0	1,000,000	0	3,000,000	3,000,000
	O	500,000	0	500,000	0	500,000	0	0	1,500,000
Transportation Divison (Public Works)	G	6,500,000	0	6,500,000	0	6,500,000	0	19,500,000	19,500,000
	O	8,000,000	0	8,000,000	0	8,000,000	0	0	24,000,000
Total by Fund	G	39,057,188	0	37,781,438	0	30,845,813	0	107,684,439	107,684,439
	O	8,500,000	0	8,500,000	0	8,500,000	0	0	25,500,000
	W	77,456,250	0	77,456,250	0	77,456,250	0	232,368,750	232,368,750
Grand Total		125,013,438	0	123,737,688	0	116,802,063	0	340,053,189	365,553,189

Type of Funding: G - General; W - Water/Sewer; O - Other Governmental

**Capital Improvements Program
Fiscal Years 2024 - 2029**

Summary: Total Funds Recommended by Expenditure Category

Department	Expend. Category	2024	2025	2026	2027	2028	2029	Total City Funds	Total City / Matching Funds
Finance (Bond Issuance Costs)	NR	77,500	0	75,000	0	0	0	152,500	152,500
	RE	268,750	0	268,750	0	237,500	0	775,000	775,000
	UE	1,092,188	0	1,078,938	0	1,099,563	0	3,270,689	3,270,689
Fire	NR	6,200,000	0	6,000,000	0	0	0	12,200,000	12,200,000
	RE	2,500,000	0	2,500,000	0	0	0	5,000,000	5,000,000
	UE	0	0	1,200,000	0	3,000,000	0	4,200,000	4,200,000
Mayor's Office	UE	2,925,000	0	2,815,000	0	2,665,000	0	8,405,000	8,405,000
Parks	UE	3,300,000	0	3,300,000	0	3,300,000	0	9,900,000	9,900,000
Public Works	RE	19,000,000	0	19,000,000	0	19,000,000	0	57,000,000	57,000,000
	UE	73,650,000	0	71,500,000	0	71,500,000	0	216,650,000	216,650,000
Real Estate and Housing	UE	1,500,000	0	1,500,000	0	1,500,000	0	3,000,000	4,500,000
Transportation Division (Public Works)	UE	14,500,000	0	14,500,000	0	14,500,000	0	19,500,000	43,500,000
Total by Expenditure Category	NR	6,277,500	0	6,075,000	0	0	0	12,352,500	12,352,500
	RE	21,768,750	0	21,768,750	0	19,237,500	0	62,775,000	62,775,000
	UE	96,967,188	0	95,893,938	0	97,564,563	0	264,925,689	290,425,689
Grand Total		125,013,438	0	123,737,688	0	116,802,063	0	340,053,189	365,553,189

Expenditure Category: NS - New Service; NR - New Replace Existing; UE - Upgrade Existing; RE - Restore Existing. See page 225 for detailed descriptions of categories.

**Capital Improvements Program
Fiscal Years 2024 - 2029**

Finance Department - Program Recommendations by Fiscal Year

Project	Expend. Category	Type of Funding	2024	2025	2026	2027	2028	2029	Total City Funds	Total City / Matching Funds
Cost of Bond Issue (General Fund)		G	482,188	0	466,438	0	380,813	0	1,329,439	1,329,439
Cost of Bond Issue (Water / Sewer Fund)		W	956,250	0	956,250	0	956,250	0	2,868,750	2,868,750
Total by Fund		G	482,188	0	466,438	0	380,813	0	1,329,439	1,329,439
		W	956,250	0	956,250	0	956,250	0	2,868,750	2,868,750
Total Finance Department Funds			1,438,438	0	1,422,688	0	1,337,063	0	4,198,189	4,198,189

Type of Funding: G - General; W - Water/Sewer; O - Other Governmental

Expenditure Category: NS - New Service; NR - New Replace Existing; UE - Upgrade Existing; RE - Restore Existing.

Bond Issuance Costs projected to be 1.25%

**Capital Improvements Program
Fiscal Years 2024 - 2029**

Fire Department - Program Recommendations by Fiscal Year

Project	Expend. Category	Type of Funding	2024	2025	2026	2027	2028	2029	Total City Funds	Total City / Matching Funds
Fire Engine Replacement	NR	G	1,000,000	0	3,000,000	0	0	0	4,000,000	4,000,000
Ladder Truck Replacement	NR	G	2,500,000	0	2,500,000	0	0	0	5,000,000	5,000,000
Fire Station Renovations	RE	G	5,200,000	0	3,000,000	0	0	0	8,200,000	8,200,000
Ambulance Replacement	NR	G	0	0	1,200,000	0	0	0	1,200,000	1,200,000
Fire Boat Refurbishment	UE	G	0	0	0	0	3,000,000	0	3,000,000	3,000,000
Total by Fund		G	8,700,000	0	9,700,000	0	3,000,000	0	21,400,000	21,400,000
Total Fire Funds			8,700,000	0	9,700,000	0	3,000,000	0	21,400,000	21,400,000

Type of Funding: G - General; W - Water/Sewer; O - Other Governmental

Expenditure Category: NS - New Service; NR - New Replace Existing; UE - Upgrade Existing; RE - Restore Existing. See page 225 for detailed descriptions of categories.

**Capital Improvements Program
Fiscal Years 2024 - 2029**

Mayor's Office - Program Recommendations by Fiscal Year

Project	Expend. Category	Type of Funding	2024	2025	2026	2027	2028	2029	Total City Funds	Total City / Matching Funds
Five Percent for Art	UE	G	425,000	0	315,000	0	165,000	0	905,000	905,000
Infrastructure and Site Improvements Closing Fund	UE	G	1,500,000	0	1,500,000	0	1,500,000	0	4,500,000	4,500,000
Site Acquisition	UE	G	1,000,000	0	1,000,000	0	1,000,000	0	3,000,000	3,000,000
Total by Fund		G	2,925,000	0	2,815,000	0	2,665,000	0	8,405,000	8,405,000
Total Mayor's Office Funds			2,925,000	0	2,815,000	0	2,665,000	0	8,405,000	8,405,000

Type of Funding: G - General; W - Water/Sewer; O - Other Governmental

Expenditure Category: NS - New Service; NR - New Replace Existing; UE - Upgrade Existing; RE - Restore Existing. See page 225 for detailed descriptions of categories.

**Capital Improvements Program
Fiscal Years 2024 - 2029**

Parks and Recreation - Program Recommendations by Fiscal Year

Project	Expend. Category	Type of Funding	2024	2025	2026	2027	2028	2029	Total City Funds	Total City / Matching Funds
Park Improvements	UE	G	3,000,000	0	3,000,000	0	3,000,000	0	9,000,000	9,000,000
WHACC Improvements	UE	G	300,000	0	300,000	0	300,000	0	900,000	900,000
Total by Fund		G	3,300,000	0	3,300,000	0	3,300,000	0	9,900,000	9,900,000
Total Parks and Recreation Funds			3,300,000	0	3,300,000	0	3,300,000	0	9,900,000	9,900,000

Type of Funding: G - General; W - Water/Sewer; O - Other Governmental

Expenditure Category: NS - New Service; NR - New Replace Existing; UE - Upgrade Existing; RE - Restore Existing. See page 225 for detailed descriptions of categories.

**Capital Improvements Program
Fiscal Years 2024 - 2029**

Public Works - Program Recommendations by Fiscal Year

Project	Expend. Category	Type of Funding	2024	2025	2026	2027	2028	2029	Total City Funds	Total City / Matching Funds
Street Paving and Reconstruction	RE	G	10,000,000	0	10,000,000	0	10,000,000	0	30,000,000	30,000,000
Emergency Sidewalk Repairs	UE	G	1,000,000	0	1,000,000	0	1,000,000	0	3,000,000	3,000,000
Building Improvements	UE	G	2,000,000	0	2,000,000	0	2,000,000	0	6,000,000	6,000,000
City / County Bldg. Renovations	UE	G	1,000,000	0	1,000,000	0	1,000,000	0	3,000,000	3,000,000
Municipal Complex Energy Upgrades	UE	G	2,150,000	0	0	0	0	0	2,150,000	2,150,000
11th Street Sewage Pumping Station Upgrade	UE	W	10,000,000	0	10,000,000	0	10,000,000	0	30,000,000	30,000,000
Annual Minor Sewer Improvements	RE	W	2,500,000	0	2,500,000	0	2,500,000	0	7,500,000	7,500,000
Major Sewer Improvements	RE	W	6,000,000	0	6,000,000	0	6,000,000	0	18,000,000	18,000,000
Annual Water Improvements	UE	W	10,000,000	0	10,000,000	0	10,000,000	0	30,000,000	30,000,000
Transmission Main Improvements	UE	W	4,000,000	0	4,000,000	0	4,000,000	0	12,000,000	12,000,000
Pressure Zone Reliability Improvements	UE	W	2,000,000	0	2,000,000	0	2,000,000	0	6,000,000	6,000,000
Porter Filter Plant Improvements	UE	W	10,000,000	0	10,000,000	0	10,000,000	0	30,000,000	30,000,000
Brandywine Filter Plant Improvements	UE	W	3,000,000	0	3,000,000	0	3,000,000	0	9,000,000	9,000,000
Raw Water System Improvements	UE	W	3,000,000	0	3,000,000	0	3,000,000	0	9,000,000	9,000,000
Architectural Improvements	UE	W	1,500,000	0	1,500,000	0	1,500,000	0	4,500,000	4,500,000
Pumping Station Improvements	UE	W	500,000	0	500,000	0	500,000	0	1,500,000	1,500,000
WWTP Infrastructure Improvements	UE	W	20,000,000	0	20,000,000	0	20,000,000	0	60,000,000	60,000,000
Stormwater Drainage Management Program	UE	W	2,000,000	0	2,000,000	0	2,000,000	0	6,000,000	6,000,000
Storm Water Mitigation (Green Infrastructure)	UE	W	1,500,000	0	1,500,000	0	1,500,000	0	4,500,000	4,500,000
Urban Forest Management Program	RE	W	500,000	0	500,000	0	500,000	0	1,500,000	1,500,000
Total by Fund		G	16,150,000	0	14,000,000	0	14,000,000	0	44,150,000	44,150,000
		W	76,500,000	0	76,500,000	0	76,500,000	0	229,500,000	229,500,000
Total Public Works Funds			92,650,000	0	90,500,000	0	90,500,000	0	273,650,000	273,650,000

Type of Funding: G - General; W - Water/Sewer; O - Other Governmental

Expenditure Category: NS - New Service; NR - New Replace Existing; UE - Upgrade Existing; RE - Restore Existing. See page 225 for detailed descriptions of categories.

**Capital Improvements Program
Fiscal Years 2024 - 2029**

Real Estate and Housing - Program Recommendations by Fiscal Year

Project	Expend. Category	Type of Funding	2024	2025	2026	2027	2028	2029	Total City Funds	Total City / Matching Funds
Neighborhood Stabilization	UE	G	1,000,000	0	1,000,000	0	1,000,000	0	3,000,000	3,000,000
	UE	O	500,000	0	500,000	0	500,000	0	0	1,500,000
Total by Fund		G	1,000,000	0	1,000,000	0	1,000,000	0	3,000,000	3,000,000
		O	500,000	0	500,000	0	500,000	0	0	1,500,000
Total Real Estate and Housing Funds			1,500,000	0	1,500,000	0	1,500,000	0	3,000,000	4,500,000

Type of Funding: G - General; W - Water/Sewer; O - Other Governmental

Expenditure Category: NS - New Service; NR - New Replace Existing; UE - Upgrade Existing; RE - Restore Existing. See page 225 for detailed descriptions of categories.

**Capital Improvements Program
Fiscal Years 2024 - 2029**

Transportation Division (Public Works) - Program Recommendations by Fiscal Year

Project	Expend. Category	Type of Funding	2024	2025	2026	2027	2028	2029	Total City Funds	Total City / Matching Funds
Traffic System Infrastructure	UE	G	2,500,000	0	2,500,000	0	2,500,000	0	7,500,000	7,500,000
Wilmington Transportation Initiatives	UE	G	2,000,000	0	2,000,000	0	2,000,000	0	6,000,000	6,000,000
	UE	O	8,000,000	0	8,000,000	0	8,000,000	0	0	24,000,000
ADA Curb Ramp and Sidewalk Compliance	UE	G	2,000,000	0	2,000,000	0	2,000,000	0	6,000,000	6,000,000
Total by Fund		G	6,500,000	0	6,500,000	0	6,500,000	0	19,500,000	19,500,000
		O	8,000,000	0	8,000,000	0	8,000,000	0	0	24,000,000
Total Transportation Division (Public Works) Funds			14,500,000	0	14,500,000	0	14,500,000	0	19,500,000	43,500,000

Type of Funding: G - General; W - Water/Sewer; O - Other Governmental

Expenditure Category: NS - New Service; NR - New Replace Existing; UE - Upgrade Existing; RE - Restore Existing. See page 225 for detailed descriptions of categories.

III. CAPITAL PROJECT DESCRIPTIONS - FISCAL YEARS 2024 - 2029

A. DEPARTMENT OF FINANCE

The figures provided in the budget and program summary sheets for the Cost of Bond Issue (General Fund) and the Cost of Bond Issue (Water/Sewer Fund) are not related to specific capital projects and as such are not identified in this chapter; rather, these figures represent the costs associated with fund borrowing (bond counsel and other related fees).

B. FIRE DEPARTMENT

1. Fire Engine Replacement

Budget Request: \$1,000,000.
Program Request: \$3,000,000.

Budget: Provides funds for the replacement of existing fire engines with 1500-GPM pumpers with equipment.

Program: Ongoing program.

<i>Annual Debt Service Impact</i>	\$73,111
<i>Annual Operational Impact Personal Services</i>	\$0
<i>Annual Operational Impact M. S. & E.</i>	(\$5,000)

2. Ladder Truck Replacement

Budget Request: \$2,500,000.
Program Request: \$2,500,000.

Budget: Provides funds for the replacement of existing ladder trucks with fully equipped ariel trucks.

Program: Ongoing program.

<i>Annual Debt Service Impact</i>	\$182,779
<i>Annual Operational Impact Personal Services</i>	\$0
<i>Annual Operational Impact M. S. & E.</i>	(\$12,500)

3. Fire Station Renovations

Budget Request: \$5,200,000.
Program Request: \$3,000,000.

Budget: Provides funds for design and renovation work to the City’s fire stations, including structural, mechanical, and cosmetic upgrades.

Program: Ongoing program.

Annual Debt Service Impact \$380,180
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. (\$26,000)

C. OFFICE OF THE MAYOR

1. Five Percent for Art

Budget Request: \$425,000.
Program Request: \$480,000.

Budget: The Five Percent for Art program receives capital funding for the purpose of providing ornamentation, such as sculpture and artwork, on certain eligible capital projects involving public buildings or structures.

Program: Ongoing program.

Annual Debt Service Impact \$31,072
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. \$0

2. Infrastructure and Site Improvements Closing Fund

Budget Request: \$1,500,000.
Program Request: \$3,000,000.

Budget: Provides funds for public infrastructure and site improvements to support economic development projects and other major investments that create employment opportunities and expand commercial and market rate residential development; and to leverage private redevelopment of underutilized and blighted areas. Includes land acquisition, construction of new roads and utilities, site preparation, and environmental remediation.

Program: Ongoing program.

Annual Debt Service Impact \$73,111
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. \$0

3. Site Acquisition

Budget Request: \$1,000,000.
Program Request: \$2,000,000.

Budget: Provides funds for land acquisition which supports economic development projects, including public-private partnerships, with a focus on preventing the expansion of undesirable commercial uses in blighted areas, and supporting the development of light manufacturing/industrial business parks.

Program: Ongoing program.

Annual Debt Service Impact \$109,667
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. \$0

D. PARKS AND RECREATION

1. Park Improvements

Budget Request: \$3,000,000.
Program Request: \$6,000,000.

Budget: Provides funds for improvements for parks, playgrounds, athletic fields, plazas, triangles, squares, swimming pools, fountains and sculptures throughout the city, including fitness equipment, walkways, fencing, landscaping and related site amenities.

Program: Ongoing program.

Annual Debt Service Impact \$219,334
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. \$15,000

2. WHACC Improvements

Budget Request: \$300,000.
Program Request: \$600,000.

Budget: Provides funds for interior and exterior improvements to the William Hicks Anderson Community Center, to meet programming and operational needs.

Program: Ongoing program.

Annual Debt Service Impact \$21,933
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. (\$1,500)

E. PUBLIC WORKS

General Fund Projects

1. Street Paving and Reconstruction

Budget Request: \$10,000,000.
Program Request: \$20,000,000.

Budget: Provides funds for routine street paving and reconstruction of deteriorated roadways throughout the city based on condition and use, in order to maintain roadway network infrastructure.

Program: Ongoing program.

Annual Debt Service Impact \$731,115
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. (\$50,000)

2. Emergency Sidewalk Repairs

Budget Request: \$1,000,000.
Program Request: \$2,000,000.

Budget: Provides funds for emergency repairs to damaged sidewalks throughout the city.

Program: Ongoing program.

Annual Debt Service Impact \$73,111
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. (\$5,000)

3. Building Improvements

Budget Request: \$2,000,000.
Program Request: \$4,000,000.

Budget: Provides funds for HVAC, electrical and architectural improvements to the City/County Building and other municipal buildings.

Program: Ongoing program.

Annual Debt Service Impact \$146,223
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. (\$10,000)

4. City / County Building Renovations

Budget Request: \$1,000,000.
Program Request: \$2,000,000.

Budget: Provides funds to implement departmental requests for renovations to spaces within the City/County Building, including security locks, buzzers, doors, carpet, paint, furniture, electrical, data, mechanical, construction and fire protection.

Program: Ongoing program.

Annual Debt Service Impact \$73,111
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. (\$5,000)

5. Municipal Complex Energy Upgrades

Budget Request: \$2,150,000.
Program Request: \$0.

Budget: Provides funds for implementing energy-saving upgrades to aging municipal buildings to reduce environmental impact and lower energy costs.

Program: Ongoing program.

Annual Debt Service Impact \$157,190
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. (\$10,750)

Water/Sewer Fund Projects

1. 11th Street Sewage Pumping Station Upgrade

Budget Request: \$10,000,000.
Program Request: \$20,000,000.

Budget: Provides funds for the rehabilitation and replacement of the aging sewage pumping station.

Program: Ongoing program.

Annual Debt Service Impact \$400,000
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. (\$50,000)

2. Annual Minor Sewer Improvements

Budget Request: \$2,500,000.
Program Request: \$5,000,000.

Budget: Provides funds for the rehabilitation of small diameter sewers and other projects citywide, as identified through closed-circuit TV (CCTV) inspection and modeling efforts.

Program: Ongoing program.

<i>Annual Debt Service Impact</i>	<i>\$100,000</i>
<i>Annual Operational Impact Personal Services</i>	<i>\$0</i>
<i>Annual Operational Impact M. S. & E.</i>	<i>(\$12,500)</i>

3. Major Sewer Improvements

Budget Request: \$6,000,000.
Program Request: \$12,000,000.

Budget: Provides funds for sewer reconstruction and rehabilitation of major brick sewers (24" and above) throughout the City.

Program: Ongoing program.

<i>Annual Debt Service Impact</i>	<i>\$240,000</i>
<i>Annual Operational Impact Personal Services</i>	<i>\$0</i>
<i>Annual Operational Impact M. S. & E.</i>	<i>(\$30,000)</i>

4. Annual Water Improvements

Budget Request: \$10,000,000.
Program Request: \$20,000,000.

Budget: Provides funds for maintaining the citywide water distribution system, to improve water quality, pressure, fire flows and overall level of service.

Program: Ongoing program.

<i>Annual Debt Service Impact</i>	<i>\$400,000</i>
<i>Annual Operational Impact Personal Services</i>	<i>\$0</i>
<i>Annual Operational Impact M. S. & E.</i>	<i>(\$50,000)</i>

5. Transmission Main Improvements

Budget Request: \$4,000,000.
Program Request: \$8,000,000.

Budget: Provides funds for transmission capacity improvements throughout the water district, including the installation of new transmission mains.

Program: Ongoing program.

Annual Debt Service Impact \$160,000
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. \$20,000

6. Pressure Zone Reliability Improvements

Budget Request: \$2,000,000.
Program Request: \$4,000,000.

Budget: Provides funds for improvements to pressure zones, tanks, and mains and for strategic small main replacements, to improve the reliability of service through redundant feeds which facilitate water storage and distribution maintenance.

Program: Ongoing program.

Annual Debt Service Impact \$80,000
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. \$10,000

7. Porter Filter Plant Improvements

Budget Request: \$10,000,000.
Program Request: \$20,000,000.

Budget: Provides funds for upgrades to the electrical system and continued improvements to the Porter Reservoir and Clear Well to maintain operations.

Program: Ongoing.

Annual Debt Service Impact \$400,000
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. (\$50,000)

8. Brandywine Filter Plant Improvements

Budget Request: \$3,000,000.
Program Request: \$6,000,000.

Budget: Provides funds for structural, mechanical, and aesthetic upgrades to the Brandywine Filter Plant, including electrical, heating, and HVAC system improvements.

Program: Ongoing.

Annual Debt Service Impact \$120,000
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. (\$15,000)

9. Raw Water System Improvements

Budget Request: \$3,000,000.
Program Request: \$6,000,000.

Budget: Provides funds for the rehabilitation of the 42" raw water transmission main between the Brandywine Pumping Station and Porter Filter Plant, and other critical raw water infrastructure.

Program: Ongoing program.

Annual Debt Service Impact \$120,000
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. \$15,000

10. Architectural Improvements

Budget Request: \$1,500,000.
Program Request: \$3,000,000.

Budget: Provides funds for architectural repairs, restoration, and stabilization of buildings, roofs, and structural components throughout the water system.

Program: Ongoing program.

Annual Debt Service Impact \$60,000
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. \$7,500

11. Pumping Station Improvements

Budget Request: \$500,000.
Program Request: \$1,000,000.

Budget: Provides funds for upgrades to pumps and electrical components of various remote pumping stations.

Program: Ongoing program.

Annual Debt Service Impact \$20,000
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. (\$2,500)

12. WWTP Infrastructure System Improvements

Budget Request: \$20,000,000.
Program Request: \$40,000,000.

Budget: Provides funds for the rehabilitation and replacement of aged infrastructure at the Waste Water Treatment Plant (12th Street and Hay Road).

Program: Ongoing program.

Annual Debt Service Impact \$800,000
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. (\$100,000)

13. Stormwater Drainage Management Program

Budget Request: \$2,000,000.
Program Request: \$4,000,000.

Budget: Provides funds for tide gate evaluation and reconstruction, storm inlet reconstruction, and other drainage improvement projects citywide to mitigate local flooding, and prevent tidal water inflows into the sewer system.

Program: Ongoing program.

Annual Debt Service Impact \$80,000
Annual Operational Impact Personal Services \$0
Annual Operational Impact M. S. & E. (\$10,000)

14. Stormwater Mitigation (Green Infrastructure)

Budget Request: \$1,500,000.
Program Request: \$3,000,000.

Budget: Provides funds for the expansion and implementation of green infrastructure projects to mitigate CSOs (Combined Sewer Overflows) through source control of storm water throughout the citywide collection system.

Program: Ongoing program.

<i>Annual Debt Service Impact</i>	<i>\$60,000</i>
<i>Annual Operational Impact Personal Services</i>	<i>\$0</i>
<i>Annual Operational Impact M. S. & E.</i>	<i>\$7,500</i>

15. Urban Forest Management Program

Budget Request: \$500,000.
Program Request: \$1,000,000.

Budget: Provides funds for tree planting and stump removal to support mandates for green infrastructure and storm water control, and 2-for-1 tree replacement.

Program: Ongoing program.

<i>Annual Debt Service Impact</i>	<i>\$20,000</i>
<i>Annual Operational Impact Personal Services</i>	<i>\$0</i>
<i>Annual Operational Impact M. S. & E.</i>	<i>\$2,500</i>

F. REAL ESTATE AND HOUSING

1. Neighborhood Stabilization

Budget Request: \$1,000,000. (Other Funds: \$500,000.)
Program Request: \$2,000,000. (Other Funds: \$1,000,000.)

Budget: Provides funds for the acquisition, rehabilitation and disposition of vacant properties within the Eastside, West Center City, Hilltop and the Northeast neighborhoods.

Program: Ongoing program.

<i>Annual Debt Service Impact</i>	<i>\$73,111</i>
<i>Annual Operational Impact Personal Services</i>	<i>\$0</i>
<i>Annual Operational Impact M. S. & E.</i>	<i>\$0</i>

G. TRANSPORTATION DIVISION (PUBLIC WORKS)

1. Traffic System Infrastructure

Budget Request: \$2,500,000.
Program Request: \$5,000,000.

Budget: Provides funds for programmed traffic infrastructure improvements including signals, smart parking meters, and decorative street lights; and for implementing new smart signal and parking technologies to maintain the existing traffic control system.

Program: Ongoing program.

<i>Annual Debt Service Impact</i>	<i>\$182,779</i>
<i>Annual Operational Impact Personal Services</i>	<i>\$0</i>
<i>Annual Operational Impact M. S. & E.</i>	<i>\$12,500</i>

2. Wilmington Transportation Initiatives

Budget Request: \$2,000,000. (Other Funds: \$8,000,000.)
Program Request: \$5,000,000. (Other Funds: \$16,000,000.)

Budget: Provides local matching funds to leverage federal funding for transportation projects managed through the Wilmington Initiatives partnership (City, DelDOT, WILMAPCO).

Program: Ongoing program.

<i>Annual Debt Service Impact</i>	<i>\$146,223</i>
<i>Annual Operational Impact Personal Services</i>	<i>\$0</i>
<i>Annual Operational Impact M. S. & E.</i>	<i>\$10,000</i>

3. ADA Curb Ramp and Sidewalk Compliance

Budget Request: \$2,000,000.
Program Request: \$4,000,000.

Budget: Provides funds for the installation of ADA-compliant curb ramps and sidewalk repairs to facilitate compliance with Federal requirements.

Program: Ongoing program.

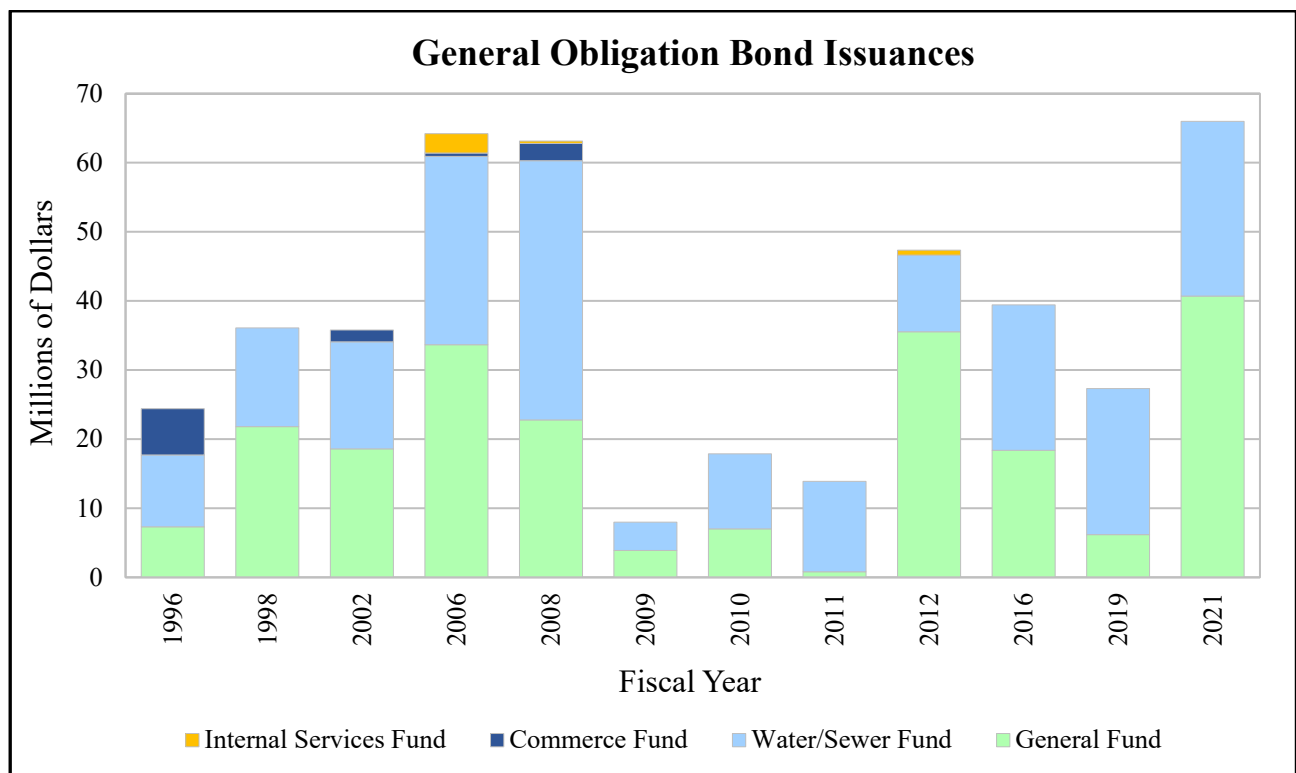
<i>Annual Debt Service Impact</i>	<i>\$146,223</i>
<i>Annual Operational Impact Personal Services</i>	<i>\$0</i>
<i>Annual Operational Impact M. S. & E.</i>	<i>\$10,000</i>

CAPITAL BORROWING AND DEBT MANAGEMENT

Borrowing History

The graph below illustrates the City's actual bond market participation for the fiscal years beginning with 1996 and ending in 2021. Amounts shown were borrowed for capital projects within the stated fiscal year. In some fiscal years, the City issued bonds to refinance past obligations at lower interest rates. Those refinancings are not included in the graph below. In other fiscal years, the City issued bonds for both refunding and new projects; only the new projects portion is shown in the graph below. There are also some fiscal years when the City did not issue any bonds.

The City's aggressive position in maintaining its infrastructure results in debt levels and debt servicing requirements slightly higher than peer groups. Overall debt levels have risen due to the expanded servicing area of the Water/Sewer Fund, numerous capital improvements, and the past operations of the Port of Wilmington. However, debt service levels are well within the legal debt limit of 17.5% of operating costs as mandated by the State of Delaware. (This State limit applies only to General Fund debt, not debt found in the Water/Sewer, Commerce, or Internal Service Funds.) With the Fiscal Year 2025 General Fund Operating Budget totaling \$193,918,729, the budgeted debt service of \$13,729,389 is well below the 17.5% legal debt limit of \$33,935,778.



CAPITAL BORROWING AND DEBT MANAGEMENT **(Continued)**

Uses of Debt Obligations

The City of Wilmington issues debt in order to fund its biennial Capital Improvements Program. Specific initiatives have contributed to the fluctuations both in the aggregate debt and within specific funds. For instance, starting in Fiscal Year 1990, funding for the Water/Sewer Fund increased as a result of major enhancements to the wastewater treatment facility. In 1998, the General Fund increased due to emphasis on economic and housing development of the downtown business district. In 2002, the rise in both the General and Water/Sewer Funds resulted from an accelerated infrastructure maintenance schedule that attempted to reverse previous years of funding neglect for streets, parks, water facilities, water mains, and sewer lines. The borrowing during 2006 and 2008 reflected similar goals, with increases in the General and Water/Sewer Funds resulting from a variety of capital improvements, including Christina Landing development; construction of the new Municipal Complex, which serves both the Parks and Public Works departments; and ongoing repairs and upgrades to the City's water and sewer infrastructure, facilities, and reservoirs.

Because the City deferred issuing new debt for the majority of its capital improvements program during the Great Recession in fiscal years 2009, 2010, and 2011, new borrowing was significantly less than in prior years, but did include a small number of Water/Sewer projects, as well as portion of the Market Street redevelopment project. In FY 2012, an in-depth analysis of the City's most pressing capital needs resulted in a consolidated and more efficiently sized Capital Budget. The bond issuance to fund the FY 2012 Capital Budget took place in November 2012. Continuing to concentrate on high-priority infrastructure projects in parks, streets, and water/sewer mains, the City's three most recent bond issuances in November 2015, November 2018, and October 2020 were used to fund the FY 2014, FY 2016, FY 2018, and parts of the FY 2020 Capital Budgets.

Before its sale to the State of Delaware, the City recognized the importance of its port facilities (Commerce Fund) to Wilmington's economy and therefore made concerted efforts to expand and improve these facilities. In 1992, \$18.8 million was borrowed for warehousing improvements in order to maintain the Port's competitiveness. Realizing that the continued maintenance, upgrading and expansion of Port operations were beyond what it could provide, in 1996 the City sold the Port to the State of Delaware. (The debt service for the Port, however, remained on the City's books and was reimbursed by the State.) Additional Commerce Fund borrowing was used to support economic development activity. In 2009, all funds remaining from the sale of the Port were depleted. Consequently, subsequent economic development borrowing, as well as existing Port debt, has been included in the General Fund.

Debt Management Policies

The City takes a conservative approach to debt management. Debt shall never be incurred to finance operating activities, except in the special case, as approved by City Council, where the issuance of tax anticipation notes are to be used to bridge timing gaps in cash flow from tax revenue sources. Capital borrowing shall be structured to create level debt service over the life of the bonds and be opportunistic in regard to market conditions and special issues. The City will take an aggressive position regarding special issues in order to generate interest savings, fee income, or economic development incentives. Although total annual General Fund debt service cost as a percentage of the annual operating budget shall not exceed 17.5%, as mandated by Delaware State law, the City's policy goal is to keep that percentage below 11%.

The City's debt management is executed by a team of financial specialists that includes the City Treasurer, Budget Director, and Finance Director, along with support from outside financial and legal specialists that form the City's Bond Council.

CAPITAL BORROWING AND DEBT MANAGEMENT **(Continued)**

The bulk of the City’s Capital Improvement Program has traditionally been funded through general obligation bonds issued by the City and repaid out of the appropriate departmental operating budgets over a 20-year period, although 5-year and 10-year bonds have been issued in special circumstances. Normally, general obligation bonds are issued for fixed-asset purchases, infrastructure maintenance, and capital improvement projects. The City also uses short-term obligations (e.g. bond anticipation notes, capital leases, etc.) to bridge the time gap between initiation of a project/purchase and the anticipated bond issuance, when the nature of a purchase precludes the issuance of long-term debt, or when it is fiscally responsible to do so.

Per City Code, long-term debt cannot be issued for operating expenses. With City Council approval, the City may in special cases issue short-term tax anticipation notes in order to bridge timing gaps in cash flow from tax revenue sources.

Prior to the issuance of any short- or long-term obligations, the City considers the effect of borrowing on its financial position, its ability to repay, and the legal debt limit imposed by the State of Delaware. As mandated, total General Fund debt service is limited to 17.5% of annual operating costs (equal to \$33,935,778 for FY 2025). This State limit applies only to General Fund debt, not debt found in the Water/Sewer, Commerce, or Internal Service Funds.

The City’s current bond rating from the three largest bond rating agencies are:

Fitch:	AA-	“Denotes expectations of very low default risk. Indicates very strong capacity for payment of financial commitments, and this capacity is not significantly vulnerable to foreseeable events.”
Moody’s:	Aa2	“Issuers or issues demonstrate very strong creditworthiness relative to other US municipal or tax-exempt issuers or issues.”
Standard & Poor’s:	AA	“Very strong capacity to meet financial commitments.”

**DEBT SERVICE SCHEDULES BY FUND
AND AS A PERCENTAGE OF TOTAL BUDGET**

The tables below depict past and future debt service payments broken out by principal and interest, total debt service, and debt service as a percentage of the annual budget. Fiscal years 2015 through 2023 figures are actual payments. Fiscal years 2024 and 2025 are budgeted figures, and FY 2026 and beyond are figures based on the current structure of debt outstanding with no calculation added for assumed new borrowing. The average effective interest rates (yields) on outstanding balances are 1.89% for the General Fund, 2.23% for the Water/Sewer Fund, and 2.31% for the Internal Service Funds. (As the Commerce Fund has been exhausted and all debt service transferred to the General Fund, there are no outstanding Commerce Fund balances.)

General Fund	Principal	Interest	Total Debt Service	% of Total Budget
FY 2015	\$7,570,519	\$4,907,924	\$12,478,443	8.2%
FY 2016	8,105,712	5,042,201	13,147,913	8.7%
FY 2017	8,626,345	4,940,995	13,567,340	8.3%
FY 2018	7,507,637	4,712,927	12,220,564	7.9%
FY 2019	8,450,389	4,465,092	12,915,481	8.2%
FY 2020	9,815,755	4,377,618	14,193,373	8.7%
FY 2021	7,039,024	3,404,830	10,443,854	6.5%
FY 2022	9,839,416	5,197,934	15,037,350	8.8%
FY 2023	10,000,173	4,651,631	14,651,804	8.4%
FY 2024	9,849,958	4,435,756	14,285,714	7.8%
FY 2025	\$9,749,701	\$3,979,688	\$13,729,389	7.1%
FY 2026	9,456,029	3,522,452	12,978,481	6.5%
FY 2027	8,748,171	3,038,295	11,786,466	5.8%
FY 2028	8,005,527	2,652,014	10,657,541	5.1%
FY 2029	7,603,154	2,372,463	9,975,617	4.7%
FY 2030	6,890,061	2,062,179	8,952,240	4.1%
FY 2031	6,698,830	1,793,272	8,492,102	3.8%
FY 2032	5,584,185	1,520,499	7,104,684	3.1%
FY 2033	3,312,418	1,273,531	4,585,949	1.9%
FY 2034	3,474,321	1,109,587	4,583,908	1.9%
FY 2035	3,642,480	937,552	4,580,032	1.8%
FY 2036	3,828,701	757,062	4,585,763	1.8%
FY 2037	2,511,953	604,904	3,116,857	1.2%
FY 2038	2,632,243	482,828	3,115,071	1.2%
FY 2039	2,327,688	354,801	2,682,489	1.0%
FY 2040	2,435,161	242,082	2,677,243	1.0%
FY 2041	2,557,684	124,062	2,681,746	0.9%
FY 2042	47,967	318	48,285	0.0%
FY 2043	0	0	0	0.0%
Total Future Debt Service	\$89,506,274	\$26,827,589	\$116,333,863	

Note: Total Future Debt Service includes all payments from FY 2025 to FY 2042, when all outstanding General Fund debt is paid down.

**DEBT SERVICE SCHEDULES BY FUND
AND AS A PERCENTAGE OF TOTAL BUDGET
(Continued)**

Water/Sewer Fund	Principal	Interest	Total Debt Service	% of Total Budget
FY 2015	\$8,703,766	\$4,833,333	\$13,537,099	18.6%
FY 2016	9,136,124	5,842,293	14,978,417	20.1%
FY 2017	32,438,012	6,505,585	38,943,597	37.7%
FY 2018	9,661,774	5,579,777	15,241,551	18.4%
FY 2019	18,486,918	5,028,633	23,515,551	25.3%
FY 2020	13,786,000	5,748,799	19,534,799	21.0%
FY 2021	34,151,376	5,686,682	39,838,058	35.3%
FY 2022	15,153,657	6,437,099	21,590,756	22.6%
FY 2023	16,398,675	4,940,445	21,339,120	22.8%
FY 2024	15,608,032	4,633,662	20,241,694	20.2%
FY 2025	\$16,624,857	\$5,529,187	\$22,154,044	20.5%
FY 2026	16,589,087	4,946,232	21,535,319	19.4%
FY 2027	16,721,558	4,304,420	21,025,978	18.5%
FY 2028	16,076,956	3,728,457	19,805,413	17.0%
FY 2029	15,066,408	3,385,555	18,451,963	15.5%
FY 2030	14,198,305	2,777,212	16,975,517	13.9%
FY 2031	13,196,599	2,264,655	15,461,254	12.3%
FY 2032	10,381,705	1,904,438	12,286,143	9.6%
FY 2033	8,306,470	1,555,097	9,861,567	7.5%
FY 2034	8,297,237	1,386,401	9,683,638	7.2%
FY 2035	5,623,912	1,017,541	6,641,453	4.8%
FY 2036	5,857,987	784,235	6,642,222	4.7%
FY 2037	3,969,200	584,922	4,554,122	3.1%
FY 2038	3,948,306	425,094	4,373,400	2.9%
FY 2039	2,288,710	221,051	2,509,761	1.6%
FY 2040	2,004,929	176,207	2,181,136	1.4%
FY 2041	1,958,531	89,986	2,048,517	1.3%
FY 2042	162,716	2,149	164,865	0.1%
FY 2043	0	0	0	0.0%
Total Future Debt Service	\$161,273,473	\$35,082,839	\$196,356,312	

Note: Total Future Debt Service includes all payments from FY 2025 to FY 2042, when all outstanding Water/Sewer debt is paid down.

**DEBT SERVICE SCHEDULES BY FUND
AND AS A PERCENTAGE OF TOTAL BUDGET
(Continued)**

Internal Service Funds	Principal	Interest	Total Debt Service	% of Total Budget
FY 2015	\$3,701,343	\$301,226	\$4,002,569	8.4%
FY 2016	3,019,545	213,884	3,233,429	7.7%
FY 2017	2,945,427	313,167	3,258,594	6.0%
FY 2018	3,369,672	255,349	3,625,021	7.3%
FY 2019	2,710,258	237,693	2,947,951	5.8%
FY 2020	1,708,351	131,009	1,839,360	4.6%
FY 2021	2,300,991	76,558	2,377,549	6.3%
FY 2022	549,052	118,258	667,310	1.8%
FY 2023	201,127	17,531	218,658	0.6%
FY 2024	223,324	85,539	308,863	0.7%
FY 2025	\$457,409	\$105,621	\$563,030	1.3%
FY 2026	1,722,743	510,675	2,233,418	5.0%
FY 2027	1,574,449	407,085	1,981,534	4.3%
FY 2028	1,680,024	303,626	1,983,650	4.2%
FY 2029	1,815,415	193,285	2,008,700	4.1%
FY 2030	1,637,092	74,687	1,711,779	3.4%
FY 2031	21,500	7,674	29,174	0.1%
FY 2032	170,344	6,814	177,158	0.3%
FY 2033	0	0	0	0.0%
Total Future Debt Service	\$9,078,976	\$1,609,467	\$10,688,443	

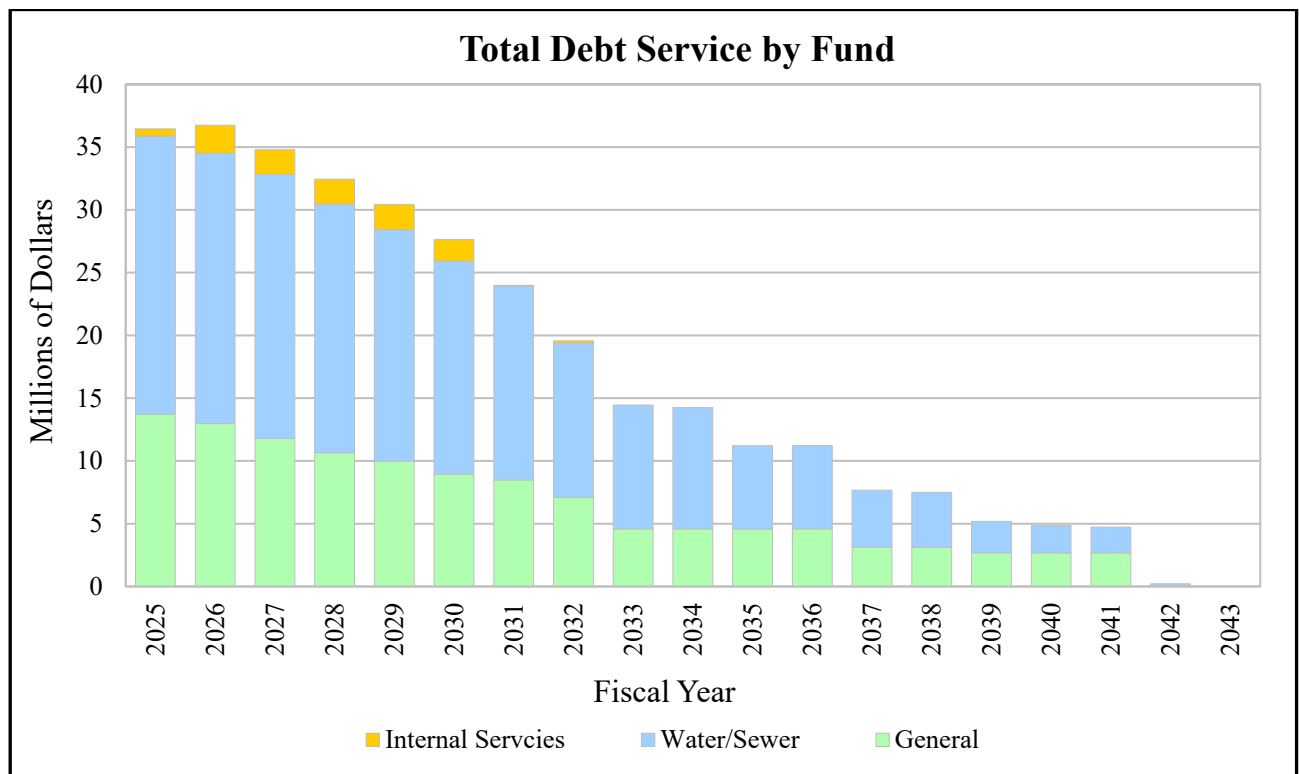
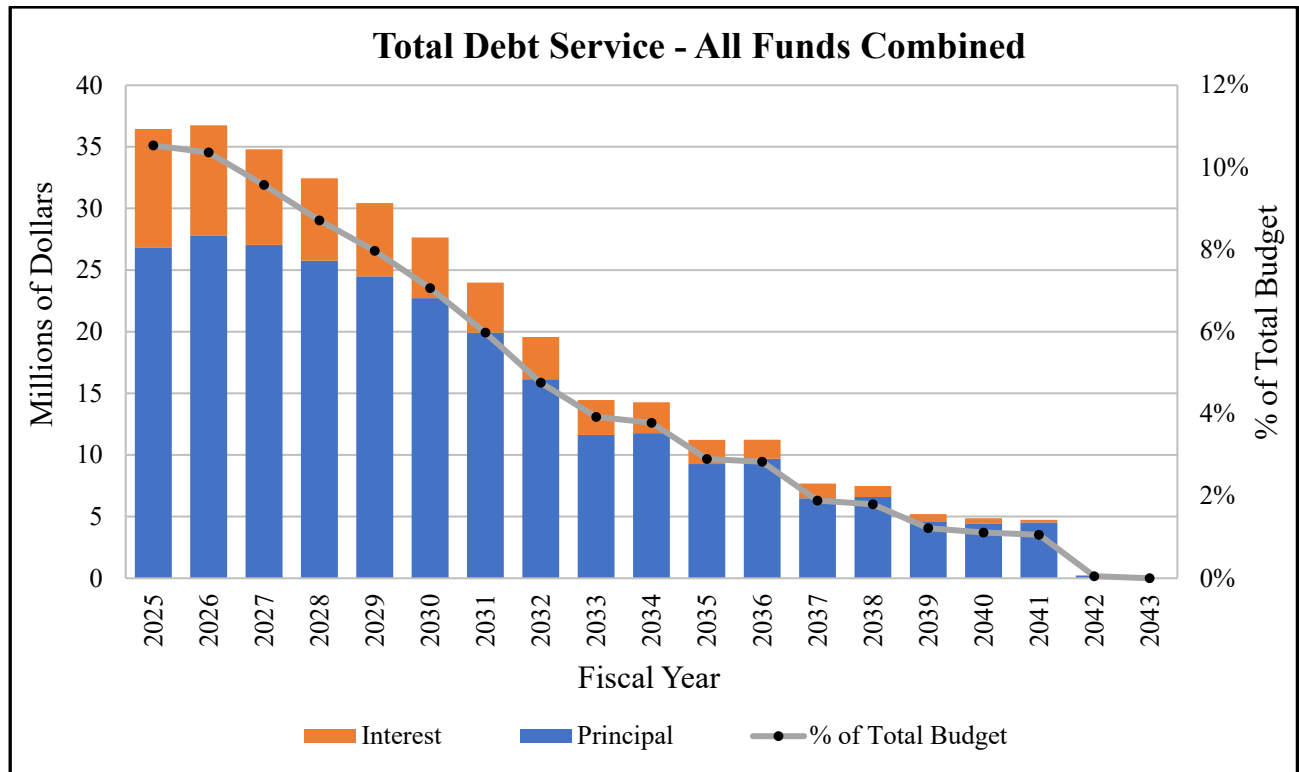
Note: Total Future Debt Service includes all payments from FY 2025 to FY 2032, when all outstanding Internal Service debt is paid down.

**DEBT SERVICE SCHEDULES BY FUND
AND AS A PERCENTAGE OF TOTAL BUDGET
(Continued)**

Funds Combined	Principal	Interest	Total Debt Service	% of Total Budget
FY 2015	\$19,975,628	\$10,042,483	\$30,018,111	11.0%
FY 2016	20,261,381	11,098,378	31,359,759	11.7%
FY 2017	44,009,784	11,759,747	55,769,531	17.4%
FY 2018	20,539,083	10,548,053	31,087,136	10.8%
FY 2019	29,647,565	9,731,418	39,378,983	13.1%
FY 2020	25,310,106	10,257,426	35,567,532	12.0%
FY 2021	43,491,391	9,168,070	52,659,461	17.0%
FY 2022	25,542,125	11,753,291	37,295,416	12.2%
FY 2023	26,599,975	9,609,607	36,209,582	11.8%
FY 2024	25,681,314	9,154,957	34,836,271	10.7%
FY 2025	\$26,831,967	\$9,614,496	\$36,446,463	10.5%
FY 2026	27,767,859	8,979,359	36,747,218	10.4%
FY 2027	27,044,178	7,749,800	34,793,978	9.6%
FY 2028	25,762,507	6,684,097	32,446,604	8.7%
FY 2029	24,484,977	5,951,303	30,436,280	8.0%
FY 2030	22,725,458	4,914,078	27,639,536	7.1%
FY 2031	19,916,929	4,065,601	23,982,530	6.0%
FY 2032	16,136,234	3,431,751	19,567,985	4.8%
FY 2033	11,618,888	2,828,628	14,447,516	3.9%
FY 2034	11,771,558	2,495,988	14,267,546	3.8%
FY 2035	9,266,392	1,955,093	11,221,485	2.9%
FY 2036	9,686,688	1,541,297	11,227,985	2.8%
FY 2037	6,481,153	1,189,826	7,670,979	1.9%
FY 2038	6,580,549	907,922	7,488,471	1.8%
FY 2039	4,616,398	575,852	5,192,250	1.2%
FY 2040	4,440,090	418,289	4,858,379	1.1%
FY 2041	4,516,215	214,048	4,730,263	1.1%
FY 2042	210,683	2,467	213,150	0.0%
FY 2043	0	0	0	0.0%
Total Future Debt Service	\$259,858,723	\$63,519,895	\$323,378,618	

Note: Total Future Debt Service includes all payments from FY 2025 to FY 2042, when all outstanding debt is paid down.

**DEBT SERVICE SCHEDULES BY FUND
AND AS A PERCENTAGE OF TOTAL BUDGET
(Continued)**



**DEBT SERVICE EXPENSE BY DEPARTMENT IN DOLLARS
AND AS A PERCENTAGE OF TOTAL OPERATING COSTS**

General Fund

Department	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025
Mayor's Office	\$3,180,770	\$1,172,721	\$1,230,036	\$1,197,681	\$1,194,128
% Departmental Expenses	38.4%	16.7%	18.2%	15.5%	14.6%
City Council	111	0	0	0	0
% Departmental Expenses	0.0%	0.0%	0.0%	0.0%	0.0%
Land Use and Planning	173,305	245,874	262,313	307,755	291,159
% Departmental Expenses	12.6%	18.2%	7.7%	7.0%	6.3%
Finance	24,774	65,129	54,949	53,842	45,248
% Departmental Expenses	0.3%	0.7%	0.6%	0.5%	0.4%
Human Resources	17,537	34,093	38,544	35,091	35,145
% Departmental Expenses	1.1%	2.0%	1.8%	1.3%	1.3%
Licenses and Inspections	779	1,679	2,791	2,243	2,245
% Departmental Expenses	0.0%	0.0%	0.1%	0.1%	0.1%
Parks and Recreation	1,181,581	2,329,158	2,377,984	2,969,211	2,875,996
% Departmental Expenses	15.2%	25.4%	25.2%	27.9%	26.4%
Fire	845,840	1,373,170	1,436,054	1,519,024	1,382,506
% Departmental Expenses	3.1%	5.0%	4.8%	5.3%	4.2%
Police	129,084	205,439	290,472	156,418	145,871
% Departmental Expenses	0.2%	0.3%	0.5%	0.2%	0.2%
Public Works	3,846,115	5,885,352	6,273,219	6,181,802	5,914,619
% Departmental Expenses	16.3%	22.3%	22.9%	21.0%	19.8%
Real Estate and Housing	488,806	3,441,174	2,087,210	730,971	708,748
% Departmental Expenses	16.4%	60.4%	49.1%	30.4%	27.5%
Commerce	77,374	166,688	277,071	222,717	222,776
% Departmental Expenses	100.0%	100.0%	100.0%	100.0%	100.0%
Information Technologies	477,778	116,873	321,161	908,959	910,948
% Departmental Expenses	5.6%	1.3%	3.7%	8.7%	8.1%
Total Debt Service	\$10,443,854	\$15,037,350	\$14,651,804	\$14,285,714	\$13,729,389
% General Fund	6.5%	8.8%	8.4%	7.8%	7.1%
Legal Debt Service Limit (17.5%)	\$28,612,684	\$30,222,920	\$30,951,428	\$31,959,148	\$33,935,778

Note: Legal Debt Service limit of 17.5% exists only for the General Fund. Only the interest portion of debt service is booked (and budgeted) as an expense in the Water/Sewer Fund and Internal Service Funds.

**DEBT SERVICE EXPENSE BY DEPARTMENT IN DOLLARS
AND AS A PERCENTAGE OF TOTAL OPERATING COSTS
(Continued)**

Water/Sewer Fund

Department	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025
Finance	\$498,373	\$40,575	\$36,580	\$35,197	\$33,773
% Departmental Expenses	7.1%	0.6%	0.5%	0.5%	0.4%
Public Works	5,188,309	6,396,524	4,903,865	4,598,465	4,228,305
% Departmental Expenses	7.2%	8.6%	7.0%	6.0%	5.2%
Total Debt Service	\$5,686,682	\$6,437,099	\$4,940,445	\$4,633,662	\$4,262,078
% Water/Sewer Fund	6.8%	7.2%	5.7%	4.9%	4.3%

Internal Service (IS) Funds

Department	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025
Public Works	\$76,558	\$125,872	\$17,531	\$85,539	\$92,155
% Departmental Expenses	1.0%	1.5%	0.2%	0.9%	1.0%
Total Debt Service	\$76,558	\$125,872	\$17,531	\$85,539	\$92,155
% Internal Service Funds	0.2%	0.3%	0.0%	0.2%	0.2%

All Funds Combined

All Departments	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budget FY 2024	Budget FY 2025
Total Debt Service	\$16,207,094	\$21,600,321	\$19,609,780	\$19,004,915	\$18,083,622
% All Funds	5.8%	7.2%	6.5%	6.0%	5.4%

Note: Legal Debt Service limit of 17.5% exists only for the General Fund. Only the interest portion of debt service is booked (and budgeted) as an expense in the Water/Sewer Fund and Internal Service Funds.

**RATIO OF NET GENERAL BONDED DEBT TO ASSESED VALUE
AND NET BONDED DEBT PER CAPITAL
FISCAL YEARS 2004-2024**

Fiscal Year-End	Taxable Assessed Value	Gross Bonded Debt	Gross Enterprise, IS, and State Funds Debt	Net General Bonded Debt	Ratio of Net Bonded Debt to Assessed Value	Net Bonded Debt Per Capita
FY 2004	\$2,182,337,973	\$184,549,800	\$111,306,574	\$73,243,226	3.36%	\$1,010
FY 2005	2,134,545,304	178,806,711	105,737,075	73,069,636	3.42%	1,006
FY 2006	2,213,839,948	227,706,776	123,183,846	104,522,930	4.72%	1,439
FY 2007	2,300,886,160	286,659,775	178,667,598	107,992,177	4.69%	1,483
FY 2008	2,183,048,645	266,829,357	166,599,233	100,230,124	4.59%	1,376
FY 2009	2,176,247,400	274,287,535	163,713,284	110,574,250	5.08%	1,463
FY 2010	2,220,181,556	266,933,790	156,146,773	110,787,017	4.99%	1,466
FY 2011	2,239,927,925	252,641,967	151,894,478	100,747,489	4.50%	1,422
FY 2012	2,222,588,846	301,229,983	172,739,520	128,490,463	5.78%	1,814
FY 2013	2,181,176,410	290,699,645	166,125,509	124,574,136	5.71%	1,758
FY 2014	2,144,938,410	275,767,390	158,169,811	117,597,579	5.48%	1,660
FY 2015	2,148,473,062	258,631,665	148,914,439	109,717,226	5.11%	1,549
FY 2016	2,150,271,230	308,597,307	190,440,648	118,156,659	5.50%	1,668
FY 2017	2,174,853,025	286,628,777	177,913,124	108,715,653	5.00%	1,534
FY 2018	2,160,800,395	271,400,882	170,053,484	101,347,398	4.69%	1,430
FY 2019	2,165,200,587	318,236,352	219,127,386	99,108,966	4.58%	1,399
FY 2020	2,181,989,209	273,675,577	185,552,066	88,123,511	4.04%	1,243
FY 2021	2,157,242,626	306,370,247	192,988,059	113,382,188	5.26%	1,599
FY 2022	2,143,203,928	285,564,785	179,353,979	106,210,806	4.96%	1,498
FY 2023	2,166,015,619	274,818,664	178,143,352	96,675,312	4.46%	1,364
FY 2024	2,161,310,698	259,858,723	170,352,449	89,506,274	4.14%	1,262

**TOTAL DEBT BALANCES BY YEAR
FISCAL YEARS 2025-2043**

First Day of Fiscal Year	General Fund Debt	Water/Sewer Fund Debt	Internal Service Funds Debt	Total Debt
FY 2025	\$89,506,274	\$161,273,473	\$9,078,976	\$259,858,723
FY 2026	79,756,573	144,648,616	8,621,567	233,026,756
FY 2027	70,300,544	128,059,529	6,898,824	205,258,897
FY 2028	61,552,373	111,337,971	5,324,375	178,214,719
FY 2029	53,546,846	95,261,015	3,644,351	152,452,212
FY 2030	45,943,692	80,194,607	1,828,936	127,967,235
FY 2031	39,053,631	65,996,302	191,844	105,241,777
FY 2032	32,354,801	52,799,703	170,344	85,324,848
FY 2033	26,770,616	42,417,998	0	69,188,614
FY 2034	23,458,198	34,111,528	0	57,569,726
FY 2035	19,983,877	25,814,291	0	45,798,168
FY 2036	16,341,397	20,190,379	0	36,531,776
FY 2037	12,512,696	14,332,392	0	26,845,088
FY 2038	10,000,743	10,363,192	0	20,363,935
FY 2039	7,368,500	6,414,886	0	13,783,386
FY 2040	5,040,812	4,126,176	0	9,166,988
FY 2041	2,605,651	2,121,247	0	4,726,898
FY 2042	47,967	162,716	0	210,683
FY 2043	0	0	0	0

DESCRIPTION OF TERMS USED IN THIS BOOK

Account: A separate financial reporting unit for budgeting, management, or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts.

Account Group: A group of similarly related expenditure accounts such as Personal Services, which includes salaries, overtime, pension, and hospitalization.

Accounts Payable: Amounts due to creditors arising out of the purchase of goods or services.

Accounts Receivable: Amounts due from debtors arising out of the extension of open account credit, usually in connection with the sale of goods or services to customers.

Accrual Basis: The basis of accounting under which revenues and expenses are recognized and recorded when they are earned or incurred, rather than when collected or paid.

Accrued Expense: An expense that has been incurred but has not been paid out.

Accrued Revenue: A revenue that has been earned but has not been collected.

Administrative Services: The combination of various services internally supplied to all departments and reimbursed on a per-usage basis. These activities used to include Word Processing, Data Processing, Mapping and Graphics, Mail and Copy Services, Telephone, Radio, and the Motor Vehicle Fleet. Starting in FY 2020, the Motor Vehicle Fleet become the sole administrative service left in the Internal Services account group.

Amortization: Amortization refers to the process of paying off and writing down the value of a loan (such as a bond issuance) through time. Amortization schedules are used to present a loan repayment timetable based on a specific payback period.

Annual Financial Report: A comprehensive document prepared annually at the end of each fiscal year by the Finance Department that provides detailed information regarding the financial position of the City.

Appropriation: An appropriation creates the legal authority to spend or otherwise commit a government's resources. Expenditure authority is created by City Council through the passage of an enacting budget ordinance.

ARPA (American Rescue Plan Act): Federal grant funding provided to state and local governments as part of a spending package approved by Congress to speed up the country's recovery from the economic and health effects of the COVID-19 pandemic. ARPA built upon many of the measures contained in the previous CARES Act.

Assessed Valuation: A value that is established for real property for use as a basis for levying property tax. Property values in the City of Wilmington are assessed by the New Castle County Board of Assessment using 1983 market values as the base.

Audit: An official and comprehensive review of the way resources are utilized by the City. An audit entails testing the controls over the safekeeping of assets and providing an opinion as to the accuracy of the City's financial statements, while also making recommendations for improvement where necessary. The City's annual audit is conducted by an independent auditor.

Balanced Budget: For the City budget to be legally balanced, revenues plus an amount of existing prior years' surpluses, if any, must equal operating expenditures plus any existing deficits.

BAN (Bond Anticipation Note): A short-term (usually two years or less) interest-bearing note issued by a government to fund capital needs in anticipation of bonds to be issued at a later date. The note is retired from proceeds of the bond issue to which it is related.

Basis of Accounting: The underlying fiscal principles utilized in the development of the financial statements. The City uses the Accrual Basis and Modified Accrual Basis.

Basis of Budgeting: The underlying fiscal principles utilized in the development of the budget. The City matches its basis of budgeting to its basis of accounting.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at specified dates, called the maturity dates, together with periodic interest at a specified rate. The City incurs bonded debt to pay for the costs of capital improvements, such as streets, buildings, and water mains.

Budget: Plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed revenue estimates of financing them. Upon approval by Council, the budget ordinance is the legal basis for expenditures in the budget year.

Budget Ordinance: An ordinance by which the appropriations in the budget are given legal effect. It is the method by which the expenditures side of the budget is enacted into law by City Council.

Budget Reserve: The Budget Reserve Account or "Rainy Day Account" is a set-aside of funds equal to 10% of the General Fund Operating Budget. The Budget Reserve is to be used only in emergencies as declared by the Mayor and approved by a two-thirds majority vote of City Council. Also see **Fund Balance**.

CARES Act (Coronavirus Aid, Relief, and Economic Security Act): Federal legislation to provide, among other things, economic stimulus payments to individuals, small business, and state and local governments in response to the negative effects of the COVID-19 pandemic.

Capital Budget: A two-year appropriation of expenditures from the Capital Program, normally funded from bond proceeds and intragovernmental grants.

Capital Expenditures: Outlays for machinery, equipment, land, buildings, infrastructure and other fixed assets or permanent improvements that have a useful life of at least five years and a cost of at least \$5,000.

Capitalization: In the Water/Sewer and Internal Services Funds, fixed-asset acquisitions are budgeted; however, in accordance with the Government Accounting Standards Board, these amounts are subsequently reversed through the capitalization account and not included in totals. This is done because the purchase of fixed assets in Enterprise Funds is not considered an expense, but for appropriation purposes the purchase needs to be specified for City Council and the public.

Capital Program: A six-year plan for the purchase of property, equipment (fixed assets), and public improvements that are of a permanent nature.

Cash Basis: The basis of accounting in which revenues and expenses are recorded when cash is collected or paid out, not when earned or incurred.

CDBG (Community Development Block Grant): Grant from the United States Department of Housing and Urban Development (HUD). These monies are specifically designated to revitalize targeted underdeveloped areas of the City, remove artificial barriers and improve slum areas.

City Charter: The document issued by the State of Delaware, which defines the City's purpose and privileges, and outlines its principles, functions, and organization.

COLA (Cost of Living Adjustment): An across-the-board annual salary increase (usually a set percentage increase to base pay) awarded to employees to mitigate the effects of inflation.

Contingent Reserves: Funds set aside as a reserve for unplanned operating expenses and snow and weather emergencies.

Debt Limit: A statutory limit on the amount of debt that an issuer may incur or have outstanding.

Debt Service: Principal and interest payments on borrowed funds.

Deficit: This occurs when total expenditures for an entity exceed total revenues.

Department: A major component of City Government with administrative and managerial responsibility for a function or group of related functions and operations. Examples include the Police Department and the Parks and Recreation Department.

Depreciation: The cost of a fixed asset expensed over its useful life.

DNREC (Department of Natural Resources and Environmental Control): A State of Delaware department charged with protecting public health and the environment; providing quality outdoor recreation; improving the quality of life; leading energy policy and climate preparedness; and educating the public on historic, cultural, and natural resource use, requirements, and issues.

Encumbrance: Any commitment of funds against an appropriation. It may be in the form of a purchase order or a contract. Encumbrance accounting is formally integrated into the accounting system for expenditure control purposes. Until such time as the goods or services are received, the commitment is referred to as an encumbrance. Encumbered balances at year-end, with the authority of the Finance Director, may be re-appropriated into the subsequent year.

Enterprise Fund: A fund established to account for operations financed and operated in a manner similar to private business enterprises. The City has two enterprise funds: the Water/Sewer Fund and the Internal Services Funds. See also **Proprietary Fund**.

Expenditure/Expense: A decrease in net financial resources, such as for the payment of goods received or services rendered.

Financial Statements: The medium used to communicate accounting information about an entity. The basic elements (building blocks) of financial statements are assets, liabilities, equity, revenues, expenses, gains, and losses.

Fiscal: Pertaining to the finances of an entity, such as the City.

Fiscal Year: The twelve-month period of time between July 1 and June 30 established as the operating and accounting time frame for City activities. The term fiscal year is often abbreviated as "FY".

Fixed Asset: A tangible resource or thing with a relatively long life expectancy, requiring a substantial financial outlay and usually large scale in nature, such as buildings, streets, and water pipes.

Fund: An independent accounting unit in which assets, liabilities, and equity are segregated for specific purposes in accordance with Governmental Generally Accepted Accounting Principles (GAAP). The City utilizes four major funds: General, Water/Sewer, Special, and Internal Services.

Fund Balance: For the General Fund (and other governmental funds), the difference between fund assets and liabilities is labeled as “**Fund Balance**” on the financial statement. Fund balance is further defined by the following subcategories:

Non-spendable Fund Balance – Amounts that cannot be spent either because they are in a non-spendable form or because they are legally or contractually required to be maintained intact.

Restricted Fund Balance – Amounts that can be spent only for specific purposes because of the City Charter, City Code, State or Federal laws, or externally imposed conditions by grantors or creditors.

Committed Fund Balance – Amounts that can be used only for specific purposes determined by a formal action by City Council ordinance or resolution. This includes the Budget Reserve Account and the Tax Stabilization Reserve.

Assigned Fund Balance – Amounts that are allocated for a future use by the Mayor but are not spendable until a budget ordinance appropriating the amounts is passed by City Council.

Unassigned Fund Balance – All amounts not included in other spendable classifications.

FY: Abbreviation for “Fiscal Year”.

GAAP (Generally Accepted Accounting Principles): Uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body on the application of GAAP to state and local governments is the Government Accounting Standards Board (GASB).

GASB (Government Accounting Standards Board): The regulatory body over governmental accounting principles and practices.

General Obligation Bonds: A bond that is secured by the full faith and credit of the City, with debt service from the bond being paid from City tax revenues. Such bonds are issued for the purpose of financing city capital improvement projects over a long period of time, usually 20 years.

Goal: A broad statement of intended accomplishments or a description of a general condition deemed desirable.

GFOA (Government Finance Officers Association): A professional association of state/provincial and local finance officers whose members are dedicated to the sound management of government financial resources and operations.

Grants and Fixed Charges: An activity with a limited time span and purpose, usually financed by Federal or State contributions, and sometimes involving payments to a third-party agency.

Governmental Fund: A fund generally used to account for tax-supported activities and services supported by intergovernmental revenues. Governmental funds of the City include the General Fund, Special Funds, and the Capital Projects Fund.

HOPWA (Housing Opportunities for Persons With AIDS): Grant received from the United States Department of Housing and Urban Development to address the housing concerns of this growing segment of the population.

Internal Services: A combination of various services internally supplied to all departments and reimbursed on a per usage basis. These activities include the **Administrative Services** (see above), along with the Self-Insurance services of Risk Management and Workers' Compensation.

Internal Service Chargebacks: The group of accounts that record the costs that are charged to user departments for goods and services provided by the Internal Services.

Indirect Costs: Reimbursement payments from Enterprise Funds to the General Fund for general administrative services that the General Fund has provided such as accounting, legal advice and payroll.

Infrastructure: Facilities on which the continuance and growth of a community depend, such as streets, water/sewer lines, etc.

Initiative: A new program implemented to achieve a specific goal or objective.

Interest: The expense charged for a loan, usually a percentage of the amount borrowed.

LIHWAP (Low-Income Household Water Assistance Program): A temporary federal emergency grant program created during the COVID-19 pandemic that helped low-income Wilmington families pay overdue water bills.

LLEBG (Local Law Enforcement Block Grant): Grant awarded by the United States Department of Justice to be used by local Police jurisdictions to enhance crime prevention and deployment.

Long Term Debt: Debt with a maturity of more than one year after the date of issuance.

MS&E (Materials, Supplies and Equipment): The account group of expenses for goods and services needed to perform day-to-day operations such as equipment, contracted maintenance, repairs or consulting fees.

Modified Accrual Basis: The basis in accounting in which revenues are recognized and recorded when they become measurable and available as net current assets, and all expenses, except those related to fixed asset acquisition, are recorded when incurred (not when cash is paid out). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The City considers General Fund revenues to be available if they are collected within 60 days after the end of the fiscal year.

Net Position: For the Water/Sewer Fund (and other proprietary and fiduciary funds), the difference between fund assets and liabilities is labeled as *Net Position* on the financial statement. Net Position is classified as *Invested in Capital Assets*, *Net of Related Debt*, *legally Restricted* for a specific purpose or *Unrestricted*, and available for appropriation for the general purposes of the fund. The Operation and Maintenance Reserve and the Rate Stabilization Reserve are part of the restricted net position of the Water/Sewer Fund.

Objective: A specific, well-defined, and measurable condition that must be attained in order to accomplish a stated goal.

Operation and Maintenance Reserve: The Operation and Maintenance Reserve was created in FY 2018 for the purpose of providing funding in the event of adverse economic conditions or a public emergency that impacts the operations and maintenance of the Water/Sewer Fund utilities. The Reserve is determined at the end of each fiscal year and is set to be equal to 17% of the following fiscal year's Water/Sewer Fund operating budget. The Reserve can be accessed in order to pay water and sewer obligations if the Mayor certifies that adverse economic conditions or a public emergency has occurred that impacts the operations and maintenance of the Water/Sewer Fund such that immediate action is required. Also see **Net Position**.

Operating Budget: The current year estimated revenues and expenditures for the day-to-day operations of the City.

Operating Transfer: A legally authorized movement of cash or equity from one fund to another, usually between the Water/Sewer Fund and the General Fund.

Ordinance: A formal legislative enactment by City Council that has the full force and effect of law within the boundaries of the City.

Performance Measures: Statistical indicators of the relative success toward achieving an objective.

Personal Services: Includes salaries and all other human-resource-related allotments, such as overtime, medical insurance, social security, etc.

Principal: The face amount of a note or bond, which the issuer promises to pay.

Projections (Revenues/Expenditures): An estimate of revenues or expenditures based on trend analysis, the study of economic conditions, and patterns of spending and income generation.

Property Tax: A levy based on a set percentage of the assessed value of real estate.

Property Tax Base: The value of all taxable real property in the City, as certified by the New Castle County Board of Assessment. The tax base represents the net value after all abatements and exemptions.

Proprietary Fund: A fund that focuses on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. The City has two proprietary funds: the Water/Sewer Fund and the Internal Services Funds.

Rate Stabilization Reserve: The Rate Stabilization Reserve was created in FY 2018 with the purpose of providing future water and sewer rate stabilization for the Water/Sewer Fund. The Reserve is the net unrestricted Water/Sewer Fund balance as determined by the fiscal year-end Annual Financial Report. The Reserve can be accessed in order to pay City water/sewer obligations and to limit the need to increase rates when authorized by City Council by ordinance. Also see **Net Position**.

Revenue: Income received from sources such as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, and interest.

Revenue Bonds: A bond that is repaid and secured by the expected revenues from the project being financed or the entity doing the borrowing, such as a water/sewer system, and not by taxes.

Risk Management: The process of identifying potential events and actions that may result in liability to the City and the actions taken to eliminate or minimize the impact of such a liability on City finances, property, services, operations, and employees.

SALLE (State Aid for Local Law Enforcement): These monies are State of Delaware grants used for specific local law-enforcement programs such as training, consulting, counseling, and drug enforcement equipment.

Self-Insurance: Funding set aside for the payment of liability claims against the City by a third party or to cover the cost of damage, destruction, injury, or death as a result of City operations or natural disasters.

Special Purpose: The same as **Grants and Fixed Charges** except the activity is usually not financed by State or Federal contributions and is requested by the City Administration or City Council.

Surplus: The amount by which total revenues exceed total expenditures.

Tax Stabilization Reserve: The Tax Stabilization Reserve was created in FY 2018 with the purpose of providing future tax stabilization for the General Fund. The Tax Stabilization Reserve is the net unrestricted General Fund balance as determined by the fiscal year-end Annual Financial Report. The Reserve can be accessed as may be necessary in order to pay City obligations and to limit the need to increase taxes when authorized by City Council by ordinance. Also see **Fund Balance**.

Unassigned Fund Balance: See **Fund Balance**.

User Fee: A charge for the provision of a service usually correlated to the level of usage, such as water/sewer fees.

WEFAC (Wilmington Economic and Financial Advisory Council): Advisory body created in 1994 which is composed of ten members appointed by the Mayor. Its membership consists of business, academic, and financial leaders with multifaceted expertise and experience. WEFAC's primary functions are to certify the City's revenue projections underlying the annual operating budget, advise the Mayor on revenue projections and trends, and provide a sounding board on issues of urban economics.



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