



Fiscal Year 2020 Budget

JULY 1, 2019 | JUNE 30, 2020

ADOPTED
June 18, 2019



SUSSEX COUNTY GOVERNMENT

The Sussex County Government is responsible for the writing, production, and distribution of this publication.

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Sussex County, Delaware** for its annual budget for the fiscal year beginning **July 1, 2018**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communication device.

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



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INTRODUCTORY SECTION



May 21, 2019

Mr. President and Members of Council:

As required by Title 9, Chapter 70, § 7003(d)(5) of the Delaware Code, I respectfully submit the Proposed Annual Operating Budget for Sussex County for Fiscal Year (FY) 2020. The FY 2020 proposed budget was developed by a budget team consisting of the County Administrator, the Finance Director, and the Deputy Finance Director. This recommended budget was drafted after receiving individual requests from County departments and meeting with the respective directors to discuss their needs. We greatly appreciate the efforts of the directors and their staff in assisting us in producing this budget.

The Fiscal Year 2020's overall budget is \$186 million, with 44 percent being the General Fund. The budget forecast shows a positive, but slowing, growth in the real estate market. Fiscal Year 2019 revenues from the housing sector are expected to be 5 percent over Fiscal Year 2018. The County's largest revenue source, Realty Transfer Tax (RTT) may be equal, or only slight above, FY 18; this nominal increase is something we had not seen in the last five years. Relying on RTT collection for operations does present a risk due to the volatile nature of the funding. Based on these trends, the budget being presented keeps RTT at the same level as the previous year. RTT funding is used primarily for public safety; these expenses include fire and ambulance service support, supplemental contracted State Police Troopers, local law enforcement grants and operations of the Emergency Medical and Emergency Preparedness departments.

Along with budgeting revenue based on trends, some revenues are budgeted using assumptions. We assumed that the County will continue to receive 1.5 percent of RTT on eligible properties in unincorporated areas, and its cost share percentages with the State of Delaware will remain the same. If the State were to change these revenue sources, or pass any legislation that would further cut our revenues or raise our expenses, we would have to re-evaluate the entire budget, particularly public safety.

Knowing that our revenues are showing a minimal increase, the budget represents a collaborative effort among the budget team and department heads to prioritize expenses. Departments ensured that expenses submitted were in line with the County's goals and objectives. I want to personally thank everyone for their understanding of the challenges we face in developing this balanced budget.



The budget is presented using goals and strategies that will address long-term concerns and issues. The long-term issues include: being able to sustain the government without adding a financial burden to our current and future residents, being able to provide adequate services for a growing elderly population, and fostering an environment that attracts businesses and creates jobs for our qualified workforce. To address these issues, the budget is created with five organization-wide, strategic goals that lead into specific department operational goals. Each department's goals are listed in their respective location of the budget document. Each department's goals reference the organizational-wide goal listed below.

| Organizational-Wide, Strategic Goal | Reference |
|--|-----------|
| Maintain the County's strong financial position | G1 |
| Implement efficiencies | G2 |
| Promote initiatives for measured economic development | G3 |
| Advance balanced efforts to protect our County's environment, residents, and visitors | G4 |
| Provide exceptional customer service by making Organizational Excellence the cornerstone of the County's workforce | G5 |

Although the demand for County's services continues to increase, we continue to take a conservative approach to the expansion of the County government. To ensure sustainability, the County's budget follows these financial-related goals:

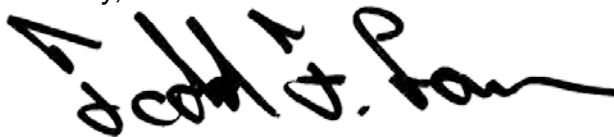
- Prepare a balanced budget with minimal increases
- Maintain an operating reserve of at least 25 percent
- Continue to fund above the actuarial determined level of funding for pensions
- Operate without tax-supported debt
- Continue financial practices that maintain an 'AA' strong bond rating
- Use technology to streamline and automate business practices to help keep up with the demand for services
- Continue the pay-as-you-go philosophy for the capital projects fund

I also want to thank the County Council for its leadership and continued fiscal responsibility, which have helped build a strong foundation that has allowed this government to continue to live within its means.

Sussex County's economy continues to remain strong, and I remain optimistic about the County's future. The County will continue to live by a responsible financial philosophy while monitoring the local market trends. The prior strong years in the economy have allowed the County to respond to the calls for additional services while focusing on the areas of greatest need. This philosophy governs the decisions in developing this year's budget and provides guidance throughout the year as we fulfill our fiduciary duty to the citizens of this great county.

Please feel free to contact me or the budget team with any questions or concerns you may have.

Sincerely,

A handwritten signature in black ink that reads "Todd F. Lawson". The signature is written in a cursive, flowing style.

Todd F. Lawson
County Administrator



About the County

Sussex County is proud of the natural beauty, mix of small towns, rich history, and popular attractions that are found throughout our county. It is a rural county in transition; a community that, in some ways, represents a microcosm of the United States with developing - more urbanized - seaside resorts to the east, and industry and agriculture dominating the central and western landscape. Our county is the largest county in Delaware, comprising a total land area of approximately 938 square miles, or



48 percent of the State's total area, with a population estimated to be over 229,000 by the United States Census Bureau. The County is bordered on the east by the Atlantic Ocean, on the north by Kent County, Delaware, and on the south and west by that portion of the State of Maryland lying east of the Chesapeake Bay. The Town of Georgetown, the county seat, is situated in the center of the county. The county is within 200 miles of New York City, Philadelphia, Baltimore, and Washington, D.C., putting Sussex County within a four-hour drive for more than a quarter of the Country's population.

The modern County government was established on July 23, 1970, replacing the Levy Court Commission with a Council-Administrator form of government. The government is composed of a legislative body – the County Council and an administrative arm. County Administration includes operating departments and offices, some of which are administrated by officials elected at-large, known as Row Officers. The County Council, which has legislative powers, consists of five members who represent geographic districts. Council members are elected to four-year terms that are staggered. The County Administrator and County Finance Director are appointed by the County Council. The County Administrator is responsible for the entire range of executive, administrative and fiscal duties performed by all County departments.

Sussex County, Delaware, is an attractive destination with beaches along the Delaware Bay and Atlantic Ocean. Per the 2010 U.S. Census, Sussex County had a population increase of more than 25 percent from 2000 to 2010. The Delaware Population Consortium predicts that the population will increase 30 percent from 2010 to 2040. The next table shows demographic and economic statistics for a period of 10 years.



About the County

(continued)

Demographic Statistics for Sussex County for 2009 - 2018

| Year | Population (1) | Total Personal Income (2) | Per Capita Personal Income (2) | Median Age (3) | Public School Enrollment (4) | Unemployment Rate (5) |
|------|----------------|---------------------------|--------------------------------|----------------|------------------------------|-----------------------|
| 2009 | 192,019 | 6,637,087 | 34,434 | 44.4 | 25,307 | 7.8% |
| 2010 | 197,145 | 6,830,250 | 34,512 | 45.4 | 25,704 | 7.9% |
| 2011 | 200,771 | 7,009,239 | 34,988 | 45.1 | 24,205 | 7.2% |
| 2012 | 203,390 | 7,660,479 | 37,664 | 45.4 | 24,560 | 5.9% |
| 2013 | 206,649 | 7,968,480 | 38,560 | 45.9 | 25,649 | 6.5% |
| 2014 | 210,849 | 8,800,249 | 41,737 | 46.5 | 25,564 | 5.4% |
| 2015 | 215,622 | 9,652,773 | 44,767 | 47.0 | 26,397 | 4.4% |
| 2016 | 220,251 | 10,418,453 | 47,303 | 47.6 | 26,886 | 4.0% |
| 2017 | 225,322 | 10,663,080 | 47,324 | 48.3 | 27,788 | 4.3% |
| 2018 | 229,286 | * | * | * | 29,600 | 3.7% |

Note: Total personal income is in thousands of dollars.

1. U.S. Bureau of the Census
2. U.S. Department of Commerce, Bureau of Economic Analysis
3. U.S. Bureau of the Census, American Community Survey
4. Delaware Department of Education
5. U.S. Bureau of Labor Statistics

* Figures not available

Local property taxes are very low, making the county a desirable destination for new residents and retirees. The State of Delaware has never had a general sales tax, inventory tax, or statewide property tax. As demonstrated in the chart, both the County's population and age grow year after year, most likely due to the low taxes and the quality of life.

The eastern portion of the county is home to most of Delaware's beaches and seaside resorts. Sussex's central and western areas are the backbone of Delaware's agriculture industry. Most of the county's employment is driven by agriculture and tourism. The next chart shows the top 10 employment-types in the county.



About the County

(continued)

Top 10 Employment-Types in Sussex County in 2018

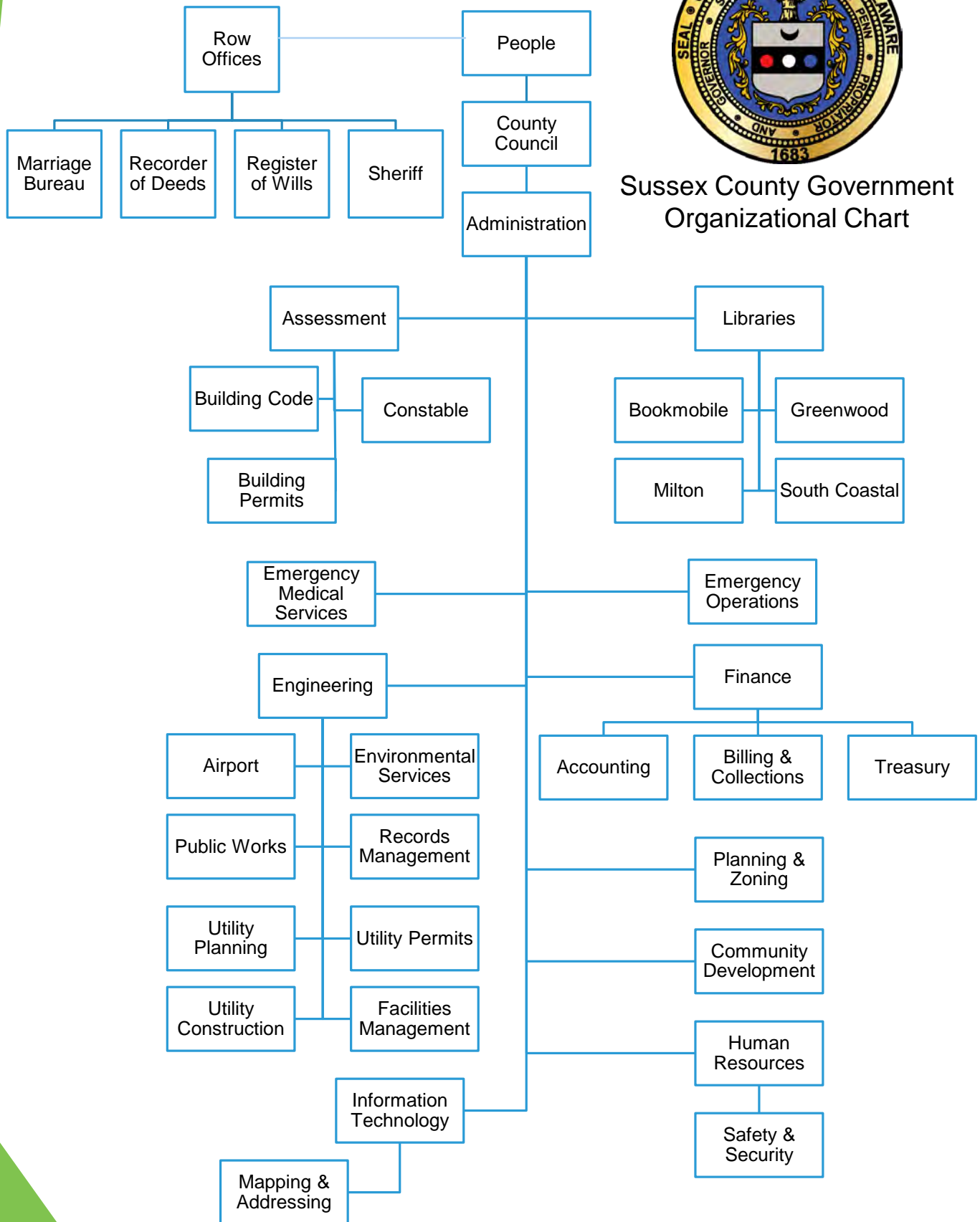
| Type of Employer | Number of Employees | Percentage of Total County Employment |
|---|---------------------|---------------------------------------|
| Retail Trade | 11,935 | 15.7% |
| Health Care and Social Assistance | 11,858 | 15.6% |
| Manufacturing | 10,330 | 13.6% |
| Accommodation and Food Services | 10,113 | 13.3% |
| Government | 8,725 | 11.5% |
| Construction | 4,852 | 6.4% |
| Administrative and Waste Services | 4,424 | 5.8% |
| Other Services, except Public Administration | 2,445 | 3.2% |
| Professional and Technical Services | 1,925 | 2.5% |
| Finance and Insurance | 1,721 | 2.3% |
| Total Employees in Sussex County in 2018 | 75,981 | 100.0% |

Lastly, one item that sets Sussex apart from other counties is its dedication to history and tradition. One of the most unique events, of which the County is tremendously proud, is the biennial event known as Return Day. Return Day originated around 1790 and is set on The Circle in Georgetown, the County seat. Return Day is held two days after Election Day and was started so ‘voters’ could come to hear the ‘returns’, or results, of the elections. During this day, election results were read, food was served, and music was played. By the 1970s, the ceremonial act of ‘burying the hatchet’ began, symbolizing the end of the campaign season.





Sussex County Government Organizational Chart



Budget Process

Basis of Accounting vs. Basis of Budgeting

The basis of accounting refers to the timing of when revenues or expenditures/expenses are recognized in the accounts and reported on the financial statements. Sussex County conforms to generally accepted accounting principles (GAAP) as applicable to government units and has been awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association.

Sussex County adopts a balanced budget on a per fund basis. The budgets are adopted using a modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recorded when they are both measurable and available. Measurable means knowing or able to reasonably estimate the amount. Available means collectible within the current period or soon enough thereafter to pay liabilities for the current period. Similarly, expenditures are generally recognized when an event or transaction is expected to drawdown on current resources.

The General Fund and Capital Projects Fund are budgeted consistent with standard accounting reports using the modified accrual method. However, due to the self supporting nature of the Enterprise Funds, the basis of accounting sometimes differs from the basis of budgeting. When developing budgets, capital outlays are treated as expenditures so that fees can be adjusted to meet cash demands. Principal payments on long-term bonds are also treated as expenses for the same reason. Because the modified accrual method is a short-term focus, asset depreciation is not a recognized expense.

The following schedule summarizes the differences:

| Fund | Revenues | | Expenditures | | Asset Depreciation | | Capital Outlay | |
|------------------|------------------|--------------------------|------------------|--------------------------|--------------------|--------------------------|----------------|--------------------------|
| | Budget | Fund Financial Statement | Budget | Fund Financial Statement | Budget | Fund Financial Statement | Budget | Fund Financial Statement |
| General Fund | Modified Accrual | Modified Accrual | Modified Accrual | Modified Accrual | No | No | Expenditure | Expenditure |
| Enterprise Funds | Modified Accrual | Full Accrual | Modified Accrual | Full Accrual | No | Yes | Expense | Asset |
| Capital Projects | Modified Accrual | Modified Accrual | Modified Accrual | Modified Accrual | No | No | Expenditure | Expenditure |

Budget Process

The funds that are adopted in the budget ordinance are the General Fund, Capital Projects Fund, and Enterprise Funds. There is also a separate ordinance for sewer and water rates. No formal budget is adopted for the Fiduciary Funds. The budget ordinance is presented by business unit rather than detail line items. Therefore, this budget document provides detail beyond what is adopted in these ordinances. The following funds, found in this budget document, are described below.

General Fund

The General Fund is the chief operation fund of the County. It accounts for all resources not required to be accounted for in other funds. A significant part of the General Fund revenues are used to maintain and operate the general government. Expenditures include, among other things, those for General Government, Public Safety, Community Development, Libraries, Planning and Zoning, Assessment, Building Code and Code Enforcement.

Capital Projects Fund

The Capital Projects fund is used to account for financial resources to be used for the acquisition, construction or improvements of capital facilities. This fund is supported by transfers from the General Fund, particularly Realty Transfer Tax.

Enterprise Funds

The Enterprise funds account for the operations that are financed and operated in a manner similar to private business enterprises, where the intent is that costs of providing goods or services are recovered primarily through user charges. The County's Enterprise Funds include: the Unified Sewer District and the Dewey Water District.

Fiduciary Funds

The Fiduciary Funds are used to account for resources held for the benefit of parties outside the government. The County has two fiduciary funds, the Pension Trust Fund and the Post-Retirement Employee Benefit Trust Fund. The funds are supported by contributions through the General Fund and Enterprise Funds.

The following schedule summarizes the relationship between the funds:

| | Transfer to: | |
|------------------|------------------|-----------------|
| Transfer from: | Capital Projects | Fiduciary Funds |
| General Fund | ✓ | ✓ |
| Enterprise Funds | | ✓ |

CONTINUED



Budget Process

BUDGET TIMELINE

Each year in February, the budget process begins with a set of organizational goals communicated by County Administration. The Fiscal Year 2020 goals include:

1. Maintain the County's strong financial position
2. Implement efficiencies that promote exemplary internal and external customer service
3. Promote initiatives for measured economic development and growth
4. Advance balanced efforts to protect our County's environment, residents, and visitors
5. Make Organizational Excellence the cornerstone of the County's workforce culture

These goals are used by each department to develop their own goals when developing their requests. The individual department goals can be found in each department's section. From February to March, departments develop their goals and requests.

In March, the departments submit their requests to Administration. Individual department meetings are held with Administration to review the requests. Through April, the Finance staff and Administration come up with a more narrow request that fits within the allotted budgeted revenue.

In early May, Administration holds a budget workshop where staff present new or large initiatives that will, most likely, be reviewed during the public hearing. The budget workshop provides the opportunity to thoroughly review the budget requests in anticipation of the final budget introduction.

A regular Council meeting is held in mid to late May to discuss the budget. At this time, Administration presents a balanced budget with the budget ordinance. Council then introduces the ordinance to be considered after a public hearing.

The public hearing must be held no sooner than 21 days after the ordinance introduction. The public hearing is usually held at the end of June. This is the time where the public has the opportunity to speak to Council about the proposed ordinance.

After the public hearing, Council must adopt revenue and appropriations through a budget ordinance by June 30 of every year.

A budget calendar for FY 2020 can be found on the next page.

Budget Process

FY 2020 BUDGET CALENDAR

| Date | Action |
|-----------------------------|---|
| February 7, 2019 | County Administrator rolled out the budget process and budget goals for FY 2020 |
| February 7 – March 15, 2019 | Departments entered their budget requests into the budget software |
| March 15, 2019 | Budgets were due from the departments to County Administration |
| March 14 – March 22, 2019 | County Administration reviewed the requests , forecasted revenues and prepared for department budget meetings |
| March 25 – March 28, 2019 | County Administration met with the departments on their requests |
| April 1 – April 30, 2019 | County Administration analyzed and reviewed the requests and began developing a balanced budget |
| May 7, 2019 | County Council Budget Workshop |
| May 21, 2019 | County Council Public Presentation and Introduction of Budget Ordinance |
| June 18, 2019 | Public Hearing and Possible Vote and Adoption |

CHANGES TO BUDGET AFTER ADOPTION

As long as the budget does not go over the appropriations approved by County Council in the adopted ordinance, departments are able to request budget transfers throughout the year. The budget transfers are approved by the Finance and Administration Departments.

The Administrator is also allotted a contingency amount that can be used on various items. If the overall budget expenditures exceeds the entire appropriation approved by County Council in June, the budget must be formally amended by going through the same process in which the budget was adopted.



Financial Policies

Sussex County's financial policies compiled below set forth the basic framework for the overall fiscal management of the County and are used in the development of the annual budget. These policies are set either by Delaware State Code, County Council, or County Administration. No matter the policy, the County continues to strive for sound financial planning in providing services for residents and visitors. To ensure long-term sustainability, the County's focus when creating a budget, is to keep expenditures within the current sources of revenue.

Long-term Financial Policy: As implemented by the County Administrator, the budget is created with the following guidelines to ensure long-term sustainability:

- Prepare a balanced budget where revenues, including use of reserves, equals expenditures
- Maintain an operating reserve of at least 25 percent
- Continue to fund above the actuarial determined level of funding for pensions and pension benefits
- Operate without tax-supported debt
- Continue financial practices that maintain an 'AA' strong bond rating
- Use technology to streamline and automate business practices to help keep up with the demand for services
- Continue the pay-as-you-go philosophy for the capital projects fund

Budgeted Revenue Policy: Per Delaware State Code, the county government, at the meeting at which the annual operating budget ordinance is adopted shall list taxes and other revenue sources that will yield sufficient revenue which, together with any available reserves, will balance the budget. A balanced budget is where revenues, including use of reserves, equal expenditures. Revenues shall be estimated only upon the basis of the cash receipts anticipated for the fiscal year. The estimated yield from each item of revenue, as well as, of the amounts of reserves to be used in the balancing of the budget, shall be provided to the county government by the County Administrator.



Financial Policies

Budgeted Expenditure Policy: Per Delaware State Code, all expenditures must be supported by sufficient revenue or any available reserves. County Administration recommends a budget where no amount of reserves is used for on-going operational costs.

The budget expenditures are approved at a department level in form of an ordinance. During the year, it is the responsibility of the Finance Department to administer the budget. Budgetary control is maintained by employing the use of encumbrances to control the expenditure of appropriations. Because the adopted budgeted ordinances are for one year, all unexpended appropriations in the current operating expenditures budget, which remain at the end of the fiscal year, shall lapse into the fund balance account.

Investment Policy: County Council adopts the three investment policies for the County. One is for the general operations of the government and the other two are for the fiduciary funds.

The general investment policy was last modified by County Council in 2014. The primary objectives of investment activity shall be safety, liquidity, and yield. The Finance Department is authorized to invest in the following: bonds or other obligations of which the faith and credit of the United States of America are pledged, obligations of federal government agencies issued pursuant to Acts of Congress, repurchase agreements, certificate of deposits, money market mutual funds, local government investment pools administered by the State of Delaware, commercial paper, obligations of state or local government issuers, and banker's acceptances with a maximum term of one year.

The Fiduciary Funds have their own investment policy statements, but are structured the same. Both investment policy statements were last modified by County Council in 2018. The fiduciary funds are invested in various mutual funds, corporate obligations, government agency obligations and U.S. treasuries. Corporate obligations are all rated A or higher, while mutual funds are unrated. The policy goal is 65 percent investment in equities and 35 percent in fixed income investments.

Fiduciary Funds Funding Policy: In 2017, County Council adopted pension and other pension employment benefit (OPEB) funding policies. For the pension, the County will contribute no less than the actuarial determined contribution (ADC) as determined by the pension plan's actuary. The ADC is calculated using the normal cost determined under the Entry Age Normal Actuarial Cost method over a closed 20-year period. For the OPEB, the County will contribute the greater of 9.5 percent of pay, or the ADC, as calculated by the plan's actuary.



Financial Policies

Fund Balance Policy: In 2011, County Council adopted a fund balance policy. Fund balances are classified as nonspendable, restricted, committed, assigned, and unassigned. The General Fund should be the only fund that reports a positive unassigned fund balance. The policy states to pay expenditures with the restricted fund balance then to other, less-restrictive classifications. Authority is given to the County Administrator and Finance Director to assign funds for specific purposes. The County has a goal of 20 – 25 percent of the most recent approved budget for general fund expenditures for general fund unrestricted funds.

Debt Policy: Per Delaware State Code, the County shall exercise all powers vested in the county government in connection with the creation of debt and shall have the power to authorize the issuance of bonds to finance the cost of any object, program or purpose for which the County is authorized to raise or expend money for the implementation and performance of functions, programs and purposes. The County shall not have authority to create or to authorize debt for any of the following purposes: the payment of any operating expenditures, the payment of any judgement resulting from the failure of the County to pay any item of an operating expenditure, or the payment of any equipment or any public improvement of a normal life of less than 3 years.

The outstanding general obligation bonded indebtedness of Sussex County, secured by the full faith and credit of the County, may not exceed 12 percent of the assessed valuation of all real property subject to taxation with the County. The outstanding bonded indebtedness of the County, not secured by the County's full faith and credit, is without limitation as to amount.

Financial Reporting Policies: Per Delaware State Code, the County government shall provide for an independent annual audit of all county accounts. Such audits shall be made by a certified public accountant, or firm of such accountant, who have no personal interest, direct or indirect, in the fiscal affairs of the County or any of its officers.

The County's accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Board (GASB) and the Government Finance Officers Association (GFOA).

The County's Comprehensive Financial Report will be submitted to the GFOA's Certification of Achievement in Excellence in Financial Reporting Program. In order to receive a clean opinion for the independent auditor, the financial systems will maintain internal controls to monitor revenues and expenditures.





BUDGET SUMMARY



Revenue & Expenditure Summary

| | | 2020 Budget Revenues and Expenditures – All Funds | | | | |
|--|--|--|----------------------|--------------------|---------------------|-----------------------|
| | | General | Capital | Enterprise | Fiduciary | Total |
| <u>Revenues & Financing Sources</u> | | | | | | |
| Taxes | | \$40,276,000 | \$ - | \$ - | \$ - | \$40,276,000 |
| Intergovernmental | | 6,974,000 | 4,370,000 | 13,180,000 | - | 24,524,000 |
| Charges for Services | | 13,858,130 | - | 24,991,660 | - | 38,849,790 |
| Miscellaneous | | 1,257,369 | 36,500 | 6,287,199 | 9,000,000 | 16,581,068 |
| Assessment & Connection Fees | | - | - | 30,776,664 | - | 30,776,664 |
| Transfer In from Other Funds | | 70,000 | 10,000,000 | 85,500 | 12,553,724 | 22,709,224 |
| Total Revenues & Other Sources | | 62,435,499 | 14,406,500 | 75,321,023 | 21,553,724 | 173,716,746 |
| <u>Expenditures & Financing Uses</u> | | | | | | |
| Personnel | | 35,877,464 | - | 11,436,413 | - | 47,313,877 |
| Operations | | 29,383,605 | 16,500 | 9,890,603 | 7,553,724 | 46,844,432 |
| Capital & Debt Service | | 1,113,930 | 21,350,000 | 53,986,677 | - | 76,450,607 |
| Transfer Out to Other Funds | | 15,085,500 | - | 70,000 | - | 15,155,500 |
| Total Expenditures & Other Uses | | 81,460,499 | 21,366,500 | 75,383,693 | 7,553,724 | 185,764,416 |
| Change in Fund Balance | | (\$19,025,000) | (\$6,960,000) | (\$62,670) | \$14,000,000 | (\$12,047,670) |
| | | 2019 Budget Revenues and Expenditures – All Funds | | | | |
| | | General | Capital | Enterprise | Fiduciary | Total |
| <u>Revenues & Financing Sources</u> | | | | | | |
| Taxes | | \$39,764,210 | \$ - | \$ - | \$ - | \$39,764,210 |
| Intergovernmental | | 6,082,945 | 5,000,000 | 27,455,000 | - | 38,537,945 |
| Charges for Services | | 12,953,880 | - | 27,731,017 | - | 40,684,897 |
| Miscellaneous | | 950,225 | 20,000 | 3,995,185 | 9,000,000 | 13,965,410 |
| Assessment & Connection Fees | | - | - | 19,406,967 | - | 19,406,967 |
| Transfer In from Other Funds | | 70,000 | 5,000,000 | 585,500 | 17,511,959 | 23,167,459 |
| Total Revenues & Other Sources | | 59,821,260 | 10,020,000 | 79,173,669 | 26,511,959 | 175,526,888 |
| <u>Expenditures & Financing Uses</u> | | | | | | |
| Personnel | | 34,948,839 | - | 10,528,095 | - | 45,476,934 |
| Operations | | 28,628,808 | - | 10,407,392 | 6,876,000 | 45,912,200 |
| Capital & Debt Service | | 1,015,113 | 16,622,500 | 58,342,155 | - | 75,979,768 |
| Transfer Out to Other Funds | | 10,085,500 | - | 70,000 | - | 10,155,500 |
| Total Expenditures & Other Uses | | 74,678,260 | 16,622,500 | 79,347,642 | 6,876,000 | 177,524,402 |
| Change in Fund Balance | | (\$14,857,000) | (\$6,602,500) | (\$173,973) | \$19,635,959 | (\$1,997,514) |



Revenue & Expenditure Summary

| | 2018 Actual Revenues and Expenditures – All Funds | | | | |
|--|--|-------------------|---------------------|---------------------|---------------------|
| | General | Capital | Enterprise* | Fiduciary | Total |
| Revenues & Financing Sources | | | | | |
| Taxes | \$49,650,439 | \$ - | \$ - | \$ - | \$49,650,439 |
| Intergovernmental | 5,899,605 | 481,512 | - | - | 6,381,117 |
| Charges for Services | 14,668,167 | - | 21,582,670 | - | 36,250,837 |
| Miscellaneous | 1,425,942 | 314,718 | 10,577,102 | 9,912,471 | 22,230,233 |
| Assessment & Connection Fees | - | - | 18,964,716 | - | 18,964,716 |
| Transfer In from Other Funds | 73,704 | 4,000,000 | 85,500 | 16,581,060 | 20,740,264 |
| Total Revenues & Other Sources | 71,717,857 | 4,796,230 | 51,209,988 | 26,493,531 | 154,217,606 |
| Expenditures & Financing Uses | | | | | |
| Personnel | 31,765,784 | - | 7,565,838 | - | 39,331,622 |
| Operations | 20,980,035 | 16,555 | 22,818,682 | 6,724,133 | 50,539,405 |
| Capital & Debt Service | 1,116,707 | 4,647,168 | 4,297,193 | - | 10,061,068 |
| Transfer Out to Other Funds | 14,085,500 | - | 73,704 | - | 14,159,204 |
| Total Expenditures & Other Uses | 67,948,026 | 4,663,723 | 34,755,417 | 6,724,133 | 114,091,299 |
| Change in Fund Balance | \$ 3,769,831 | \$ 132,507 | \$16,454,571 | \$19,769,398 | \$40,126,307 |

* Enterprise actual amounts are shown above on a full accrual basis. Budgets are created using a modified accrual basis. Therefore, items, such as depreciation and debt payments, are handled differently between the two types of accounting. For more information, please refer to page 13.

Revenue & Expenditure Summary

| Total Budgeted Expenditures | | | | |
|-----------------------------|------------------|--------------|-------------|---------------|
| General Fund | Capital Projects | Enterprise | Fiduciary | Total |
| \$81,460,499 | \$21,366,500 | \$75,383,693 | \$7,553,724 | \$185,764,416 |

Revenue

- No increase in property taxes
- Taxable assessments increased 2.6 percent
- \$26.0 million in reserves are being used on one-time expenditures in the General Fund and Capital Projects
- No increase in the sewer service charge
- No increase in the water service charge
- New sewer assessment charges for Henlopen Acres and Dewey Beach areas
- Sewer connection fees to County-owned facilities remains flat at \$6,360
- Changes to Register of Wills fees
- Increase county road construction inspection fees from 7 percent to 8 percent
- Increase county road construction review fees from \$42 per lot to \$45 per lot
- Increase waste hauler fee septage fee from \$.07 to \$.076 per gallon

Expenditures

- Additional pension contribution of \$5 million
- Continue law enforcement support with the County's Delaware State Police contract of \$3.3 million for 22 supplemental State of Delaware Troopers and \$675,000 for Local Law Enforcement, which includes a \$100,000 increase
- Continue partnership with the volunteer fire companies by providing \$4.4 million of funding for fire and ambulance services
- Capital projects - Governmental Fund totals \$21.4 million; Airport and Business Park projects make up 59.4 percent of the Capital Project Fund
- Employees will receive a 2.0 percent cost-of-living adjustment

Noteworthy Statistics

- The average County tax bill is \$114 for a single-family home and \$46 for a manufactured home
- County's sewer services continue to grow with an additional 2.9 percent increase projected for 2020



Full-time Positions

The County is seeing an increase in staffing due to the additional activity in our sewer district and an growth in demand for services. Although many departments are seeing an rise in activity, 75 percent of our staffing increases is a result of the growth in the sewer district.

Staffing in the last 3 budgeted years is reflected below. In addition to staffing levels, a note is included as to why the growth, in the applicable department, is being justified.

| Department | 2020 | 2019 | 2018 | Note |
|------------------------|------------|------------|------------|--|
| Administration | 4 | 4 | 4 | |
| Airport & Econ Dev | 3 | 3 | 3 | |
| Assessment | 26 | 26 | 26 | |
| Building Code | 13 | 13 | 12 | |
| Community Development | 6 | 6 | 6 | |
| Constables | 4 | 4 | 4 | |
| Constitutional Offices | 32 | 32 | 32 | |
| County Council | 6 | 6 | 6 | |
| EMS | 116 | 116 | 116 | |
| EOC | 33 | 32 | 31 | Increase in the number of 9-1-1 calls |
| Facilities Management | 19 | 18 | 17 | Increase in county-owned assets |
| Finance | 31 | 30 | 30 | Increase in sewer billings |
| Human Resources | 6 | 7 | 7 | |
| IT | 15 | 15 | 15 | |
| Libraries | 30 | 29 | 29 | Increase in the number of visitors to the South Coastal Library |
| Mapping & Addressing | 9 | 9 | 9 | |
| P&Z | 16 | 16 | 15 | |
| Records Management | 3 | 3 | 4 | |
| Security | 4 | 4 | 4 | |
| Engineering/Utilities | 147 | 142 | 140 | Begin a new bio-solids process at one of the County's treatment plants |
| | 523 | 515 | 510 | |



Pay Scale

Below is the pay scale for FY 2020's budget.

| Sussex County, DE FY 2020 Salary Structure | | | | | |
|---|------------|------------|------------|--|--|
| Grade | Minimum | Midpoint | Maximum | | |
| 1 | \$ 21,218 | \$ 26,523 | \$ 31,827 | | |
| 2 | \$ 22,279 | \$ 27,848 | \$ 33,418 | | |
| 3 | \$ 23,393 | \$ 29,240 | \$ 35,090 | | |
| 4 | \$ 24,563 | \$ 30,703 | \$ 36,843 | | |
| 5 | \$ 25,791 | \$ 32,238 | \$ 38,687 | | |
| 6 | \$ 27,080 | \$ 33,851 | \$ 40,620 | | |
| 7 | \$ 28,435 | \$ 35,542 | \$ 42,651 | | |
| 8 | \$ 29,855 | \$ 37,320 | \$ 44,784 | | |
| 9 | \$ 31,349 | \$ 39,185 | \$ 47,023 | | |
| 10 | \$ 32,916 | \$ 41,145 | \$ 49,374 | | |
| 11 | \$ 34,562 | \$ 43,203 | \$ 51,844 | | |
| 12 | \$ 36,291 | \$ 45,362 | \$ 54,434 | | |
| 13 | \$ 38,105 | \$ 47,631 | \$ 57,157 | | |
| 14 | \$ 40,010 | \$ 50,012 | \$ 60,015 | | |
| 15 | \$ 42,011 | \$ 52,512 | \$ 63,015 | | |
| 16 | \$ 44,111 | \$ 55,138 | \$ 66,165 | | |
| 17 | \$ 46,316 | \$ 57,895 | \$ 69,474 | | |
| 18 | \$ 48,632 | \$ 60,790 | \$ 72,947 | | |
| 19 | \$ 51,064 | \$ 63,830 | \$ 76,595 | | |
| 20 | \$ 53,617 | \$ 67,020 | \$ 80,425 | | |
| 21 | \$ 56,297 | \$ 70,372 | \$ 84,446 | | |
| 22 | \$ 59,112 | \$ 73,890 | \$ 88,669 | | |
| 23 | \$ 62,068 | \$ 77,584 | \$ 93,103 | | |
| 24 | \$ 65,172 | \$ 81,464 | \$ 97,757 | | |
| 25 | \$ 68,430 | \$ 85,537 | \$ 102,645 | | |
| 26 | \$ 71,851 | \$ 89,815 | \$ 107,777 | | |
| 27 | \$ 75,443 | \$ 94,305 | \$ 113,166 | | |
| 28 | \$ 79,216 | \$ 99,021 | \$ 118,824 | | |
| 29 | \$ 83,177 | \$ 103,972 | \$ 124,765 | | |
| 30 | \$ 87,335 | \$ 109,171 | \$ 131,004 | | |
| 31 | \$ 91,703 | \$ 114,629 | \$ 137,554 | | |
| 32 | \$ 96,288 | \$ 120,360 | \$ 144,431 | | |
| 33 | \$ 101,102 | \$ 126,377 | \$ 151,653 | | |
| 34 | \$ 106,158 | \$ 132,697 | \$ 159,236 | | |





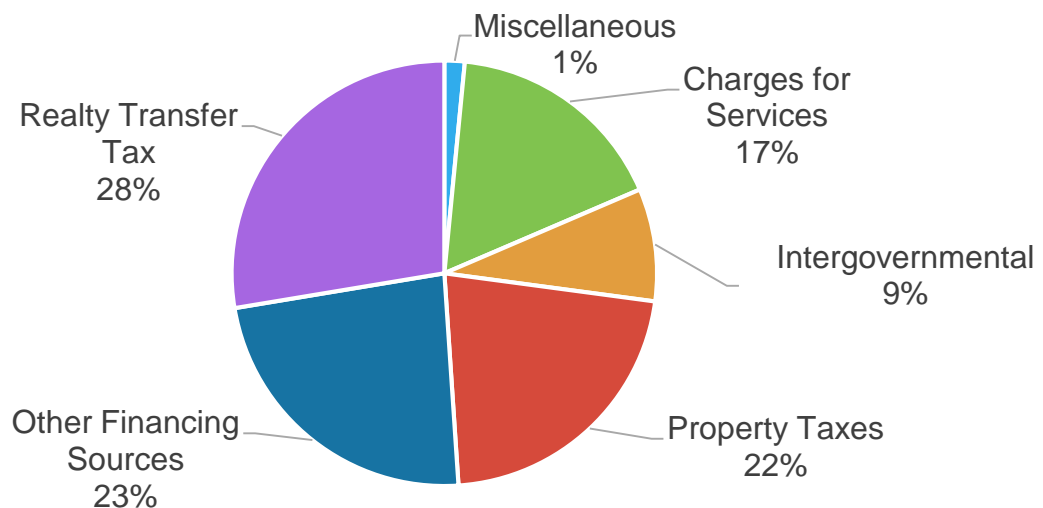
GENERAL FUND



General Fund

REVENUE SUMMARY

The General Fund accounts for all financial transactions and resources in Sussex County Government, other than those required to be accounted for in another fund. Revenues in the General Fund are primarily derived from property and realty transfer taxes, constitutional office fees, intergovernmental sources, and other charges for services. General Fund revenue, excluding transfers and use of reserves, increased \$2.6 million, or 4.4 percent.



Property Taxes

The current tax rate is \$0.445 per \$100 of taxable assessments. No property tax increase is recommended this year. The local library rate will remain at \$0.0467 as well. The remaining \$0.3983 is available for operating expenditures.

The estimated total property tax revenue has increased 2.6 percent. The increase reflects the addition of new construction placed on the tax assessment rolls.

Realty Transfer Tax

Realty Transfer Tax (RTT) is budgeted to be \$22.5 million and is equal to FY 2019. In keeping with our conservative budget approach, we plan to operate using approximately 70.0 percent of what is expected to be collected in the current fiscal year. To sustain our Capital Projects Fund, we will need to transfer an additional \$10.0 million of Realty Transfer Tax to support the planned capital projects. This transfer is using RTT that is already in our savings.

CONTINUED



General Fund

REVENUE SUMMARY

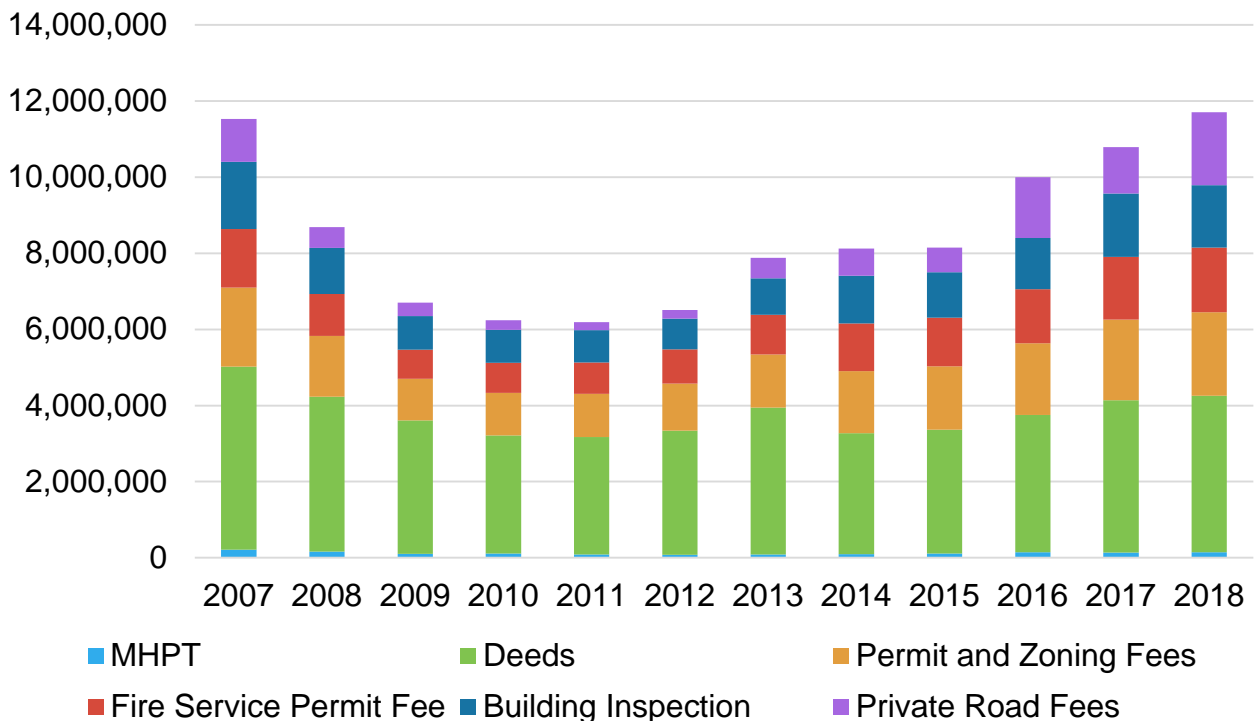
Intergovernmental Revenue

Grants from other governmental agencies is intergovernmental revenue. There is an anticipated increase of \$0.9 million in this revenue due to additional funding for both Community Development and the Paramedic Department. The majority of this funding comes from the State of Delaware for our Paramedic Department. The budget assumes that the funding percentage provided by the State will stay consistent with FY 2019.

Fees and Services

The majority of the County fees are real estate and economy sensitive, such as building permits and private road inspections; FY 2018 was 89.2 percent higher than 2011, our lowest year. We continue to see an increase in building activity; however, this revenue can be unpredictable. Therefore, we have budgeted approximately 85.0 percent of what the County anticipates to be collected in FY 2019. The graph below shows the change in amounts in these economic driven revenue sources. The years below are the actual audited numbers for the last 12 years. It is important to note that FY 2019's revenue is anticipated to be higher than FY 2018's revenue; however, it is not growing at the same rate as the last couple of years. This information may be a sign of a slowing economy in the near future.

Building Related Fees



CONTINUED



General Fund

USE OF FUND BALANCE

Appropriated Reserves/Use of Fund Balance

Appropriated reserves are funds saved from prior years that are not needed to meet current expenses. These funds are represented in the County's financial statements as Fund Balance. We budgeted \$19.0 million of our fund balance to be used in the General Fund. The largest part, \$10.0 million, is being used to fund capital projects. \$5.0 million is being spent to help with the unfunded liability of our pension fund. The budget does not use appropriated reserves for ongoing expenditures. Below is the change to our Fund Balance by the use of these funds in the General Fund and the Capital Projects Fund, and how those funds are being used.

| | General Fund | Capital Projects Fund | Total |
|------------------------------|----------------------|-----------------------|----------------------|
| FY2018 Audited Fund Balance | \$105,470,886 | \$ 19,000,464 | \$124,471,350 |
| Less: FY2019 Anticipated Use | - | - | - |
| Less: FY 2020 Budgeted Use | 19,025,000 | 6,960,000 | 25,985,000 |
| Ending Fund Balance | \$ 86,445,886 | \$ 12,040,464 | \$ 98,486,350 |

| | General Fund | Capital Projects Fund |
|--|----------------------|-----------------------|
| Capital Project Interfund Transfer | \$ 10,000,000 | - |
| Additional Pension Contribution | 5,000,000 | - |
| Sports Complex Loan | 1,500,000 | - |
| Open Space | 1,000,000 | - |
| Contingency | 1,000,000 | - |
| Economic Development Loan | 500,000 | - |
| Economic Development Carryover | 25,000 | - |
| Airport/Business Park Improvements | - | 3,400,000 |
| IT Infrastructure Projects | - | 2,000,000 |
| Public Safety Building | - | 1,000,000 |
| EMS Construction | - | 560,000 |
| Expenditures paid by Fund Balance | \$ 19,025,000 | \$ 6,960,000 |



General Fund

FEE SCHEDULE

Below is a list of General Fund fees. Many fees are listed in the Sussex County Code; therefore, this is not a comprehensive list. If these fees contradict the Code, the Code shall supersede this list.

| Fee Description | Rate | Unit of Measure |
|--|----------|--|
| Assessment | | |
| Tax Release Form | \$ 5.00 | Per Release |
| C-Grade Classification Letter | \$ 35.00 | Per Classification Letter |
| C-Grade Letter - Reissue | \$ 10.00 | Per Release Letter |
| Building Code | | |
| Revision - Additional Plan Review - Revised dwelling projects after approval of original application | \$ 60.00 | Minimum fee, plus additional permit fees for additional square footage |
| Revision - Additional Plan Review - Revised project after approval of original application | \$ 30.00 | Minimum fee, plus additional permit fees for additional square footage |
| Community Development | | |
| Housing Fair - Vendor Fee (Non-Profit Exhibitor) | \$ 50.00 | Each |
| Housing Fair - Vendor Fee (For-Profit Exhibitor) | \$ 75.00 | Each |
| Housing Fair Sponsorship Fee - Bronze | \$150.00 | Per Sponsorship |
| Housing Fair Sponsorship Fee - Silver | \$300.00 | Per Sponsorship |
| Housing Fair Sponsorship Fee - Gold | \$500.00 | Per Sponsorship |
| Countywide (excluding libraries or departments listed in Code) | | |
| Notary Charge - (Non-employee) | \$ 3.00 | Per Document |
| Returned Check, ACH, or Credit Card Fee | \$ 25.00 | Each Occurrence |
| Photocopies - black & white – 8.5x11, 8.5x14, or 11x17 | \$ 0.10 | Per Page |
| Photocopies - black & white - double sided 8.5x11, 8.5x14, or 11x17 | \$ 0.20 | Per Page |
| Photocopies - black & white - 18x22 | \$ 2.00 | Per Page |
| Photocopies - black & white - 24x36 | \$ 3.00 | Per Page |
| Photocopies - black & white - greater than 24x36 | \$ 1.00 | Per Square Foot |
| Photocopies - color - 18x22 | \$ 3.50 | Per Page |
| Photocopies - color - 24x36 | \$ 4.50 | Per Page |
| Photocopies - color - greater than 24x36 | \$ 2.50 | Per Square Foot |

CONTINUED



General Fund

FEE SCHEDULE - CONTINUED

| Fee Description | Rate | Unit of Measure |
|---|---------------|---|
| Countywide - continued | | |
| Microfilm or Microfiche, standard copies | \$.15 | Per Copy |
| Archive Retrieval | \$ 25.00 | Per Box |
| Address labels | \$.50 | Per Label |
| DVDs, CDs, other storage devices | Material cost | |
| Emergency Services | | |
| Special Event Fee - Paramedic (minimum of 30 days notice) | \$ 60.00 | Per Hour |
| Special Events Fee - Mobile Command Unit | \$ 40.00 | Per Hour |
| Special Events Fee - Dispatcher coverage | \$ 40.00 | Per Hour |
| Human Resources | | |
| ID Cards - Annual Fee | \$ 15.00 | Each |
| ID Cards - Replacement Fee per Occurrence | \$ 5.00 | Each |
| Libraries | | |
| Late Fees : Overdue DVD's | \$ 1.00 | Per Day |
| Late Fees: Overdue Materials (excluding DVD's) | \$ 0.10 | Per Day |
| Replacement Fee Library Card | \$ 2.00 | Each |
| Facsimile | \$ 0.25 | Per Page - \$1 minimum |
| Miscellaneous damaged materials | \$ 1.00 | Per Item |
| Laminating | \$ 0.50 | Per Foot |
| Lost or damaged book covers or media cases | \$ 3.00 | Per Item |
| Photocopy | \$ 0.25 | Per Page |
| Mapping & Addressing | | |
| GIS 911 Address Point Data File | \$ 25.00 | Each |
| Custom Mapping Fees | Varies | Employee hourly rate plus 66.4% overhead charge |
| Street Signage | Cost basis | Each |
| Street Signage Installation - (excludes cost to sign) | Varies | Employee hourly rate plus 66.4% overhead charge |



General Fund

FEE SCHEDULE - CONTINUED

| Fee Description | Rate | Unit of Measure |
|--|------------|---|
| Public Works | | |
| Plan Review Fees - Chapter 99 - flat fee for (2) reviews of submitted plans | \$2,500.00 | Flat Fee |
| Plan Review Fees - Chapter 99 - per unit for (2) reviews of submitted plans | \$ 45.00 | Per Unit (addition to Flat Fee) |
| Chapter 99 Third Additional reviews - after first (2) reviews based on 60% fees calculated for original plans submitted | 60% | Original Plan Review Fees |
| Plan Review Fees - Chapter 99 fourth additional reviews - after first (3) reviews based on 50% fees calculated for original plans submitted | 50% | Original Plan Review Fees |
| Plan Review Fees - Chapter 99 - fifth additional reviews - after first (4) reviews based on 40% fees calculated for original plans submitted | 40% | Original Plan Review Fees |
| Plan Review Fees - Plan Revisions - Chapter 99 - after obtaining County Approval | \$1,000.00 | Each |
| Field Inspection Fees - Chapter 99 | 8% | Based on accepted Construction Cost |
| Field Inspection - Overtime - Holiday or Weekend Hours | \$ 50.00 | Per Hour |
| Register of Wills | | |
| Will Receiving and Indexing Fee | \$ 10.00 | Per Will |
| Testator Will Examination Fee – without amendment | \$ 2.00 | Per occurrence |
| Receiving Codicil Will Fee – for existing indexed and file will | \$ 5.00 | Per occurrence |
| Receiving Amendment or Change to the Original Memorandum Fee | \$ 5.00 | Per occurrence |
| Web Search Subscription Service Fee – Single User | \$ 25.00 | Per user per month |
| Web Search Subscription Service Fee – Multi User | \$150.00 | Per month for firm with unlimited users |



General Fund Revenues

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|--------------------------------|-------------------|-------------------|-------------------|
| Taxes | | | |
| Property – County | \$13,860,817 | \$ 14,078,550 | \$14,442,600 |
| Property – Library | 1,622,432 | 1,650,660 | 1,693,400 |
| Realty Transfer | 32,299,796 | 22,500,000 | 22,500,000 |
| Fire Service | 1,694,992 | 1,400,000 | 1,500,000 |
| Penalties and Interest | 172,402 | 135,000 | 140,000 |
| Total Taxes | 49,650,439 | 39,764,210 | 40,276,000 |
| Intergovernmental | | | |
| Federal Grants | | | |
| Emergency Operations | 215,503 | 160,000 | 200,000 |
| Airport Operations | 22,555 | - | - |
| Miscellaneous | 33,559 | - | - |
| Housing and Urban Development | 1,560,106 | 1,604,879 | 1,880,000 |
| Housing Project | 9,989 | - | - |
| Payment in Lieu of Taxes | 5,414 | 5,700 | 5,400 |
| State Grants | | | |
| Paramedics | 3,584,284 | 3,892,366 | 4,478,600 |
| Library | 341,086 | 341,000 | 340,000 |
| Local Emergency Plan Comm. | 67,887 | 69,000 | 70,000 |
| Department of Health | 18,238 | 10,000 | - |
| Miscellaneous | 40,984 | - | - |
| Total Intergovernmental | 5,899,605 | 6,082,945 | 6,974,000 |
| Charges for Services | | | |
| Constitutional Offices' Fees | | | |
| Marriage Bureau | 164,558 | 160,000 | 160,000 |
| Prothonotary | 83 | - | - |

CONTINUED



General Fund Revenues

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|--|----------------------|---------------------|----------------------|
| Charges for Services – continued | | | |
| Constitutional Offices' Fees – continued | | | |
| Recorder of Deeds | 4,112,849 | 3,589,000 | 3,811,000 |
| Register of Wills | 1,227,355 | 1,075,000 | 1,150,000 |
| Sheriff | 2,066,701 | 2,500,000 | 2,000,000 |
| General Government Fees | | | |
| Building Permit and Zoning Fees | 2,200,384 | 1,880,000 | 2,100,000 |
| 9-1-1 System Fees | 559,636 | 559,630 | 559,630 |
| Manufactured Home Placement Fee | 140,170 | 124,000 | 130,000 |
| Building Inspection Fees | 1,642,043 | 1,424,500 | 1,640,000 |
| Airport/Economic Development Fees | 554,876 | 536,000 | 626,500 |
| Miscellaneous Fees | 79,077 | 66,200 | 66,000 |
| Private Road and Inspection Fees | 1,920,435 | 1,039,550 | 1,615,000 |
| Total Charges for Services | 14,668,167 | 12,953,880 | 13,858,130 |
| Miscellaneous Revenue | | | |
| Fines and Forfeits | 43,850 | 35,000 | 40,000 |
| Investment Income | 1,071,365 | 700,000 | 1,000,000 |
| Miscellaneous Revenue | 235,064 | 215,225 | 217,369 |
| Total Miscellaneous Revenue | 1,350,279 | 950,225 | 1,257,369 |
| Other Financing Sources | | | |
| Interfund Transfers In | 73,704 | 70,000 | 70,000 |
| Proceeds from Sale of Capital Assets | 75,663 | - | - |
| Appropriated Reserves | - | 14,857,000 | 19,025,000 |
| Total Other Financing Sources | 149,367 | 14,927,000 | 19,095,000 |
| Total Revenue | \$ 71,717,857 | \$74,678,260 | \$ 81,460,499 |

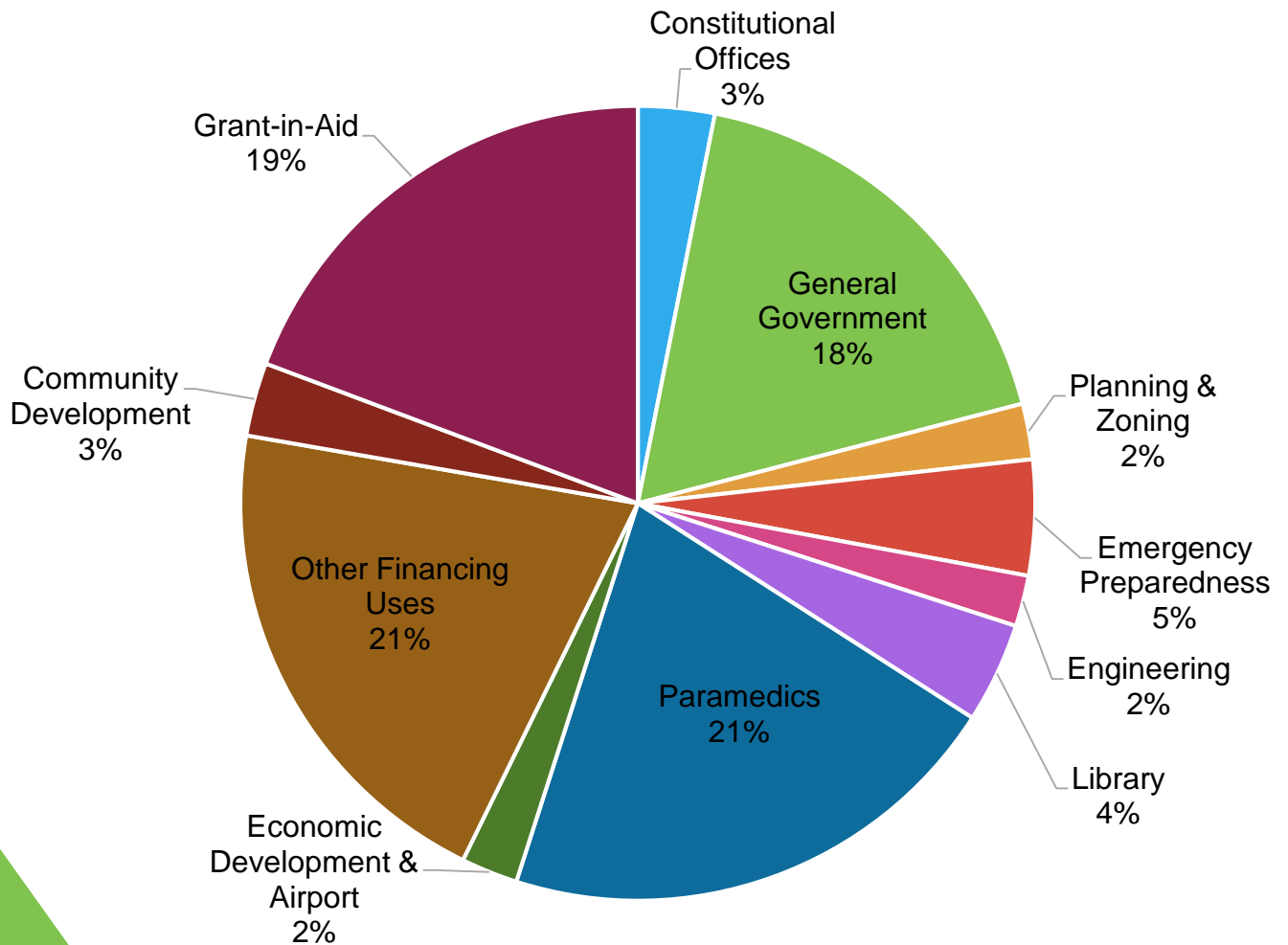


General Fund

EXPENDITURE SUMMARY

The total FY 2020 General Fund budget is \$81.5 million. The pie chart below indicates which services County revenues support for the citizens of Sussex County. Public safety makes up the largest percentage at 26 percent. This percentage excludes other public safety grants that are given to fire and ambulance companies, as well as law enforcement agencies, which can be found in the Grant-in-Aid section of the chart. The second largest functional category is Other Financing Uses. This category is for one-time expenditures, such as an additional pension contribution to lower the unfunded pension liability and a transfer to the Capital Projects Fund. Grant-in-Aid is the third largest category. Public safety makes up 53 percent of the County's grants. General Government is the fourth largest portion at 18 percent. This expenditure includes County Council, Administration, Finance, Human Resources, Building Code, Assessment, and Information Technology.

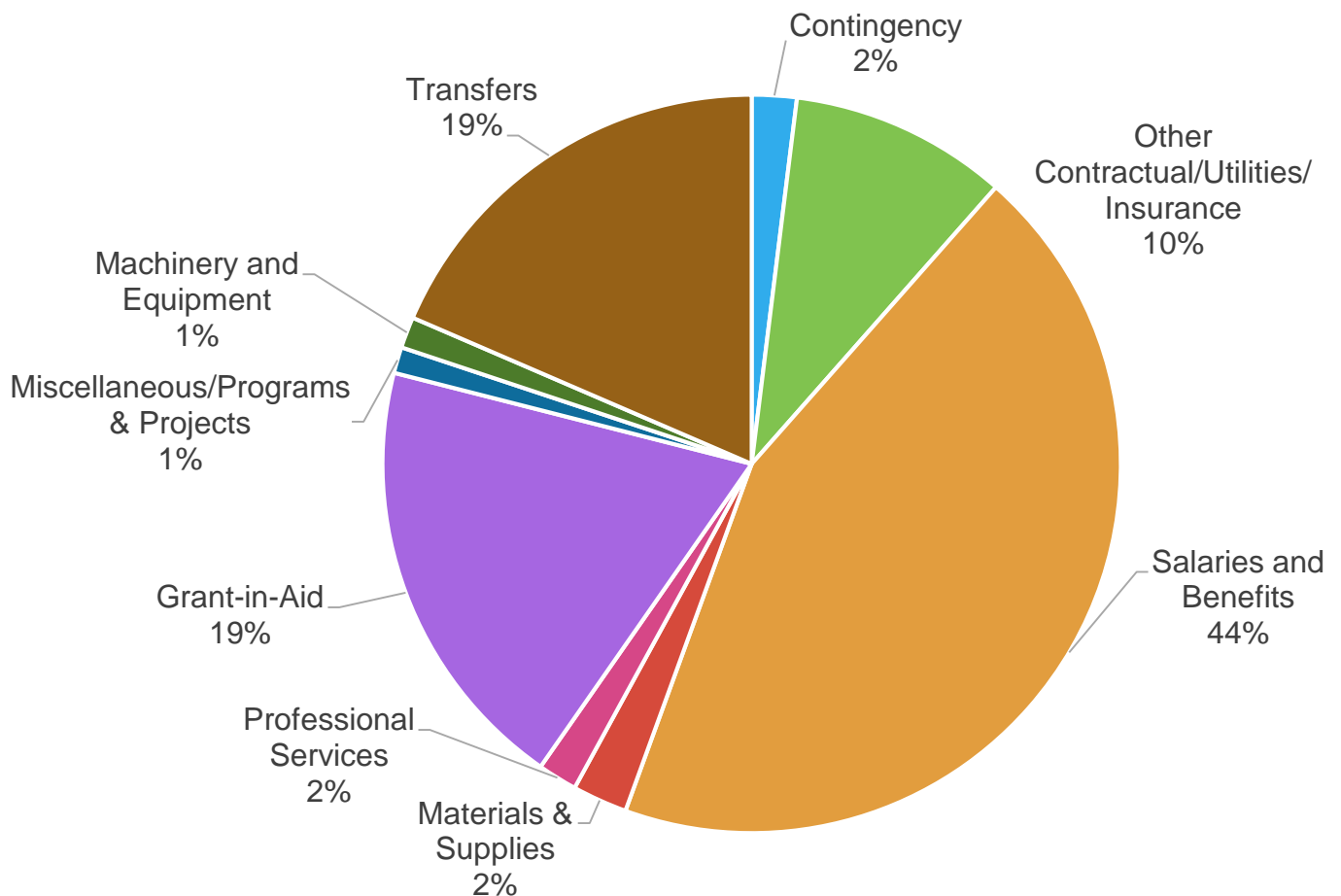
General Fund Budget by Functional Categories



General Fund

EXPENDITURE SUMMARY

The pie chart below shows FY 2020 expenditures by category. Salary and Benefits is the County's largest expenditure category at 44.0 percent, or \$35.9 million.



The FY 2020 Budget has increased \$6.8 million. The increase is primarily from salary and benefits of \$1.0 million and net transfers \$5.0 million.

The County is aware of the continual increase of employment costs. Therefore, the County is not increasing staffing numbers at the same rate as activity in most departments. Even though activity in most departments are seeing double digit increases over the last couple of years, this budget increases staffing by 1.6 percent, or 8 positions. Out of these 8 positions, 6 of them are supported by sewer fees.



General Fund Expenditures

Expenditures are up \$6.8 million for FY 2020. The majority of this increase is a \$5 million net transfer of funds - with \$10 million going to the Capital Projects Fund offset by a decrease of \$5 million transfer to the Pension Fund. One million of this increase is due to additional operational costs for the Paramedic and Emergency Operation Departments. The Information Technology Department, through hardware purchases, increased \$400,000.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------------|-------------------|-------------------|-------------------|
| General Government | | | |
| County Council | \$ 638,566 | \$ 700,874 | \$ 703,301 |
| Administration | 446,839 | 487,803 | 509,814 |
| Legal | 459,655 | 500,000 | 500,000 |
| Finance | 1,939,451 | 2,044,869 | 2,073,819 |
| Assessment | 1,630,724 | 1,923,654 | 1,968,639 |
| Building Code | 844,926 | 1,017,762 | 1,025,773 |
| Mapping and Addressing | 849,497 | 910,111 | 908,370 |
| Human Resources | 791,143 | 1,003,023 | 988,618 |
| Records Management | 234,822 | 258,512 | 277,636 |
| Facilities Management | 1,700,548 | 2,167,930 | 2,298,013 |
| Information Technology | 1,502,180 | 1,720,183 | 2,120,504 |
| Constable | 1,067,144 | 1,192,431 | 1,167,077 |
| Total General Government | 12,105,495 | 13,927,152 | 14,541,564 |
| Planning and Zoning | | | |
| Total Planning & Zoning | 1,680,849 | 1,830,397 | 1,844,352 |
| Paramedics | | | |
| Total Paramedics | 14,918,663 | 16,218,192 | 16,999,575 |
| Emergency Preparedness | | | |
| Administration | 576,381 | 655,675 | 601,915 |
| Emergency Operations | 2,290,054 | 2,493,397 | 2,718,095 |
| Communications | 333,271 | 393,389 | 421,450 |
| Local Emergency Planning Comm. | 81,778 | 83,355 | 85,343 |
| Total Emergency Preparedness | 3,281,484 | 3,625,816 | 3,826,803 |

General Fund Expenditures

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------------|---------------------|---------------------|---------------------|
| Engineering | | | |
| Engineering Administration | \$ 944,482 | \$ 919,348 | \$ 958,515 |
| Public Works | 813,473 | 902,224 | 728,334 |
| Total Engineering | 1,757,955 | 1,821,572 | 1,686,849 |
| Library | | | |
| Administration | 710,760 | 772,034 | 744,853 |
| Operations | 2,096,438 | 2,457,747 | 2,581,508 |
| Total Library | 2,807,198 | 3,229,781 | 3,326,361 |
| Economic Development | | | |
| Economic Development | 131,169 | 294,236 | 384,472 |
| Safety and Security | 521,119 | 578,011 | 514,161 |
| Airport and Business Park | 764,029 | 939,637 | 979,474 |
| Total Economic Development | 1,416,317 | 1,811,884 | 1,878,107 |
| Community Development | | | |
| Total Community Development | 1,726,572 | 2,143,906 | 2,430,560 |
| Grant-in-Aid | | | |
| Total Grant-in-Aid | 11,270,949 | 15,732,049 | 15,705,515 |
| Constitutional Offices | | | |
| Marriage Bureau | 201,046 | 234,809 | 229,962 |
| Recorder of Deeds | 1,020,087 | 1,096,673 | 995,943 |
| Register of Wills | 546,530 | 694,289 | 639,068 |
| Sheriff | 599,892 | 626,240 | 670,340 |
| Total Constitutional Offices | 2,367,555 | 2,652,011 | 2,535,313 |
| Other Financing Uses | | | |
| Transfers Out | 4,085,500 | 85,500 | 10,085,500 |
| Additional Pension Contribution | 10,000,000 | 10,000,000 | 5,000,000 |
| Reserve for Contingencies | 529,489 | 1,600,000 | 1,600,000 |
| Total Other Financing Uses | 14,614,989 | 11,685,500 | 16,685,500 |
| Total Expenditures | \$67,948,026 | \$74,678,260 | \$81,460,499 |



Administration

Department Summary

The County Administration includes the County Administrator and his staff. The County Administrator is an appointed position. The Administrator has the executive power to implement the policies and procedures set forth by the County Council. The County Administrator manages an annual budget and oversees over 500 employees in more than 40 departments, divisions, and offices.

Mission

Committed to provide services that promote public safety, well-being, prosperity and an enriched quality of life in a personal, professional and fiscally responsible manner for those who live, work, and vacation in Sussex County

Fiscal Year 2020 Goals – Organizational-Wide, Strategic Goals

| | |
|--------|---|
| Goal 1 | Maintain the County’s strong financial position |
| Goal 2 | Implement efficiencies that promote exemplary internal and external customer service |
| Goal 3 | Promote initiatives for measured economic development and economic growth |
| Goal 4 | Advance balanced efforts to protect our County’s environment, residents, and visitors |
| Goal 5 | Make Organizational Excellence the cornerstone of the County’s workforce culture |



Administration

Budget Detail

County Administration increased \$22,000, or 4.5 percent. The increase is due to employment costs and the anticipated cost to replace a copier.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 378,470 | \$ 399,580 | \$ 412,905 |
| Cost Reimbursement - Salaries | (171,346) | (183,851) | (188,546) |
| Vision Plan | 292 | 208 | 260 |
| Dental Plan | 2,528 | 2,016 | 2,300 |
| FICA Tax | 26,708 | 30,568 | 31,704 |
| Health Insurance | 68,061 | 70,000 | 67,200 |
| Pension | 98,559 | 110,466 | 115,284 |
| Other Professional Services | - | 1,500 | 1,500 |
| Communications | 6,785 | 7,332 | 7,380 |
| Postage & Freight | 203 | 150 | 200 |
| Insurance | 880 | 919 | 940 |
| Repairs and Maintenance | 22,205 | 26,890 | 22,300 |
| Advertising | - | 2,500 | 5,000 |
| Office/Operating Supplies | 1,300 | 3,000 | 1,600 |
| Fuel | 1,254 | 1,500 | 1,500 |
| Dues & Subscriptions | 4,256 | 4,325 | 4,837 |
| Tools and Small Equipment | - | - | 750 |
| Programs and Projects | 2,599 | 5,000 | 5,000 |
| Seminars/Conferences/Training | 773 | 1,500 | 1,500 |
| Travel | 3,312 | 4,200 | 4,200 |
| Equipment | - | - | 12,000 |
| Total Administration | \$ 446,839 | \$ 487,803 | \$ 509,814 |

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-----------------------------|-------------------|---------------------|---------------------|
| Contingency | \$ 529,489 | \$ 600,000 | \$ 600,000 |
| Contingency Surplus | - | 1,000,000 | 1,000,000 |
| Total Administration | \$ 529,489 | \$ 1,600,000 | \$ 1,600,000 |



Airport & Business Park

Department Summary

The County owns Delaware Coastal Airport, industrial park and business park. The airport has two paved runways; the longest runway is 5,500 feet and accommodates large corporate jets. The industrial park is home to 28 businesses that provide over 900 jobs. Although, the business park is still being developed, it is currently home to two tenants.

Mission

Dedicated to providing a high level of expertise for planning, operating, and administering of a regional general aviation airport for the benefit of the people of Sussex County

Fiscal Year 2019 Successes

Completed design and bidding of Runway 10-28 parallel taxiway

Awarded vendor to complete Airport Master Plan Update

Rebranded industrial park as Delaware Business Park

Received a \$5,532,528 FAA grant to construct Runway 10-28 parallel taxiway

Represented Delaware Coastal Airport at major national aviation conference

Fiscal Year 2020 Goals

Org. Goal Reference

| | | |
|--------|---|----|
| Goal 1 | Complete construction of Runway 10-28 parallel taxiway | G4 |
| Goal 2 | Complete Airport Master Plan Update | G4 |
| Goal 3 | Complete construction of Airport Stormwater Management "Bank" | G4 |
| Goal 4 | Begin Environmental Assessment for Runway 4-22 extension | G4 |



Airport & Business Park

Budget Detail

The FY 2020 budget increased \$40,000, or 4.2 percent. The increase is due to interior improvements to the terminal building and a fence installation around the new maintenance building.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|--|-------------------|-------------------|-------------------|
| Salaries | \$ 216,520 | \$ 177,804 | \$177,905 |
| Vision Plan | 127 | 104 | 130 |
| Dental Plan | 1,356 | 1,008 | 1,150 |
| FICA Tax | 15,883 | 13,602 | 13,606 |
| Health Insurance | 33,826 | 35,000 | 33,600 |
| Pension | 46,764 | 49,169 | 49,756 |
| Other Professional Services | 4,718 | 11,000 | 11,000 |
| Communications | 884 | 888 | 900 |
| Postage & Freight | 89 | 150 | 150 |
| Utilities | 70,687 | 103,600 | 168,600 |
| Insurance | 5,268 | 5,962 | 5,900 |
| Repairs and Maintenance | 208,723 | 333,925 | 262,452 |
| Advertising | 3,431 | 45,000 | 21,700 |
| Office/Operating Supplies | 716 | 1,000 | 1,100 |
| Fuel | 17,819 | 14,000 | 20,000 |
| Dues & Subscriptions | 3,282 | 3,250 | 3,350 |
| Uniforms | 1,542 | 1,000 | 1,000 |
| Maintenance & Repairs - Parts | 24,451 | 29,000 | 39,000 |
| Tools and Small Equipment | 5,468 | 10,000 | - |
| Programs and Projects | - | 5,000 | 1,000 |
| Miscellaneous | 92,232 | 90,500 | 75,500 |
| Seminars/Conferences/Training | 715 | 4,675 | 675 |
| Travel | 2,238 | 4,000 | 2,000 |
| Improvements | - | - | 82,500 |
| Machinery and Equipment | 7,290 | - | 6,500 |
| Total Airport and Industrial Park | \$ 764,029 | \$ 939,637 | \$ 979,474 |



Assessment

Department Summary

Assessment is responsible for issuing building permits, creating and maintaining assessment records for all properties in Sussex County, as well as drawing and maintaining county tax maps.

Mission

To ensure fair and equitable administration of the property tax policy and enhance the public's faith and confidence in Sussex County Government

Fiscal Year 2019 Successes

Added \$97 million to the assessment roll for the year

Went "Live" with new assessment software (CAMA)

Made property record cards viewable online through CAMA Public Access

Fiscal Year 2020 Goals

Org. Goal Reference

Goal 1 Strengthen the use of technology in order to improve quality, accuracy, and timeliness of all tasks with a financial impact

G2

Goal 2 Enhance uniformity and consistency of information throughout the Assessment department

G4

Goal 3 Create a customer centric department

G5



Assessment

Budget Detail

The FY 2020 budget increased \$45,000 or 2.3 percent. The increase is a result of the purchase of a customer notification software and personnel costs.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------|---------------------|---------------------|---------------------|
| Salaries | \$ 991,247 | \$ 999,181 | 1,053,765 |
| Cost Reimbursement - Salaries | (180,184) | (182,201) | (187,919) |
| Vision Plan | 1,811 | 1,352 | 1,690 |
| Dental Plan | 16,270 | 13,104 | 14,950 |
| FICA Tax | 71,633 | 76,437 | 80,901 |
| Health Insurance | 406,114 | 455,000 | 436,800 |
| Pension | 266,127 | 276,943 | 294,185 |
| Communications | 7,173 | 10,880 | 8,580 |
| Postage & Freight | 1,917 | 2,500 | 2,000 |
| Insurance | 4,998 | 8,651 | 8,651 |
| Repairs and Maintenance | 7,737 | 191,235 | 187,036 |
| Printing & Binding | 1,400 | 3,000 | 2,500 |
| Advertising | 829 | 1,000 | 1,000 |
| Other Contractual Services | - | - | - |
| Office/Operating Supplies | 12,636 | 9,600 | 12,000 |
| Fuel | 8,641 | 10,000 | 10,000 |
| Dues & Subscriptions | 1,450 | 1,500 | 1,500 |
| Uniforms | 1,730 | 1,500 | 1,500 |
| Maintenance & Repairs - Parts | 6,002 | 5,000 | 6,000 |
| Tools and Small Equipment | 2,010 | 12,050 | 1,500 |
| Programs and Projects | - | - | - |
| Seminars/Conferences/Training | 1,183 | 4,000 | 6,000 |
| Travel | - | 1,000 | 2,000 |
| Machinery and Equipment | - | 21,922 | 24,000 |
| Total Assessment | \$ 1,630,724 | \$ 1,923,654 | \$ 1,968,639 |



Building Code

Department Summary

The Building Code Department is responsible for plan review and building inspections for residential and commercial construction projects in Sussex County and some municipalities.

Mission

From footing to final inspection, we promise to perform at the highest level of professionalism, integrity, honesty, and fairness in our relationship with you, the citizens of Sussex County, for whom we proudly serve

Fiscal Year 2019 Successes

Entered inspection results at time of performing inspections

Reduced the number of paper plans for residential projects from 2 to 1 sets

Started eliminating the paper copy of master plans for “Fast Track” and requiring electronic plan copies

Utilized a “Dashboard” mapping system for scheduling clerks and inspectors to view the amount, type and location of inspections.

Continued to reduce and maintain all expired permits

Fiscal Year 2020 Goals

Org. Goal Reference

Goal 1 To reduce the amount of archived commercial plans within FY 2020 by requiring digital files

G2

Goal 2 Create a notification system in Munis to send automatic results to property owners/contractors when field inspections are performed by the end of FY 2020

G5

Goal 4 Create or purchase a digital plan review program to allow electronic plan submittals over the next 2 fiscal years

G5



Building Code

Budget Detail

The FY 2020 budget increased \$8,000, or 0.1 percent.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------|-------------------|--------------------|--------------------|
| Salaries | \$ 453,784 | \$ 500,046 | \$ 517,062 |
| Vision Plan | 801 | 676 | 845 |
| Dental Plan | 7,210 | 6,552 | 7,475 |
| FICA Tax | 32,552 | 38,253 | 39,742 |
| Health Insurance | 198,017 | 227,500 | 218,400 |
| Pension | 118,199 | 139,453 | 144,514 |
| Communications | 5,520 | 5,400 | 5,206 |
| Postage & Freight | 383 | 700 | 500 |
| Insurance | 5,064 | 7,689 | 7,689 |
| Repairs and Maintenance | 3,803 | 3,648 | 5,000 |
| Printing & Binding | - | 900 | - |
| Office/Operating Supplies | 2,494 | 3,875 | 5,000 |
| Fuel | 10,780 | 10,000 | 13,000 |
| Dues & Subscriptions | 770 | 1,270 | 2,000 |
| Uniforms | 422 | 1,200 | 1,500 |
| Maintenance & Repairs - Parts | 189 | 1,000 | - |
| Tools and Small Equipment | 1,455 | 31,500 | 37,640 |
| Seminars/Conferences/Training | 3,324 | 6,000 | 10,000 |
| Mileage | 159 | 100 | 200 |
| Improvements | - | 8,000 | 10,000 |
| Machinery and Equipment | - | 24,000 | - |
| Total Building Code | \$ 844,926 | \$1,017,762 | \$1,025,773 |



Community Development

Department Summary

It is the responsibility of Community Development to provide and manage grants and loans for housing rehabilitation, community facilities, and public works improvements, which are provided to low-to-moderate income residents in Sussex County.

Mission

To effectively and successfully administer programs that focus on keeping households safe and stable, and to promote affordable and fair housing, all of which improve the communities and the quality of life for the residents of Sussex County

Fiscal Year 2019 Successes

Assisted over 240 households with housing repairs

Coordinated Public/Private Partnership with Discover Bank and Housing Alliance Delaware

Partnered with the Sussex Housing Group by targeting resources to the Mt. Joy Community

Worked to affirmatively further fair housing for the residents of Sussex County

Fiscal Year 2020 Goals

Org. Goal Reference

| | | |
|--------|---|----|
| Goal 1 | Successfully administer housing programs, including CDBG, HOME, HPG, and County Council Emergency Repair Funds | G1 |
| Goal 2 | Coordinate with hired consultant for the Affordable Housing Analysis and develop an actionable Housing Affordability Plan | G4 |
| Goal 3 | Continue the work of the Sussex County Community Development Fund | G4 |
| Goal 4 | Oversee continued Fair Housing efforts, Outreach and Training | G4 |



Community Development

Budget Detail

FY 2020 budget reflects the department's commitment in assisting County residents with safe, affordable, and fair housing. There is a \$287,000 increase in the budget due to federal funding for housing rehabilitation.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|------------------------------------|--------------------|--------------------|--------------------|
| Salaries | \$ 286,104 | \$ 298,042 | \$ 304,297 |
| Vision Plan | 438 | 312 | 390 |
| Dental Plan | 3,793 | 3,024 | 3,450 |
| FICA Tax | 20,689 | 22,800 | 23,477 |
| Health Insurance | 101,040 | 105,000 | 100,800 |
| Pension | 74,509 | 83,452 | 85,201 |
| Legal | 8,376 | 7,500 | 7,500 |
| Communications | 707 | 600 | 745 |
| Postage & Freight | 326 | 400 | 400 |
| Repairs and Maintenance | 847 | 1,200 | 1,400 |
| Advertising | 1,592 | 2,500 | 2,500 |
| Other Contractual Services | 1,200,758 | 1,586,976 | 1,880,000 |
| Office/Operating Supplies | 1,112 | 1,900 | 1,200 |
| Fuel | - | - | 1,800 |
| Dues & Subscriptions | 345 | 400 | 500 |
| Programs and Projects | 11,331 | 15,000 | 12,000 |
| Maintenance and Repairs Parts | - | - | 1,500 |
| Seminars/Conferences/Training | 100 | 2,000 | 1,000 |
| Mileage | 9,053 | 11,800 | 400 |
| Travel | 674 | 1,000 | 2,000 |
| Maintenance & Equipment | 4,778 | - | - |
| Total Community Development | \$1,726,572 | \$2,143,906 | \$2,430,560 |



Community Development Projects and Initiatives

Sussex County Community Development Fund - \$250,000

Sussex County Council's Emergency Home Repair Program



Helping Communities - \$1,880,000



Community Development Improvements



Helping Residents - \$12,000



Affordable & Fair Housing Assistance and Financial Education

Sussex County officials hire consultant



Task is to develop programs, incentives promoting affordable housing

Lumber and trusses are ready for construction at a house in Lewis. Sussex County officials are seeking new programs to promote affordable housing, an issue the county has struggled with for more than a decade.

By Ron Buckner • February 18, 2019

Sussex County officials have hired a consultant to help them develop incentives and programs to promote affordable housing, an issue the county has struggled with for more than a decade.

At its Feb. 12 meeting, county council voted to approve a \$60,000 bid from Lisa DeBruin & Associates of Alexandria, Va., for a six-month project.

Brenda Newman, county fair housing compliance officer, said council there was a lot of confusion about affordable housing during the comprehensive plan process from the public as well as council and planning and zoning commissions. "There is strong support for affordable housing and to identify barriers and opportunities," she said.

Newman said the goal is to implement something quickly to make an effective change in affordable housing production in Sussex County.



Constable

Department Summary

The Constable is responsible for enforcement of the County Code and is charged with investigating public complaints related to property maintenance and zoning issues. Property maintenance issues can include tall grass, trash, and/or abandoned vehicles. The contract amount for the State to provide dog control to the County is also included in the Constable's budget.

Mission

To receive and investigate County Code violations so that they may be identified and corrected in order to preserve the well-being, enjoyment and value of property for all in Sussex County

Fiscal Year 2019 Successes

Expanded in-the-field technology within our department and provided a model to other departments

Successfully partnered with Department of Correction and DeIDOT in the removal of roadside trash

Obtained ICC certified in IPMC to support Housing Code enforcement

Administered the DSHA funding by conducting several voluntary demolitions of dilapidated structures

Approximately 35 cases were prosecuted with a 100% conviction rating

Fiscal Year 2020 Goals

Org. Goal Reference

| | | |
|--------|---|----|
| Goal 1 | Continue support to other departments through Code Enforcement 101 Training | G5 |
| Goal 2 | Have all eligible field staff ICC certified in IPMC to support Housing Code enforcement | G4 |
| Goal 3 | Administer DSHA recovery funds for future use | G1 |
| Goal 4 | Continue to support Department of Correction and DeIDOT in roadside trash removal | G4 |



Constable

Budget Detail

The FY 2020 budget decreased due to the elimination of Rodent Control funding from the State of Delaware, and the elimination of a one-time State of Delaware Housing grant.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------|---------------------|--------------------|------------------|
| Salaries | \$ 132,082 | \$ 154,544 | 157,574 |
| Vision Plan | 209 | 208 | 260 |
| Dental Plan | 1,883 | 2,016 | 2,300 |
| FICA Tax | 9,599 | 11,823 | 12,087 |
| Health Insurance | 62,640 | 70,000 | 67,200 |
| Pension | 37,495 | 43,216 | 43,952 |
| Other Professional Services | 1,200 | 800 | 1,800 |
| Communications | 2,666 | 2,700 | 3,540 |
| Postage & Freight | 2,240 | 1,700 | 2,700 |
| Insurance | 1,575 | 2,884 | 2,884 |
| Repairs and Maintenance | 682 | 720 | 1,400 |
| Printing & Binding | 67 | 200 | 200 |
| Other Contractual - Rodent | 7,889 | 15,000 | - |
| Other Contractual Services | 747,662 | 754,000 | 768,400 |
| Office/Operating Supplies | 1,331 | 2,000 | 2,000 |
| Fuel | 4,541 | 3,600 | 5,600 |
| Uniforms | 323 | 300 | 600 |
| Maintenance & Repairs - Parts | 970 | 1,000 | 1,000 |
| Tools and Small Equipment | 441 | 1,295 | 2,500 |
| Programs and Projects | 51,189 | 124,000 | 65,000 |
| Seminars/Conferences/Training | 460 | 425 | 1,000 |
| Machinery & Equipment | - | - | 25,080 |
| Total Constable | \$ 1,067,144 | \$1,192,431 | 1,167,077 |



County Council

Department Summary

The County Council is the legislative branch of government consisting of five elected members from five districts. The President and Vice President are elected annually by the members of the Council. As the legislative body, the Council's major responsibility is to approve laws for Sussex County. The Council's powers also include authorization of the annual budget, amendments to the zoning regulations, and approval of all issuances of County bonds.

Mission

Committed to provide services that promote public safety, well-being, prosperity, and an enriched quality of life in a personal, professional, and fiscally responsible manner for those who live, work, and vacation in Sussex County

Fiscal Year 2020 Goals – Organizational-Wide, Strategic Goals

- | | |
|--------|---|
| Goal 1 | Maintain the County's strong financial position |
| Goal 2 | Implement efficiencies that promote exemplary internal and external customer service |
| Goal 3 | Promote initiatives for measured economic development and economic growth |
| Goal 4 | Advance balanced efforts to protect our County's environment, residents, and visitors |
| Goal 5 | Make Organizational Excellence the cornerstone of the County's workforce culture |



County Council

Budget Detail

The FY 2020 budget increased \$2,000, or 0.3 percent.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 238,571 | \$ 247,020 | \$ 254,216 |
| Vision Plan | 427 | 312 | 390 |
| Dental Plan | 3,793 | 3,024 | 3,450 |
| FICA Tax | 16,985 | 18,744 | 19,547 |
| Health Insurance | 99,509 | 105,000 | 100,800 |
| Pension | 61,910 | 61,466 | 71,078 |
| Communications | 3,908 | 4,272 | 6,000 |
| Postage & Freight | 279 | 500 | 300 |
| Insurance | 151,652 | 167,459 | 170,800 |
| Repairs and Maintenance | 355 | 500 | 400 |
| Printing & Binding | 4,082 | 10,000 | 5,000 |
| Advertising | 7,312 | 9,000 | 7,500 |
| Office/Operating Supplies | 482 | 2,000 | 600 |
| Dues & Subscriptions | 11,336 | 15,827 | 15,595 |
| Tools & Small Equipment | - | 8,750 | - |
| Programs and Projects | 5,353 | 12,000 | 10,500 |
| Miscellaneous | 4,507 | 4,000 | 5,000 |
| Seminars/Conferences/Training | 2,442 | 6,000 | 6,000 |
| Mileage | 124 | - | 125 |
| Travel | 25,539 | 25,000 | 26,000 |
| Total County Council | \$ 638,566 | \$ 700,874 | \$ 703,301 |



Economic Development

Department Summary

The Economic Development Department is responsible for attracting new businesses and encouraging expansion of existing businesses.

Mission

To ignite business development by focusing on the retention, the recruitment, and the expansion of businesses while promoting the County's unparalleled quality of life and key assets, such as the Delaware Coastal Airport and the Sussex County Industrial Park

Fiscal Year 2019 Successes

Completed application for Foreign Trade Zone designation at Delaware Coastal Airport and Business Park

Began an Economic Gardening Program that leverages research using sophisticated business intelligence tools and databases that growth companies either are not aware of or cannot afford

Approved three applications, totaling just over \$2,000,000, through the County's ExciteSussex Loan Program

Fiscal Year 2020 Goals

Org. Goal Reference

| | | |
|--------|---|----|
| Goal 1 | Pursue tenant leads and promote the Delaware Coastal Business Park | G3 |
| Goal 2 | Lead County efforts for the economic development of the new Opportunity Zones created by the Federal Tax /Cuts and Jobs Act of 2017. Five census tracts in Sussex County have been designated as Opportunity Zones by the U.S. Department of Treasury, incentivizing investment in these communities that have experienced an economic downturn | G3 |
| Goal 3 | Explore the ability of expediting multi-agency review process and additional economic development incentives | G3 |
| Goal 4 | Promote and lead the process of the refresh of the ExciteSussex website | G3 |
| Goal 5 | Showcase Sussex County, Delaware at conferences as a place with an entrepreneurial culture and good place to do business | G3 |



Economic Development

Budget Detail

The FY 2020 budget increased \$90,000, or 30.7 percent. The increase is attributed to additional advertising costs, a maintenance fee to upgrade webpage and contractual services to promote Economic Gardening & Opportunity Zones.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-----------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 79,872 | \$ 82,285 | \$ 84,771 |
| Vision Plan | 45 | 52 | 65 |
| Dental Plan | 632 | 504 | 575 |
| FICA Tax | 5,831 | 6,295 | 6,521 |
| Health Insurance | 1,728 | 17,500 | 16,800 |
| Pension | 22,526 | 23,040 | 23,736 |
| Communications | 906 | 960 | 960 |
| Postage & Freight | - | 6,500 | 8,000 |
| Rentals & Leases | - | 10,000 | 10,000 |
| Repairs and Maintenance | 6,350 | 15,000 | 35,000 |
| Printing & Binding | - | 1,000 | 1,000 |
| Advertising | 2,699 | 40,000 | 79,544 |
| Other Contractual Services | 2,000 | 52,000 | 80,000 |
| Office/Operating Supplies | 203 | 200 | 3,000 |
| Dues & Subscriptions | 420 | 5,000 | 2,500 |
| Tools and Small Equipment | - | - | 3,000 |
| Other Supplies | 4,797 | 10,000 | 10,000 |
| Programs and Projects | 977 | - | - |
| Seminars/Conferences/Training | 65 | 5,400 | 6,000 |
| Mileage | 1,926 | 5,000 | 5,000 |
| Travel | 192 | 13,500 | 8,000 |
| Total Economic Development | \$ 131,169 | \$ 294,236 | \$ 384,472 |



Economic Development

Projects and Initiatives

Run Commercials Mid Atlantic Region \$49,543

OVERVIEW

- Campaign Goal: to inform and incent large manufacturing business of the advantages of moving their business to Sussex County

TARGET AUDIENCE

- CEO/decision makers of manufacturing businesses
- Pulled demographics based on high income percentage per county in NY, NJ, Philadelphia, Baltimore, D.C & Northern Virginia

OUR STRATEGY

- Utilize TV Everywhere Approach to best capture your target audience
- Cable TV on a 4-week rotation in strategic areas
- Targeting a specific audience

Conferences and Trade Shows

Promote Sussex County as a place to bring companies and businesses; examples of trade show/conference: National Data Center Conference, Food Production Conference, Aviation Conference, Opportunity Zone Conference and International Economic Development Council



Emergency Preparedness

Department Summary

Emergency Preparedness is a department made of multiple divisions that respond to natural disasters and technical disasters such as chemical spills, and hazardous materials incidents. They provide 9-1-1 service by dispatching fire companies, ambulance stations, the county paramedics, and the state police medevac helicopter.

Mission

To provide the citizens and visitors of Sussex County with quality and timely public safety, which includes 9-1-1 fire and EMS dispatching, as well as emergency management to prevent, prepare, respond, and recover from natural or man-made disasters

Budget Summary

| | |
|-------------|-------------|
| FY18 Actual | \$3,281,484 |
| FY19 Budget | \$3,625,816 |
| FY20 Budget | \$3,826,803 |

Fiscal Year 2019 Successes

Reorganized the dispatching staff to create a chain of command with identified roles and provide an avenue for advancement

Completed 38 Mobile Command Unit deployments, the most deployments since 2001

Completed Emergency Police Dispatching training and became certified in Emergency Fire, Medical, and Police Dispatching in the dispatch center

Upgraded 463 first responder radios in a 3-month period after an operational issue was discovered with units responding into Maryland

Hosted the 19th Annual 9-1-1 Awareness Day with 1,600 students, teachers, and chaperones, making it the most successful awareness day to date

Fiscal Year 2020 Goals

| Fiscal Year 2020 Goals | | Org. Goal Reference |
|------------------------|---|---------------------|
| Goal 1 | Advanced efforts to provide and sustain first-class, comprehensive emergency communications services | G4 |
| Goal 2 | Coordinate efforts across the Emergency Preparedness Department to create an organization of excellence | G4 |
| Goal 3 | Maintain a highly skilled workforce | G4 |
| Goal 4 | Promote outreach activities that educate the public on services and support provided by the Emergency Preparedness Department | G5 |



Emergency Preparedness

Administration - Budget Detail

The FY 2020 budget decreased \$54,000, or 8.2 percent. The decrease is due to the one time cost to purchase a new vehicle and a new Uninterruptable Power Supply (UPS) for the Center in FY 2019.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|---------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 180,674 | \$ 167,786 | \$ 171,922 |
| Vision Plan | 177 | 104 | 130 |
| Dental Plan | 1,527 | 1,008 | 1,150 |
| FICA Tax | 13,505 | 12,836 | 13,190 |
| Health Insurance | 64,018 | 35,000 | 33,600 |
| Pension | 41,228 | 45,580 | 47,961 |
| Other Professional Services | - | - | - |
| Communications | 13,901 | 16,700 | 10,280 |
| Postage & Freight | 60 | 50 | 75 |
| Utilities | 64,874 | 70,000 | 65,000 |
| Utilities – Fuel | 2,541 | 3,000 | 3,000 |
| Rental and Leases | 1,309 | 1,350 | 1,344 |
| Insurance | 7,034 | 2,573 | 7,050 |
| Repairs and Maintenance | 121,624 | 167,064 | 143,213 |
| Office/Operating Supplies | 1,594 | 2,500 | 2,500 |
| Fuel | 2,433 | 2,000 | 2,500 |
| Dues & Subscriptions | 600 | 380 | 400 |
| Uniforms | 536 | 300 | 300 |
| Maintenance & Repairs - Parts | 41,844 | 23,245 | 10,500 |
| Tools and Small Equipment | - | 10,299 | 3,300 |
| Programs and Projects | 1,147 | 3,500 | 70,500 |
| Seminars/Conferences/Training | 4,442 | 1,500 | 1,500 |
| Mileage | - | - | - |
| Travel | 2,513 | 6,000 | 6,000 |
| Machinery and Equipment | 8,800 | 82,900 | 6,500 |
| Total EOC Administration | \$ 576,381 | \$ 655,675 | \$ 601,915 |



Emergency Preparedness

Emergency Operations - Budget Detail

The FY 2020 budget increased \$225,000, or 9.0 percent. The increase is due to adding additional staff and the purchase of replacement consoles for the dispatchers.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-----------------------------------|---------------------|---------------------|---------------------|
| Salaries | \$ 1,241,460 | \$ 1,332,448 | \$ 1,447,527 |
| Vision Plan | 1,580 | 1,352 | 1,690 |
| Dental Plan | 14,237 | 13,104 | 14,950 |
| FICA Tax | 90,542 | 103,501 | 108,908 |
| Health Insurance | 402,605 | 455,000 | 425,405 |
| Pension | 298,803 | 330,077 | 344,260 |
| Communications | 31,867 | 29,400 | 29,460 |
| Postage & Freight | - | 250 | - |
| Utilities | 354 | - | 350 |
| Insurance | - | 1,400 | 1,400 |
| Repairs and Maintenance | 143,884 | 143,500 | 132,000 |
| Advertising | 22,850 | 30,000 | 30,000 |
| Office/Operating Supplies | 823 | 2,000 | 2,000 |
| Fuel | - | 500 | - |
| Dues & Subscriptions | 2,925 | 2,220 | 2,245 |
| Uniforms | 1,804 | 3,000 | 3,000 |
| Maintenance & Repairs - Parts | 1,078 | 3,000 | - |
| Tools and Small Equipment | 5,197 | 3,500 | 128,400 |
| Sm. Computer Equipment | - | - | - |
| Programs and Projects | 4,971 | 5,000 | 5,000 |
| Seminars/Conferences/Training | 3,590 | 27,145 | 25,300 |
| Mileage | 872 | 1,000 | 1,000 |
| Travel | 2,312 | 6,000 | 6,000 |
| Machinery and Equipment | 18,300 | - | 9,200 |
| Total Emergency Operations | \$ 2,290,054 | \$ 2,493,397 | \$ 2,718,095 |



Emergency Preparedness

Communications - Budget Detail

The FY 2020 budget increased \$28,000, or 7.1 percent. The increase is due to higher personnel expenditures and new radio and pager supplies for the volunteer fire departments.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 169,499 | \$ 168,705 | \$ 185,213 |
| Vision Plan | 162 | 156 | 195 |
| Dental Plan | 1,845 | 1,512 | 1,725 |
| FICA Tax | 12,573 | 12,906 | 14,214 |
| Health Insurance | 35,315 | 52,500 | 50,400 |
| Pension | 43,138 | 45,361 | 51,691 |
| Communications | 2,119 | 1,680 | 1,920 |
| Postage & Freight | 98 | 150 | 150 |
| Insurance | 4,075 | 4,810 | 4,810 |
| Repairs and Maintenance | 6,878 | 19,800 | 28,475 |
| Office/Operating Supplies | 712 | 1,000 | 1,000 |
| Fuel | 4,925 | 6,000 | 5,500 |
| Uniforms | 480 | 700 | 500 |
| Maintenance & Repairs - Parts | 31,568 | 49,766 | 43,182 |
| Tools and Small Equipment | 19,459 | 20,893 | 32,475 |
| Machinery and Equipment | 425 | 7,450 | - |
| Total Communications | \$ 333,271 | \$ 393,389 | \$ 421,450 |

Emergency Preparedness

Local Emergency Planning Committee - Budget Detail

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------|------------------|------------------|------------------|
| Salaries | \$ 44,733 | \$ 45,957 | \$ 47,202 |
| Vision Plan | 73 | 52 | 65 |
| Dental Plan | 632 | 504 | 575 |
| FICA Tax | 3,216 | 3,516 | 3,634 |
| Health Insurance | 16,814 | 17,500 | 16,800 |
| Pension | 11,573 | 12,476 | 13,217 |
| Communications | 731 | 1,000 | 1,300 |
| Repairs and Maintenance | 227 | 200 | 250 |
| Office/Operating Supplies | - | 500 | 500 |
| Fuel | 623 | 500 | 650 |
| Maintenance & Repairs - Parts | 115 | 150 | 150 |
| Sm. Computer Equipment | - | - | - |
| Seminars/Conferences/Training | 716 | - | - |
| Travel | 2,325 | 1,000 | 1,000 |
| Total LEPC | \$ 81,778 | \$ 83,355 | \$ 85,343 |



Emergency Preparedness

Projects and Initiatives

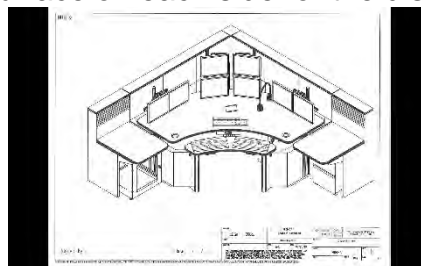
Continuity of Operations Plan - \$50,000

Develop a County Continuity of Operations Plan with the appropriate Department and Division-Level Annexes. Continuity of government is defined procedures that allow a government to continue its essential operations in case of a catastrophic event.



Dispatcher Consoles - \$124,500

Upgrade the Dispatch Consoles by replacing the CPU cabinets and install matching console sections with work surfaces and CPU holders underneath. This will open up the room and give more work surface on each side for the dispatchers and equipment.



Carpeting - \$29,200

Replacement of existing carpeting in dispatch center with antistatic carpeting. The main purpose of this type of flooring is to help reduce possible electrostatic discharge. This flooring option is especially important when static can cause interference or damage to electronic equipment.



Engineering Administration

Department Summary

Engineering Administration is responsible for all engineering design, construction, and the operations and maintenance of public utilities for the unincorporated areas of Sussex County; this includes wastewater treatment and disposal plants, public water systems, Delaware Coastal Airport, lighting districts, and suburban community improvements. The Solid Waste division monitors closed County landfill areas.

Mission

To provide professional and cost effective engineering services within project budgets while protecting the public health, safety, and welfare of the residents of Sussex County

Fiscal Year 2019 Successes

Engineering Administration rarely initiates actual projects directly, but supports the efforts of all other County departments and divisions within the Engineering Department with design and contract administration services; FY 2019 projects, with major Engineering Administration involvement, were:

1. Coastal Airport Taxiway D design and bid award
2. The Ellendale Water District Extension
3. Implementation of GIS utility layers in cooperation with Mapping & Addressing
4. Revisions to the Water and Sewer sections of the County Code
5. Angola Landfill property improvements
6. Wolfe Neck RWF lease renewal
7. Milton Library bulkhead replacement and South Coastal Library reading garden

Fiscal Year 2020 Goals

| Fiscal Year 2020 Goals | | Org. Goal Reference |
|------------------------|---|---------------------|
| Goal 1 | Provide oversight of Environmental Services' capital improvement projects | G4 |
| Goal 2 | Plan for the efficient expansion of the County's central sewer system | G4 |
| Goal 3 | Manage street lighting (Chapter 95) and private road improvement projects (Chapter 96) | G4 |
| Goal 4 | Assist Emergency Medical Services in the design of a training and administration facility | G4 |
| Goal 5 | Oversee management plans of closed County landfills | G4 |



Engineering Administration

The FY 2020 budget increased \$39,000, or 4.3 percent. The increase is due to the expense of having an aerial imagery performed.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|---|-------------------|-------------------|-------------------|
| Salaries | \$ 474,087 | \$ 461,940 | \$ 412,184 |
| Cost Reimbursement - Salaries | - | (50,000) | - |
| Vision Plan | 588 | 364 | 455 |
| Dental Plan | 4,980 | 3,528 | 4,025 |
| FICA Tax | 34,974 | 35,338 | 31,786 |
| Health Insurance | 119,125 | 122,500 | 117,600 |
| Pension | 150,556 | 116,113 | 114,850 |
| Engineering | 4,981 | 5,000 | 5,000 |
| Communications | 6,104 | 5,700 | 5,700 |
| Postage & Freight | 131 | 150 | 150 |
| Insurance | 4,686 | 5,825 | 5,825 |
| Repairs and Maintenance | 2,843 | 3,000 | 4,000 |
| Advertising | 1,270 | - | 1,000 |
| Other Contractual Services | - | - | 50,500 |
| Office/Operating Supplies | 2,015 | 2,500 | 2,000 |
| Fuel | 5,541 | 4,500 | 5,500 |
| Dues & Subscriptions | 90 | 300 | 200 |
| Uniforms | 333 | 500 | 400 |
| Maintenance & Repairs - Parts | 3,234 | 2,000 | 2,500 |
| Tools and Small Equipment | - | 500 | 500 |
| Miscellaneous | 11,795 | 8,700 | 12,450 |
| Seminars/Conferences/Training | 1,930 | 2,500 | 2,000 |
| Mileage | - | 100 | 100 |
| Travel | 1,315 | 1,500 | 1,500 |
| Machinery and Equipment | - | - | - |
| Solid Waste | | | |
| Programs and Projects | 104,618 | 136,790 | 138,290 |
| Improvements | 9,286 | 50,000 | 40,000 |
| Total Engineering Admin/S. Waste | \$ 944,482 | \$ 919,348 | \$ 958,515 |



Facilities Management

Department Summary

The Facilities Management Department operates and maintains all County facilities, including the County Administration Building, the West Complex, all three County libraries, Records Management, and the County Airport facilities.

Mission

To provide a clean, comfortable, safe and attractive atmosphere for the administrative staff, residents and visitors of Sussex County

Fiscal Year 2019 Successes

Renovated Recorder of Deeds/Title Searcher areas

Upgraded LED Lighting in facilities

Airport Taxiway LED Lighting Upgrades

Constructed new maintenance garage

Fiscal Year 2020 Goals

Org. Goal Reference

Goal 1 Maintain a clean, comfortable, and attractive environment for employees and visitors to Sussex County facilities

G5

Goal 2 Perform continuous preventive maintenance on Sussex County facilities

G4

Goal 3 Promote building-wide energy efficiency

G1



Facilities Management

Budget Detail

The FY 2020 budget increased \$130,000, or 6.0 percent. The increase is due to the expense of hiring an additional electrician.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|------------------------------------|---------------------|---------------------|---------------------|
| Salaries | \$ 620,334 | \$ 780,328 | \$ 818,710 |
| Vision Plan | 1,077 | 936 | 1,235 |
| Dental Plan | 9,634 | 9,072 | 10,925 |
| FICA Tax | 45,521 | 59,695 | 62,893 |
| Health Insurance | 255,359 | 315,000 | 319,200 |
| Pension | 175,427 | 208,435 | 228,701 |
| Other Professional Services | 300 | - | - |
| Communications | 40,557 | 36,600 | 38,600 |
| Utilities - Electric | 164,159 | 180,000 | 189,000 |
| Utilities - Fuel | 15,494 | 15,000 | 21,750 |
| Utilities - Other | 13,615 | 17,000 | 19,000 |
| Insurance | 24,152 | 27,210 | 27,210 |
| Repairs and Maintenance | 145,302 | 181,500 | 199,150 |
| Other Contractual Services | 2,000 | - | 50,000 |
| Office/Operating Supplies | 197 | 450 | 10,450 |
| Fuel | 19,556 | 20,000 | 22,000 |
| Janitorial | 20,827 | 20,000 | 21,000 |
| Dues and Subscriptions | 388 | 390 | 545 |
| Uniforms | 4,302 | 8,250 | 8,250 |
| Maintenance & Repairs - Parts | 72,518 | 96,500 | 80,000 |
| Tools and Small Equipment | 37,060 | 71,964 | 27,400 |
| Miscellaneous | 206 | 200 | 210 |
| Seminars/Conferences/Training | 3,868 | 14,000 | 21,006 |
| Travel | - | 2,400 | 5,400 |
| Improvements | 28,695 | 45,000 | 73,000 |
| Machinery and Equipment | - | 28,000 | 42,378 |
| Transportation Equipment | - | 30,000 | - |
| Total Facilities Management | \$ 1,700,548 | \$ 2,167,930 | \$ 2,298,013 |



Finance

Department Summary

The Finance Department includes the Accounting Division, Billing and Collections Division, and a Treasury Division. The department is responsible for creating the County's Comprehensive Annual Financial Report, assisting Administration in the creation of the County's budget, securing grants and loans for large capital projects, recording financial transactions on the general ledger, processing payroll, and billing and collecting County fees and taxes.

Mission

To ensure that the County's financial resources are collected, protected, invested, and distributed in a fiscally responsible manner; and to provide accurate financial data to Administration, County Council, and citizens of the county with an effective and efficient team

Fiscal Year 2019 Successes

Earned the Budget Reporting Excellence Award for the first time

Saved \$300,000 in insurance premiums

Received and processed all tax payments within one working day during the busy tax season

Submitted grant and loan applications for Winding Creek Water, Ellendale Water, IBRWF spray loop, Joy Beach, Mallard Creek, and Western Sussex

Earned the Government Financial Officers Association's Award for Excellence in Financial Reporting

Fiscal Year 2020 Goals

| | | Org. Goal Reference |
|--------|---|---------------------|
| Goal 1 | Maximize the use of resources by seeking opportunities to leverage these resources through technology | G2 |
| Goal 2 | Maintain a highly functioning work team | G2 |
| Goal 3 | Accurately invoice customers in a timely manner followed with timely notices of delinquency | G1 |
| Goal 4 | Monitor revenues and expenditures throughout the year, as well as provide financial reports to Council on a quarterly basis | G1 |
| Goal 5 | Maintain high standards of excellence in order to provide the highest level of service to all customers | G5 |



Finance

Budget Detail

The FY 2020 budget increased \$29,000, or 1.4 percent.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------|---------------------|---------------------|---------------------|
| Finance Salaries | \$ 1,530,942 | \$ 1,591,459 | \$ 1,613,664 |
| Cost Reimbursement - Salaries | (1,148,198) | (1,213,131) | (1,225,866) |
| Vision Plan | 2,177 | 1,560 | 2,015 |
| Dental Plan | 18,754 | 15,120 | 17,825 |
| FICA Tax | 109,953 | 121,747 | 123,893 |
| Health Insurance | 502,276 | 525,000 | 520,800 |
| Pension | 401,131 | 440,961 | 450,540 |
| Accounting and Auditing | 119,894 | 124,000 | 130,000 |
| Legal | 44,337 | 50,000 | 50,000 |
| Other Professional Services | 146,082 | 158,000 | 150,000 |
| Cost Reimbursement - OP | (123,293) | (149,400) | (148,500) |
| Communications | 3,339 | 4,200 | 4,200 |
| Postage & Freight | 153,681 | 166,000 | 158,000 |
| Rental and Leases | 8,755 | 10,080 | 5,016 |
| Insurance | 186,863 | 199,690 | 203,000 |
| Repairs and Maintenance | 14,196 | 13,700 | 16,292 |
| Printing & Binding | - | - | - |
| Advertising | 1,707 | 1,000 | 1,500 |
| Other Contractual Services | 47,120 | 57,200 | 95,000 |
| Cost Reimbursement – Contr. | (102,960) | (113,481) | (126,004) |
| Office/Operating Supplies | 13,101 | 42,000 | 14,000 |
| Dues & Subscriptions | 2,653 | 3,174 | 5,290 |
| Tools and Small Equipment | 2,842 | - | 2,600 |
| Sm. Computer Equipment | 2,181 | 3,440 | - |
| Cost Reimbursement Supplies | (9,412) | (21,876) | (9,851) |
| Seminars/Conferences/Training | 7,583 | 7,130 | 9,100 |
| Mileage | 800 | 600 | 800 |
| Travel | 5,217 | 13,500 | 13,200 |
| Cost Reimbursement - Training | (6,120) | (9,554) | (10,395) |
| Machinery and Equipment | 7,000 | 5,000 | 14,000 |
| Cost Reimbursement - Capital | (3,150) | (2,250) | (6,300) |
| Total Finance | \$ 1,939,451 | \$ 2,044,869 | \$ 2,073,819 |

Grant-in-Aid

The County's grant-in-aid program provides assistance to residents and property owners by partnering with nonprofits.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|--------------------------------------|----------------------|----------------------|----------------------|
| Fire Company Grants | \$ 519,265 | \$ 519,265 | \$ 519,265 |
| Rescue Truck | 64,909 | 64,909 | 64,909 |
| Aerial Device | 60,379 | 60,379 | 60,379 |
| Fire Service Discretionary | 1,545,984 | 2,057,000 | 2,057,000 |
| Fire Service Enhancement | 1,694,992 | 1,400,000 | 1,500,000 |
| Fire Service Special Grant | 80,666 | 100,000 | 80,000 |
| Ambulance Grants | 94,797 | 94,797 | 94,797 |
| Local Law Enforcement Grants | 549,949 | 575,000 | 675,000 |
| University of Delaware – Ag Program | 79,049 | 109,049 | 109,049 |
| Soil Conservation District Tax Ditch | 125,000 | 125,000 | 125,000 |
| Drainage & Conservation Grants | 80,195 | 150,000 | 175,000 |
| Open Space & Farmland Preserv. | - | 1,536,000 | 1,000,000 |
| CHEER & Senior Center Grants | 21,600 | 22,520 | 71,600 |
| Community Action Agency | 9,600 | 9,600 | 9,600 |
| Human Service Grants | 226,988 | 225,000 | 225,000 |
| Housing Assistance Grant | 194,162 | 270,000 | 270,000 |
| Community/Councilmanic Grants | 152,547 | 175,000 | 175,000 |
| Local Library Grants | 2,269,970 | 2,280,000 | 2,500,000 |
| Local Library Placement Fees | 140,170 | 124,000 | 130,000 |
| Assistance Relief Fund | 54,495 | 55,000 | 55,000 |
| Payment in Lieu of Taxes | 6,715 | 6,715 | 6,715 |
| Economic Assistance Grants | 6,814 | 45,000 | 30,000 |
| CIB – James Farm | 27,238 | 110,000 | 83,200 |
| Economic Development | 41,500 | 53,500 | 40,000 |
| Youth | 8,000 | 21,000 | 22,000 |
| DTCC | 60,000 | 62,300 | - |
| Community Outreach | 31,882 | 29,600 | 22,000 |
| Public Safety | 15,000 | 15,000 | 15,000 |
| Health Services | 80,000 | 80,000 | 80,000 |
| Economic Assistance Loan | (28,000) | 500,000 | 500,000 |
| Sports Complex Loan | - | 1,500,000 | 1,500,000 |
| DDD Grant | 68,482 | 100,000 | 100,000 |
| State Police Grant | 2,988,601 | 3,136,415 | 3,318,501 |
| DOC Grant | - | 120,000 | 91,500 |
| Total Grant-in-Aid | \$ 11,270,949 | \$ 15,732,049 | \$ 15,705,515 |



Human Resources

Department Summary

The Human Resource Department is a support office to the County's departments, constitutional offices, and the County Council. There are over 500 full-time employees and over 40 part-time employees in this budget. The department also supports 260 pensioners. The office's functions include recruitment, training, leave and payroll administration, employee grievances, discipline procedures, training and development, and administration of benefits.

Mission

To provide comprehensive professional-level support services that lead to the improved welfare of employees and retirees, and the efficiency and effectiveness of county government operations

Fiscal Year 2019 Successes

Facilitated fourth year Leadership Development Program & Administrative Retreat

Implemented and launched Wellness Campaigns for Sussex County Workforce

Launched Service Anniversary Award Program

Worked on total compensation statements for all full-time County employees

Received 2018 Occupational Excellence Award from National Safety Council. In collaboration with the Safety department, reduced worker's compensation costs by decreasing total lost and restricted workdays

Fiscal Year 2020 Goals

Org. Goal Reference

| | | |
|--------|--|----|
| Goal 1 | Facilitate Fifth Year Leadership Development Program & Administrative Retreat | G5 |
| Goal 2 | Continue to foster collaboration through County Intranet Site/Workshops/Leadership Meetings/Learning | G5 |
| Goal 3 | Implement the Shining Star Program to recognize and reward employees | G5 |
| Goal 4 | Continue Phase 2 of the implementation with electronic file feeds to vendors via Third Party | G2 |



Human Resources

Budget Detail

The FY 2020 budget decreased \$5,014,000 due to the reduction in additional pension contributions.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------------|----------------------|----------------------|--------------------|
| Salaries | \$ 388,026 | \$ 415,689 | \$ 417,019 |
| Cost Reimbursement - Salaries | (129,263) | (137,943) | (133,553) |
| Vision Plan | 432 | 364 | 390 |
| Dental Plan | 3,692 | 3,528 | 3,450 |
| FICA Tax | 27,662 | 31,800 | 31,953 |
| Health Insurance | 98,841 | 122,500 | 100,800 |
| Pension | 106,487 | 115,833 | 116,193 |
| Legal | 17,320 | 30,000 | 25,000 |
| Other Professional Services | 48,765 | 107,580 | 108,328 |
| Cost Reimbursement - OP | (15,617) | (27,516) | (26,666) |
| Communications | 2,903 | 3,900 | 3,900 |
| Postage & Freight | 915 | 1,700 | 1,700 |
| Repairs and Maintenance | 6,332 | 8,725 | 7,125 |
| Printing & Binding | 1,895 | 400 | 400 |
| Advertising | 913 | 6,000 | 6,000 |
| Cost Reimbursement – Contractual | (2,592) | (4,145) | (3,825) |
| Office/Operating Supplies | 3,313 | 7,400 | 9,942 |
| Dues & Subscriptions | 4,686 | 5,298 | 5,780 |
| Cost Reimbursement Supplies | (1,600) | (2,540) | (3,144) |
| Programs and Projects | 10,211 | 31,500 | 18,600 |
| Cost Reimbursement Misc. | (2,736) | (6,300) | (3,720) |
| Seminars/Conferences/Training | 9,213 | 5,500 | 6,600 |
| In-house Training | 2,528 | 26,500 | 10,900 |
| Mileage | 369 | 500 | 500 |
| Travel | 1,445 | 10,000 | 5,700 |
| Cost Reimbursement - Training | (2,711) | (8,500) | (4,740) |
| Machinery & Equipment | 15,466 | - | 8,000 |
| Cost Reimbursement – Equipment | - | - | (1,600) |
| Salaries & Benefits – General Empl. | - | 36,000 | 60,556 |
| Worker's Compensation | 104,084 | 114,500 | 116,790 |
| Unemployment Compensation | - | 10,000 | 5,000 |
| Other Services, Benefits & Programs | 2,500 | 2,500 | 2,500 |
| Tuition | 3,939 | 12,000 | 12,000 |
| Salaries - Boards & Commissions | 82,595 | 80,250 | 80,740 |
| Pension Contribution | 10,001,130 | 10,000,000 | 5,000,000 |
| Total Human Resources | \$ 10,791,143 | \$ 11,003,023 | \$5,988,618 |



Human Resources

Projects and Initiatives

Shining Star Program

Implement Shining Star program to recognize and reward employees.



Applicant Tracking System Training for Managers & Employees



Leadership Development Program

The Training Division will offer leadership classes to employees to continue to develop their leadership skills and provide additional instruction in requested areas.



Information Technology

Department Summary

Information Technology is responsible for the phone and computer network systems and related infrastructure, which includes the design, upgrade, and repair of all computers within the County network. This department also designs and administers the County's website.

Mission

To support the mission of the Sussex County Government by using technologies and services; developing and applying industry standard processes and procedures, and providing excellent customer service to all customers

Fiscal Year 2019 Successes

Upgraded Kronos WFC and implemented FMLA module

Completed Installation of new Recorder of Deeds and Register of Wills software

Implemented Cradlepoint Modems in more than 40 County vehicles that allowed direct connectivity to County resources in the field

Completed installation of new audio/visual systems in the South Coastal and Milton libraries

Continued assistance in providing wireless broadband to underserved locations in Sussex County

Fiscal Year 2020 Goals

Org. Goal Reference

Goal 1 Extend a sustainable and secure infrastructure by analyzing the current environment on an ongoing basis against emerging issues that generate new challenges to supporting the County network infrastructure

G2

Goal 2 Continue enhancing the I.T. Disaster Recovery Plan and coordinate future business continuity plans with other departments/offices

G4

Goal 3 Ensure network downtime is minimized, especially during working hours

G2

Goal 4 Promote fiscally responsible recommendations for all County I.T. expenditures

G1

Goal 5 Review and validate service areas and focus on the areas in which there is need to enhance services

G3



Information Technology

Budget Detail

The FY 2020 budget increased \$400,000 or 23.3 percent. The increase is due to updating major information technology upgrades explained on the next page.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------------|---------------------|---------------------|---------------------|
| Salaries | \$ 744,066 | \$ 830,105 | \$ 899,331 |
| Cost Reimbursement - Salaries | (429,754) | (487,837) | (340,158) |
| Vision Plan | 1,011 | 780 | 975 |
| Dental Plan | 8,849 | 7,560 | 8,625 |
| FICA Tax | 54,082 | 63,503 | 69,077 |
| Health Insurance | 221,625 | 262,500 | 252,000 |
| Pension | 204,295 | 229,372 | 251,182 |
| Other Professional Services | - | 5,500 | 5,500 |
| Communications | 92,880 | 79,755 | 105,040 |
| Postage & Freight | 12 | 50 | 50 |
| Insurance | 4,194 | 5,310 | 5,310 |
| Repairs and Maintenance | 436,131 | 458,025 | 462,987 |
| Other Contractual Services | - | 96,000 | 96,000 |
| Office/Operating Supplies | 2,542 | 3,000 | 3,000 |
| Fuel | 1,664 | 2,100 | 2,000 |
| Dues & Subscriptions | 461 | 710 | 710 |
| Uniforms | 48 | - | - |
| Maintenance & Repairs – Parts | 9,015 | 5,000 | 5,000 |
| Tools and Small Equipment | 39,049 | 42,000 | 40,000 |
| Sm. Computer Equipment | 79,685 | 92,000 | 82,000 |
| Seminars/Conferences/Training | 8,787 | 14,000 | 14,000 |
| Mileage | 21 | 250 | 250 |
| Travel | 12,012 | 10,500 | 10,500 |
| Machinery and Equipment | 11,505 | - | 147,125 |
| Total Information Technology | \$ 1,502,180 | \$ 1,720,183 | \$ 2,120,504 |



Information Technology

Projects and Initiatives

Cisco Call Manager Upgrade- \$60,000

Upgrade out of warranty IP Telephony server infrastructure in our West Administration and datacenter. We are challenged with this upgrade and the business needs increase with newer technologies, such as desktop and wireless phones.



Pure Storage SAN Upgrade - \$80,000

Upgrade existing storage infrastructure in our West Administration and datacenter. As we implement new applications and move towards a paperless environment, more robust and intensive storage infrastructure is required.



Firewall and Router Upgrades- \$110,000

Replace existing Firewalls and Routers to support the growing cybersecurity threats attempted on the County's data infrastructure.



Legal

Moore and Rutt, P.A., is the legal firm appointed by the County Council; they represent the Council and the Board of Adjustment. Griffin and Robertson, P.A., is the appointed Assistant County Attorney and represents the Planning and Zoning Commission. Young, Conaway, Stargatt and Taylor represents the County on personnel and housing matters. Ballard Spahr, LLP, provides assistance with financial matters, including bond issuances.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|---------------------|-------------|-------------|-------------|
| Legal | \$ 459,655 | \$ 500,000 | \$ 500,000 |



Library Administration

Department Summary

The Library Administration Department serves the County and independent libraries by working closely with the Delaware Division of Libraries and other members of the Delaware Library Consortium to advance library service, to grow library leaders, and to ensure effective operation of the statewide automated system. Library Administration is responsible for general administration and oversight of the County-operated libraries.

Mission

To directly fulfill the County mission by guiding self-directed education, providing research assistance, offering instructive and enlightening experiences, and by leading all to the joy of reading

Fiscal Year 2019 Successes

Facilitated the successful completion of a new Library Trustee Manual; it was agreed that this guidebook will help ensure member accountability and assist the County Librarian and other Board members in effective stewardship of the independent libraries

Established student-employee partnership with the Sussex Central High School and Human Resources; our role is to help the students grow to be outstanding employees while they provide excellent customer service as a frontline staffer

Conducted a department-wide assessment/update/analysis of job title descriptions to determine consistent, exemplary service in the County libraries and a means to identify undocumented gaps in same

Fiscal Year 2020 Goals

Org. Goal Reference

Goal 1 To use the new Trustee Manual and current Council on Libraries initiatives to feed long-awaited efforts to update the Delaware and Sussex codes regarding Board of Trustee accountability and the County Library System

G5

Goal 2 To institute an up-to-date new member orientation for Library Advisory Board members and Trustees and establish closer working relationships with same

G5

Goal 3 To work closely with sister agencies to prepare for a successful U.S. Census in 2020

G4



Library Administration

Budget Detail

The FY 2020 budget decreased \$27,000, or 3.5 percent.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 321,368 | \$ 338,240 | \$ 349,079 |
| Vision Plan | 498 | 416 | 455 |
| Dental Plan | 4,404 | 4,032 | 4,025 |
| FICA Tax | 23,401 | 25,875 | 25,695 |
| Health Insurance | 133,387 | 140,000 | 103,660 |
| Pension | 83,594 | 94,634 | 89,242 |
| Communications | 4,542 | 4,380 | 4,920 |
| Postage & Freight | 4,232 | 3,900 | 4,300 |
| Rental and Leases | - | - | 2,484 |
| Insurance | - | 961 | 965 |
| Repairs and Maintenance | 3,211 | 6,900 | 4,628 |
| Printing & Binding | 810 | 500 | 500 |
| Advertising | - | 8,300 | 500 |
| Other Contractual Services | 31,769 | 41,252 | 40,800 |
| Office/Operating Supplies | 2,823 | 4,000 | 3,500 |
| Dues & Subscriptions | 15,772 | 20,567 | 19,225 |
| Permanent Record Books | 10,804 | 8,000 | 8,000 |
| Uniforms | 948 | 400 | 150 |
| Maintenance & Repairs - Parts | - | 50 | 50 |
| Tools and Small Equipment | 1,647 | 2,700 | 1,500 |
| Sm. Computer Equipment | - | 500 | 4,000 |
| Other Supplies | 915 | 750 | 1,000 |
| Programs and Projects | 9,564 | 6,000 | 6,000 |
| Miscellaneous | 39,572 | 47,000 | 47,070 |
| Seminars/Conferences/Training | 2,209 | 1,640 | 1,905 |
| In-house Training | 3,642 | 3,500 | 3,500 |
| Mileage | 2,346 | 2,840 | 2,100 |
| Travel | 9,302 | 4,697 | 9,100 |
| Machinery and Equipment | - | - | 6,500 |
| Total Library Administration | \$ 710,760 | \$ 772,034 | \$ 744,853 |



Library Administration

Projects and Initiatives

Health Ready, School Ready, Employment Ready

The effective library partnerships currently in place-with social workers (DHSS) and employment specialists (DOL)-will expand to include other agencies/organizations that strive to meet the basic needs of those we all serve. As such, we will formalize our approach to traditionally-provided and new services with particular focus on those that help customers: 1) gain/maintain mental and physical health, 2) prepare for academic success, and 3) secure and retain employment. The theme of “Health Ready, School Ready, Employment Ready” is a general statewide effort by libraries.

Community Conversations

In an effort to informally document social infrastructure needs identified by community members, each library will host a “community conversation” event during the 2020 fiscal year. Greenwood’s current program, the “Greenwood Visionaries,” will serve as the model for others to follow.

Dementia Prevention & Support Program : Partnerships

The Bookmobile staff are now certified in the nationally-recognized TimeSlips Program. In FY 2020, they will: create/circulate caregiver kits for each Council district containing books, DVDs, sensory items with suggested activities to use with their loved ones and lists of other resources; provide programs utilizing these same tools in at least one (1) location in each district; and create a Caregiver Resource Library with the most current materials covering a broad range of related topics. Partnering with other agencies/organizations who serve this population is a key component for success. Our newest partner is “Memory & Music.” NOTE: in 1990, those aged 55+ accounted for 28% of Sussex County residents; this is expected to rise to 43% by 2035. This program sets the path *now* for success *then*. (<http://www.sussexcountyconference.com/ed-simon.html>)



THE VALUE OF SUSSEX COUNTY LIBRARIES

The libraries in Sussex County function as Technology Centers, Learning Centers and Community Centers for all in Sussex County, Delaware.

IN FY18...

73,042 COMPUTER

sessions were logged at the Greenwood, Milton and South Coastal libraries allowing those in Sussex County access to computer terminals and Wifi.

A VALUE OF **\$876,504**
Based on Fed Ex/Kinkos Pricing



PROGRAMS

48,690



People attended **2,305** programs offered by the County libraries.

A VALUE OF **\$484,893**

Based on the average Entertainment/Program Admission Fee

398,252 MATERIALS

were checked out from County libraries.

185,777

37,340

A TOTAL

21,173

99,740

VALUE OF

13,022

\$4,393,051

Based on the average prices of Amazon, Audible, Netflix and iTunes

COUNTY LIBRARIES 295,301

WERE VISITED times by the workers, residents, and visitors to Sussex County, Delaware



A VALUE OF **\$2,953,010**

Based on the cost of a matinee movie ticket

THE FRIENDLY, HELPFUL SERVICE FROM THE STAFF OF THE COUNTY LIBRARIES...

PRICELESS

Values calculated according to the Massachusetts Library Association from statistics submitted to the Delaware Division of Libraries for FY17

SUSSEXLIBRARIES.ORG



Library Operations

Department Summary

The Library Operations includes three county-owned library facilities (Greenwood, Milton, and South Coastal), the mobile library, and a virtual library.

Mission

To enrich the quality of life for our community by providing free access to ideas, information and materials, and to guide research, education and entertainment in a safe and welcoming environment

Budget Summary

| | |
|-------------|-------------|
| FY18 Actual | \$2,096,438 |
| FY19 Budget | \$2,457,747 |
| FY20 Budget | \$2,581,508 |

Fiscal Year 2019 Successes

Greenwood: Hosted the DE Summer Reading Challenge kick-off with First Lady Tracey Carney, and the Turtle Man, a performer who focuses on inclusion

Milton: Established partnerships in-house with the departments of Social Services and Labor to connect those in need with benefits and services

Mobile Library: Facilitated an evening program for families at the Telemon Head Start to educate parents regarding library services and to register families for library cards

South Coastal: Created and implemented the family Lego Club; a huge success, the program was featured in the Coastal Point

Virtual Library: Created family-centered, theme-focused kits with age-appropriate books, discussion questions and suggested activities for the shared reading experience

Fiscal Year 2020 Goals

| | | Org. Goal Reference |
|-----------------------------------|---|---------------------|
| Goal 1: Greenwood | Bring social workers and labor specialists into the library once a week to connect with those customers in need of services | G5 |
| Goal 2: Milton | Present the 1 st Children's Book Festival; the project includes all 15 libraries in the county | G5 |
| Goal 3: Mobiles | Conduct an oral history project among community elders in towns across Sussex County | G5 |
| Goal 4: South Coastal | Start a Children's Garden in the newly completed Reading Garden | G5 |
| Goal 5: Virtual Library | Partner with the Rehoboth Library and their Rehoboth Reads program to provide a virtual library component to the offering | G5 |



Library Operations

Bookmobile/Mobile Library – Budget Detail

The Bookmobile and Baby Bookmobile are mobile libraries that travel to varied locations throughout the county. They provide public library materials and services to individuals in residential facilities, schools, and adult/child daycare centers who would otherwise have limited access to these valuable community services.

The FY 2020 budget increased \$15,000, or 10.2 percent. The increase is due to employment costs.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------|------------------|-------------------|-------------------|
| Salaries | \$ 38,931 | \$ 59,593 | \$ 67,185 |
| Vision Plan | 73 | 104 | 130 |
| Dental Plan | 632 | 1,008 | 1,150 |
| FICA Tax | 2,873 | 4,559 | 5,167 |
| Health Insurance | 16,769 | 35,000 | 33,600 |
| Pension | 8,297 | 11,542 | 18,810 |
| Communications | 1,335 | 1,356 | 1,500 |
| Insurance | 1,981 | 2,018 | 2,020 |
| Repairs and Maintenance | 2,791 | 2,850 | 3,227 |
| Printing & Binding | 525 | 500 | 150 |
| Office/Operating Supplies | 718 | 950 | 950 |
| Fuel | 880 | 1,100 | 1,600 |
| Dues & Subscriptions | 219 | 557 | 833 |
| Permanent Record Books | 10,285 | 10,250 | 10,250 |
| Uniforms | 230 | 500 | 250 |
| Maintenance & Repairs - Parts | 247 | 300 | 200 |
| Tools and Small Equipment | 464 | 800 | 500 |
| Sm. Computer Equipment | - | 600 | 500 |
| Other Supplies | 3,924 | 5,000 | 5,000 |
| Programs and Projects | 2,489 | 3,000 | 3,000 |
| Seminars/Conferences/Training | 1,020 | 1,680 | 1,420 |
| In-house Training | - | 400 | 100 |
| Mileage | 15 | 230 | 362 |
| Travel | 3,081 | 4,100 | 5,250 |
| Total Bookmobiles | \$ 97,779 | \$ 147,997 | \$ 163,154 |





Ms. Tracey @ Telemundo



Bookmobile/ Mobile Library



Bookmobile staff at the
Seaford Center



Library Operations

Greenwood Library – Budget Detail

The Greenwood Library continues to be the hub for job searches, computer training, and educational, cultural, and recreational activities for the Town of Greenwood.

The FY 2020 budget increased \$13,000, or 2.0 percent.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|--------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 259,970 | \$ 304,971 | \$ 308,492 |
| Vision Plan | 431 | 312 | 390 |
| Dental Plan | 3,706 | 3,024 | 3,450 |
| FICA Tax | 18,652 | 23,330 | 23,678 |
| Health Insurance | 97,524 | 105,000 | 100,800 |
| Pension | 55,722 | 63,416 | 64,638 |
| Communications | 2,592 | 2,652 | 2,760 |
| Utilities | 225 | - | 900 |
| Utilities - Electric | 12,619 | 15,000 | 14,100 |
| Utilities - Fuel | 7,685 | 6,500 | 7,700 |
| Rental and Leases | 2,636 | 2,594 | 2,722 |
| Insurance | - | 980 | 980 |
| Repairs and Maintenance | 32,445 | 30,526 | 32,047 |
| Printing and Binding | 691 | 500 | 550 |
| Other Contractual Services | 211 | 615 | 675 |
| Office/Operating Supplies | 8,183 | 9,000 | 9,000 |
| Dues & Subscriptions | 6,401 | 6,840 | 6,651 |
| Permanent Record Books | 24,114 | 23,800 | 23,800 |
| Uniforms | - | 500 | 100 |
| Maintenance & Repairs – Parts | 4,102 | 3,000 | 1,000 |
| Tools and Small Equipment | 8,534 | 3,445 | 7,200 |
| Sm. Computer Equipment | - | 500 | 350 |
| Other Supplies | 9,308 | 8,000 | 8,500 |
| Programs and Projects | 10,551 | 11,000 | 11,000 |
| Seminars/Conferences/Training | 1,975 | 1,430 | 2,395 |
| Mileage | 956 | 770 | 1,050 |
| Travel | 2,681 | 500 | 5,950 |
| Total Greenwood Library | \$ 571,914 | \$ 628,205 | \$ 640,878 |



Greenwood Library



Library Operations

Milton Library – Budget Detail

The Milton Library is a focal point in downtown Milton and an active partner with local government, businesses and community organizations. Through a wide variety of activities and valuable resources, Milton Library is the heart of their community.

The FY 2020 budget decreased \$8,000, or 1.0 percent.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 299,979 | \$ 321,109 | \$ 324,499 |
| Vision Plan | 498 | 364 | 455 |
| Dental Plan | 4,404 | 3,528 | 4,025 |
| FICA Tax | 22,211 | 24,565 | 24,963 |
| Health Insurance | 116,468 | 122,500 | 117,600 |
| Pension | 64,586 | 71,291 | 80,640 |
| Communications | 2,650 | 2,736 | 3,192 |
| Utilities | 1,479 | 1,450 | 1,200 |
| Utilities - Electric | 17,612 | 16,000 | 18,000 |
| Utilities - Fuel | 5,415 | 5,000 | 5,500 |
| Rental and Leases | - | 375 | 375 |
| Insurance | 34,701 | 44,445 | 44,500 |
| Repairs and Maintenance | 35,458 | 53,161 | 41,277 |
| Other Contractual Services | 251 | - | 300 |
| Office/Operating Supplies | 9,584 | 9,000 | 9,000 |
| Fuel | 730 | 1,000 | 1,000 |
| Dues & Subscriptions | 8,431 | 8,825 | 9,059 |
| Permanent Record Books | 21,657 | 22,800 | 22,800 |
| Uniforms | 336 | 300 | 200 |
| Maintenance & Repairs - Parts | 2,857 | 3,000 | 4,000 |
| Tools and Small Equipment | 449 | 2,108 | 2,350 |
| Sm. Computer Equipment | - | 1,450 | - |
| Other Supplies | 14,820 | 12,000 | 12,000 |
| Programs and Projects | 12,173 | 9,800 | 9,800 |
| Seminars/Conferences/Training | 2,125 | 2,380 | 2,655 |
| Mileage | 1,052 | 2,047 | 1,700 |
| Travel | 530 | 1,365 | 5,950 |
| Improvements | 8,155 | 77,731 | 65,000 |
| Total Milton Library | \$ 688,611 | \$ 820,330 | \$ 812,040 |





https://www.facebook.com/MiltonPublicLibraryDelaware/notifications/

12



Milton Library



Library Operations

South Coastal Library – Budget Detail

The South Coastal Library, located in Bethany Beach, sets the bar for library service in Sussex County. A destination spot for locals and visitors alike, it provides materials and services on current topics and titles, lifelong learning, and general information for the community. The cultural and educational programs for adults and children are especially well-attended and requested.

The FY 2020 budget increased \$104,000, or 12.0 percent. A majority of the increase is due to an additional full-time employee.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|------------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 356,161 | \$ 429,622 | \$ 506,153 |
| Vision Plan | 350 | 312 | 520 |
| Dental Plan | 3,159 | 3,024 | 4,600 |
| FICA Tax | 26,469 | 32,870 | 38,885 |
| Health Insurance | 85,618 | 105,000 | 134,400 |
| Pension | 68,500 | 61,372 | 80,640 |
| Communications | 3,262 | 3,516 | 3,420 |
| Utilities | 1,716 | 1,720 | 1,760 |
| Utilities - Electric | 20,111 | 25,000 | 25,000 |
| Utilities - Fuel | 14,991 | 14,800 | 15,000 |
| Insurance | 4,076 | 4,385 | 4,350 |
| Repairs and Maintenance | 47,555 | 32,011 | 22,972 |
| Other Contractual Services | - | - | 600 |
| Office/Operating Supplies | 19,259 | 13,000 | 13,000 |
| Fuel | 414 | 650 | 500 |
| Dues & Subscriptions | 11,214 | 12,120 | 12,141 |
| Permanent Record Books | 36,839 | 33,000 | 33,000 |
| Uniforms | 88 | - | 200 |
| Maintenance & Repairs - Parts | 3,831 | 4,500 | 3,000 |
| Tools and Small Equipment | 1,824 | 1,200 | 1,200 |
| Sm. Computer Equipment | 503 | 5,000 | 2,750 |
| Other Supplies | 17,144 | 16,000 | 16,000 |
| Programs and Projects | 10,664 | 10,000 | 10,000 |
| Seminars/Conferences/Training | 2,230 | 3,050 | 2,115 |
| In-house Training | 200 | 200 | 200 |
| Mileage | 1,406 | 896 | 1,100 |
| Travel | 550 | 2,839 | 5,930 |
| Improvements | - | 45,128 | 26,000 |
| Total South Coastal Library | \$ 738,134 | \$ 861,215 | \$ 965,436 |





Crossword puzzle fun

South Coastal Library



Handbells @ Christmas



Engineers @ work!



Bethany Beach
Women's Club donation



Cork art



Library Operations

Projects and Initiatives

Social Infrastructure: Phase I

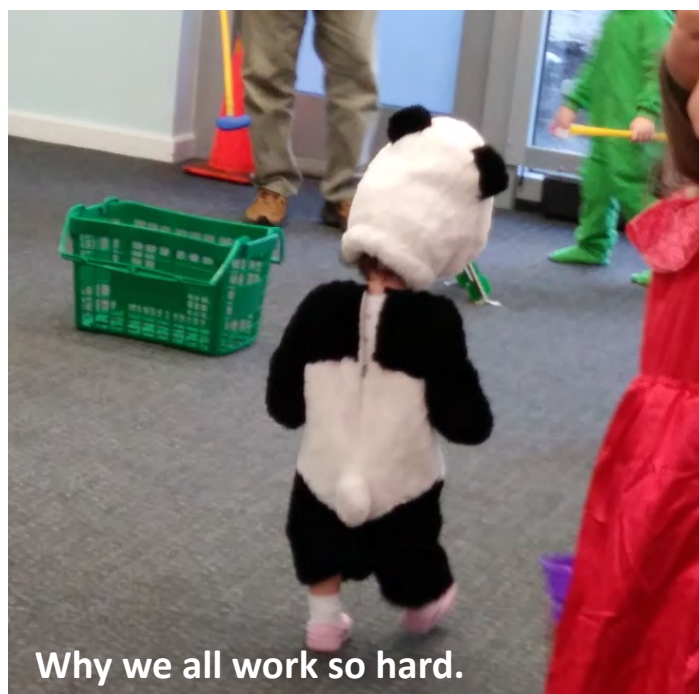
Read and discuss *“Palace of the People: How Social Infrastructure Can Help Fight Inequality, Polarization and the Decline of Civic Life.”* The current “If All of the DE Library Community Read the Same Book” will spark important conversations as to the various actions connected to the role of public libraries in identifying and managing common concerns around our democracy and rebuilding civil discourse. Each library will develop a simple action plan for year one in this endeavor.

Leadership Development and Succession Planning: Phase III

Target learning and goals to link leadership development to nationally-recognized best practices for specific library positions (e.g.: human resource skills for supervisors/administrators) and a redistribution of duties across job titles.

Library Material Collections Analysis: Phase II

Question: how do we know we are providing community members what they want and need? Perform a comparative analysis among the County libraries to determine areas of special interest, unique objects and collection gaps. The independent libraries are encouraged to join in the effort.



Why we all work so hard.



Mapping & Addressing

Department Summary

The Mapping and Addressing Department creates, draws, and maintains County parcel maps, as well as provides street addresses to county parcels. Our GIS group develops and supports many work products and applications for various departments, including online mapping for the public.

Mission

To facilitate smooth property transfers, land divisions, address issuance and other County geographic data creation, maintenance and dissemination to allow for accurate and authoritative data to be made available to decision makers in governmental agencies, private industry and our constituency

Fiscal Year 2019 Successes

Migrated web mapping platform to read directly from CAMA ownership tables

Deployed ArcGIS Portal with active directory awareness

Completed CAD to GIS Conversion of underground assets

Rolled out mobile solutions for Engineering locate teams

Upgraded ArcGIS infrastructure and associated databases to prepare for utility network upgrade

Fiscal Year 2020 Goals

| Fiscal Year 2020 Goals | | Org. Goal Reference |
|------------------------|--|---------------------|
| Goal 1 | Effectively manage the delivery of County-wide GIS technology services | G2 |
| Goal 2 | Ensure a skilled, responsive, and innovative workforce that keeps current with evolving business critical GIS technologies | G5 |
| Goal 3 | Guide GIS related technology decision-making to ensure consistency with the county-wide business direction | G2 |
| Goal 4 | Provide high quality customer service | G5 |



Mapping & Addressing

Budget Detail

The FY 2020 budget decreased \$2,000, or 0.2 percent.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------------|-------------------|-------------------|-------------------|
| Mapping & Addressing Salaries | \$ 395,167 | \$ 412,775 | \$ 425,241 |
| Vision Plan | 466 | 468 | 650 |
| Dental Plan | 4,473 | 4,536 | 5,750 |
| FICA Tax | 28,565 | 31,577 | 32,656 |
| Health Insurance | 138,857 | 157,500 | 151,200 |
| Pension | 101,260 | 114,737 | 118,756 |
| Other Professional Services | 83,706 | 83,632 | 83,710 |
| Communications | 2,320 | 2,880 | 2,280 |
| Postage & Freight | 79 | 100 | 150 |
| Insurance | 1,648 | 2,594 | 2,590 |
| Repairs and Maintenance | 41,057 | 51,422 | 41,162 |
| Other Contractual Services | 14,454 | 20,000 | 10,000 |
| Office/Operating Supplies | 3,652 | 5,000 | 3,700 |
| Fuel | 1,793 | 2,500 | 2,500 |
| Maintenance & Repairs – Parts | 711 | 1,000 | 1,000 |
| Tools and Small Equipment | - | 800 | - |
| Small Computer Equipment | - | - | - |
| Programs and Projects | 1,936 | - | - |
| Seminars/Conferences/Training | 6,949 | 4,350 | 7,785 |
| Mileage | 317 | 500 | 400 |
| Travel | 12,087 | 13,740 | 18,840 |
| Machinery & Equipment | 10,000 | - | - |
| Total Mapping and Addressing | \$ 849,497 | \$ 910,111 | \$ 908,370 |



Mapping & Addressing

Projects and Initiatives

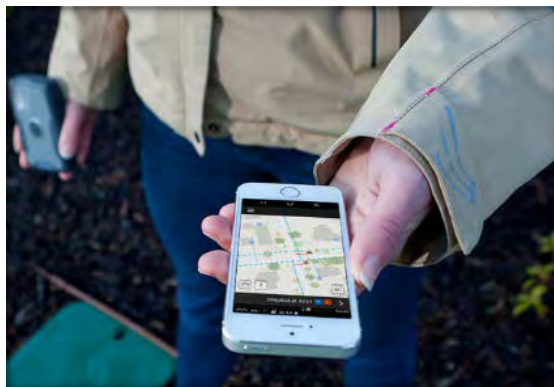
ESRI Training

As more and more County Departments look to GIS for solutions for their teams, the GIS Division, now more than ever, must stay on top of the technology. The largest request in our budget this year is education. Conferences, seminars and classes are the cornerstone to a successful workforce.



R2 Trimble Unit

As Addressing field work slows to a trickle, our field crew member could be utilized by several departments including engineering. The need for accuracy within the Engineering Department are greater than past needs of the Addressing Division. In order for current staff to be utilized for engineering GPS work, the equipment must meet the accuracy requirements.



Marriage Bureau

Department Summary

The Marriage Bureau issues marriage licenses, officiates Memorable Marriage Ceremonies, and provides certified copies of marriage licenses issued in Sussex County.

Mission

To issue marriage licenses, certified copies, and conduct marriage ceremonies in a meaningful and memorable fashion to those who live in and visit Sussex County

Fiscal Year 2019 Successes

Completed the archiving project that began in 2018, creating an index of all marriages performed by the office from 2005 to present day, to help the staff at the Sussex County records department

Translated the wedding ceremony into Haitian-Creole to help Clerk of the Peace and staff with the Haitian population ceremonies

Continued to work with Genesis on website maintenance of the Webmarriage system to ensure that the system is working with the system upgrades implemented by County

Updated the officiant instruction letter to make it more user friendly for all of the new officiants performing ceremonies in both English and Spanish in hopes to eliminate errors

Implemented new procedure to capture signatures and identification of all couples that staff placed under oath when applying for a marriage license in the Webmarriage system

Fiscal Year 2020 Goals

Org. Goal Reference

Goal 1 Improve efficiency in the day-to-day operations of the Marriage Bureau in a proficient manner

G2

Goal 2 Provide citizens with current information on the Marriage Bureau in a high quality, user friendly manner

G5

Goal 3 Provide excellent customer service that exceeds the expectations of the citizens and visitors of the Sussex County Marriage Bureau

G5



Marriage Bureau

Budget Detail

The FY 2020 budget decreased \$5,000, or 2.1 percent. The decrease is a result of employment costs.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 113,721 | \$ 122,025 | \$ 119,821 |
| Vision Plan | 135 | 156 | 195 |
| Dental Plan | 1,264 | 1,512 | 1,725 |
| FICA Tax | 8,291 | 9,335 | 9,194 |
| Health Insurance | 34,775 | 52,500 | 50,400 |
| Pension | 30,981 | 34,111 | 33,457 |
| Communications | 550 | 750 | 750 |
| Postage & Freight | 529 | 550 | 550 |
| Insurance | - | 120 | 120 |
| Repairs and Maintenance | 5,000 | 5,000 | 5,500 |
| Printing & Binding | 1,567 | 1,700 | 1,700 |
| Office/Operating Supplies | 2,396 | 2,700 | 2,700 |
| Dues & Subscriptions | 150 | 150 | 150 |
| Tools and Small Equipment | 1,291 | 1,500 | 1,500 |
| Seminars/Conferences/Training | - | 1,000 | 500 |
| Mileage | 396 | 700 | 1,200 |
| Travel | - | 1,000 | 500 |
| Total Marriage Bureau | \$ 201,046 | \$ 234,809 | \$ 229,962 |



Paramedics

Department Summary

Paramedics operate as a non-transporting EMS agency providing paramedic services. A specially designed ALS rapid response vehicle is based at one of nine paramedic stations located throughout the county. The ambulance transportation of patients is provided by 21 Basic Life Support transport services, or by ALS helicopter service provided by the Delaware State Police and Life Net.

Mission

To remain a nationally recognized leader in mobile health care services committed to improving quality of life

Fiscal Year 2019 Successes

Responded 26,743 times to calls for service, a 50 percent increase in the past 10 years. Despite this increased call volume, SCEMS has achieved a 12 percent improvement over the last two years in the scene arrivals of in 8 minutes or less

Implemented DriveCam systemwide

Awarded the Gold Medal in the JEMS Games National EMS Competition

Achieved national recognition from AHA by exceeding the standards for Mission-Lifeline excellence in cardiac care Gold-Plus award

Continued leadership in the statewide effort for active assailant policy and training; taught the majority of the County employees active assailant (CRASE), and Stop the Bleed training to over 900 civilians

Fiscal Year 2020 Goals

Org. Goal Reference

| | | |
|--------|--|----|
| Goal 1 | Improve overall reliability and reduce critical failures in our fleet | G2 |
| Goal 2 | By the end of the second quarter of FY2020, complete CAAS accreditation site visit and obtain accreditation | G4 |
| Goal 3 | Implement anti-idle and climate control systems fleetwide to reduce engine hours, reduce fuel costs and reduce emissions | G4 |
| Goal 4 | Acquire land to relocate Medic 103 (Millsboro) out of the congested commercial complex to a direct 113 location | G4 |
| Goal 5 | Continue architectural plans, obtain County Council and County Administration approval for design and RFP for Public Safety HQ | G4 |
| Goal 6 | Complete the construction of a new Seaford station | G4 |



Paramedics

Budget Detail

The FY 2020 budget increased \$781,000, or 4.8 percent. The increase is due additional employment costs, updating modems with Cradlepoint modems, updating mobile radios, installing an idle management and climate control system on vehicles, and installing a new inventory tracking system.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|--------------------------------|---------------------|---------------------|---------------------|
| Salaries | \$ 8,104,258 | \$ 8,932,600 | \$ 9,174,820 |
| Vision Plan | 7,767 | 6,032 | 7,670 |
| Dental Plan | 67,595 | 58,464 | 67,850 |
| FICA Tax | 591,333 | 683,344 | 712,489 |
| Health Insurance | 1,817,415 | 2,030,000 | 1,982,400 |
| Worker's Compensation | 437,743 | 481,500 | 495,498 |
| Pension | 1,792,913 | 2,008,094 | 2,107,332 |
| Legal | 8,450 | 10,000 | 10,000 |
| Other Professional Services | 57,674 | 66,329 | 66,329 |
| Communications | 94,872 | 77,586 | 96,293 |
| Postage | 110 | 600 | 600 |
| Utilities | 54,034 | 57,700 | 64,540 |
| Rent | 72,712 | 73,104 | 65,123 |
| Insurance | 144,728 | 158,340 | 158,340 |
| Maintenance and Repair | 428,618 | 444,820 | 654,984 |
| Printing & Binding | 566 | 1,000 | 1,000 |
| Advertising | 2,530 | 5,000 | 5,000 |
| Contractual Services | 5,628 | 3,600 | 5,400 |
| Office Supplies | 8,776 | 8,000 | 8,000 |
| Fuel | 94,430 | 95,000 | 103,459 |
| Janitorial | 6,497 | 6,750 | 6,750 |
| Dues & Subscriptions | 379 | 2,000 | 2,000 |
| Uniforms | 51,402 | 63,430 | 79,380 |
| Repair and Maintenance - Parts | 93,317 | 107,019 | 98,722 |
| Tools and Small Equipment | 285,195 | 105,046 | 228,527 |
| Other Supplies | 224,762 | 223,979 | 236,609 |
| Programs and Projects | 8,861 | 6,675 | 7,875 |
| Miscellaneous | 647 | 750 | 750 |
| Seminars and Conferences | 11,311 | 16,050 | 17,600 |
| Tuition & Training | 10,400 | 27,500 | 31,596 |
| Travel | 34,641 | 32,880 | 41,770 |
| Machinery and Equipment | 399,099 | 425,000 | 460,869 |
| Total Paramedics | \$14,918,663 | \$16,218,192 | \$16,999,575 |



Paramedics

Projects and Initiatives

Operative IQ Genius RFID Tracking - \$40,000 (equipment/software/training)

This new technology, radio frequency identification (RFID), reduces labor costs while improving the accuracy of warehouse and station supply room inventory counts and expiration dates. This new technology ensures accurate inventory management of EMS supplies that saves medics and logistics staff significant amounts of time and headaches while providing increased peace of mind..



Cradlepoint Modem conversion \$67,500

This County-IT mandated initiative will replace all of our vehicle modems with the FirstNet ready Cradlepoint modems. These modems, combined with FirstNet service will allow our paramedics to have reliable and secure connection to the CAD and ruthless pre-emption priority services during a disaster. As technology develops, the system will be able to handle high-speed transmission of data, such as ultrasound, cardiac rhythms and real-time video conferencing with Emergency Physicians while on-scene.



Paramedics

Projects and Initiatives

Vehicle Idle and Temperature Management Systems- \$186,500

SCEMS is currently testing this technology in two vehicles. We are proposing a fleet-wide implementation pending a favorable test in FY19. This system turns off the vehicle after one minute of idling and restarts the truck independently to maintain voltage and interior temperature. The system can maintain temperature even with the truck turned off. This is important as CAAS accreditation standard 203.03.04 mandates “protection from extreme temperature changes” for medication storage in vehicles. This will also have downstream cost savings as 1 hour per vehicle of “no idle” equals 33 miles driven. This will reduce fuel costs and engine hours. In addition, by not idling, each hour reduced eliminates 13 pounds of carbon monoxide emissions.



Planning and Zoning

Department Summary

The Planning and Zoning Department is responsible for overseeing land use in the unincorporated areas of Sussex County. It is the public point of entry for subdivisions, zoning changes, conditional uses, special use exceptions, and accessory use requests. Planning and Zoning staff support the County's Planning and Zoning Commission and Board of Adjustment, as well as County Council, by managing land use applications and scheduling public hearings on subdivision, zoning, and other requests.

Mission

To provide assistance and advice to the County Council, the Planning and Zoning Commission, the Board of Adjustment, residents and business communities, and the general public on the current Comprehensive Land Use Plan, zoning ordinances, subdivision ordinances, zoning maps, flood maps, and the necessary steps to go through the many public hearing and permit processes

Fiscal Year 2019 Successes

Processed 23 change of zones, 43 conditional uses, 35 major subdivisions, 188 site plans, 116 minor subdivisions/lot line adjustment plans, 12 ordinances, and 164 Board of Adjustment applications; processed 62 administrative corrective processes, 22 administrative variances and reviewed 2,580 residential building permits for setback compliance

Performed 6,636 zoning inspections and issued 5,950 Certificate of Occupancy/Certificate of Compliance; processed over 308 complaints

Finalized the 2018 Comprehensive Plan

Scanned over 7,800 files and saved them into SharePoint and Muni

Fiscal Year 2020 Goals

| Fiscal Year 2020 Goals | | Org. Goal Reference |
|------------------------|--|---------------------|
| Goal 1 | Provide the community with personal attention, and accurate and detailed information | G5 |
| Goal 2 | Assist the Building Code and Building Permits divisions in the issuance of building permits and certificates of occupancy and compliance | G2 |
| Goal 3 | Prepare, schedule, advertise, and post public hearing notices for change of zones, conditional uses, subdivisions, variances, and special use exceptions | G5 |
| Goal 4 | Perform site visits to inspect property and development as it relates to setbacks, separations, and flood elevation requirements | G4 |



Planning and Zoning

Budget Detail

The FY 2020 budget increased \$14,000 or 0.8 percent.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|----------------------------------|---------------------|---------------------|---------------------|
| Salaries | \$ 623,593 | \$ 722,088 | \$ 738,265 |
| Vision Plan | 933 | 832 | 1,040 |
| Dental Plan | 8,242 | 8,064 | 9,200 |
| FICA Tax | 44,452 | 55,239 | 56,718 |
| Health Insurance | 195,709 | 268,000 | 268,800 |
| Pension | 164,719 | 201,485 | 206,270 |
| Legal | 342,738 | 300,000 | 300,000 |
| Other Professional Services | 205,410 | 125,000 | 125,000 |
| Communications | 6,180 | 6,300 | 6,720 |
| Postage & Freight | 10,666 | 10,700 | 11,000 |
| Insurance | 5,023 | 7,689 | 7,689 |
| Repairs and Maintenance | 14,918 | 12,000 | 17,000 |
| Rents | 525 | 500 | - |
| Printing & Binding | 1,585 | 2,000 | 1,750 |
| Advertising | 37,150 | 35,000 | 38,000 |
| Office/Operating Supplies | 3,751 | 4,500 | 4,500 |
| Fuel | 6,689 | 5,500 | 8,500 |
| Other Contractual Services | - | 4,000 | - |
| Dues & Subscriptions | 1,231 | 2,500 | 2,500 |
| Permanent Record Books | 229 | 500 | 400 |
| Uniforms | 862 | 2,000 | 5,000 |
| Tools and Small Equipment | 978 | 24,000 | 20,000 |
| Seminars/Conferences/Training | 2,350 | 4,500 | 6,000 |
| Travel | 2,916 | 4,000 | 10,000 |
| Machinery and Equipment | - | 24,000 | - |
| Total Planning and Zoning | \$ 1,680,849 | \$ 1,830,397 | \$ 1,844,352 |



Public Works

Department Summary

The Public Works Division is responsible for the regulation of private roads, the review and approval of development construction plans for private roads, road drainage, County and private sanitary sewer systems and construction inspection, and the processing of developer agreements, performance securities and tracking performance securities.

Mission

To deliver professional services to Sussex County citizens in an efficient and cost effective manner, focusing on providing a high level of service for land developments, from construction administration to project completion

Fiscal Year 2019 Successes

Approved over 40 private road and sanitary sewer construction plans, representing approximately 1,476 residential units

Inspected 325 private road development phases

Processed and tracked developer's performance securities totaling \$166,637,000

Enhanced plan review time frames and efficiency

Fiscal Year 2020 Goals

Org. Goal Reference

| | | |
|--------|--|----|
| Goal 1 | Assist and facilitate the integration of Utility Engineering and Public Works Divisions | G2 |
| Goal 2 | Improve pre-construction administration, the processing and tracking of performance securities, the quality and operation of construction inspection, and project close-out procedures | G2 |
| Goal 3 | Improve plan review for private roads, sanitary sewer, storm water, bulk and detailed grading designs | G2 |
| Goal 4 | Propose updates and improvements for ordinances and engineering design criteria | G2 |



Public Works

Budget Detail

The FY 2020 budget decreased \$174,000, or 19.3 percent. The decrease is due to staff members being transferred to Enterprise Division to help with sewer inspections and plan reviews.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 483,834 | \$ 513,323 | \$ 429,416 |
| Vision Plan | 645 | 520 | 455 |
| Dental Plan | 5,540 | 5,040 | 4,025 |
| FICA Tax | 35,772 | 39,269 | 33,002 |
| Health Insurance | 134,399 | 175,000 | 117,600 |
| Pension | 127,992 | 143,366 | 120,030 |
| Communications | 5,848 | 6,000 | 6,000 |
| Postage & Freight | 841 | 1,000 | 1,000 |
| Insurance | 3,978 | 4,806 | 4,806 |
| Repairs and Maintenance | 3,357 | 2,700 | - |
| Office/Operating Supplies | 1,380 | 2,200 | 2,000 |
| Fuel | 6,080 | 7,000 | 7,000 |
| Dues & Subscriptions | 210 | - | - |
| Uniforms | 1,381 | 500 | 1,000 |
| Maintenance & Repairs - Parts | 2,073 | 1,500 | 1,000 |
| Other Supplies | 143 | - | 1,000 |
| Total Public Works | \$ 813,473 | \$ 902,224 | \$ 728,334 |



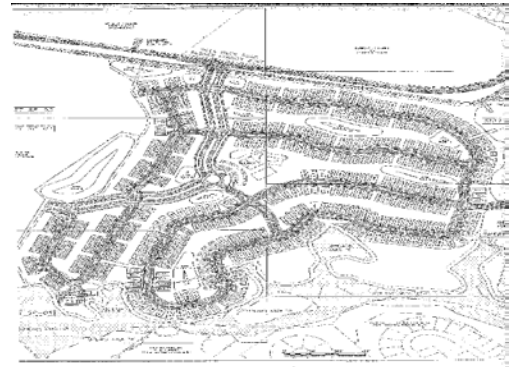
Public Works

Projects and Initiatives

Road and Drainage Code

Implementation of the road and drainage code requires additional plan review and field inspection.

Plan review and field inspection of bulk and detailed grading will enhance storm drainage, improve grading compliance and provide an improved end product.



Improved Project Inspection and Quality Control – Inspector Integration

The Division has applied a process to increase quality and consistency of project inspections. This process utilizes existing staff to oversee and Coordinate inspectors and the inspection process to provide a consistently higher quality product.

Continued effort is required as the sanitary sewer and private road inspectors are integrated.



Chapter 110 – Sanitary Sewer and Potable Water

In collaboration with Sussex County Engineering Divisions, the Division will continue to work toward completing revised sanitary sewer and potable water standards and specifications.

The project has multiple components encompassing standards, specifications and detailed drawings



Recorder of Deeds

Department Summary

The Recorder of Deeds Office is responsible for recording all documents pertaining to real estate in the county, including deeds, mortgages, tax liens, agreements, right-of-ways, and survey plots. Other responsibilities include recording appointments, powers of attorney, military discharges, and Uniform Commercial Code financing notices.

Mission

To serve the residents of Sussex County by correctly recording and indexing documents in a timely and efficient manner, by courteously responding to requests for help and information, by collecting and properly accounting for the appropriate fees and taxes, and by providing every employee with motivation, training, and experience

Fiscal Year 2019 Successes

Implemented new property management system for county land records

Renovated office and public area

Continued to increase adoption of electronic submission of documents for recording

Fiscal Year 2020 Goals

Org. Goal Reference

Goal 1 Preserving present day and historical land records for all Sussex County real estate by ensuring that all documents are filed and recorded proficiently

G5

Goal 2 Provide property records access for the general public and legal community

G5

Goal 3 Collect real estate transfer taxes for the State of Delaware, Sussex County, and a number of Sussex County municipalities

G1



Recorder of Deeds

Budget Detail

The FY 2020 budget decreased \$101,000, or 9.2 percent. The decrease is a result of a one time purchase of new computer software and hardware, and office improvements in FY 2019.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|--------------------------------|---------------------|---------------------|-------------------|
| Salaries | \$ 447,681 | \$ 494,873 | \$ 498,900 |
| Vision Plan | 945 | 728 | 910 |
| Dental Plan | 8,123 | 7,056 | 8,050 |
| FICA Tax | 31,530 | 37,858 | 38,354 |
| Health Insurance | 212,590 | 245,000 | 235,200 |
| Pension | 125,813 | 134,196 | 139,479 |
| Communications | 1,628 | 1,680 | 1,680 |
| Postage & Freight | 12,906 | 18,000 | 15,000 |
| Rental and Leases | 7,250 | - | - |
| Insurance | 100 | 100 | 100 |
| Repairs and Maintenance | 7,832 | 24,000 | 24,720 |
| Other Contractual Services | 94,669 | - | - |
| Office/Operating Supplies | 16,830 | 16,800 | 17,000 |
| Dues & Subscriptions | 150 | 150 | 150 |
| Tools and Small Equipment | 38,720 | - | 1,400 |
| Programs and Projects | 5,052 | 25,000 | 1,000 |
| Travel and Training | - | 3,500 | 4,000 |
| Machinery & Equipment | 8,268 | 87,732 | 10,000 |
| Total Recorder of Deeds | \$ 1,020,087 | \$ 1,096,673 | \$ 995,943 |



Records Management

Department Summary

The Records Management Department receives records from all County departments. They index, file, and store records; create databases of the records, track the life cycle of the records, and scan records; send appropriate records to the Delaware Public Archives; and perform document destruction of records once they have met their legal retention period.

Mission

To assist departments with the proper management of files created, so as to help determine their proper disposition in the most efficient and cost effective way possible

Fiscal Year 2019 Successes

Transported approximately 620 cubic ft. of records for destruction and 372 cubic ft. for permanent retention to the Delaware Public Archives (DPA)

Continued the digitization of building permits, as well as other files when requested

Worked directly with Clerk of Peace, Recorder of Deeds, Assessment (Building Code), Engineering, Finance, Human Resources, Paramedics and Planning & Zoning to determine proper retention and filing of records

Continued collaboration with archivists from the DPA regarding Sussex County files and indexes

Worked with Engineering Department to develop a digital filing system that met DPA standards

Fiscal Year 2020 Goals

Org. Goal Reference

| | | |
|--------|---|----|
| Goal 1 | Continue to digitize and index Sussex County department files | G2 |
| Goal 2 | Continue to implement a standard system for County records created by the various departments | G2 |
| Goal 3 | Continue to process and prepare County records that are not regularly accessed for permanent storage at the DPA | G2 |



Records Management

Budget Detail

The FY 2020 budget increased \$19,000 or 7.4 percent. The increase is due to the purchase of a new vehicle to transport County records.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|---------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 130,249 | \$ 138,929 | \$ 143,139 |
| Vision Plan | 206 | 156 | 195 |
| Dental Plan | 1,861 | 1,512 | 1,725 |
| FICA Tax | 9,454 | 10,628 | 10,988 |
| Health Insurance | 49,634 | 52,500 | 50,400 |
| Pension | 34,400 | 34,252 | 39,978 |
| Insurance | 753 | 961 | 961 |
| Repairs and Maintenance | 2,220 | 2,424 | - |
| Office/Operating Supplies | 3,925 | 5,000 | 5,000 |
| Fuel | 144 | 150 | 150 |
| Maintenance & Repairs – Parts | 228 | 500 | - |
| Small Tools and Equipment | - | 4,000 | - |
| Seminars/Conferences/Training | 425 | 2,000 | - |
| Machinery & Equipment | - | 5,500 | 25,100 |
| Travel | 1,323 | - | - |
| Total Records Management | \$ 234,822 | \$ 258,512 | \$ 277,636 |



Records Management

Projects and Initiatives

Index Engineering Files

There are 800 cubic feet of Engineering files held at the Records Center. It is the goal for FY19 to process as many of those files as time permits to be transported to the Delaware Public Archives for permanent storage; this will make room for the remaining files that are in the Engineering Department to be sent to the Records Center

Digitizing Building Permits

We hold nearly 200,000 building permits from Planning and Zoning and Building Code. We have been working on scanning them and have made significant headway. The staff of the Records Center is split between organizing files and digitizing those that are accessed on a regular basis. Process also requires that Certificate of Occupancy files be joined with building permits before they are scanned as they are now separate. The goal is to merge the files and scan in 20,000 files this year.

Delaware Public Archives Index System

The staff of the Records Center will partner with staff of the Delaware Public Archives to work with Sussex County departments to index permanent files.



Register of Wills

Department Summary

The Register of Wills Office is responsible for the efficient administration of all estates being probated in Sussex County. The Register of Wills grants authority to personal representatives to administer estates and is responsible for ensuring those administrations are carried out in compliance with Delaware Law.

Mission

To promote a friendly, caring environment for the customers served on a daily basis; customers are facing an emotional time when they enter the Register of Wills Office, and they should be served with sincere and caring staff

Fiscal Year 2019 Successes

Completed the RFP process to finalize and implement a new Wills database

Successfully introduced a Bill to add Sussex County as a repository for wills for safekeeping, amending 12 Del.C. § 2513

Contacted the Delaware Archives regarding the process of archiving Administration books and have scanned and successfully shipped budgeted quota of books to Archives

Fiscal Year 2020 Goals

Org. Goal Reference

Goal 1 Amend Sussex County Code to increase fee for wills for safekeeping from \$5.00 to \$10.00

G1

Goal 2 Amend Sussex County Code to include a \$25.00/\$150.00 subscription fee for online access to Wills database

G1

Goal 3 Finalize archiving administration books to help modernize office and allow for more space

G2



Register of Wills

Budget Detail

The FY 2020 budget decreased \$55,000, or 8.0 percent. The decrease is due to the one time cost to purchase new software and hardware for document development and storage in FY 2019.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|--------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 252,031 | \$ 277,157 | \$ 293,933 |
| Vision Plan | 488 | 416 | 520 |
| Dental Plan | 4,425 | 4,032 | 4,600 |
| FICA Tax | 18,408 | 21,202 | 22,561 |
| Health Insurance | 117,220 | 140,000 | 134,400 |
| Pension | 67,530 | 77,212 | 82,054 |
| Communications | 884 | 900 | 900 |
| Postage and Freight | 2,337 | 2,700 | 2,500 |
| Rental and Leases | 12,000 | 12,000 | 12,000 |
| Insurance | 100 | 100 | 100 |
| Repairs and Maintenance | 1,626 | 1,620 | 21,000 |
| Printing & Binding | 2,340 | 300 | 2,500 |
| Advertising | 30,652 | 35,800 | 35,800 |
| Other Contractual Services | 31,198 | 40,000 | 10,000 |
| Office/Operating Supplies | 5,038 | 5,000 | 7,000 |
| Dues and Subscriptions | 150 | 350 | 200 |
| Small Tools & Equipment | - | 25,000 | 2,500 |
| Mileage | 103 | 500 | 500 |
| Machinery & Equipment | - | 50,000 | 6,000 |
| Total Register of Wills | \$ 546,530 | \$ 694,289 | \$ 639,068 |



Register of Wills

Projects and Initiatives

Safekeeping of Wills

- Purchase of FireKing waterproof fireproof filing cabinet to store pre-registered wills for safekeeping
- Amend Sussex County Code to increase fee for Wills for Safekeeping from \$5.00 to \$10.00

Archiving Books/Files

- Additional books to be sent to Delaware Archives that no longer need to be housed in office
- Continue to archive older files as they are closed out and no longer required to be onsite for title searching purposes



Safety & Security

Department Summary

The Safety and Security Department is to promote and maintain a safe and secure work environment in which Sussex County facilities are free of hazards and unsafe conditions. The department is responsible to raise personal awareness and to protect the lives and property of employees and visitors to County facilities.

Mission

To partner with each Division in building safety programs and developing a culture that will aid in ensuring the overall reduction of both workplace injuries and recognized hazards, while ensuring ongoing compliance to established safety standards

Fiscal Year 2019 Successes

Implemented new safety requirements for using Trench-Box and Attenuator in our Environmental Services operations. Positive Impact – more work can be done inhouse, without compromise of employee safety, at significant dollar savings

Experienced a Lost Time Case Rate 57 percent better than national average per our NAICS (92- Public Administration)

Maintained Workers Compensation injury costs within acceptable limits; worked to implement Occupational Health Provider RFP to assist in managing both costs and a robust return-to-work program

Made impacts regarding security infrastructure enhancements at all three County libraries

Fiscal Year 2020 Goals

Org. Goal Reference

| | | |
|--------|---|----|
| Goal 1 | Continue to expand individual safety responsibility through completion of written policy and procedures | G1 |
| Goal 2 | Continue pre-defined training initiatives to meet established safety improvement plan | G1 |
| Goal 3 | Continue to enhance general security focus and responsibilities to provide an increasingly greater level of security for our employees and general public | G4 |
| Goal 4 | Continue to address high-risk activities and put in place proper mitigation activities, such as crane/hoist safety and fall protection | G1 |
| Goal 5 | Continue to build the safety culture through management of the near miss reporting data base and other proactive metrics | G1 |



Safety & Security

Budget Detail

The FY 2020 budget decreased \$64,000, or 11.0 percent. The decrease is due to the one time cost to purchase small safety equipment in FY 2019.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|----------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 132,256 | \$ 232,167 | \$ 234,063 |
| Cost Reimbursement - Salaries | - | (77,045) | (88,896) |
| Vision Plan | 219 | 208 | 260 |
| Dental Plan | 1,805 | 2,016 | 2,300 |
| FICA Tax | 9,799 | 17,761 | 17,972 |
| Health Insurance | 50,310 | 70,000 | 67,200 |
| Pension | 45,917 | 63,072 | 65,355 |
| Communications | 774 | 900 | 840 |
| Insurance | 753 | 1,810 | 1,810 |
| Repairs and Maintenance | 2,919 | 2,230 | 2,500 |
| Other Contractual Services | 180,453 | 231,000 | 230,000 |
| Cost Reimbursement – Contr. Sr. | - | (47,188) | (54,085) |
| Office/Operating Supplies | 745 | 750 | 750 |
| Fuel | 3,719 | 5,300 | 4,000 |
| Dues & Subscriptions | 390 | 1,500 | 1,500 |
| Uniforms | 1,493 | 1,500 | 1,500 |
| Maintenance & Repairs - Parts | 2,263 | 3,800 | 4,000 |
| Tools and Small Equipment | 22,815 | 80,000 | 25,000 |
| Sm. Computer Equipment | 1,397 | 1,500 | - |
| Other Supplies | 2,280 | 1,500 | 1,500 |
| Cost Reimbursement – Supplies | - | (19,170) | (9,143) |
| Seminars/Conferences/Training | 7,384 | 5,000 | 5,000 |
| Mileage | 117 | 500 | 500 |
| Cost Reimbursement – Training | - | (1,100) | (1,265) |
| Improvements | 53,311 | - | 1,500 |
| Total Safety and Security | \$ 521,119 | \$ 578,011 | \$ 514,161 |



Sheriff

Department Summary

The Sheriff's Office serves papers for the courts and holds sheriff sales for non-payment of taxes, mortgage foreclosures, and all other court orders.

Mission

To provide excellent, detail-oriented customer service regarding document service and sheriff sales to the public, internal departments, courts and attorneys

Fiscal Year 2019 Successes

Continued improvement on turn around time for document service

Curtailed excess spending in the budget

Stayed current in office workflow with minimal staffing

Perfected conflict resolution

Fiscal Year 2020 Goals

Org. Goal Reference

| | | |
|--------|--|----|
| Goal 1 | Continue to be thrifty and budget-minded in spending | G1 |
| Goal 2 | Continue to keep certifications and training current | G5 |
| Goal 3 | Update fleet with appropriate vehicles | G2 |
| Goal 4 | Continue to operate with a part-time deputy instead of full-time | G1 |
| Goal 5 | Continue to have a harmonious relationship with the County Council | G5 |



Sheriff

Budget Detail

The FY 2020 budget increased \$44,000, or 7.0 percent. The increase is a result of the purchase of a new vehicle and employment costs.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-------------------------------|-------------------|-------------------|-------------------|
| Salaries | \$ 331,592 | \$ 328,980 | \$ 345,485 |
| Vision Plan | 458 | 364 | 455 |
| Dental Plan | 4,493 | 3,528 | 4,025 |
| FICA Tax | 24,181 | 25,167 | 26,588 |
| Health Insurance | 93,688 | 122,500 | 117,600 |
| Pension | 86,911 | 85,249 | 96,690 |
| Communications | 4,743 | 5,400 | 5,820 |
| Postage & Freight | 8,691 | 12,000 | 10,000 |
| Insurance | 4,231 | 5,887 | 5,900 |
| Repairs and Maintenance | 1,901 | 6,000 | 3,500 |
| Other Contractual Services | 11,699 | 12,000 | 13,000 |
| Office/Operating Supplies | 2,754 | 4,000 | 4,000 |
| Fuel | 6,846 | 7,500 | 7,500 |
| Dues & Subscriptions | 150 | 165 | 200 |
| Uniforms | 1,242 | 2,000 | 2,000 |
| Maintenance & Repairs - Parts | 1,741 | 2,000 | 2,000 |
| Tools and Small Equipment | 12,627 | - | - |
| Other Supplies | 1,024 | 3,000 | 3,000 |
| Seminars/Conferences/Training | 920 | 500 | 500 |
| Machinery and Equipment | - | - | 22,077 |
| Total Sheriff | \$ 599,892 | \$ 626,240 | \$ 670,340 |





CAPITAL PROJECTS- GOVERNMENTAL FUND



Capital Projects

Summary

The Capital Projects Fund is used for acquiring and constructing major General Fund capital assets.

The County's objective is to continue to improve the County's infrastructure in an economic and efficient manner without acquiring General Fund debt.

| Budget Summary | |
|----------------|--------------|
| FY18 Actual | \$ 4,663,723 |
| FY19 Budget | \$16,622,500 |
| FY20 Budget | \$21,350,000 |

Fiscal Year 2019 Successes

Implemented the Computer Assisted Mass Appraisal System (CAMA)

Made improvements to the Coastal Business Park

Completed design and construction of a maintenance garage

Purchased property in partnership with the Sussex County Land Trust

Built the reading garden at South Coastal Library

Fiscal Year 2020 Goals

Org. Goal Reference

Goal 1 Build a paramedic building in the Seaford area and purchase land for a future paramedic building to best serve the residents and visitors of Sussex County

G4

Goal 2 Develop the new County Business Park

G3

Goal 3 Construct information technology infrastructure to facilitate broadband service

G3

Goal 4 Complete design of a paramedic training and administrative facility

G4

Goal 5 Complete an Airport Master Plan Update

G3



Capital Projects

5-Year Plan

| | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------------------------|---------------------|--------------------|---------------------|---------------------|--------------------|
| Appropriated Reserves | \$ 6,960,000 | \$ 6,000,000 | \$ 5,555,000 | \$ - | \$ - |
| Federal Grants | 4,140,000 | 652,500 | 5,220,000 | 3,150,000 | - |
| Investment Income (net) | 20,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Interfund Transfer (RTT) | 10,000,000 | 3,121,250 | 11,420,000 | 10,810,000 | 1,085,000 |
| State Grants | 230,000 | 36,250 | 290,000 | 175,000 | - |
| Total Sources | \$21,350,000 | \$9,825,000 | \$22,500,000 | \$14,150,000 | \$1,100,000 |

| | 2020 | 2021 | 2022 | 2023 | 2024 |
|------------------------------|---------------------|--------------------|---------------------|----------------------|--------------------|
| Administrative | | | | | |
| Building Improv. | \$ 625,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| Administration Annex | - | 1,000,000 | 10,000,000 | 10,000,000 | - |
| IT Infrastructure | 2,000,000 | - | - | - | - |
| Land Acq. & Improv. | 3,050,000 | - | - | - | - |
| Airport/Business Park | | | | | |
| RW 4-22 - 6000' Exp. | 375,000 | 425,000 | 3,800,000 | 3,500,000 | - |
| Stormwater Improv. | 900,000 | 100,000 | 100,000 | - | - |
| Land Acquisition | 600,000 | 250,000 | - | - | - |
| Hangar | 2,100,000 | - | - | - | - |
| Tie-down Apron | - | 600,000 | - | - | - |
| RW 10-28 Taxiway | 4,100,000 | - | - | - | - |
| Masterplan | 500,000 | - | - | - | - |
| Main Apron Improv. | - | 300,000 | 2,000,000 | - | - |
| Pavement Improv. | 600,000 | - | - | - | - |
| Bus. Park Improv. | 3,400,000 | 1,000,000 | - | - | - |
| Water Plant | 100,000 | - | - | - | - |
| Engineering | | | | | |
| Landfill Property Acq. | 750,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Public Safety | | | | | |
| Public Safety Building | 1,000,000 | 5,500,000 | 5,500,000 | - | - |
| EMS Stations | 1,250,000 | 300,000 | 750,000 | 300,000 | 750,000 |
| Total Expenditures | \$21,350,000 | \$9,825,000 | \$22,500,000 | \$ 14,150,000 | \$1,100,000 |

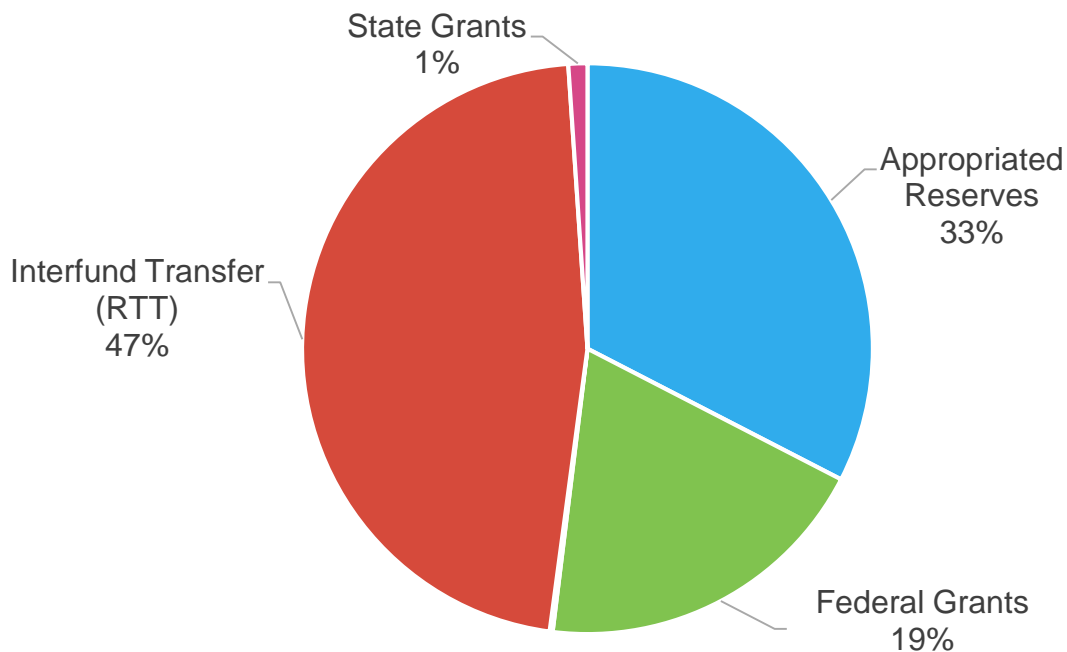


Capital Projects

Funding Sources

The FY 2020 Budget, once again, is using appropriated reserves (prior year available funds) to pay for the current year's projects. The goal is to use available funds to develop these projects instead of borrowing through bond issues. The budget uses \$7.0 million of appropriated reserves, and includes \$10.0 million of realty transfer tax, which are funds set aside from previous years. Some airport projects are supported 90 percent by the Federal government.

| Funding Source | 2020 Budget |
|------------------------------|---------------------|
| Appropriated Reserves | \$ 6,960,000 |
| Federal Grants | 4,140,000 |
| Investment Income | 20,000 |
| Interfund Transfer (RTT) | 10,000,000 |
| State Grants | 230,000 |
| Total Funding Sources | \$21,350,000 |



Capital Projects

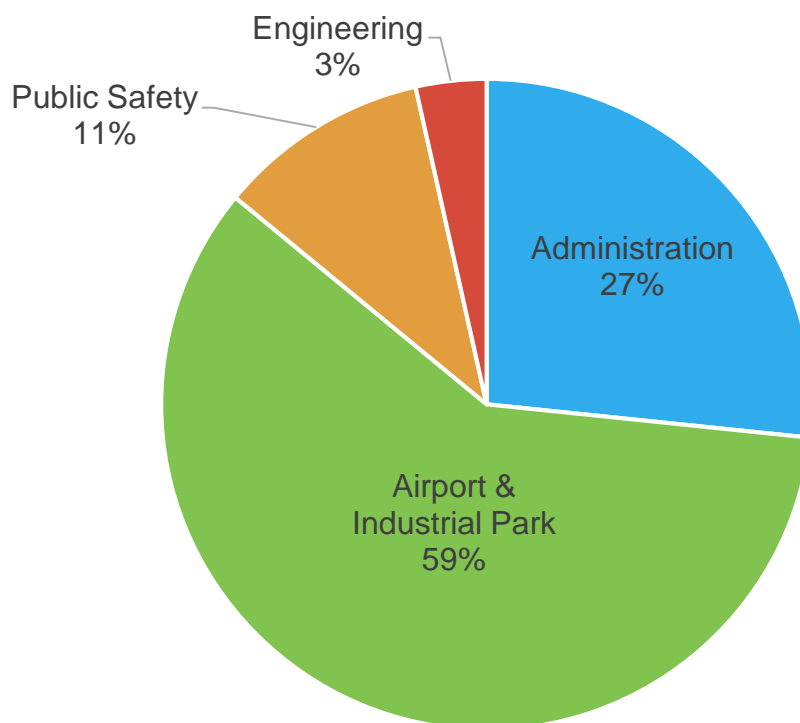
Expenditures

The Delaware Coastal Airport and Industrial Park is a vital part of the County's economy; therefore, \$12.7 million is appropriated for improvements and represents 59.4 percent of the capital budget. Improvements to the Airport's existing facilities will, hopefully, retain and attract new customers to the Airport. The improvements include a new hangar, stormwater improvements, and taxiway rehabilitation. In FY 2017, Sussex County purchased land adjacent to the current Industrial Park for economic development. The budget includes \$3.4 million to provide infrastructure to the Business Park.

The Administration expenditures are \$5.7 million, or 26.6 percent of the capital budget; this includes upgrading both County buildings and maintenance facility, property acquisition, and information technology infrastructure for broadband service.

The Public Safety expenditures are 10.5 percent, or \$2.3 million; this funding is to build a paramedic station and design a new administrative and training facility.

Engineering expenditures include purchasing of property adjacent to County landfills.



Capital Projects

Details

Administration Building Cooling Tower- \$150,000

Replace Administration Building Cooling Tower
(component of HVAC system)



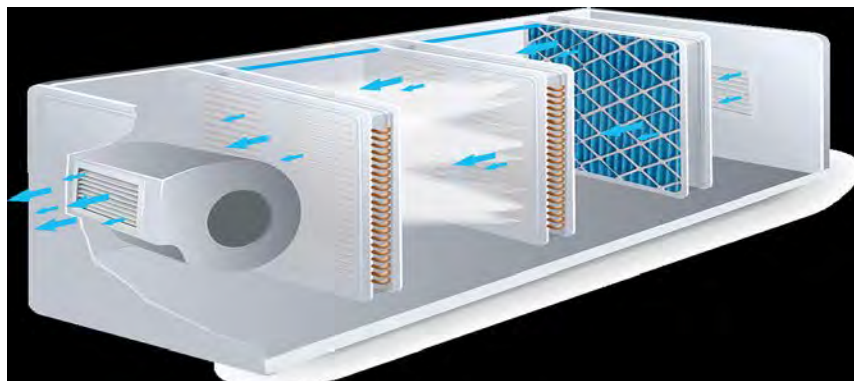
Accounting Roof and Window Replacement - \$150,000

Replace aging roof material and windows
above Council Chambers/Accounting
Department



Administration HVAC Humidification Equipment - \$75,000

Installation of 3 humidification devices within the Administration Building HVAC system

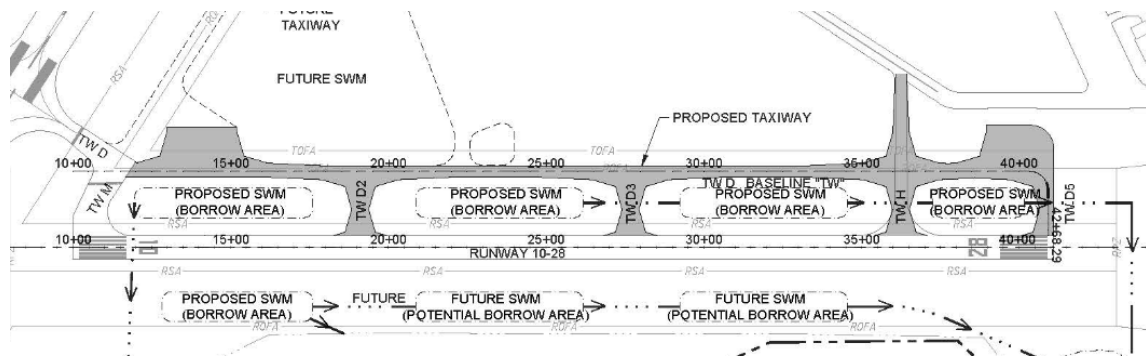


Capital Projects

Details

Construct Taxiway D - \$4,100,000

Construct a new, full length taxiway parallel to Runway 10-28 to support the development of instrument approaches to both runway ends.



West-Side Medic 110/EMS 200 Station Relocation - \$1,250,000

County leadership has begun the land-acquisition process for this station. Working with County administration, SCEMS Logistics and administration would project manage the planning, permitting, sitework and buildout of a west-side complex similar to Station 104 in Lewes. This station would house the Seaford response unit and the west-side District Supervisor. The project is projected to be completed in early FY 2020.

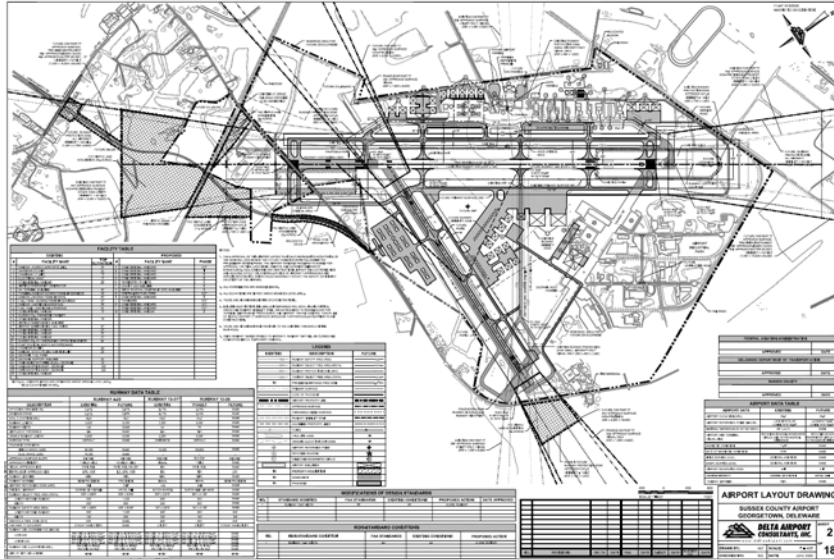


Capital Projects

Details

Master Plan Update - \$500,000

Comprehensive study of the airport's short-, medium-, and long-term development plans



Airport Stormwater Improvements - \$900,000

Continue a five-year effort to replace 1940's era drainage pipes and construct stormwater "bank" for future development



Capital Projects

Details

Old Terminal Building Replacement (Hangar) - \$2,100,000

Strong demand for hangar space favors demolition of 1950's terminal building and construction of 18,750 sq. ft hangar



IT Infrastructure - \$2,000,000

Erecting 350' or higher vertical assets to assist in providing wireless communications to County facilities and resources. These assets may also assist with better deployment of wireless broadband communication for county constituents and businesses; this would also serve as a revenue facility.



Capital Projects

Details

EMS Training & Administration Building - \$12,000,000 (total cost)

- Programming of EMS Department's spatial needs associated with **training** and administrative spaces for a 20-year planning horizon
- Selection of preferred site layout option based on operational restrictions
- Development of schematic layouts based on proximity and frequency of staff/public interactions and estimation of square footage based cost ranges
- Drafting of preliminary floor plans based on previous planning steps
- Estimation of pre-design costs based on preliminary plans
- Completion of contract documents after Council approval



Capital Projects Impact on the Operating Budget

The County must keep in mind the operational costs of a completed capital project when deciding on what capital projects to take on. Below are the capital projects listed on the County's 5-year capital plan on page 119 and projecting out operational costs until 2024.

| | 2020 | 2021 | 2022 | 2023 | 2024 |
|------------------------------|-------------|------------------|-------------------|-------------------|-------------------|
| Administrative | | | | | |
| Building Improv. | \$ - | \$ 2,500 | \$ 2,575 | \$ 2,650 | \$ 2,730 |
| Administration Annex | - | - | - | - | 210,000 |
| IT Infrastructure | - | - | 6,000 | 6,180 | 6,560 |
| Land Acq. & Improv. | - | - | - | - | - |
| Airport/Business Park | | | | | |
| RW 4-22 - 6000' Exp. | - | - | - | - | 81,000 |
| Stormwater Improv. | - | - | - | 5,000 | 5,150 |
| Land Acquisition | - | - | - | - | - |
| Hangar | - | 21,000 | 21,630 | 22,280 | 22,950 |
| Tie-down Apron | - | - | - | - | - |
| RW 10-28 Taxiway | - | 50,000 | 51,500 | 53,045 | 54,640 |
| Masterplan | - | - | - | - | - |
| Main Apron Improv. | - | - | - | - | - |
| Pavement Improv. | - | - | - | - | - |
| Bus. Park Improv. | - | - | 5,000 | 5,150 | 5,300 |
| Water Plant | - | - | - | - | - |
| Engineering | | | | | |
| Landfill Property Acq. | - | - | - | - | - |
| Public Safety | | | | | |
| Public Safety Building | - | - | - | 370,000 | 381,100 |
| EMS Stations | - | 15,740 | 16,200 | 33,400 | 34,440 |
| Total Expenditures | \$ - | \$ 89,240 | \$ 102,905 | \$ 497,705 | \$ 803,870 |



Long-Range Financial Plan

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | % Increase |
|---------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|------------|
| General Fund | | | | | | | | | | | | |
| Property - County | \$14,443 | \$14,876 | \$15,323 | \$15,782 | \$16,256 | \$16,743 | \$17,246 | \$17,763 | \$18,296 | \$18,845 | \$19,410 | 3% |
| Property – Library | 1,693 | 1,744 | 1,796 | 1,850 | 1,905 | 1,963 | 2,022 | 2,082 | 2,145 | 2,209 | 2,275 | 3% |
| Realty Transfer | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | |
| Fire Service | 1,500 | 1,530 | 1,560 | 1,592 | 1,624 | 1,656 | 1,688 | 1,723 | 1,757 | 1,792 | 1,829 | 2% |
| Penalties and Interest | 140 | 140 | 140 | 140 | 140 | 140 | 140 | 140 | 140 | 140 | 140 | |
| Total Taxes | 40,276 | 40,790 | 41,319 | 41,864 | 42,425 | 43,002 | 43,596 | 44,208 | 44,838 | 45,486 | 46,154 | |
| Intergovernmental | | | | | | | | | | | | |
| Emergency Operations | 200 | 204 | 208 | 212 | 216 | 221 | 225 | 230 | 234 | 239 | 244 | 2% |
| HUD | 1,880 | 1,918 | 1,956 | 1,995 | 2,035 | 2,076 | 2,117 | 2,160 | 2,203 | 2,247 | 2,292 | 2% |
| Payment in Lieu of Taxes | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| Paramedics | 4,479 | 4,569 | 4,660 | 4,753 | 4,848 | 4,945 | 5,044 | 5,145 | 5,248 | 5,353 | 5,460 | 2% |
| Library | 340 | 347 | 354 | 361 | 368 | 375 | 383 | 390 | 398 | 406 | 414 | 2% |
| LEPC | 70 | 71 | 73 | 74 | 77 | 77 | 79 | 80 | 82 | 84 | 85 | 2% |
| Total Intergovernmental | 6,974 | 7,114 | 7,256 | 7,400 | 7,549 | 7,699 | 7,853 | 8,010 | 8,170 | 8,334 | 8,500 | |
| Charges for Services | | | | | | | | | | | | |
| Marriage Bureau | 160 | 162 | 163 | 165 | 166 | 168 | 170 | 172 | 173 | 175 | 177 | 1% |
| Recorder of Deeds | 3,811 | 3,925 | 4,043 | 4,164 | 4,289 | 4,418 | 4,551 | 4,687 | 4,828 | 4,972 | 5,122 | 3% |
| Register of Wills | 1,150 | 1,162 | 1,173 | 1,185 | 1,197 | 1,209 | 1,221 | 1,233 | 1,245 | 1,258 | 1,270 | 1% |
| Sheriff | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | |
| Building Permit and Zoning | 2,100 | 2,163 | 2,228 | 2,295 | 2,364 | 2,434 | 2,508 | 2,583 | 2,660 | 2,740 | 2,822 | 3% |
| 9-1-1 System Fees | 560 | 560 | 560 | 560 | 560 | 560 | 560 | 560 | 560 | 560 | 560 | |
| MHPF | 130 | 133 | 136 | 138 | 141 | 144 | 147 | 150 | 153 | 156 | 159 | 2% |
| Building Inspection Fees | 1,640 | 1,689 | 1,740 | 1,792 | 1,846 | 1,901 | 1,958 | 2,017 | 2,077 | 2,140 | 2,204 | 3% |
| Airport Fees | 626 | 639 | 652 | 665 | 678 | 692 | 706 | 720 | 734 | 749 | 764 | 2% |
| Miscellaneous Fees | 66 | 67 | 68 | 70 | 71 | 73 | 74 | 75 | 77 | 79 | 80 | 2% |
| Private Road and Inspection | 1,615 | 1,662 | 1,713 | 1,764 | 1,817 | 1,872 | 1,926 | 1,985 | 2,046 | 2,106 | 2,170 | 3% |
| Total Charges for Services | 13,858 | 14,162 | 14,476 | 14,798 | 15,129 | 15,471 | 15,821 | 16,182 | 16,553 | 16,935 | 17,328 | |
| Miscellaneous Revenue | | | | | | | | | | | | |
| Fines and Forfeits | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | 2% |
| Investment Income | 1,000 | 1,020 | 1,040 | 1,061 | 1,082 | 1,104 | 1,126 | 1,149 | 1,172 | 1,195 | 1,219 | 2% |
| Miscellaneous Revenue | 218 | 221 | 225 | 230 | 234 | 239 | 244 | 249 | 254 | 259 | 264 | 2% |
| Total Miscellaneous Revenue | 1,258 | 1,282 | 1,307 | 1,334 | 1,360 | 1,388 | 1,416 | 1,445 | 1,474 | 1,503 | 1,533 | |
| Other Financing Sources | | | | | | | | | | | | |
| Interfund Transfers In | 70 | 70 | 70 | 70 | 70 | 70 | 70 | 70 | 70 | 70 | 70 | |
| Total Other Financing Sources | 70 | 70 | 70 | 70 | 70 | 70 | 70 | 70 | 70 | 70 | 70 | |
| Total Revenue | 62,436 | 63,418 | 64,428 | 65,466 | 66,533 | 67,630 | 68,756 | 69,915 | 71,105 | 72,328 | 73,585 | |
| Total Expenditures | 62,436 | 64,309 | 66,238 | 68,226 | 70,272 | 72,380 | 74,552 | 76,788 | 79,092 | 81,465 | 83,909 | 3% |
| One time Expenditures and Transfers | 19,025 | 3,121 | 11,420 | 10,810 | 1,085 | 2,015 | 2,135 | 2,135 | 1,985 | 1,985 | 1,985 | |
| General Fund Revenue (Deficit) | (19,025) | (4,012) | (13,230) | (13,570) | (4,824) | (6,766) | (7,931) | (9,008) | (9,972) | (11,122) | (12,309) | |
| Remaining Available Funds | \$86,446 | \$82,434 | \$69,204 | \$55,634 | \$50,810 | \$44,044 | \$36,113 | \$27,105 | \$17,133 | \$6,011 | \$(6,298) | |





ENTERPRISE FUNDS



Enterprise Funds

Sewer and Water Funds

Mission: To operate and maintain the County's water and wastewater facilities in an economical and efficient manner; it is the County's obligation to protect the natural resources of the County by consistently maintaining a high quality effluent

| Budget Summary | |
|----------------|--------------|
| FY18 Actual | \$34,755,417 |
| FY19 Budget | \$38,692,642 |
| FY20 Budget | \$40,803,693 |

Fiscal Year 2019 Successes

Environmental Services - started construction on the new biosolids facility at Inland Bays; upgraded 6 pump stations throughout the county; replaced three irrigation rigs at Inland Bays; replaced the final 72 substandard water service lines and meter pits in Spring Lake

Utility Engineering Division - completed 35,629 utility locates, inspected 2,171 utility connections, and brought 82 utility projects to substantial completion

Utility Permits Division - maintained 75,330 sewer/water accounts, created 900 new accounts, issued 1,945 permits, processed 6,430 service orders, scheduled 2,171 inspections, and reviewed 111 sets of plans for commercial EDU assessments; began connections and billing for the Route 54, Concord Road and Angola North areas

Utility Planning Division - Involved in the Chapter 110 code change Tech Bulletin, established the Ellendale Water District, implemented the Sewer System Concept Evaluation program

Fiscal Year 2020 Goals – Environmental Services

Org. Goal Reference

| | | |
|--------|---|----|
| Goal 1 | Proceed with increasing the disposal and treatment capacity of the Inland Bays and South Coastal Facilities | G4 |
| Goal 2 | Complete construction of Class A solids handling equipment for the Inland Bays Facility | G4 |
| Goal 3 | Continue to replace aging infrastructure and equipment in the water/sewer systems | G2 |
| Goal 4 | Continue the arc flash hazard analysis guidance based on the electrical equipment analyses | G1 |
| Goal 5 | As a multi-year project, continue replacing pump station PLC's controls with updated equipment | G4 |



Enterprise Funds

Sewer and Water Funds

| Fiscal Year 2020 Goals – Utility Engineering | | Org. Goal Reference |
|--|--|---------------------|
| Goal 1 | Maintain accuracy and response time for utility locates while accommodating an annual call volume of approximately 36,000 | G2 |
| Goal 2 | Provide timely utility connection inspections while accommodating an annual call volume of approximately 2,200 | G2 |
| Goal 3 | Maintain quality standards of utility design and construction while continuing to pursue innovative materials and methods | G4 |
| Goal 4 | Assist County EOC in emergency response and recovery operations | G4 |
| Fiscal Year 2020 Goals – Utility Permits | | Org. Goal Reference |
| Goal 1 | Monitor revenues, permits, and inspections | G1 |
| Goal 2 | Complete field work and create new accounts for the Rt. 13 commercial and Bridgeville/Greenwood areas | G1 |
| Goal 3 | Reduce the number of properties that are in violation for failure to connect | G1 |
| Goal 4 | Reconcile CAMA reports with Sewer and Water records | G1 |
| Goal 5 | Support Utility Planning with the establishment of new sewer districts and expansions | G1 |
| Fiscal Year 2020 Goals – Utility Planning | | Org. Goal Reference |
| Goal 1 | Apply for an obtain the Certificate of Public Convenience and Necessity for upcoming water areas | G4 |
| Goal 2 | Incorporate the Plan Reviewers from Public Works into the Utility Planning and develop a work-load share program | G2 |
| Goal 3 | Continue the design efforts for various sewer areas | G4 |
| Goal 4 | Identify areas where multiple projects can utilize a cost share arrangement to minimize duplication or under-utilized infrastructure | G2 |
| Goal 5 | Work with existing communities and developers to provide County sewer service to their communities | G4 |



Enterprise Funds

Charges and Fees

Enterprise Fund revenue and funding sources are primarily derived from assessment charges, connection fees, and service charges.

Service Charges

Service charges recover the cost of operating and maintaining the enterprise systems. These fees are billed using the Equivalent Dwelling Unit (EDU's) unit of measure. Sewer service charge rates will remain the same as the FY 2019 rates at \$292. Water service charge rates will remain the same as the FY 2019 rates at \$312. Listed below are the annual service charge rates.

| Service Charges per Equivalent Dwelling Unit (EDU) | |
|--|-----------|
| Dewey Water | \$ 312.00 |
| Unified Sewer | \$ 292.00 |

Connection Fees

Connection fees are a one-time fee charged to new users connecting to the sewer or water system. The purpose of these charges is to recover the cost of transmission and treatment expenses related to growth. There is no change in the Sewer connection fees FY 2020. Listed below are the connection fees for FY 2020.

| Connection Fees per Equivalent Dwelling Unit (EDU) | |
|---|---------|
| Dewey Water | \$1,155 |
| Unified Sewer | \$6,360 |
| Blades Sewer | \$3,570 |
| Ellendale Sewer | \$8,000 |
| Septic Installation Charge | \$2,889 |
| Golf Village connection fees are equal to the impact fee charged by the Town of Georgetown | |
| Woodlands of Millsboro connection fees are equal to the impact fee charged by the Town of Millsboro | |



Enterprise Funds

Charges and Fees

Assessment Charges

Assessment charges are primarily used to recover the cost of bond payments and can also be used for system improvements and maintenance costs. Listed below are the assessment rates and average annual assessment amounts per area. The 100 ft. cap will still be applied to non-delinquent, residential customers.

| Sewer Area | Assessment Rate Per Front Foot | Average Annual Assessment |
|---|------------------------------------|------------------------------|
| Angola Sewer | \$ 6.58 | \$ 565.88 |
| Angola North Sewer | 9.00 | 900.00 |
| Bay View Estates Sewer | 6.77 | 555.14 |
| Bethany Sewer - Cedar Neck | 3.39 | 298.32 |
| Bethany Sewer - Millville | 4.50 | 364.50 |
| Bethany Sewer - Ocean View | 3.68 | 338.56 |
| Bethany Sewer - Ocean Way Estates | 2.29 | 190.07 |
| Concord Road Area Sewer Expansion | 4.24 | 424.00 |
| Dagsboro - Frankford Sewer | 0.60 | 60.00 |
| Dagsboro - Frankford Sewer - Prince Georges Acres | 4.85 | 421.95 |
| Ellendale Sewer | 1.88 | 188.00 |
| Ellendale Sewer - New Market | 4.89 | 322.74 |
| Fenwick Sewer | 0.32 | 22.72 |
| Fenwick Route 54 Sewer Expansion | 7.06 | 706.00 |
| Golf Village | 1.47 | 147.00 |
| Holts Landing - The Greens Sewer | 7.59 | 759.00 |
| Holts Landing Sewer | 3.04 | 294.88 |
| Johnson Corner Sewer | 4.55 | 455.00 |
| Long Neck Sewer | 3.05 | 222.65 |
| Miller Creek Sewer | 6.64 | 597.60 |
| Oak Orchard Sewer | 4.35 | 304.50 |
| Oak Orchard Expansion Sewer | 4.19 | 419.00 |
| Sea Country Estates Sewer | 4.83 | 483.00 |
| South Ocean View Sewer | 5.47 | 541.53 |
| West Rehoboth | 2.32 | 187.92 |
| Woodlands of Millsboro | .42 | 42.00 |
| | Assessment Rate Per EDU | |
| Henlopen Acres and Dewey Beach Sewer | 296.04 | |



Enterprise Funds

Charges and Fees

Below is a list of miscellaneous Enterprise Fund fees. Many fees are listed in Sussex County Code or the Sewer Rate Ordinance. Therefore, this is not a comprehensive list. If these fees contradict the Code, the Code shall supersede this list.

| Fee Description | Rate | Unit of Measure |
|---|------------|--|
| Damage to County infrastructure from outside sources | Varies | Actual Cost or Equipment rates based on FEMA Schedule |
| Plan Review Fees - Chapter 110 - Sussex County Sewer District - Sewer - Flat Fee including (2) reviews of submitted plans | \$2,000.00 | Flat Fee |
| Plan Review Fees - Chapter 110 - Sussex County Sewer District - Sewer - Per Unit including (2) reviews of submitted plans | \$ 20.00 | Per Unit (addition to Flat Fee) |
| Plan Review Fees - Chapter 110 - Sussex County Water District - Water - Flat fee including (2) reviews of submitted plans | \$1,500.00 | Flat Fee |
| Plan Review Fees - Chapter 110 - Sussex County Water District - Water - Per Unit including (2) reviews of submitted plans | \$ 10.00 | Per Unit (addition to Flat Fee) |
| Plan Review Fees - Chapter 110 - third additional reviews - after first (2) Sewer/Water plan review | 60% | Original Plan Review fees |
| Plan Review Fees - Chapter 110 - fourth additional reviews - after first (3) Sewer/Water plan review | 50% | Original Plan Review fees |
| Plan Review Fees - Chapter 110 - fifth additional reviews - after first (4) Sewer/Water plan review | 40% | Original Plan Review fees |
| Plan Review Fees - Plan Revisions - Chapter 110 - after obtaining County approval. | \$1,000.00 | Each |
| Pump Station Review Fees – Chapter 110 – Sussex County Sewer District | \$2,500.00 | Flat Fee (including 2 reviews of submitted plans) |
| Field Inspection Fees - Chapter 110 | 15% | Based on Accepted Construction Cost Estimates (independently verified) |
| Field Inspection - Overtime | \$ 50.00 | Per Hour |
| Field Inspection Trip Charge – rescheduled connection inspections – each additional field inspection required due to contractor’s methods, no call/no show, or cancellation within 2 hours of scheduled appointment | \$100 | Per Occurrence |



Enterprise Funds

Charges and Fees

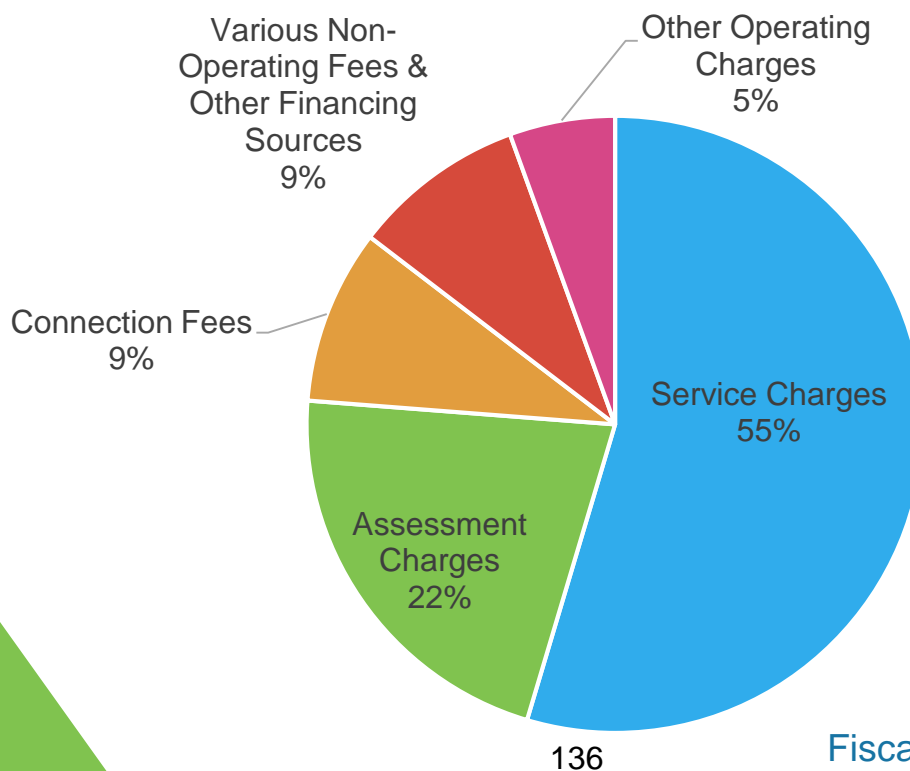
| Fee Description | Rate | Unit of Measure |
|--|-------------|-----------------------|
| Sewer/Water Connection Permits | \$ 100.00 | Per Permit |
| Availability fee for Private Fire Service | \$ 250.00 | Annually |
| Waste hauler's annual license fee | \$ 250.00 | Annually |
| Waste hauler fee - Septage Treatment Charges | \$ 0.076 | Per Gallon |
| Wastewater Holding Tank Permit | \$ 100.00 | Each |
| Water Turn Off or On Fee | \$ 300.00 | Each |
| Bulk Water User Permit (Usage Fees charged separately) | \$ 50.00 | Each |
| Bulk Water Usage Fee - First 5,000 Gallons | \$ 25.00 | 5,000 Gallons |
| Bulk Water Usage Fee - 5,001 Gallons and Up | \$ 4.00 | 1,000 Gallons |
| Industrial Wastewater Discharge Permit | \$ 500.00 | Per Issuance |
| Industrial Wastewater Discharge - Permit Amendment | \$ 250.00 | Per Issuance |
| Industrial Wastewater Discharge - Permit Variance(s) | \$ 250.00 | Per Issuance |
| Industrial Wastewater Discharge - User Annual Monitoring, Inspection, and Surveillance Fee | \$ 250.00 | Annually |
| Application Fees - Extending District Boundaries - Sewer and/or Water - 2 Acres or Less | \$ 500.00 | Each |
| Application Fees - Extending District Boundaries - Sewer and/or Water - 2.1 - 9.9 Acres | \$ 750.00 | Each |
| Application Fees - Extending District Boundaries - Sewer and/or Water - 10 - 150.0 Acres | \$ 1,500.00 | Each |
| Application Fees - Extending District Boundaries - Sewer and/or Water - Over 150.0 Acres | \$ 2,500.00 | Each |
| Sewer Service Charges | \$ 292.00 | Per EDU - Annual |
| Water Service Charges | \$ 312.00 | Per EDU - Annual |
| Sewer Service Concept Evaluation Fee | \$ 1,000.00 | Per Evaluation |
| Sewer Availability Fee | 100% | Annual Service Charge |
| Water Availability Fee | 100% | Annual Service Charge |



Sewer Fund

Revenue

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|--|---------------------|---------------------|----------------------|
| Operating Revenues | | | |
| Service Charges | \$20,446,010 | \$21,223,809 | \$21,559,820 |
| Holding Tank Fees | 394,921 | 300,000 | 425,000 |
| Licenses, Permit, and Review Fees | 2,293,645 | 960,000 | 1,350,000 |
| Miscellaneous Fees | 296,157 | 390,000 | 410,000 |
| Non-Operating Revenues | | | |
| Assessment Charges | 8,769,938 | 8,791,723 | 8,537,029 |
| Capitalized Ord. 38 Fees | 6,388,880 | 1,600,000 | 2,398,199 |
| Connection Fees | 10,158,072 | 3,265,244 | 3,614,635 |
| Investment Results | 821,908 | 430,000 | 900,000 |
| Miscellaneous Revenues | 234,847 | 200,000 | 200,000 |
| Other Financing Sources | | | |
| Transfers In | 85,500 | 85,500 | 85,500 |
| Disposal of Assets | 22,858 | - | - |
| Total Revenue and Other Sources | \$49,912,736 | \$37,246,276 | \$ 39,480,183 |



Sewer Fund

Expenses

Enterprise expenses are categorized into four general areas. Administrative costs, which include clerical and engineering support, are incurred to assist the sewer and water operations staff, as well as the Utility Planning, Utility Engineering, and Utility Permitting Divisions. Operations and maintenance costs are expenses associated with maintaining and operating the physical sewer and water systems; these systems include four wastewater treatment facilities, one water facility and tower, over 493 pump stations, and over 935 miles of pipe. Capital expenses include routine capital items, such as pumping and laboratory equipment, vehicles, generators, and improvements to the facilities. The budgetary debt service costs include both the interest and principal portion of the debt payment for assessment and treatment loan payments. The FY 2018 actual numbers only include the interest portion of the debt payment, which will correspond to the County's audited financial statements. The interest and principal payments are included in the budgetary numbers to assure that sufficient revenues are being charged to cover the debt payments.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-----------------------------|--------------|--------------|--------------|
| Administrative | | | |
| Salaries | \$ 1,736,117 | \$ 2,043,633 | \$ 2,262,759 |
| Vision Plan | 2,661 | 2,132 | 2,860 |
| Dental Plan | 20,392 | 20,664 | 25,300 |
| FICA Tax | 125,163 | 156,338 | 173,789 |
| Health Insurance | 618,494 | 717,500 | 739,200 |
| Worker's Compensation | 48,306 | 53,200 | 82,638 |
| Pension | 479,434 | 561,689 | 631,960 |
| Legal | 124,252 | 150,000 | 150,000 |
| Engineering | 1,763 | - | - |
| Other Professional Services | 191,300 | 122,000 | 140,300 |
| Communications | 18,789 | 24,000 | 50,300 |

CONTINUED



Sewer Fund

Expenses

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-----------------------------------|--------------------|--------------------|--------------------|
| Administrative - continued | | | |
| Postage & Freight | \$ 3,532 | \$ 3,500 | \$ 3,800 |
| Rental and Leases | 21,448 | 9,700 | - |
| Insurance | 417,454 | 453,773 | 454,000 |
| Repairs and Maintenance | 151,544 | 176,978 | 307,061 |
| Advertising | 15,635 | 20,000 | 11,800 |
| Other Contractual Services | 26,789 | 26,800 | 27,604 |
| Office/Operating Supplies | 12,231 | 14,500 | 17,394 |
| Fuel | 39,311 | 36,000 | 41,000 |
| Dues & Subscriptions | 255 | 400 | 760 |
| Uniforms | 3,578 | 9,078 | 9,466 |
| Tools and Small Equipment | 14,034 | 8,230 | 8,700 |
| Small Computer Equipment | 9,023 | 20,000 | 16,000 |
| Other Supplies | 12,343 | 14,000 | 14,520 |
| Shared Cost | 2,212,488 | 2,607,776 | 2,445,467 |
| Seminars/Conferences/Training | 3,102 | 2,630 | 1,720 |
| Mileage | 81 | 90 | 200 |
| Travel | 14 | 90 | - |
| Machinery and Equipment | 5,247 | 131,350 | 291,679 |
| Compensated Absences | 56,213 | - | - |
| Contingency | - | 200,000 | 200,000 |
| Transfer Out | 73,704 | 70,000 | 70,000 |
| Administrative Total | \$6,444,697 | \$7,656,051 | \$8,180,277 |

CONTINUED



Sewer Fund

Expenses

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|---|--------------------|---------------------|---------------------|
| Operations and Maintenance | | | |
| Salaries | \$ 3,643,668 | \$ 3,713,729 | \$4,095,738 |
| Vision Plan | 5,506 | 4,160 | 5,590 |
| Dental Plan | 48,270 | 40,320 | 49,450 |
| FICA Tax | 266,539 | 284,100 | 315,084 |
| Health Insurance | 1,302,246 | 1,400,000 | 1,428,000 |
| Worker's Compensation | 202,383 | 222,600 | 222,600 |
| Pension | (1,204,276) | 980,850 | 1,082,774 |
| Other Professional Services | 48,900 | 75,000 | 45,000 |
| Communications | 104,344 | 98,766 | 92,220 |
| Postage & Freight | 1,166 | 2,000 | 1,300 |
| Utilities | 2,753,185 | 3,060,895 | 2,715,000 |
| Maintenance & Repairs | 1,471,743 | 1,142,000 | 1,045,000 |
| Rental and Leases | 237,891 | 75,000 | 92,000 |
| Other Contractual Services | - | - | 250,000 |
| Office/Operating Supplies | 148,361 | 130,000 | 90,000 |
| Supplies – Safety | 47,371 | 62,000 | 36,000 |
| Fuel | 189,385 | 165,000 | 185,000 |
| Dues & Subscriptions | 2,436 | 2,000 | 2,000 |
| Uniforms | 118,474 | 110,000 | 110,000 |
| Small Tools and Equipment | 93,191 | 73,000 | 69,500 |
| Chemicals | 369,586 | 380,000 | 370,000 |
| Farming Supplies & Other Supplies | 77,642 | 95,000 | 95,000 |
| Seminars/Conferences/Training | 23,812 | 20,000 | 26,652 |
| Travel | 77 | 5,000 | 5,000 |
| Total Operations and Maintenance | \$9,951,900 | \$12,141,420 | \$12,428,908 |

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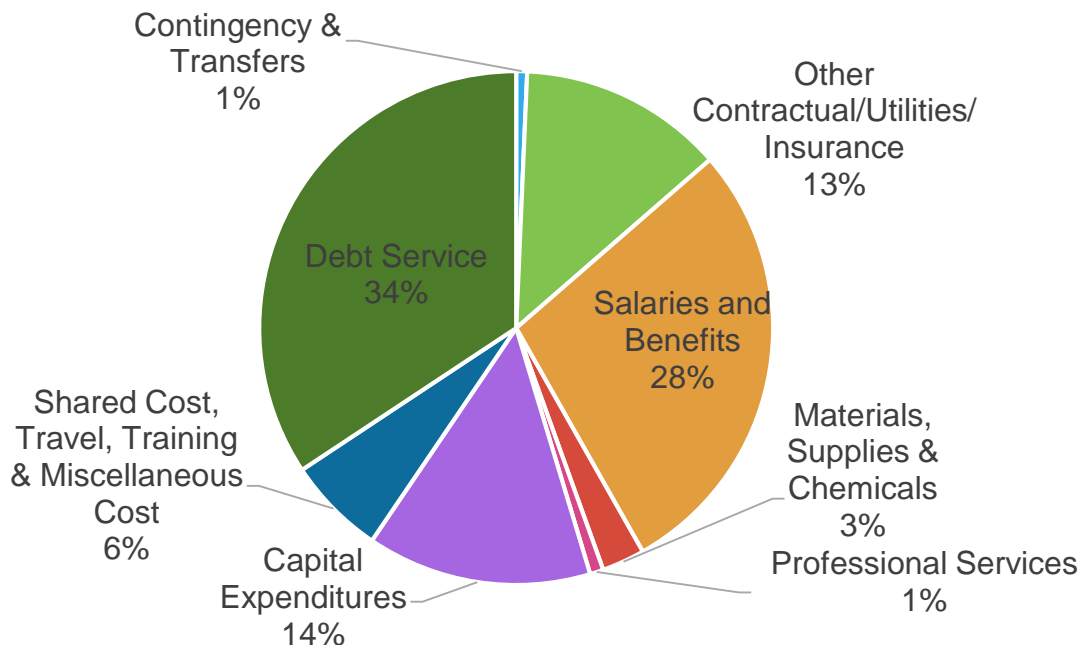
Sewer Fund

Expenses

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|--|---------------------|---------------------|---------------------|
| Capital | | | |
| Depreciation | \$12,862,010 | \$ - | \$ - |
| Machinery and Equipment | 22,187 | 727,500 | 297,897 |
| Transportation Equipment | 12,095 | 528,500 | 939,500 |
| Treatment Disposal Equipment | 3,136 | 125,000 | 45,000 |
| Pumping Equipment | - | 670,000 | 1,015,000 |
| Engineering Admin Capital | - | 3,200,000 | 3,040,000 |
| Total Capital* | 12,899,428 | 5,251,000 | 5,337,397 |
| Debt Service | | | |
| Total Debt Service | 4,297,192 | 12,197,805 | 13,533,601 |
| Total Expenditures and Debt Service | \$33,593,217 | \$37,246,276 | \$39,480,183 |

* Capital in 2018 represents expenses that did not get capitalized into an asset

The next pie chart shows FY 2020 expenses by category. Salary and Benefits is the County's largest expense category in sewer at 28 percent, or \$11.2 million.

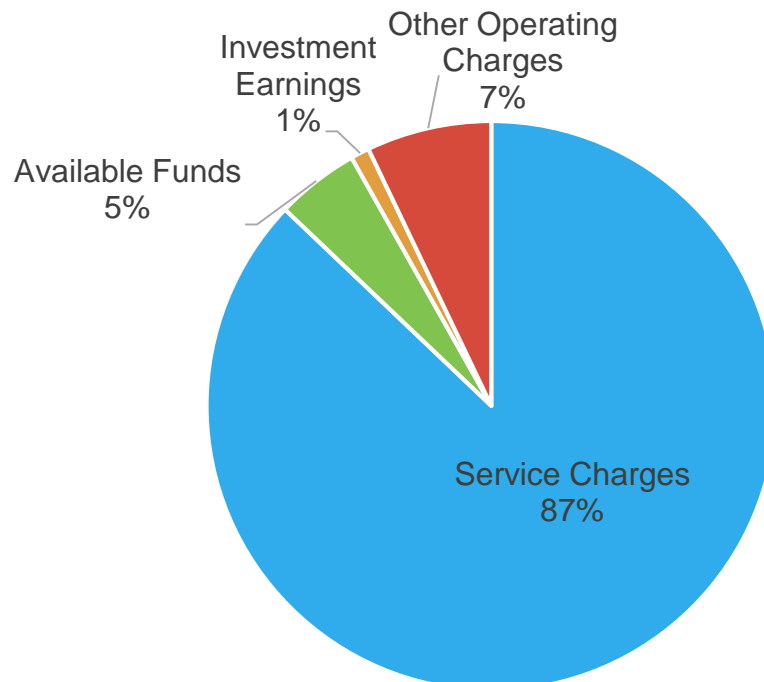


Water Fund

Revenue

The FY 2020 budget revenues decreased \$123,000, or 8.5 percent, due to the amount of available funds being used from savings. Rates for service charges will remain at \$312 per EDU; these funds will be used to cover the operating cost. Available funds are being used to cover one-time, major capital expenses.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|--|---------------------|---------------------|--------------------|
| Operating Revenues | | | |
| Service Charges | \$ 1,136,660 | \$ 1,157,208 | \$ 1,152,840 |
| Miscellaneous Fees | 102,003 | 93,240 | 94,000 |
| Non-Operating Revenues | | | |
| Disposal of Assets | 3,687 | - | - |
| Connection Fees | 36,706 | 17,325 | - |
| Investment Results | 18,197 | 4,620 | 14,000 |
| Other Financing Sources | | | |
| Available Funds | - | 173,973 | 62,670 |
| Total Revenue and Other Financing Sources | \$ 1,297,253 | \$ 1,446,366 | \$1,323,510 |



Water Fund

Expenses

FY 2020 Water expenses decreased \$123,000 due to one-time capital expenditures in FY 2019.

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|-----------------------------|-------------------|-------------------|------------------|
| Administrative | | | |
| Legal | \$ 150 | \$ 150 | \$ 150 |
| Engineering | - | - | - |
| Other Professional Services | 2,520 | 2,200 | 2,600 |
| Insurance | 8,215 | 8,925 | 9,000 |
| Repairs and Maintenance | 1,324 | 1,310 | 1,400 |
| Advertising | 325 | 500 | 5,500 |
| Office/Operating Supplies | - | 50 | - |
| Shared Cost | 116,447 | 137,251 | 128,709 |
| Compensated Absences | (15,018) | - | - |
| Contingency | - | 36,000 | 34,000 |
| Total Administrative | \$ 113,963 | \$ 186,386 | \$181,359 |

CONTINUED



Water Fund

Expenses

| Account Description | 2018 Actual | 2019 Budget | 2020 Budget |
|---|---------------------|---------------------|---------------------|
| Operations and Maintenance | | | |
| Salaries | \$ 152,409 | \$ 182,986 | \$ 176,135 |
| Vision Plan | 293 | 208 | 260 |
| Dental Plan | 2,450 | 2,016 | 2,300 |
| FICA Tax | 10,778 | 13,998 | 13,560 |
| Health Insurance | 66,089 | 70,000 | 67,200 |
| Worker's Compensation | 8,990 | 9,900 | 9,900 |
| Pension | (11,269) | 48,072 | 49,316 |
| Other Professional Services | - | 10,000 | 5,000 |
| Communications | 1,747 | 1,800 | 1,080 |
| Water Purchases | 603,385 | 600,000 | 610,000 |
| Utilities | 1,489 | 1,500 | 1,500 |
| Maintenance & Repairs | 36,077 | 175,500 | 105,500 |
| Office/Operating Supplies | 5,251 | 5,000 | 5,000 |
| Fuel | 8,888 | 8,000 | 8,400 |
| Dues | - | 500 | - |
| Uniforms | 1,983 | 3,000 | 3,000 |
| Small Tools and Equipment | 14,840 | 18,000 | 21,500 |
| Seminars/Conferences/Training | 719 | 2,500 | 2,500 |
| Total Operations & Maintenance | 904,119 | 1,152,980 | 1,082,151 |
| Capital | | | |
| Depreciation | 137,953 | - | - |
| Facilities | - | - | 20,000 |
| Transportation Equipment | - | 107,000 | 40,000 |
| Pumping Equipment | 6,165 | - | - |
| Total Capital | 144,118 | 107,000 | 60,000 |
| Total Expenses | \$ 1,162,200 | \$ 1,446,366 | \$ 1,323,510 |



Capital Projects

Sewer Fund

The Capital Project Fund for the Enterprise Fund is used for acquiring and constructing major Enterprise Fund capital projects.

| Budget Summary | |
|----------------|--------------|
| FY18 Actual | \$31,541,685 |
| FY19 Budget | \$40,665,000 |
| FY20 Budget | \$34,580,000 |

Fiscal Year 2019 Goals

| | |
|--------|--|
| Goal 1 | Continue to improve and expand the County's wastewater infrastructure in an economical and efficient manner |
| Goal 2 | Provide existing users and future users with affordable sewer and water services by obtaining the best financing possible for infrastructure projects |
| Goal 3 | Improve various pump stations and force mains to enhance the efficiency and safety of the sewer system |
| Goal 4 | Continue to work on existing projects at the Inland Bays Regional Wastewater Facility, South Coast Regional Wastewater Facility, and Wolfe Neck Facility |
| Goal 5 | Expand the County's services to the Inland Bays drainage area |

Funding sources include intergovernmental grants, as well as loans, expansion and connection fees, and reserves. The current capital project expenses are for new, expanded, and existing sewer and water systems.

| Account Description | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---------------------|----------------------|---------------------|---------------------|---------------------|
| User Fees/Third Party Contributions | \$2,775,000 | \$9,925,000 | \$ - | \$ - | \$ - |
| Connection Fees | 18,625,000 | 42,775,000 | 32,250,000 | 1,000,000 | - |
| Federal/State Funding (Assessment Fees) | 13,180,000 | 35,400,000 | 40,300,000 | 18,450,000 | 3,500,000 |
| Total Funding | \$34,580,000 | \$ 88,100,000 | \$72,550,000 | \$19,450,000 | \$ 3,500,000 |



Capital Projects

Sewer Fund - Expenses

| | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---------------------|---------------------|---------------------|---------------------|--------------------|
| IBRWF-Spray Demand Loop | \$8,150,000 | \$ 3,500,000 | \$ 3,000,000 | \$ - | \$ - |
| IBRWF-Treatment/Disposal Expansion | 2,750,000 | 10,000,000 | 12,750,000 | - | - |
| IBRWF-Regional Biosolids/Septage | 3,100,000 | 11,700,000 | - | - | - |
| IBRWF – Land Improvements | 300,000 | 2,000,000 | - | - | - |
| SCRWF-Capacity Expansion | 4,000,000 | 16,000,000 | 13,000,000 | 1,000,000 | - |
| SCRWF-Compliance Upgrades | 2,750,000 | 4,000,000 | 6,000,000 | 1,250,000 | - |
| Piney Neck-Compliance Upgrades | 500,000 | - | 6,000,000 | - | - |
| Piney Neck –Lagoon Conversions | 250,000 | - | 2,500,000 | - | - |
| WNRWF-Conversion | 500,000 | 4,500,000 | 4,500,000 | 4,400,000 | - |
| Pump Stations & Transmission to RB | 750,000 | 1,750,000 | 1,000,000 | - | - |
| Rehoboth WWTP Phase II | 2,000,000 | 7,000,000 | - | - | - |
| LBPW WWTP Expansion Participation | 100,000 | 750,000 | - | - | - |
| Concord Road/Route 13 Commercial | 800,000 | - | - | - | - |
| Western Sussex Sewer District | 3,500,000 | 9,900,000 | - | - | - |
| Herring Creek Sewer Area | 3,000,000 | 2,000,000 | 9,500,000 | 7,500,000 | - |
| Winding Creek Water | 300,000 | - | - | 1,700,000 | - |
| Chapel Branch | 500,000 | 1,750,000 | 2,750,000 | - | - |
| Joy Beach | - | 500,000 | 3,000,000 | 3,000,000 | - |
| Mulberry Knoll | 100,000 | 1,800,000 | 1,600,000 | - | - |
| Ellendale Water District | 500,000 | 2,500,000 | 2,500,000 | - | - |
| Wolfe Runne | 250,000 | 2,100,000 | 1,900,000 | - | - |
| Holts Landing Expansion – Mallard Creek | 180,000 | 1,200,000 | 900,000 | - | - |
| Branch/Autumn/Tucks Roads | 100,000 | 1,850,000 | 1,650,000 | - | - |
| Tanglewood-Bayard PS #1 | 200,000 | 700,000 | - | - | - |
| Oak Acres-Bayard PS #5 | - | 2,600,000 | - | - | - |
| Millville Expansion – Beaver Dam | - | - | - | 100,000 | 1,500,000 |
| Bethany Forest Sewer Area | - | - | - | 500,000 | 2,000,000 |
| Total Expenses | \$34,580,000 | \$88,100,000 | \$72,550,000 | \$19,450,000 | \$3,500,000 |



Sewer Capital Projects

Details

Inland Bays RWF; Treatment & Disposal Expansion – \$40,150,000 (5-year cost)

- Expansion of average daily treatment and disposal capacity from 2 to 4-5 million gallons per day (mgd)
- Installation of new fixed head spray irrigation systems on +/-350 wooded acres under land application permit
- Alternative effluent RIB disposal at Artesian's Stonewater facility for up to 0.45 mgd
- Alternative effluent spray on demand disposal on +/-250 acres of County owned silviculture operations
- Alternative effluent discharge through a series of constructed wetlands along Guinea Creek on County owned lands
- +/-250 acres of crop land acquisition for alternative effluent spray on demand under agricultural partnerships
- Installation of high pressure loop for agricultural spray on demand distribution to additional partners

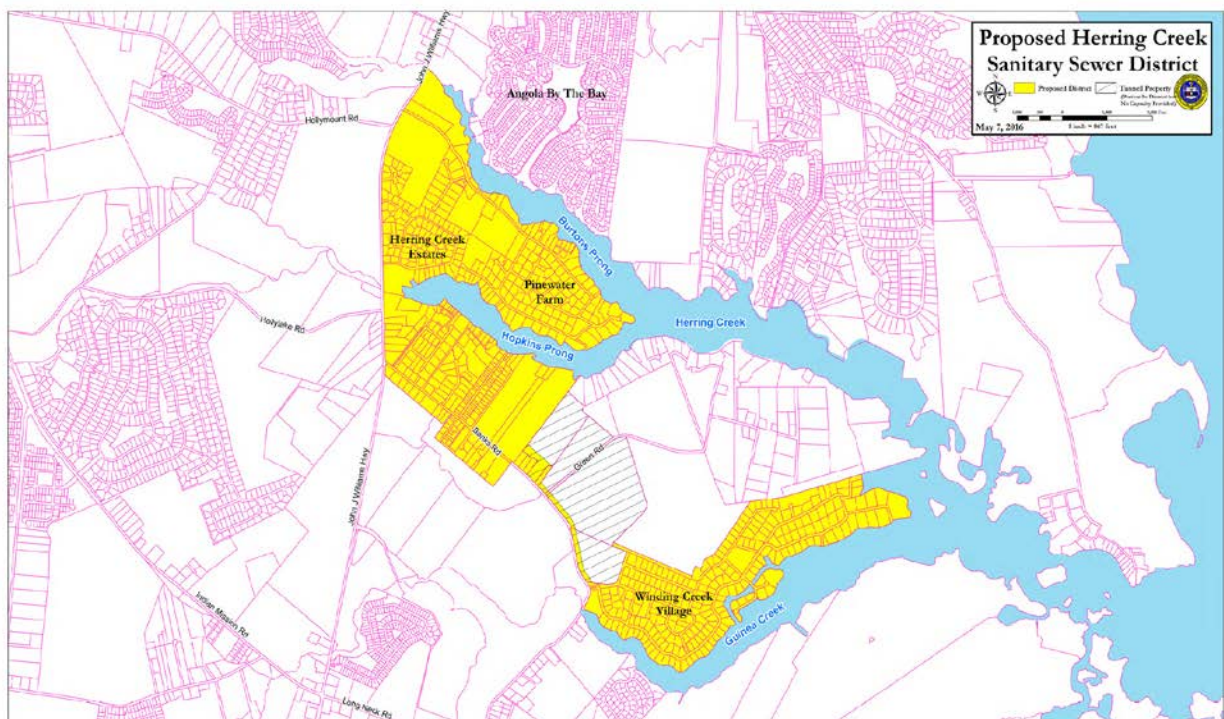


Sewer Capital Projects

Details

Herring Creek Septic Remediation Project - \$22,000,000 (5-year cost)

- The project will remediate 713 equivalent dwelling units (EDUs) by integrating them into the Unified Sussex County Sewer District. The project is fully funded by the USDA, Rural Development, Rural Utility Service.
- Phase I of the project consisting of the pump stations and transmission lines is fully designed and submitted for permitting. The remaining gravity collection phases are challenging due to the acquisition of numerous easements.
- A project of this magnitude provides very tangible water quality benefits similar to the removal of the City of Rehoboth discharge from the Inland Bays.



Sewer Capital Projects

Details

Western Sussex - \$16,600,000 (total cost)

Sussex County Council has approved the Western Sussex Unified Sanitary Sewer District. Sussex County Engineering Department, in conjunction with the respective municipal engineering consultants, have developed an alternate scenario for a Western Sussex County Sewer District connecting to the City of Seaford.

The County, the City and the town engineers have been coordinating in the design of the project; the first phase is out to bid.



Sewer Capital Projects

Details

Chapel Branch - \$6,400,000 (total cost)

This project will upgrade existing pump stations in the (2) communities of Chapel Green and Oak Crest Farms and install a force main to the County's Inland Bays Regional Wastewater Facility (IBRWF). The existing on-site privately owned systems for these two communities, as well as, the individual septic systems for the connecting parcels, will be taken offline and abandoned. Wastewater will be pumped to IBRWF for treatment and disposal. The County held a Public Hearing and Referendum to establish the district and the results were positive for connecting to the County run system.





DEBT



Debt

Sussex County’s fiscal year forecasts \$153.7 million in outstanding bonds payable. This debt is backed by the full faith and credit of Sussex County Government, although revenues from sewer utility are being used to pay the debt service. There is no General Fund bonded debt; the debt is solely used to fund business-type sewer activities. The County generally issues debt to fund business-type capital improvements. Business-type operating expenses and capital improvements of a normal recurring nature are included in the calculation of the revenue requirement from rates and are financed on a “pay-as-you-go” basis.

The forecast for the County’s Enterprise Fund debt will increase this year by \$13.2 million for the expansion of the Unified Sewer District, including Western Sussex, Herring Creek, and Concord Road. The payments for these debt issuances will be covered by assessment charges paid by the users in the respective areas.

Sussex County legal debt limit, by statutory for debt, is 12 percent of assessed value of taxable property. The chart below shows the proposed debt limit and legal debt margin.

| Projected legal debt margin calculation for fiscal year 2020 (in millions of dollars) | |
|--|------------|
| Projected assessed value | \$ 3,626.1 |
| Debt limit (12% of assessed value) | 435.1 |
| Forecasted net debt applicable to limit | 153.7 |
| Legal debt margin | \$ 270.4 |

| Total Projected Business-type Debt Service (in millions of dollars) | | | |
|--|-----------|----------|---------|
| Fiscal Year Ending | Principal | Interest | Total |
| 2020 | \$ 7.6 | \$ 4.2 | \$ 11.8 |
| 2021 | 8.4 | 4.6 | 13.0 |
| 2022 | 7.5 | 5.4 | 12.9 |
| 2023 | 8.4 | 6.0 | 14.4 |
| 2024 | 19.4 | 16.3 | 35.7 |
| 2025-2029 | 41.1 | 25.8 | 66.9 |
| 2030-2034 | 42.7 | 20.0 | 62.7 |
| 2035-2039 | 41.6 | 13.9 | 55.5 |
| 2040-2044 | 41.1 | 10.4 | 51.5 |
| 2045-2049 | 29.1 | 3.5 | 32.6 |
| 2050-2054 | 5.9 | .3 | 6.2 |
| 2055-2059 | 0.5 | .1 | .6 |

The annual debt service amounts are projected to be paid 72 percent by assessment charges and 28 percent by service charge fees.



FIDUCIARY FUND



Fiduciary Fund

The Fiduciary Fund accounts for assets that are being held for a third party (pension participants) and cannot be used for activities, or obligations, of the County. The Fiduciary Fund includes the Pension Trust Fund and the Post-retirement Employee Benefit Trust Fund. Pensioners will receive a 1.0% percent cost-of-living adjustment.

| Fiduciary Additions and Deductions Budget Summary | |
|--|----------------------|
| Additions | |
| Employer and Employee Contributions | \$12,553,724 |
| Investment Earnings (Net) | 9,000,000 |
| Total Additions | 21,553,724 |
| Deductions | |
| Beneficiary Payments | 7,363,724 |
| Professional Fees | 190,000 |
| Total Deductions | 7,553,724 |
| Net Increase in Plan Assets | \$ 14,000,000 |





GLOSSARY



GLOSSARY

A

Actuarial: A statistical calculation performed by actuaries.

Annual Budget: A budget covering a single fiscal year.

Appropriated Reserves: Funds that have been set aside from previous fiscal years.

Appropriations: A legal authorization granted by a legislative body to make expenditures and to incur obligations.

ArcGIS: A geographical information system used by the County's mapping department.

Assessment Charges: A sewer or water charge that is primarily used to recover the cost of debt payments and can also be used for sewer and water system improvements and maintenance costs.

Assessment Rolls: A database of properties located in Sussex County that contain the assessed value of these properties.

Assets: The resources owned by an entity. All assets have a capacity to provide future services or benefits.

Audited: The number or statement has been examined by an independent certified public accountant.

B

Balanced Budget: Revenues equal expenditures.

Basis of Accounting: The time various transactions are recorded.

Basis of Budgeting: The estimation of revenue and expenses over a specified future period of time.

Bond: An indebtedness sold by a governmental agency to generate funds. The bond guarantees payment of the original investment plus interest by a specific date or dates in the future.

Bond Rating: A grade indicating a governmental unit's investment qualities. Generally speaking, the higher the bond rating, the lower the interest rate and the cost of financing capital projects funded by bonds.

Bonded Debt: The total amount owed by the County as a result of the sale of general obligation or other bonds guaranteed by the County.

Budget: A plan of financial operations for a given period of time providing estimates of proposed expenditures and the proposed means of financing them.

C

Capital Asset: Property, plant, equipment, and infrastructure assets.

Capital Projects: A plan to build and/or purchase property, plant, equipment, and infrastructure assets.

Capital Projects Fund: Account for financial resources to be used for the acquisition or construction of major capital facilities.

Cash Basis: An accounting method where income is recorded when cash is received and expenses are recorded when cash is paid out.

Comprehensive Plan: A long range plan that guides policy and land use decisions.



GLOSSARY

Connection Fee: Fee charged to access a central water or sewer system to pay for the infrastructure cost that provided the capacity.

Contingency: Budget account in which funds are set aside for unseen expenditures which may become necessary to use during the year.

Contingency Surplus: Budget account in which funds are set aside for unseen expenditures which may become necessary to use during the year. These funds come from the expected revenues or expenditures from the last fiscal year.

D

Debt: Duty or obligation to pay money, deliver goods, or render services under an express or implied agreement.

Department: A County agency or office consisting of one or more divisions.

Depreciation: Annual loss of value for equipment or other asset. This is not a budgeted item, but will show in the actual audited numbers.

E

Employment costs: The total expense of employment. This cost includes salary, overtime, FICA, health, pension, life insurance, unemployment, workers compensation, and disability insurance.

Enterprise Fund: Account for the operations that are financed and operated in a manner similar to private business enterprises, where the intent is that costs of providing goods or services are recovered primarily through service charges. The County's enterprise funds include sewer and water.

Equities: Investments that are stocks and shares in a company.

Equivalent Dwelling Unit (EDU): An arbitrary term used to express the load-producing effects on the water system and/or sewer system caused by one average-sized residential dwelling.

Expense/Expenditure: The cost required for something.

F

Fiduciary Fund: Account for resources held for the benefit of parties outside the government. The County has two fiduciary funds, the pension trust fund and the post-retirement employment benefit trust fund.

Fiscal Year (FY): An accounting period covered by the County budget. Sussex County's fiscal year commences July 1 and ends the following June 30.

Front Footage: The assessable parcel footage measurement as determined in County Code and by the Official Sussex County Property Map.

Full Accrual: Type of accounting that recognizes assets and liabilities at the time they are accrued and not at the time payment changes hands.

Full-Time: Status of an employee whose combines weekly hours total at least 35 hours.

Fund: A separate budget/account grouping with its own revenues and expenditures. The General Fund, for example, is used to manage most of the daily operation of the County departments and is funded by property taxes and other revenues.



GLOSSARY

Fund Balance: The difference between assets and liabilities in governmental funds. The balance in this account is the cumulative results of actual revenues and expenditures over time.

Funding Sources: Financial resources used to support expenses.

G

General Fund: Account for all resources not required to be accounted for in other funds. It is the chief operation fund of the County.

Governmental Fund: Account to track government's activities that are primarily tax-supported.

H

HOME: Grant program through the U.S. Department of Housing and Urban Development

I

Infrastructure: Refers to the technical structures that support a society, such as roads, water facilities, wastewater, communication, and so forth.

Interfund Transfer: Type of transaction in which a fund transfers resources to another fund.

Intergovernmental Revenue: Revenues from other governments (State or Federal).

L

Liability: Loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honored by the entity.

M

Modified Accrual Accounting: The accounting method under which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

Munis: The County's enterprise software system.

O

Operating Budget: The annual budget which support the day-to-day operations of the County.

Other Post Employment Benefits (OPEB): Benefits (other than pensions) the governments provide their retired employees. These benefits principally involve healthcare benefits.

P

Pension Contribution: Monies the General Fund and/or Enterprise Funds deposit into the Fiduciary Funds.

R

Realty Transfer Tax (RTT): A tax that is levied on the transfer of ownership to real property from one entity to another. The County collects 1.5% of the value of a transfer that has occurred outside the corporate limits of a town or city.



GLOSSARY

Reserves: The funds set aside for future use, otherwise known as savings.

Revenue: Monies received by the County to support its budget and enable the employees to provide services needed by the public. Property taxes, building permits, and receipts from state and federal sources are examples.

Revenue Sources: Financial resources used to support expenditures.

I

Taxable assessments: The value of property used to calculate property taxes. Properties in Sussex County are valued at 1974 construction values.

Transfers In: Financial inflows from other funds of the government reporting entity.

Transfers Out: Financial outflows to other funds of the government reporting entity.

U

Unfunded Liability: The government's obligation to pay a future benefit.



ACRONYMS/ ABBREVIATIONS

A

AD&D: Accidental Death and Dismemberment Insurance

ADC: Actuarial Determined Contribution

Ag.: Agriculture

AHA: American Health Association

ALS: Advanced Life Support

B

BLS: Basic Life Support

C

CAAS: Commission on Accreditation of Ambulance Services

CAD: Computer-Aided Design

CAMA: Computer Assisted Mass Appraisal

CDBG: Community Development Block Grant

CIB: Center for the Inland Bays

COO: Chief Operating Officer

CPR: Cardiopulmonary Resuscitation

D

DDD: Downtown Development District

DE: Delaware

DeIDOT: Delaware Department of Transportation

DOC: Delaware Department of Corrections

DPA: Delaware Public Archives

DSHA: Delaware State Housing Authority

DTCC: Delaware Technical Community College

E

ED: Economic Development

EDU: Equivalent Dwelling Unit

EMS: Emergency Medical Services

EOC: Emergency Operations Center

F

FAA: Federal Aviation Administration

FY: Fiscal Year

G

GAAP: Generally Accepted Accounting Principles

GASB: Governmental Accounting Standards Board

GFOA: Government Finance Officers Associations

GIS: Geographic Information System

GPS: Global Positioning System

H

HPG: Housing Preservation Grant

I

IT: Information Technology

Improv: Improvement

L

LEPC: Local Emergency Planning Committee



ACRONYMS/ ABBREVIATIONS

M

MHPT: Mobile Home Placement Tax

N

NAICS: North American Industry Classification System

O

Ord.: Ordinance

OSHA: Occupational Safety and Health Administration

Org.: Organizational

P

P&Z: Planning and Zoning

PLC: Programmable Logic Controller

PS: Pump Station

R

RB: Rehoboth Beach

RTT: Realty Transfer Tax

RW: Runway

S

SCEMS: Sussex County Emergency Medical Services

U

UD: University of Delaware

UPS: Uninterruptable Power Supply

W

WWTP: Wastewater Treatment Plant





BUDGET ORDINANCES



ORDINANCE NO.

AN ORDINANCE ESTABLISHING ANNUAL OPERATING BUDGET FOR
FISCAL YEAR 2020

THE COUNTY OF SUSSEX HEREBY ORDAINS:

Section 1. The Statement of Anticipated General Fund Revenues for the Fiscal Year Ending June 30, 2020 is as follows:

| | <u>Amount Year</u> <u>Ending</u> <u>June 30, 2020</u> |
|--|---|
| <u>Revenues:</u> | |
| <u>Taxes</u> | |
| Real Property - County | \$ 14,442,600 |
| Real Property - Library | 1,693,400 |
| Realty Transfer | 22,500,000 |
| Fire Service | 1,500,000 |
| Penalties and Interest | 140,000 |
| <u>Intergovernmental</u> | |
| Federal Grants | |
| Emergency Operations | 200,000 |
| Housing and Urban Development | 1,880,000 |
| Payments in Lieu of Taxes | 5,400 |
| State Grants | |
| Paramedic | 4,478,600 |
| Local Emergency Planning Commission | 70,000 |
| Library | 340,000 |
| <u>Charges for Services</u> | |
| Constitutional Office Fees | |
| Marriage Bureau | 160,000 |
| Recorder of Deeds | 3,700,000 |
| Recorder of Deeds - Maintenance | 41,000 |
| Recorder of Deeds - Town Realty Transfer Tax | 70,000 |
| Register of Wills | 1,150,000 |
| Sheriff | 2,000,000 |

| | <u>Amount Year</u> <u>Ending</u> <u>June 30, 2020</u> |
|---|---|
| General Government Fees | |
| Building Permits & Zoning Fees | 2,100,000 |
| 9-1-1 System Fee | 559,630 |
| Manufactured Home Placement Fee | 130,000 |
| Building Inspection Fees | 1,640,000 |
| Airport Operations/Economic Development | 626,500 |
| Miscellaneous Fees | 66,000 |
| Private Road Review & Inspection Fees | 1,615,000 |
| <u>Miscellaneous Revenue</u> | |
| Fines and Forfeits | 40,000 |
| Investment Income | 1,000,000 |
| Miscellaneous Revenues | 217,369 |
| <u>Other Financing Sources</u> | |
| Interfund Transfers In | 70,000 |
| Appropriated Reserve | <u>19,025,000</u> |
| <u>Total Revenues</u> | <u>\$ 81,460,499</u> |

Section 2. The Statement of Anticipated General Fund Appropriations and Expenditures for the Fiscal Year Ending June 30, 2020 is as follows:

| <u>Expenditures</u> | <u>Amount Year</u> <u>Ending</u> <u>June 30, 2020</u> |
|--------------------------------------|---|
| <u>General Government</u> | |
| County Council | \$ 703,301 |
| Administration | 509,814 |
| Legal | 500,000 |
| Finance | 2,073,819 |
| Assessment | 1,968,639 |
| Building Code | 1,025,773 |
| Mapping and Addressing | 908,370 |
| Human Resources & General Employment | 988,618 |
| Records Management | 277,636 |
| Facilities Management | 2,298,013 |
| Information Technology | 2,120,504 |
| Constable | 1,167,077 |

| <u>Expenditures (continued)</u> | <u>Amount Year</u> <u>Ending</u> <u>June 30, 2020</u> |
|------------------------------------|---|
| <u>Planning and Zoning</u> | 1,844,352 |
| <u>Paramedics</u> | 16,999,575 |
| <u>Emergency Preparedness</u> | |
| Administration | 601,915 |
| Emergency Operations | 2,718,095 |
| Communications | 421,450 |
| Local Emergency Planning Committee | 85,343 |
| <u>Engineering</u> | |
| Engineering Administration | 958,515 |
| Public Works | 728,334 |
| <u>Library</u> | |
| Administration | 744,853 |
| Operations | 2,581,508 |
| <u>Economic Development</u> | |
| Economic Development | 384,472 |
| Safety and Security | 514,161 |
| Airport and Business Park | 979,474 |
| <u>Community Development</u> | 2,430,560 |
| <u>Grant-in-aid</u> | 15,705,515 |
| <u>Constitutional Offices</u> | |
| Marriage Bureau | 229,962 |
| Recorder of Deeds | 995,943 |
| Register of Wills | 639,068 |
| Sheriff | 670,340 |
| <u>Other Financing Uses</u> | |
| Transfers Out | 10,085,500 |
| Additional Pension Contribution | 5,000,000 |
| Reserve for Contingencies | 1,600,000 |
| <u>Total Expenditures</u> | <u>\$ 81,460,499</u> |

Section 3. The Tax Rate, Fireman's Enhancement Funding Program, Cluster Fees and miscellaneous fee changes from fiscal year 2019 for the Fiscal Year Ending June 30, 2020 is as follows:

- (a) County Property Tax Rate \$.4450 per \$100.00 of taxable assessed valuation.
- (b) Firemen's Enhancement Funding Program - Building Permit surcharge of one-quarter of one percent (.25%) of construction values.
- (c) Cluster Fee for density bonus.
 - 1.) The Town Centers and Developing Areas around Greenwood, Bridgeville, Seaford, Blades, Laurel and Delmar - \$15,000 per unit in excess of two dwelling units per acre.
 - 2.) For the Town Centers and Developing Areas around Milford, Milton, Ellendale, Georgetown, Millsboro, Dagsboro, Frankford and Selbyville - \$15,000 per unit in excess of two dwelling units per acre.
 - 3.) For the Environmentally Sensitive Developing Area - \$20,000 per unit in excess of two dwelling units per acre.
- (d) Miscellaneous Fee changes.
 - 1.) Public Works Plan Review Fee - Chapter 99 – Subdivision - Per unit for (2) reviews of submitted plans fee increased from \$42 to \$45
 - 2.) Public Works Field Inspection Fees - Chapter 99 increased from 7% to 8% based on an independently verified Construction Cost Estimate
 - 3.) Utility Enterprise -Waste hauler fee - Septage Treatment Charges increased from \$.070 to \$.076 per gallon
 - 4.) Register of Wills - Will Receiving and Indexing Fee - \$10 per will
 - 5.) Register of Wills - Testator Will Examination Fee - without amendment \$2 per occurrence
 - 6.) Register of Wills - Receiving Codicil Will Fee – for existing indexed and file Will - \$5 per occurrence
 - 7.) Register of Wills - Receiving Amendment or Change to the Original Memorandum Fee - \$5 per occurrence
 - 8.) Register of Wills - Web Search Subscription Service Fee – Single User - \$25 per user per month
 - 9.) Register of Wills – Web Search Subscription Service Fee – Multiple Users - \$100 per month for firm with unlimited users

Section 4. Sussex County Code Chapter 99 and Chapter 110 Miscellaneous Fee and Charges Schedule is as follows:

| Area | Fee Description | Fee | Unit of Measure |
|--------------------|---|------------|--|
| Public Works | Plan Review Fees - Chapter 99 - Flat fee for (2) reviews of submitted plans | \$2,500.00 | Flat Fee |
| Public Works | Plan Review Fees - Chapter 99 - Per unit for (2) reviews of submitted plans | \$45.00 | Per Unit (addition to Flat Fee) |
| Public Works | Plan Review Fees - Chapter 99 - Third Additional reviews - after first (2) reviews | 60% | Original Plan Review fees |
| Public Works | Plan Review Fees - Chapter 99 - Fourth Additional reviews - after first (3) reviews | 50% | Original Plan Review fees |
| Public Works | Plan Review Fees - Chapter 99 - Fifth Additional reviews - after first (4) reviews | 40% | Original Plan Review fees |
| Public Works | Plan Review Fees - Plan Revisions - Chapter 99 - After obtaining County approval. | \$1,000.00 | Each |
| Public Works | Field Inspection Fees - Chapter 99 | 8% | Based on Accepted Construction Cost Estimates (independently verified) |
| Public Works | Field Inspection - Overtime - Holiday or Weekend hours | \$50.00 | Per Hour |
| Utility Enterprise | Damage to County Infrastructure from outside sources. | Varies | Actual Cost or Equipment rates based on FEMA Schedule |
| Utility Enterprise | Plan Review Fees - Chapter 110 - Sussex County Sewer District - Sewer - Flat fee including (2) reviews of submitted plans | \$2,000.00 | Flat Fee |
| Utility Enterprise | Plan Review Fees - Chapter 110 - Sussex County Sewer District - Sewer - Per Unit including (2) reviews of submitted plans | \$20.00 | Per Unit (addition to Flat Fee) |
| Utility Enterprise | Plan Review Fees - Chapter 110 - Sussex County Water District - Water - Flat fee including (2) reviews of submitted plans | \$1,500.00 | Flat Fee |
| Utility Enterprise | Plan Review Fees - Chapter 110 - Sussex County Water District - Water - per unit including (2) reviews of submitted plans | \$10.00 | Per Unit (addition to Flat Fee) |
| Utility Enterprise | Plan Review Fees -Chapter 110 - Third Additional reviews - after first (2) Sewer/Water plan review | 60% | Original Plan Review fees |
| Utility Enterprise | Plan Review Fees - Chapter 110 - Fourth Additional reviews - after first (3) Sewer/Water plan review | 50% | Original Plan Review fees |
| Utility Enterprise | Plan Review Fees - Chapter 110- Fifth Additional reviews - after first (4) Sewer/Water plan review | 40% | Original Plan Review fees |
| Utility Enterprise | Plan Review Fees - Plan Revisions - Chapter 110 - After obtaining County approval. | \$1,000.00 | Each |
| Utility Enterprise | Pump Station Review Fees – Chapter 110 | \$2,500.00 | Flat Fee including 2 reviews of submitted plans |

| Department – Area | Fee Description | Fee | Unit of Measure |
|--------------------------|--|------------|--|
| Utility Enterprise | Field Inspection Fees - Chapter 110 | 15% | Based on Accepted Construction Cost Estimates (independently verified) |
| Utility Enterprise | Rescheduled connection inspections - each additional field inspection required due to contractor's methods, no call/no show, or cancellation within 2 hours of scheduled appointment | \$100.00 | Per Occurrence |
| Utility Enterprise | Field Inspection - Overtime | \$50.00 | Per Hour |
| Utility Enterprise | Sewer/Water Connection Permits | \$100.00 | Per Permit |
| Utility Enterprise | Availability fee for Private Fire Service | \$250.00 | Annually |
| Utility Enterprise | Waste hauler's annual septage discharge license fee | \$250.00 | Annually |
| Utility Enterprise | Waste hauler fee - Septage Treatment Charges | \$0.076 | Per gallon |
| Utility Enterprise | Wastewater Holding Tank Permit | \$100.00 | Each |
| Utility Enterprise | Water Turn Off or On Fee | \$300.00 | Each |
| Utility Enterprise | Bulk Water User Permit (Usage Fees charged separately) | \$50.00 | Each |
| Utility Enterprise | Bulk Water Usage Fee - First 5,000 Gallons | \$25.00 | 5,000 Gallons |
| Utility Enterprise | Bulk Water Usage Fee - 5,001 Gallons and Up | \$4.00 | 1,000 Gallons |
| Utility Enterprise | Industrial Wastewater Discharge Permit | \$500.00 | Per Issuance |
| Utility Enterprise | Industrial Wastewater Discharge - Permit Amendment | \$250.00 | Per Issuance |
| Utility Enterprise | Industrial Wastewater Discharge - Permit Variance(s) | \$250.00 | Per Issuance |
| Utility Enterprise | Industrial Wastewater Discharge - User Annual Monitoring Fee | \$250.00 | Annually |
| Utility Enterprise | Application Fees - Extending District Boundaries - Sewer and/or Water - 2 Acres or Less | \$500.00 | Each |
| Utility Enterprise | Application Fees - Extending District Boundaries - Sewer and/or Water - 2.1 - 9.9 Acres | \$750.00 | Each |
| Utility Enterprise | Application Fees - Extending District Boundaries - Sewer and/or Water - 10 - 150.0 Acres | \$1,500.00 | Each |
| Utility Enterprise | Application Fees - Extending District Boundaries - Sewer and/or Water - Over 150.0 Acres | \$2,500.00 | Each |
| Utility Enterprise | Sewer Service Concept Evaluation Fee | \$1,000.00 | Each |
| Utility Enterprise | Sewer Availability Fee | 100% | Annual Service Charges |
| Utility Enterprise | Sewer Availability Fee | 100% | Annual Service Charges |

Section 5. The Statement of Anticipated Capital Project Fund Revenues and Expenditures for the Fiscal Year Ending June 30, 2020 is as follows:

| <u>Revenues and Other Financing Sources</u> | <u>Amount Year</u> <u>Ending</u> <u>June 30, 2020</u> |
|--|---|
| Appropriated Reserves | \$ 6,960,000 |
| Federal Grant | 4,140,000 |
| Interfund Transfer (RTT) | 10,000,000 |
| Investment Income (net) | 20,000 |
| State Grant | 230,000 |
| | <hr/> |
| <u>Total Revenues and Other Financing Sources</u> | <u>\$ 21,350,000</u> |
| | |
| <u>Expenditures:</u> | |
| Administrative | |
| Building and Building Improvements | 625,000 |
| Information Technology Infrastructure | 2,000,000 |
| Land Acquisition/Improvements | 3,050,000 |
| | |
| Airport and Industrial Park | |
| Stormwater Improvements | 900,000 |
| Airport Masterplan | 500,000 |
| Water Plant Improvements | 100,000 |
| Hangar | 2,100,000 |
| Land Acquisition | 600,000 |
| RW 4-22 Expansion | 375,000 |
| Pavement Improvements | 600,000 |
| Business Park Improvements | 3,400,000 |
| RW 10-28 Taxiway | 4,100,000 |
| | |
| Engineering | |
| Property Acquisition | 750,000 |
| | |
| Public Safety | |
| Public Safety Building | 1,000,000 |
| Stations and Property Acquisition | 1,250,000 |
| | <hr/> |
| <u>Total Capital Improvement Expenditures</u> | <u>\$ 21,350,000</u> |

Section 6. The Statement of Anticipated Enterprise Fund Revenues and Expenses for the Fiscal Year Ending June 30, 2020 is as follows:

| <u>Revenues and Other Financing Sources</u> | <u>Amount Year Ending June 30, 2020</u> |
|--|--|
| Operating Revenues | |
| Service Charges | \$ 22,712,660 |
| Holding Tank Fees | 425,000 |
| Licenses, Permit, and Review Fees | 1,350,000 |
| Miscellaneous Fees | 504,000 |
| Non-Operating Revenues | |
| Assessment Charges | 8,537,029 |
| Capitalized Ord. 38 Fees | 2,398,199 |
| Connection Fees | 3,614,635 |
| Investment Results | 914,000 |
| Miscellaneous Revenues | 200,000 |
| Other Financing Sources | |
| Available Funds | 62,670 |
| Transfers | 85,500 |
| | <hr/> |
| <u>Total Revenues and Other Financing Sources</u> | <u>\$ 40,803,693</u> |
| | |
| <u>Expenses:</u> | |
| Administrative Costs | \$ 8,361,636 |
| Operations and Maintenance Costs | 13,511,059 |
| Capital Expenditures | 5,397,397 |
| Debt Service | 13,533,601 |
| | <hr/> |
| <u>Total Expenses and Debt Service</u> | <u>\$ 40,803,693</u> |

Section 7. Unappropriated or unobligated General Fund expenditures requiring a transfer from the General Fund Undesignated Fund Balance require approval by not less than four-fifths of the members of Sussex County Council concurring.

Section 8. The County Pay Plan and Salary Structure for Fiscal Year Ending June 30, 2020 shall be adopted by with this Ordinance.

| Grade | Minimum | Midpoint | Maximum |
|--------------|----------------|-----------------|----------------|
| 1 | \$ 21,218 | \$ 26,523 | \$ 31,827 |
| 2 | \$ 22,279 | \$ 27,848 | \$ 33,418 |
| 3 | \$ 23,393 | \$ 29,240 | \$ 35,090 |
| 4 | \$ 24,563 | \$ 30,703 | \$ 36,843 |
| 5 | \$ 25,791 | \$ 32,238 | \$ 38,687 |
| 6 | \$ 27,080 | \$ 33,851 | \$ 40,620 |
| 7 | \$ 28,435 | \$ 35,542 | \$ 42,651 |
| 8 | \$ 29,855 | \$ 37,320 | \$ 44,784 |
| 9 | \$ 31,349 | \$ 39,185 | \$ 47,023 |
| 10 | \$ 32,916 | \$ 41,145 | \$ 49,374 |
| 11 | \$ 34,562 | \$ 43,203 | \$ 51,844 |
| 12 | \$ 36,291 | \$ 45,362 | \$ 54,434 |
| 13 | \$ 38,105 | \$ 47,631 | \$ 57,157 |
| 14 | \$ 40,010 | \$ 50,012 | \$ 60,015 |
| 15 | \$ 42,011 | \$ 52,512 | \$ 63,015 |
| 16 | \$ 44,111 | \$ 55,138 | \$ 66,165 |
| 17 | \$ 46,316 | \$ 57,895 | \$ 69,474 |
| 18 | \$ 48,632 | \$ 60,790 | \$ 72,947 |
| 19 | \$ 51,064 | \$ 63,830 | \$ 76,595 |
| 20 | \$ 53,617 | \$ 67,020 | \$ 80,425 |
| 21 | \$ 56,297 | \$ 70,372 | \$ 84,446 |
| 22 | \$ 59,112 | \$ 73,890 | \$ 88,669 |
| 23 | \$ 62,068 | \$ 77,584 | \$ 93,103 |
| 24 | \$ 65,172 | \$ 81,464 | \$ 97,757 |
| 25 | \$ 68,430 | \$ 85,537 | \$ 102,645 |
| 26 | \$ 71,851 | \$ 89,815 | \$ 107,777 |
| 27 | \$ 75,443 | \$ 94,305 | \$ 113,166 |
| 28 | \$ 79,216 | \$ 99,021 | \$ 118,824 |
| 29 | \$ 83,177 | \$ 103,972 | \$ 124,765 |
| 30 | \$ 87,335 | \$ 109,171 | \$ 131,004 |
| 31 | \$ 91,703 | \$ 114,629 | \$ 137,554 |
| 32 | \$ 96,288 | \$ 120,360 | \$ 144,431 |
| 33 | \$ 101,102 | \$ 126,377 | \$ 151,653 |
| 34 | \$ 106,158 | \$ 132,697 | \$ 159,236 |

Section 9. The County has invested \$10 million of Appropriated Reserves from Realty Transfer Tax funds with a goal to earn five percent per year. The fire companies are to receive a grant for the annual investment income from this investment up to four percent per year; these fire service grants are to be awarded annually based on recommendations from the Fire Resource Committee, but at the discretion of the Sussex County Council. Sussex County will receive the first one percent of the investment income earned. The fire service would receive investment income of up to four percent after Sussex County receives one percent. A four-fifths vote of the County Council is required to use principal for any other purpose. If there is a loss from the investments, then the principal balance must be restored before any additional grants are made from investment income in the future to the County or fire service. Sussex County is to receive the investment income over five percent per year. These grants to the fire service will be awarded annually, based on the previous calendar year's annual investment results.

Section 10. This Ordinance shall become effective on July 1, 2019.

I DO HEREBY CERTIFY THAT THE FOREGOING IS A TRUE AND CORRECT COPY OF ORDINANCE NO. ADOPTED BY THE SUSSEX COUNTY COUNCIL ON THE TH DAY OF JUNE 2019.

ROBIN A. GRIFFITH
CLERK OF THE COUNCIL

ORDINANCE NO.

AN ORDINANCE ESTABLISHING ANNUAL SERVICE CHARGES, ANNUAL ASSESSMENT RATES FOR COLLECTION AND TRANSMISSION AND/OR TREATMENT, AND CONNECTION CHARGES FOR ALL SUSSEX COUNTY WATER AND SANITARY SEWER DISTRICTS

THE COUNTY OF SUSSEX HEREBY ORDAINS:

Section 1. The annual service charge and annual assessment rate for distribution and transmission and/or treatment for the Dewey Beach Water District are established as follows:

- A. For an annual service charge: \$312.00 per EDU;

Section 2. The annual service charge, annual assessment rate for distribution and transmission and/or treatment, and connection charge for the Unified Sanitary Sewer District is established as follows:

- A. For an annual service charge: \$292.00 per EDU;
- B. For an assessment rate per billable front foot for distribution: see below;
and
- C. For an assessment rate per billable front foot for transmission and/or treatment: see below.
- D. For assessment rate by EDU: see below.

| <u>Area</u> | <u>Annual Assessment Charge</u> | | |
|------------------------------|---|--|--------------------------|
| | <u>Distribution or Collection \$/foot</u> | <u>Transmission and/or Treatment \$/foot</u> | <u>Total \$/foot</u> |
| OCEAN WAY ESTATES I & II | 2.29 | .00 | 2.29 |
| OCEAN VIEW EXPANSION | 2.82 | .86 | 3.68 |
| CEDAR NECK EXPANSION | 2.61 | .78 | 3.39 |
| NORTH MILLVILLE EXPANSION | 3.92 | .58 | 4.50 |
| FENWICK ISLAND SEWER | .28 | .04 | .32 |
| FENWICK ISLAND ROUTE 54 AREA | 1.04 | 6.02 | 7.06 |

| <u>Area</u> | Annual Assessment Charge - Continued | | |
|--|---|--|--------------------------|
| | <u>Distribution or Collection \$/foot</u> | <u>Transmission and/or Treatment \$/foot</u> | <u>Total \$/foot</u> |
| HOLTS LANDING SEWER | .68 | 2.36 | 3.04 |
| THE GREENS AT INDIAN RIVER SUBDISTRICT ² | 5.23 | 2.36 | 7.59 |
| LONG NECK SEWER | 2.86 | .19 | 3.05 |
| DAGSBORO-FRANKFORD SEWER | .38 | .22 | .60 |
| PRINCE GEORGE'S ACRES SUBDISTRICT ³ | 4.63 | .22 | 4.85 |
| WEST REHOBOTH SEWER EXPANSION | 1.48 | .84 | 2.32 |
| MILLER CREEK SEWER | 6.07 | .57 | 6.64 |
| ELLENDALE SEWER | .96 | .92 | 1.88 |
| NEW MARKET VILLAGE SUBDISTRICT ¹ | 3.97 | .92 | 4.89 |
| OAK ORCHARD SEWER | 2.16 | 2.19 | 4.35 |
| EXPANSION NO. 1 & CAPTAINS GRANT EXP. | 2.61 | 1.58 | 4.19 |
| BAY VIEW ESTATES SEWER | 4.10 | 2.67 | 6.77 |
| SEA COUNTRY ESTATES SEWER | 4.79 | .04 | 4.83 |
| SOUTH OCEAN VIEW SEWER | 4.88 | .59 | 5.47 |
| ANGOLA NECK SEWER | 3.45 | 3.13 | 6.58 |
| ANGOLA NORTH SEWER | .95 | 8.05 | 9.00 |
| GOLF VILLAGE SEWER | 1.47 | 0.00 | 1.47 |
| WOODLANDS OF MILLSBORO | 0.00 | .42 | .42 |
| JOHNSON'S CORNER | 2.60 | 1.95 | 4.55 |
| BLADES – CONCORD ROAD AREA SEWER | 4.24 | 0.00 | 4.24 |
| | | \$/EDU | |
| DEWEY BEACH AND HENLOPEN ACRES | | 296.04 | |
| <u>Notes:</u> 1. Part of the Ellendale Sanitary Sewer Area. 2. Part of the Holts Landing Sanitary Sewer Area. 3. Part of the Dagsboro-Frankford Sanitary Sewer Area. “foot” means assessable footage “EDU” means equivalent dwelling unit | | | |

E. Assessable footage, used for the Annual Assessment Charge, shall be limited to 100 feet for residential, non-delinquent customers.

F. For a connection charge per equivalent dwelling unit, see below:

| District | Connection Charge | | Total System Connection Charge \$/EDU |
|---|---------------------|------------------|---------------------------------------|
| | Transmission \$/EDU | Treatment \$/EDU | |
| DEWEY BEACH WATER | 1,155 | 0 | 1,155 |
| UNIFIED SEWER | 2,480 | 3,880 | 6,360 |
| BLADES SEWER | 1,071 | 2,499 | 3,570 |
| ELLENDALE SEWER | 2,400 | 5,600 | 8,000 |
| GOLF VILLAGE SEWER ¹ | - | - | - |
| WOODLANDS OF MILLSBORO ² | - | - | - |
| <u>Notes:</u> | | | |
| 1. Amount equal to the Town of Georgetown's Impact Fee. | | | |
| 2. Amount equal to the Town of Millsboro's Impact Fee. | | | |

Section 3. The annual rate for the one-time septic installation charge for the Holts Landing area is as follows:

A. For a one-time septic installation charge, per equivalent dwelling unit:
\$2,889.00.

Section 4. Revenues from annual assessment rates can be expended for bond debt service payments pertaining to a respective sewerage or water system, for maintaining or improving the sewerage or water system, and for paying the necessary general expenses of the sanitary sewer or water district.

Section 5. The annual service charge, annual assessment rate for collection and transmission and/or treatment, septic installation charge, and connection charge shall become effective July 1, 2019.

Section 6. The annual service charge, annual assessment rate for collection and transmission and/or treatment, and connection charge for the Unified Sanitary Sewer Districts identified in this ordinance may be amended from time to time at a public hearing duly noticed.

I DO HEREBY CERTIFY THAT THE FOREGOING IS A TRUE AND CORRECT COPY OF ORDINANCE NO. ADOPTED BY THE SUSSEX COUNTY COUNCIL ON THE TH DAY OF JUNE 2019.

ROBIN A. GRIFFITH
CLERK OF THE COUNCIL