



Fiscal Year 2021 Budget

JULY 1, 2020 | JUNE 30, 2021



SUSSEX COUNTY GOVERNMENT

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill
Executive Director

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, 2019**. 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 19, 2020

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) 2021. The FY 2021 proposed budget was developed by the County Administrator, the Finance Director/COO, and the Deputy Finance Director. This recommended budget was drafted after receiving submissions from County departments. We greatly appreciate the efforts of the directors and their staff in assisting us in producing a baseline budget.

The Fiscal Year 2021's overall budget is \$158 million, with 42 percent being the General Fund. Due to the uncertainty related to the COVID-19 pandemic, we are taking a very conservative approach and keeping the budget growth to a minimum. The real estate market appears to be cooling as revenues from the housing sector for Fiscal Year 2020 are expected to be 2 percent more than Fiscal Year 2019. The same comparison between Fiscal Years 2018 and 2019 saw a 10 percent increase. Thus, until we better understand the effects of the pandemic and the direction of the markets, we will continue to proceed with caution.

The County's largest revenue source, Realty Transfer Tax (RTT), is projected to be approximately \$2 million beyond Fiscal Year 2019; this increase is a result of large-valued transfers occurring during the fiscal year. 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. In this budget, RTT funding is used for public safety only; 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.

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

The only increases in revenue we are predicting are from the accommodation tax, improvements to property assessments, and grants from other governments. There are decreases in the economically sensitive revenues, such as building permits, interest earnings and Recorder of Deeds fees.



The budget was a collaborative effort among the budget team and department heads to prioritize expenses during an unstable economic time. I want to personally thank everyone for their understanding of the challenges we face in developing this balanced base 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 then 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 an organization-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 must take a conservative approach to any expansion of the County government during this time. To ensure sustainability, the County’s budget follows these financial-related goals:

- Prepare a balanced base budget with supplemental increases based on defined revenue goals
- Maintain an operating reserve of at least 25 percent
- Operate without tax-supported debt
- Continue financial practices that maintain a ‘Aaa’ 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

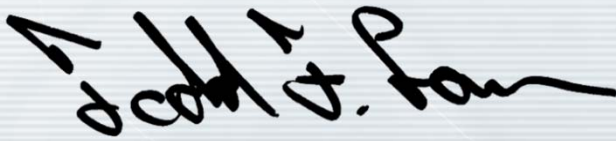


I also want to thank the County Council for its leadership and continued fiscal responsibility, which have helped build a strong foundation that has allowed this government to continue to live within its means and stay strong during economic uncertainty.

Sussex County's economy will be affected by the COVID-19 pandemic. As we prepared the budget, building permits continue to be pulled and demand for services have not decreased. However, unemployment claims are increasing, and non-essential businesses are unable to fully open their doors. It is only a matter of time before we will see an impact to our revenues. Therefore, the County will continue to live by a responsible financial philosophy while monitoring the local market trends. This philosophy governed the decision of developing a baseline budget with supplemental increases depending on financial metrics. It is my hope that this unique budget strategy will allow us to support our residents with low-cost services, while being able to increase our support for our citizens throughout the budget year if our revenues allow us to do so.

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, appearing to read "Todd F. Lawson". The signature is stylized and cursive.

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 - 2019

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	27,464	4.3%
2018	229,286	11,540,734	50,334	49.0	27,886	3.7%
2019	*	*	*	*	*	3.2%

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 for June; March 2020's rate was 5.4%

* 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 low taxes and 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. However, both industry are being effected greatly by COVID-19. The next chart shows the top 10 employment-types in the county.



About the County

(continued)

Top 10 Employment-Types in Sussex County in 2019

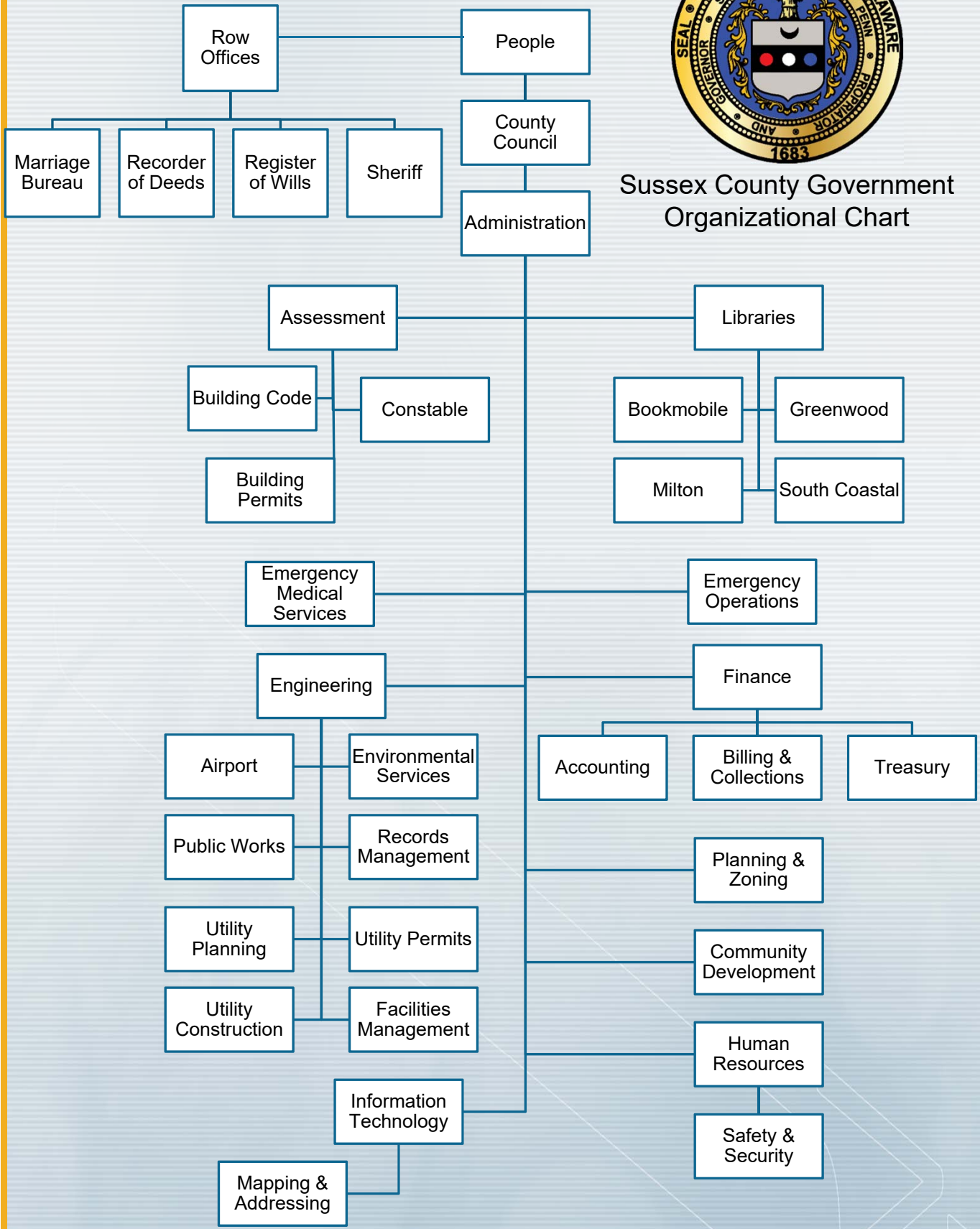
Type of Employer	Number of Employees	Percentage of Total County Employment
Health Care and Social Assistance	11,930	15.2%
Retail Trade	11,856	15.1%
Manufacturing	10,587	13.5%
Accommodation and Food Services	10,339	13.2%
Government	8,884	11.4%
Administrative and Waste Services	5,406	6.9%
Construction	5,091	6.5%
Other Services, except Public Administration	2,507	3.2%
Professional and Technical Services	1,998	2.6%
Transportation and Warehousing	1,782	2.3%
Total Employees in Sussex County in 2019	70,380	89.9%

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 at times 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

CONTINUED



Budget Process

The funds that are adopted in the budget ordinance are the General Fund, Capital Projects Fund, and Enterprise Funds. A separate ordinance is adopted for sewer and water rates, with 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. These funds are supported by contributions through the General Fund and Enterprise Funds.

The following schedule summarizes the relationship between the funds:

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



Budget Process

The following chart is a cross-reference document to depict the relationships among department, function and the fund used to support the department.

Department	Function	Fund(s)
Administration	General Government	General/Enterprise
Airport and Business Park	Economic Development	General
Assessment	General Government	General
Building Code	General Government	General
Community Development	Community Development	General
Constable	General Government	General
County Council	General Government	General
Economic Development	Economic Development	General
Emergency Preparedness	Emergency Preparedness	General
Engineering	Engineering	General/Enterprise
Facilities Management	General Government	General
Finance	General Government	General/Enterprise
Grant-in-Aid	Grant-in-Aid Program	General
Human Resources	General Government	General/Enterprise
Information Technology	General Government	General/Enterprise
Legal	General Government	General/Enterprise
Libraries	Library	General
Mapping and Addressing	General Government	General
Paramedics	Paramedics	General
Planning and Zoning	Planning & Zoning	General
Public Works	Engineering	General
Recorder of Deeds	Constitutional Office	General
Records Management	General Government	General
Register of Wills	Constitutional Office	General
Safety & Security	General Government	General/Enterprise
Sheriff	Constitutional Office	General
Environmental Services	Water and Sewer	Enterprise



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 2021 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 in setting 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. In a typical year, individual department meetings are held with Administration to review the requests. However, this year communication about submissions were held virtually. Through April, the budget team, through the help of each department, produced a baseline budget that fits within the reduced projected revenue. Additional initiatives and projects requested by departments were included in supplemental amendments to the budget. These amendments would be adopted if revenues reach certain benchmarks.

Typically in early May, Administration holds a budget workshop where staff present new or large initiatives that will, most likely, be reviewed during the budget introduction. The budget workshop provides the opportunity to thoroughly review the budget requests in anticipation of the final budget introduction. Because there are no new initiatives, no workshop was held for Fiscal Year 2021.

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. This is the time where the public can speak to Council regarding the proposed ordinance.

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

A budget calendar for FY 2021 can be found on the next page.



Budget Process

FY 2021 BUDGET CALENDAR

Date	Action
February 7, 2020	County Administrator rolled out the budget process and budget goals for FY 2021
February 10 – March 10, 2020	Departments entered their budget requests into the budget software
March 10, 2020	Budgets were due from the departments to County Administration
March 16 – March 20, 2020	County Administration reviewed the requests, forecasted revenues and prepared for department budget meetings
March 23 – March 27, 2020	County Administration sent questions to departments on prioritizing requests. One-on-one meetings were cancelled due to COVID-19.
April 6 – April 16, 2020	County Administration analyzed and reviewed the requests and began developing a baseline budget with supplemental amendments
April 21, 2020	County Council Budget Workshop - cancelled
May 19, 2020	County Council Public Presentation and Introduction of Budget Ordinance
June 23, 2020	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 exceed 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: Each year, the County develops a Long-Term Financial Plan that forecasts operating expenses and revenue for the next 10 years for the General Fund and capital expenditures and revenues for the next 5 years for both the General and Enterprise Funds. The Long-Term Outlook is updated during the annual budget process and is included in this document starting on page 135.

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
- Fund, at a minimum, the actuarial determined level of funding for pensions and pension benefits
- Operate without tax-supported debt
- Continue financial practices that maintain an 'Aaa' 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 the amount 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 are used for on-going operational costs.

The budget expenditures are approved at a department level in the 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 for the general operations of the government and the other two 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, certificates of deposit, 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, the Pension and OPEB Funds, have their own investment policy statements but are structured the same. Both investment policy statements were last modified by County Council in 2019. The fiduciary funds are invested in various mutual funds, corporate obligations, government agency obligations, U.S. treasuries, and real estate investment trusts. 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

2021 Budget Revenues and Expenditures – All Funds					
	General	Capital	Enterprise	Fiduciary	Total
<u>Revenues & Financing Sources</u>					
Taxes	\$41,686,996	\$ -	\$ -	\$ -	\$41,686,996
Intergovernmental	7,750,800	950,000	9,050,000	-	17,750,800
Charges for Services	13,160,630	-	28,216,523	-	41,377,153
Miscellaneous	1,023,200	20,000	3,931,475	2,760,000	7,734,675
Assessment & Connection Fees	-	-	31,968,947	-	31,968,947
Transfer In from Other Funds	70,000	-	115,500	8,292,650	8,478,150
Total Revenues & Other Sources	63,691,626	970,000	73,282,445	11,052,650	148,996,721
<u>Expenditures & Financing Uses</u>					
Personnel	36,330,580	-	11,550,149	-	47,880,729
Operations	28,645,656	-	10,152,609	8,381,650	47,179,915
Capital & Debt Service	799,890	10,200,000	51,603,452	-	62,603,342
Transfer Out to Other Funds	115,500	-	70,000	-	185,500
Total Expenditures & Other Uses	65,891,626	10,200,000	73,376,210	8,381,650	157,849,486
Change in Fund Balance	(\$2,200,000)	(\$9,230,000)	(\$93,765)	\$2,671,000	(\$8,852,765)



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)



Revenue & Expenditure Summary

2019 Actual Revenues and Expenditures – All Funds					
	General	Capital	Enterprise	Fiduciary	Total
Revenues & Financing Sources					
Taxes	\$51,665,225	\$ -	\$ -	\$ -	\$51,665,225
Intergovernmental	7,680,233	1,827,896	-	-	9,508,129
Charges for Services	15,280,305	-	22,591,759	-	37,872,064
Miscellaneous	3,696,384	572,947	6,031,619	10,034,160	20,335,110
Assessment & Connection Fees	-	-	23,778,469	-	23,778,469
Capital Contributions	-	-	14,244,228	-	14,244,228
Transfer In from Other Funds	71,549	5,000,000	85,500	17,150,044	22,307,093
Total Revenues & Other Sources	78,393,696	7,400,843	66,731,575	27,184,204	179,710,318
Expenditures & Financing Uses					
Personnel	42,990,171	-	7,538,781	-	50,528,952
Operations	23,982,205	35,774	9,781,366	7,342,375	41,141,720
Capital & Debt Service	1,790,130	7,791,224	17,570,470	-	27,151,824
Transfer Out to Other Funds	5,085,500	-	71,549	-	5,157,049
Total Expenditures & Other Uses	73,848,006	7,826,998	34,962,166	7,342,375	123,979,545
Change in Fund Balance	\$4,545,690	(\$426,155)	\$31,769,409	\$19,841,829	\$55,730,773

* 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
\$65,891,626	\$10,200,000	\$73,376,210	\$8,381,650	\$157,849,486

Revenue

- No increase in property taxes
- Taxable assessments increased 3.0 percent
- \$2.2 million in reserves are being used for previous fiscal year commitments in the General Fund
- \$9.2 million in reserves are being used on one-time expenditures in the Capital Projects
- No increase in the sewer service charge
- Increase in the water annual service charges from \$312 to \$327 per EDU
- Increase in the annual sewer assessment charges for Henlopen Acres and Dewey Beach areas from \$296.08 to \$317.52 per EDU
- Sewer connection fee for all sewer areas is \$6,360 per EDU
- Holts Landing, Ocean View and Long Neck sewer assessment rates decreased
- Chapel Branch and Western Sussex areas have a new assessment rate

Expenditures

- Continue law enforcement support with the County's Delaware State Police contract of \$3.4 million for 22 supplemental State of Delaware Troopers and \$690,000 for Local Law Enforcement
- Continue partnership with the volunteer fire companies by providing \$4.4 million of funding for fire and ambulance services
- Capital projects - Governmental Fund totals \$10.2 million; Airport and Business Park projects make up 50.0 percent of the Capital Project Fund
- Employees will receive a 1.5 percent cost-of-living adjustment and a 1.4 percent performance increase

Noteworthy Statistics

- The average County tax bill is \$118 for a single-family home and \$46 for a manufactured home
- County's sewer services continue to grow with an additional 3.3 percent increase projected for 2021



Full-time Positions

The County is seeing an increase in staffing due to the additional activity in our sewer district and a growth in demand for services. Although many departments saw an increase in activity in the past year, all staffing increases are related to public safety or sewer.

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	2021	2020	2019	Note
Administration	4	4	4	
Airport & Econ Dev	3	3	3	
Assessment	25	26	26	Transferred position to Finance
Building Code	16	13	13	3 positions transferred from P&Z
Community Development	6	6	6	
Constables	6	4	4	2 positions transferred from P&Z
Constitutional Offices	32	32	32	
County Council	6	6	6	
EMS	118	116	116	2 full-time positions for Medic 111
EOC	41	33	32	Increase due to taking on City of Seaford calls and going to a call-taker model, which adds additional calls
Facilities Management	18	19	18	
Finance	32	31	30	Position transferred from Assessment
Human Resources	6	6	7	
IT	15	15	15	
Libraries	30	30	29	
Mapping & Addressing	9	9	9	
P&Z	11	16	16	
Records Management	3	3	3	
Security	4	4	4	
Engineering/Utilities	149	147	142	Increase in sewer projects and customers
	534	523	515	



Pay Scale

Below is the pay scale for FY 2021's budget.

Sussex County, DE				
FY 2021 Salary Structure				
Grade		Minimum	Midpoint	Maximum
1	\$	21,536	\$ 26,921	\$ 32,304
2	\$	22,613	\$ 28,266	\$ 33,919
3	\$	23,744	\$ 29,679	\$ 35,616
4	\$	24,931	\$ 31,164	\$ 37,396
5	\$	26,178	\$ 32,722	\$ 39,267
6	\$	27,486	\$ 34,359	\$ 41,229
7	\$	28,862	\$ 36,075	\$ 43,291
8	\$	30,303	\$ 37,880	\$ 45,456
9	\$	31,819	\$ 39,773	\$ 47,728
10	\$	33,410	\$ 41,762	\$ 50,115
11	\$	35,080	\$ 43,851	\$ 52,622
12	\$	36,835	\$ 46,042	\$ 55,251
13	\$	38,677	\$ 48,345	\$ 58,014
14	\$	40,610	\$ 50,762	\$ 60,915
15	\$	42,641	\$ 53,300	\$ 63,960
16	\$	44,773	\$ 55,965	\$ 67,157
17	\$	47,011	\$ 58,763	\$ 70,516
18	\$	49,361	\$ 61,702	\$ 74,041
19	\$	51,830	\$ 64,787	\$ 77,744
20	\$	54,421	\$ 68,025	\$ 81,631
21	\$	57,141	\$ 71,428	\$ 85,713
22	\$	59,999	\$ 74,998	\$ 89,999
23	\$	62,999	\$ 78,748	\$ 94,500
24	\$	66,150	\$ 82,686	\$ 99,223
25	\$	69,456	\$ 86,820	\$ 104,185
26	\$	72,929	\$ 91,162	\$ 109,394
27	\$	76,575	\$ 95,720	\$ 114,863
28	\$	80,404	\$ 100,506	\$ 120,606
29	\$	84,425	\$ 105,532	\$ 126,636
30	\$	88,645	\$ 110,809	\$ 132,969
31	\$	93,079	\$ 116,348	\$ 139,617
32	\$	97,732	\$ 122,165	\$ 146,597
33	\$	102,619	\$ 128,273	\$ 153,928
34	\$	107,750	\$ 134,687	\$ 161,625



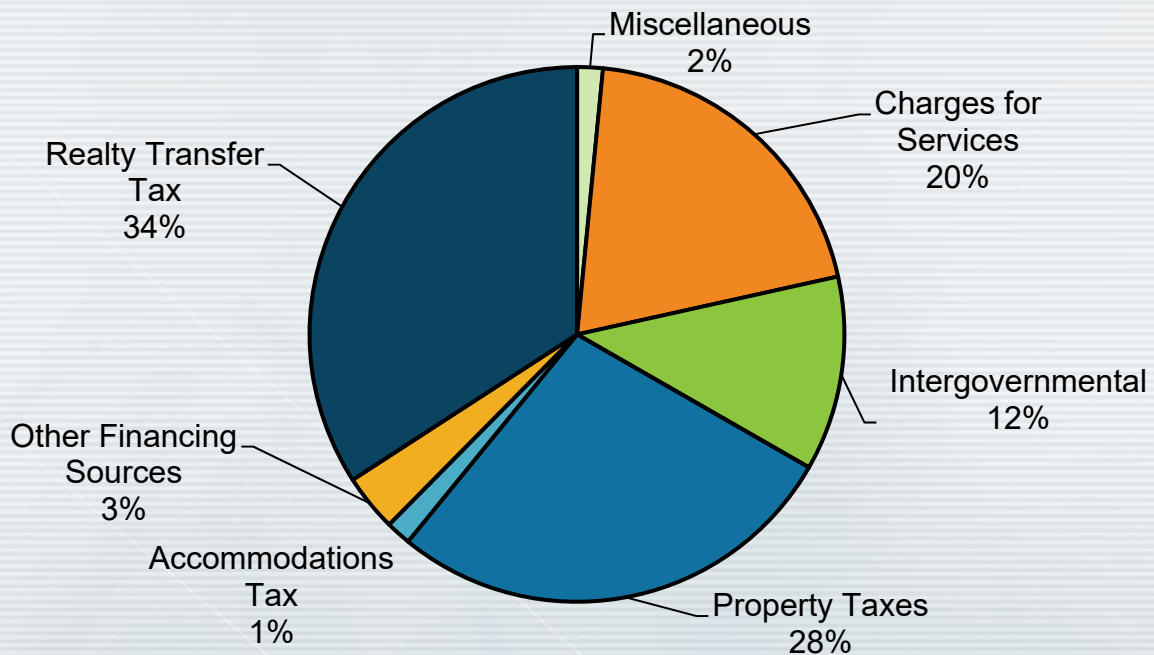
GENERAL FUND



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 \$1.3 million, or 2.0 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 3.0 percent. The increase reflects the addition of new construction placed on the tax assessment rolls.

CONTINUED



General Fund

REVENUE SUMMARY

Realty Transfer Tax

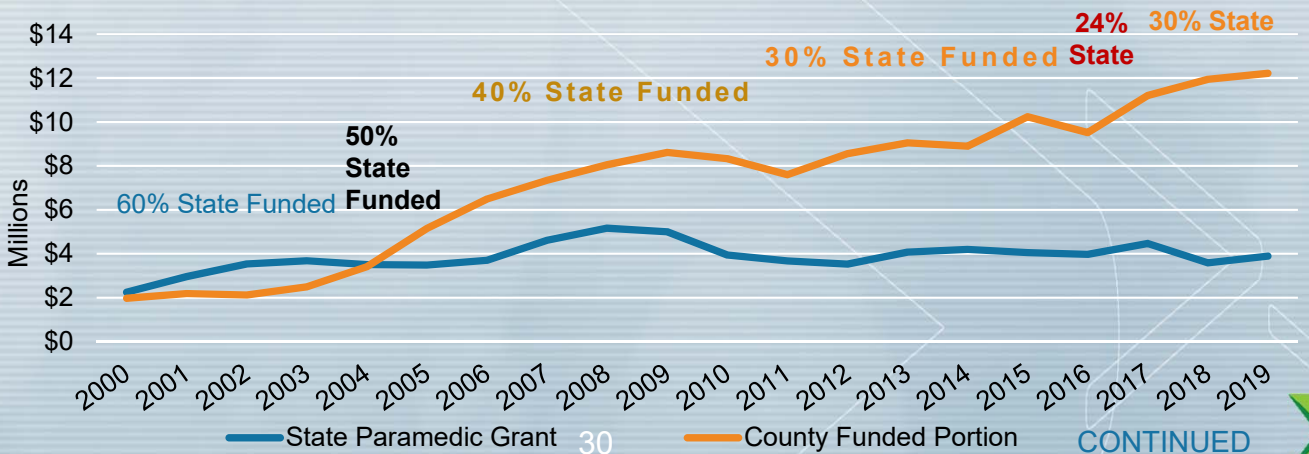
Realty Transfer Tax (RTT) is budgeted to be \$22.5 million and is equal to FY 2020. In keeping with our conservative budget approach, we plan to operate using approximately 65.0 percent of what is expected to be collected in the current fiscal year; this is down 5% from FY 2020. To sustain our Capital Projects Fund, we will need to use \$9.2 million of Realty Transfer Tax Reserves to support the planned capital projects. These funds were funds transferred from the General Fund in years where the County had a surplus.

Realty Transfer Tax is volatile, and it is important that we do not heavily rely on this revenue source. The graph below shows that Realty Transfer Tax is unpredictable and highly effected by the economy. Seven years ago, RTT was half of what it is today.



Intergovernmental Revenue

A grant from another government 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. Most 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 be 30 percent of last year's approved budget. As can be seen, predicting what the County will receive from the State is a challenge for future projections. The County is aware that COVID-19 is affecting the State of Delaware's budget, but it is hopeful that they will not cut public safety funding in their budget.



CONTINUED



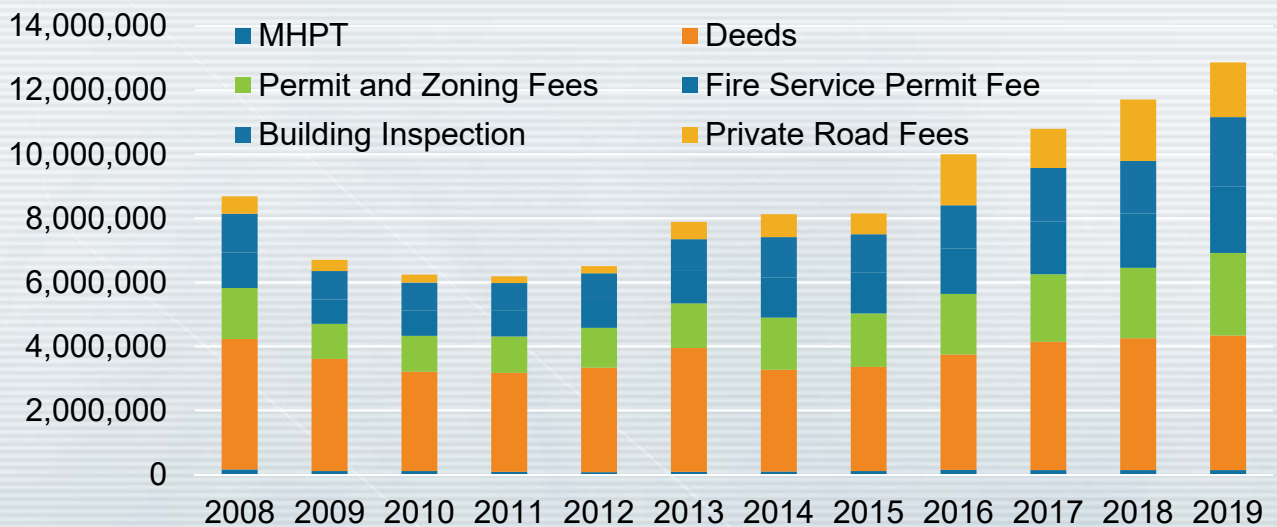
General Fund

REVENUE SUMMARY

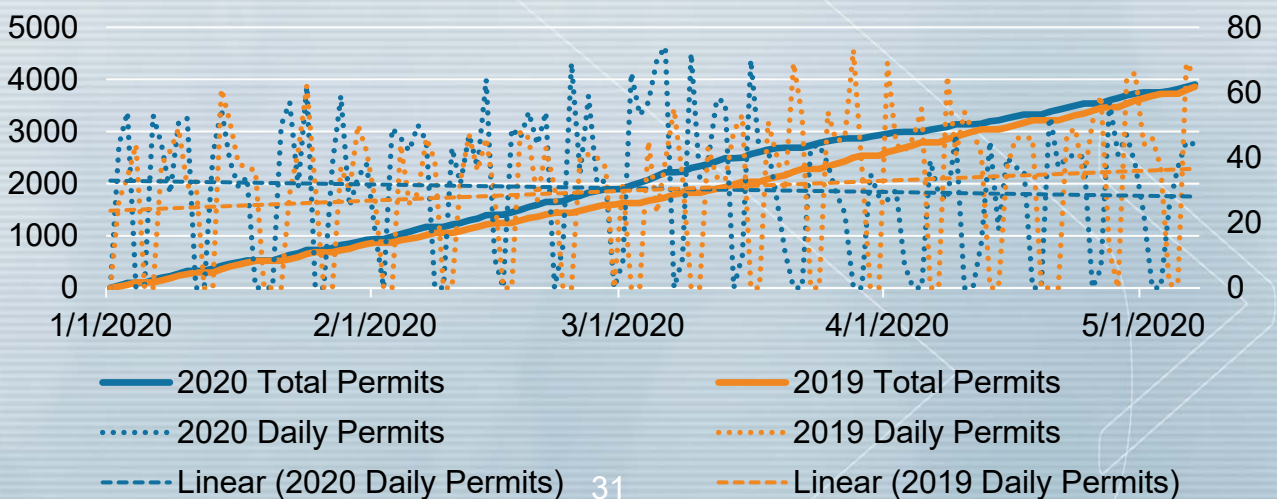
Fees and Services

Most of the County fees are real estate and economy sensitive, such as building permits and private road inspections; FY 2019 was 107.9 percent higher than 2011, our lowest year. We continue to see an increase in building activity; however, this revenue can be unpredictable, especially at this time. Therefore, we have budgeted approximately 75.0 percent of what the County anticipates to be collected in FY 2020, which is 5 percent lower than the previous fiscal year. 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 2020's revenue is anticipated to be higher than FY 2019's revenue; however, with the uncertainties of the effects COVID-19 are going to have on building industries, we are budgeting conservatively anticipating a slowing economy. The second graph shows that the County did see a decrease in building permits when the pandemic became known in March.

Building Related Fees



Permits from January 1 to May 7



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 \$9.3 million to fund capital projects, and \$2,200,000 to fund previous commitments in the General Fund. Appropriated reserves are not used for ongoing expenditures. Below is the change to Fund Balance by using these funds in the General Fund and the Capital Projects Fund. The second table shows the use of those funds.

	General Fund	Capital Projects Fund	Total
FY 2019 Audited Fund Balance	\$110,016,576	\$ 18,574,309	\$128,590,885
Less: FY 2020 Anticipated Use	-	-	-
Less: FY 2021 Budgeted Use	2,200,000	9,230,000	11,430,000
Ending Fund Balance	\$107,816,576	\$ 9,344,309	\$ 117,160,885

	General Fund	Capital Projects Fund
Open Space Grant	\$ 1,700,000	\$ -
ExciteSussex Loan Program	500,000	-
Airport/Business Park Improvements	-	4,130,000
Building Improvements and Land Acquisition	-	1,500,000
IT Infrastructure Projects	-	750,000
Public Safety Building	-	1,000,000
EMS Construction	-	1,850,000
Expenditures Paid by Fund Balance	\$ 2,200,000	\$ 9,230,000



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



General Fund

FEE SCHEDULE - CONTINUED

Fee Description	Rate	Unit of Measure
Countywide - continued		
Microfilm or Microfiche, standard copies	\$ 0.15	Per Copy
Archive Retrieval	\$25.00	Per Box
Address labels	\$ 0.50	Per Label
DVDs, CDs, other storage devices	Material cost	
Employee hourly wages charged for billable services, not associated with set fees	Various	Employee hourly rate plus 65.5% overhead charge
Emergency Services		
Special Event Fee - Paramedic (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 65.5% overhead charge
Street Signage	Cost basis	Each
Street Signage Installation - (excludes cost of sign)	Varies	Employee hourly rate plus 65.5% 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	2019 Actual	2020 Budget	2021 Budget
Taxes			
Property – County	\$14,257,370	\$14,442,600	\$14,880,000
Property – Library	1,673,998	1,693,400	1,744,600
Realty Transfer	33,501,282	22,500,000	22,500,000
Fire Service	2,070,724	1,500,000	1,500,000
Accommodations Tax	-	-	1,000,000
Penalties and Interest	161,851	140,000	62,396
Total Taxes	51,665,225	40,276,000	41,686,996
Intergovernmental			
Federal Grants			
Emergency Operations	120,773	200,000	200,000
Miscellaneous	5,501	-	-
Housing and Urban Develop.	1,591,347	1,880,000	2,045,000
Housing Project Income	3,626	-	-
Payment in Lieu of Taxes	5,832	5,400	5,800
State Grants			
Department of Health	82,612	-	-
Library	350,830	340,000	330,000
Local Emergency Plan Comm.	69,195	70,000	70,000
Outdoor Recreation	83,753	-	-
Paramedics	5,353,500	4,478,600	5,100,000
Miscellaneous	13,264	-	-
Total Intergovernmental	7,680,233	6,974,000	7,750,800
Charges for Services			
Constitutional Offices' Fees			
Marriage Bureau	171,832	160,000	170,000
Prothonotary	145	-	-



General Fund Revenues

Account Description	2019 Actual	2020 Budget	2021 Budget
Charges for Services – continued			
Constitutional Offices' Fees – continued			
Recorder of Deeds	4,200,306	3,811,000	3,577,000
Register of Wills	1,229,580	1,150,000	1,200,000
Sheriff	1,793,289	2,000,000	1,800,000
General Government Fees			
Building Permit and Zoning Fees	2,579,141	2,100,000	2,000,000
9-1-1 System Fees	559,637	559,630	559,630
Manufactured Home Placement	137,371	130,000	130,000
Building Inspection Fees	2,170,364	1,640,000	1,640,000
Airport/Economic Development	624,962	626,500	623,000
Miscellaneous Fees	103,332	66,000	61,000
Private Road and Inspection Fees	1,710,346	1,615,000	1,400,000
Total Charges for Services	15,280,305	13,858,130	13,160,630
Miscellaneous Revenue			
Fines and Forfeits	130,750	40,000	60,000
Investment Income	3,304,948	1,000,000	764,200
Miscellaneous Revenue	213,518	217,369	199,000
Total Miscellaneous Revenue	3,649,216	1,257,369	1,023,200
Other Financing Sources			
Interfund Transfers In	71,549	70,000	70,000
Proceeds from Sale of Assets	47,168	-	-
Appropriated Reserves	-	19,025,000	2,200,000
Total Other Financing Sources	118,717	19,095,000	2,270,000
Total Revenue	\$78,393,696	\$ 81,460,499	\$ 65,891,626

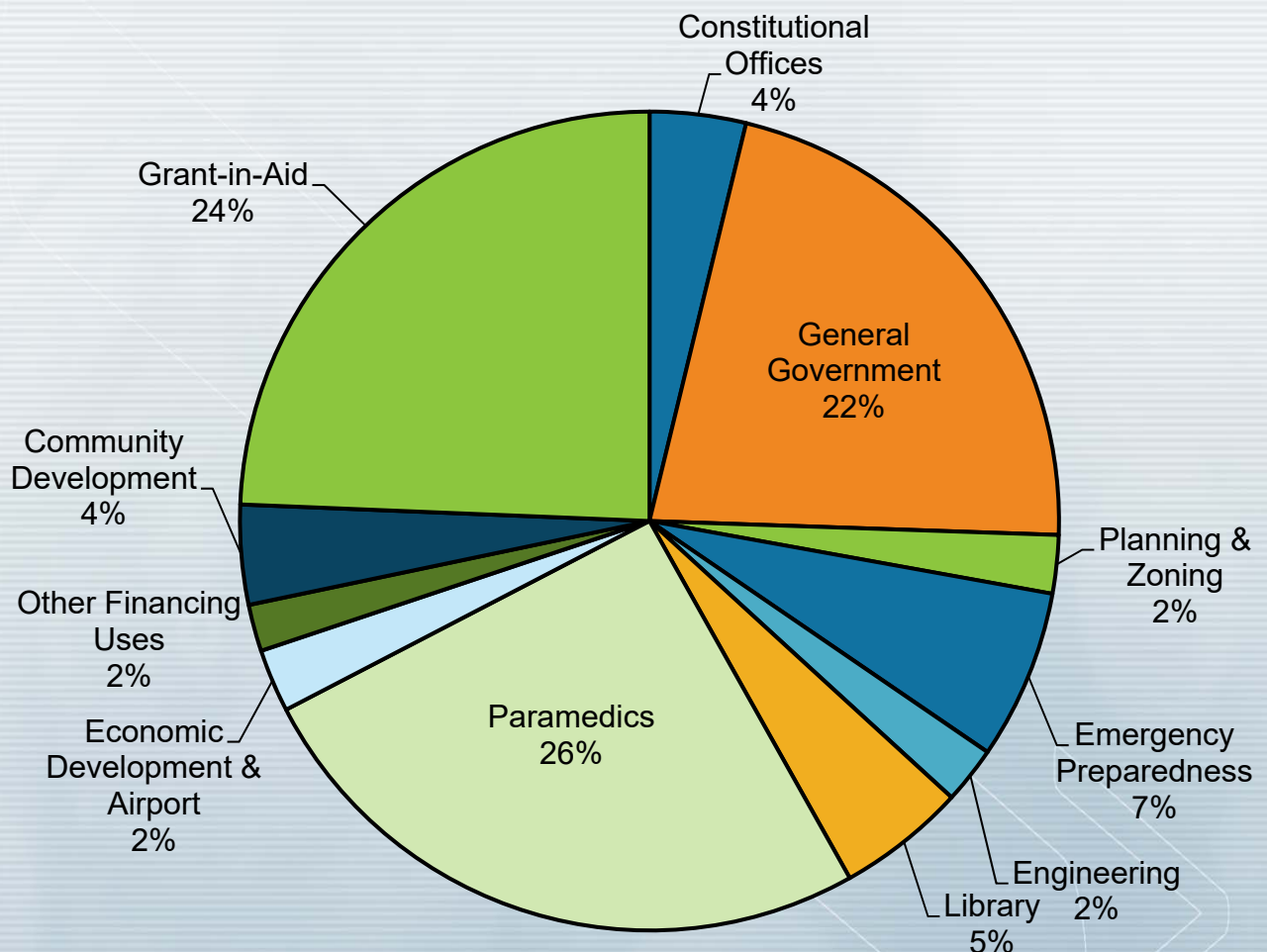


General Fund

EXPENDITURE SUMMARY

The total FY 2021 General Fund budget is \$65.9 million. The pie chart below indicates which services County revenues support for the citizens of Sussex County. Public safety is 33 percent of the County's expenditures. 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 categories are Grant-in-Aid and General Government at 24 percent and 22 percent, respectively. Grant-in-Aid for public safety makes up 53 percent of the County's grants. General Government expenditure includes County Council, Administration, Finance, Human Resources, Building Code, Assessment and Information Technology.

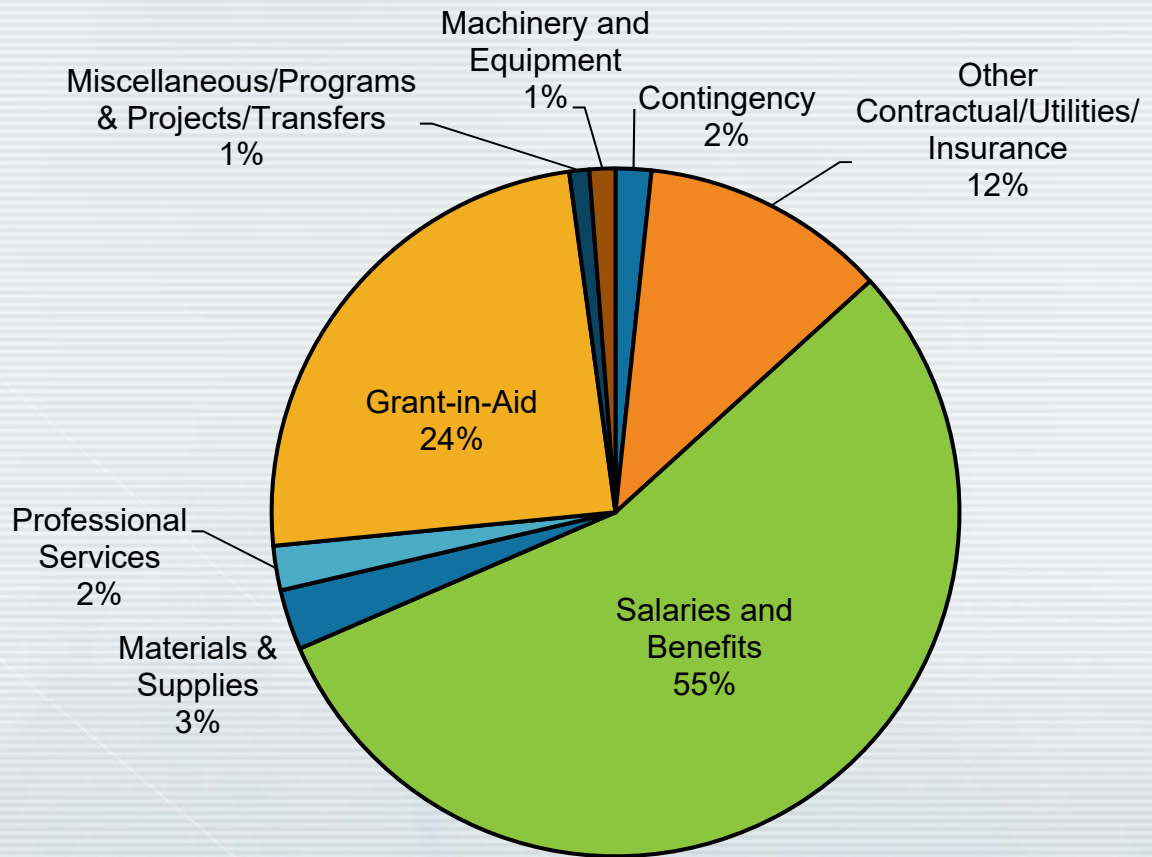
General Fund Budget by Functional Categories



General Fund

EXPENDITURE SUMMARY

The pie chart below shows FY 2021 expenditures by category. Salary and Benefits is the County's largest expenditure category at 55 percent, or \$36.3 million.



The FY 2021 Budget has decreased \$15.6 million. Most of the decrease is from contributing an additional \$10 million to Capital Projects Fund and \$5 million to the Pension Fund in FY 2020. There was also a \$500,000 cut to the Reserve for Contingencies account.

Salaries and Benefits was 44 percent of the County's expenditures last year. The increase in percentage has to do with the financial transfers not occurring this year. Financial transfers were 19 percent of the County's expenditures last year. This year transfers are zero percent.



General Fund Expenditures

Expenditures are down \$15.6 million for FY 2021. The majority of this decrease is \$15 million in transfers not reoccurring in 2021. The transfers included \$10 million to Capital Projects Fund and \$5 million to the Pension Fund in 2020. In addition, Reserves for Contingencies decreased \$500,000.

Account Description	2019 Actual	2020 Budget	2021 Budget
General Government			
County Council	\$ 646,383	\$ 703,301	\$ 703,284
Administration	468,240	509,814	493,180
Legal	479,508	500,000	550,000
Finance	1,983,716	2,073,819	2,123,542
Assessment	1,864,567	1,968,639	1,808,718
Building Code	923,237	1,025,773	1,228,352
Mapping and Addressing	872,517	908,370	866,291
Human Resources	728,236	988,618	826,191
Records Management	237,318	277,636	255,019
Facilities Management	1,799,819	2,298,013	2,254,424
Information Technology	1,600,796	2,120,504	1,892,013
Constable	1,158,259	1,167,077	1,329,912
Total General Government	12,762,596	14,541,564	14,330,926
Planning and Zoning			
Total Planning & Zoning	1,647,045	1,844,352	1,516,486
Paramedics			
Total Paramedics	15,216,418	16,999,575	16,806,863
Emergency Preparedness			
Administration	621,061	601,915	575,573
Emergency Operations	2,465,355	2,718,095	3,348,689
Communications	383,175	421,450	406,305
Local Emergency Planning Comm.	84,793	85,343	84,453
Total Emergency Preparedness	3,554,384	3,826,803	4,415,020



General Fund Expenditures

Account Description	2019 Actual	2020 Budget	2021 Budget
Engineering			
Engineering Administration	\$ 803,458	\$ 958,515	\$ 1,097,574
Public Works	714,677	728,334	384,091
Total Engineering	1,518,135	1,686,849	1,481,665
Library			
Administration	718,857	744,853	736,820
Operations	2,256,971	2,581,508	2,604,818
Total Library	2,975,828	3,326,361	3,341,638
Economic Development			
Economic Development	204,405	384,472	295,367
Safety and Security	528,456	514,161	520,595
Airport and Business Park	744,659	979,474	826,772
Total Economic Development	1,477,520	1,878,107	1,642,734
Community Development			
Total Community Development	1,902,759	2,430,560	2,590,233
Grant-in-Aid			
Total Grant-in-Aid	13,881,654	15,705,515	16,050,136
Constitutional Offices			
Marriage Bureau	212,664	229,962	226,345
Recorder of Deeds	1,088,956	995,943	992,363
Register of Wills	667,884	639,068	637,579
Sheriff	595,467	670,340	644,138
Total Constitutional Offices	2,564,971	2,535,313	2,500,425
Other Financing Uses			
Transfers Out	5,085,500	10,085,500	115,500
Additional Pension Contribution	10,000,000	5,000,000	-
Reserve for Contingencies	1,261,196	1,600,000	1,100,000
Total Other Financing Uses	16,346,696	16,685,500	1,215,500
Total Expenditures	\$73,848,006	\$81,460,499	\$65,891,626



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 202 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 decreased \$17,000, or 3.3 percent. The decrease is due to employment costs and purchase of a copier in last year's budget.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 394,876	\$ 412,905	\$ 403,402
Cost Reimbursement - Salaries	(181,424)	(188,546)	(179,851)
Vision Plan	269	260	288
Dental Plan	2,399	2,300	2,496
FICA Tax	27,579	31,704	30,554
Health Insurance	70,791	67,200	67,200
Pension	110,931	115,284	101,851
Other Professional Services	300	1,500	1,500
Communications	5,706	7,380	5,820
Postage & Freight	155	200	200
Insurance	1,195	940	1,350
Repairs and Maintenance	21,694	22,300	24,000
Advertising	-	5,000	2,500
Office/Operating Supplies	1,306	1,600	1,500
Fuel	1,322	1,500	1,500
Dues & Subscriptions	4,306	4,837	4,620
Tools and Small Equipment	15	750	750
Programs and Projects	3,096	5,000	13,000
Seminars/Conferences/Training	1,205	1,500	1,500
Travel	2,519	4,200	4,000
Equipment	-	12,000	5,000
Total Administration	\$ 468,240	\$ 509,814	\$ 493,180
Account Description	2019 Actual	2019 Budget	2021 Budget
Contingency	\$ 450,143	\$ 600,000	\$ 600,000
Contingency Surplus	811,053	1,000,000	500,000
Total Administration	\$ 1,261,196	\$ 1,600,000	\$ 1,100,000



Airport & Business Park

Department Summary

The County owns the Delaware Coastal Airport and Industrial/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 three tenants.

Mission

Dedicated to provide a high level of customer service as well as expertise for planning, operating and administering of a regional general aviation airport for the benefit of the people of Sussex County

Activity Measure: Number of Estimated Landings by Calendar Year

2018	2019	2020
34,401	34,965	35,529

Fiscal Year 2020 Successes

Completed construction of Runway 10-28 parallel taxiway, Taxiway D

Provided complete responses to the FAA's Land Use Inspection to include required deliverables and received word that the Airport is "in compliance" with federal obligations

Received a \$500,000 FAA grant to update the airport's Master Plan

Represented Delaware Coastal Airport on the Delaware Aviation Advisory Committee

Utilized electronic CAD files and high accuracy GPS; the GIS team successfully completed the migration of Airport utilities into the County's GIS

Fiscal Year 2021 Goals

		Org. Goal Reference
Goal 1	Complete Airport Master Plan Update	G3
Goal 2	Select Consultant and begin design phase of main apron expansion project	G3
Goal 3	Promote development initiatives for economic development and growth for the airport and business park	G3
Goal 4	Continue working to bring our Industrial Park leases to FMV	G3
Goal 5	Continue investment in airport infrastructure to support general aviation while enticing corporate operators to base flight operations at the Airport	G3



Airport & Business Park

Budget Detail

The FY 2021 budget decreased \$153,000, or 15.6 percent. The decrease is due to lower employment costs, less repairs at the airport and no improvements in FY 2021.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 187,638	\$ 177,905	\$ 163,221
Vision Plan	136	130	144
Dental Plan	1,199	1,150	1,248
FICA Tax	13,811	13,606	12,486
Health Insurance	35,115	33,600	33,600
Pension	49,376	49,756	40,800
Other Professional Services	13,940	11,000	6,000
Communications	948	900	900
Postage & Freight	114	150	150
Utilities	124,372	168,600	169,000
Insurance	5,741	5,900	6,315
Repairs and Maintenance	203,461	262,452	224,313
Advertising	1,386	21,700	10,000
Office/Operating Supplies	715	1,100	1,100
Fuel	13,506	20,000	20,000
Dues & Subscriptions	2,960	3,350	3,495
Uniforms	135	1,000	1,000
Maintenance & Repairs - Parts	25,126	39,000	56,500
Tools and Small Equipment	8,740	-	-
Programs and Projects	1,772	1,000	1,000
Miscellaneous	49,393	75,500	75,500
Seminars/Conferences/Training	-	675	-
Travel	150	2,000	-
Improvements	-	82,500	-
Machinery and Equipment	4,925	6,500	-
Total Airport and Industrial Park	\$ 744,659	\$ 979,474	\$ 826,772



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

Activity Measure: Taxable Assessments Added by Fiscal Year

2017	2018	2019
\$100 Million	\$97 Million	\$113 Million

Fiscal Year 2020 Successes

Went "Live" with One Note Sketch Program

Implemented new Electronic Deeds Program (EDP)

Went "Live" with Field Mobile Workflow

Fiscal Year 2021 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	G1
Goal 2	Enhance uniformity and consistency of information throughout the Assessment Department	G5
Goal 3	Create a customer centric department	G2
Goal 4	Perform with less than 10 percent of tax corrections after billings have occurred	G2



Assessment

Budget Detail

The FY 2021 budget decreased \$160,000, or 8.1 percent. The decrease is due to the transfer of a position to the Finance Department and a vehicle purchase in FY 2020.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 1,001,252	\$ 1,053,765	\$ 989,670
Cost Reimbursement - Salaries	(177,740)	(187,919)	(174,977)
Vision Plan	1,738	1,690	1,800
Dental Plan	15,470	14,950	15,600
FICA Tax	71,905	80,901	75,708
Health Insurance	421,411	436,800	420,000
Pension	278,110	294,185	247,418
Communications	7,731	8,580	9,612
Postage & Freight	1,761	2,000	2,000
Insurance	5,417	8,651	8,651
Repairs and Maintenance	178,275	187,036	178,051
Printing & Binding	2,947	2,500	2,500
Advertising	320	1,000	1,000
Office/Operating Supplies	8,689	12,000	9,500
Fuel	9,255	10,000	10,000
Dues & Subscriptions	1,474	1,500	1,485
Uniforms	1,036	1,500	1,500
Maintenance & Repairs - Parts	1,344	6,000	6,000
Tools and Small Equipment	9,434	1,500	-
Seminars/Conferences/Training	2,566	6,000	3,000
Mileage	80	-	200
Travel	15	2,000	-
Machinery and Equipment	22,077	24,000	-
Total Assessment	\$ 1,864,567	\$ 1,968,639	\$ 1,808,718



Building Code

Department Summary

The Building Code Department is responsible for plan review, building and zoning inspections for residential and commercial construction projects

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

Activity Measure: Number of Inspections by Fiscal Year

2017	2018	2019
14,677	15,086	16,135

Fiscal Year 2020 Successes

Checked “setbacks” for zoning compliance at time of footings to reduce the number of variances for the Board of Adjustment

Reduced the number of open permits of 25,762 to less than 900

Eliminated paper copy of master plans for “Fast Track” and require all electronic plan submittal to an internal share-file

Reorganized zoning inspectors and inspections within the Building Code Office to streamline inspections by better scheduling and monitoring

Fiscal Year 2021 Goals

		Org. Goal Reference
Goal 1	To better cross train Building Code inspectors to perform both building and zoning inspections by the end of the fiscal year	G2
Goal 2	Create a notification system in Munis to send automatic notices to property owners/contractors when different stages of plan reviews are completed by the end of FY 2021	G2
Goal 3	Create or purchase a digital plan review program to allow electronic plan submittals over the next two fiscal years	G2
Goal 4	Relocate residential plan reviewers to a location in building easily accessible to the public	G2



Building Code

Budget Detail

The FY 2021 budget increased \$203,000, or 19.7 percent. The increase is due to transferring three employees from the Planning and Zoning Department to better streamline the County's inspection process.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 482,045	\$ 517,062	\$ 667,009
Vision Plan	771	845	1,152
Dental Plan	6,868	7,475	9,984
FICA Tax	34,065	39,742	51,026
Health Insurance	199,713	218,400	268,800
Pension	140,040	144,514	166,752
Communications	5,674	5,206	8,340
Postage & Freight	276	500	500
Insurance	6,016	7,689	7,689
Repairs and Maintenance	4,124	5,000	10,000
Office/Operating Supplies	3,479	5,000	8,000
Fuel	11,157	13,000	17,500
Dues & Subscriptions	770	2,000	3,000
Uniforms	1,284	1,500	2,400
Maintenance & Repairs - Parts	-	-	-
Tools and Small Equipment	894	37,640	-
Seminars/Conferences/Training	3,968	10,000	6,000
Mileage	16	200	200
Improvements	-	10,000	-
Machinery and Equipment	22,077	-	-
Total Building Code	\$ 923,237	\$ 1,025,773	\$ 1,228,352



Community Development

Department Summary

It is the responsibility of Community Development Department to administer county, state, and federal grants for housing rehabilitation and small infrastructure projects, which benefit 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

Activity Measure: Number of Households Repaired by Federal Grant Year

Grant Year	2017	2018	2019
Homes Assisted	202	229	In Progress
Total Grant Funding	\$1,699,799	\$1,930,000	\$2,253,485

Fiscal Year 2020 Successes

Assisted more than 220 households with housing repairs

Completed an affordable housing study with an independent consultant that outlines three recommendations for Sussex County to consider

Partnered with the Sussex Housing Group by targeting resources to the Messick Development in the Coverdale Crossroads Community

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

Fiscal Year 2021 Goals

		Org. Goal Reference
Goal 1	Successfully administer housing programs, including CDBG, HOME, HPG and County Council Emergency Repair Funds	G1
Goal 2	Oversee continued fair housing efforts, outreach and training	G4
Goal 3	Assist at least 220 households with housing repairs	G4



Community Development

Budget Detail

FY 2021 budget reflects the department's commitment in assisting County residents with safe, affordable and fair housing. There is a \$160,000 increase, or 6.6 percent, in the budget due to federal funding for housing rehabilitation.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 293,331	\$ 304,297	\$ 309,850
Vision Plan	404	390	432
Dental Plan	3,598	3,450	3,744
FICA Tax	21,282	23,477	23,700
Health Insurance	107,069	100,800	100,800
Pension	83,803	85,201	77,475
Legal	7,042	7,500	7,500
Communications	761	745	732
Postage & Freight	257	400	400
Insurance	3,229		3,600
Repairs and Maintenance	2,106	1,400	1,800
Advertising	2,022	2,500	3,000
Other Contractual Services	1,373,002	1,880,000	2,045,000
Office/Operating Supplies	1,140	1,200	1,500
Fuel	1,912	1,800	1,800
Dues & Subscriptions	85	500	500
Uniforms	-	-	1,500
Maintenance and Repairs Parts	74	1,500	1,500
Programs and Projects	488	12,000	5,000
Seminars/Conferences/Training	195	1,000	-
Mileage	154	400	400
Travel	805	2,000	-
Total Community Development	\$ 1,902,759	\$ 2,430,560	\$ 2,590,233



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

Activity Measure: Number of Complaints Inspected

2017	2018	2019
734	891	904

Fiscal Year 2020 Successes

Supported other departments through the reorganization of Planning & Zoning by expanding our enforcement capabilities

Obtained continued online education of ICC courses for future recertification and to assist staff in obtaining their future certification

Continued success in prosecuting cases with a 100 percent conviction rate

Conducted several voluntary demolitions of dilapidated structures utilizing recovered funds from DSHA funds from FY 2019

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

Fiscal Year 2021 Goals

		Org. Goal Reference
Goal 1	Have eligible field staff ICC certified in IPMC to support Housing Code enforcement	G5
Goal 2	Propose a more efficient civil ticketing procedure to simplify the current enforcement process	G2
Goal 3	Successfully adopt a zoning enforcement process within our department due to reorganization	G2
Goal 4	Implement a more efficient inspection process by assigning the additional Code Enforcement Officers to a more condensed inspection area to reduce costs	G1



Constable

Budget Detail

The FY 2021 budget increased \$163,000, or 14.0 percent. This increase is due to the reorganization of inspection staff. There were two positions transferred to this department from the Planning & Zoning Department.

Account Description	2019 Budget	2020 Budget	2021 Budget
Salaries	\$ 150,668	\$ 157,574	\$ 257,296
Vision Plan	201	260	432
Dental Plan	1,799	2,300	3,744
FICA Tax	11,007	12,087	19,683
Health Insurance	67,954	67,200	100,800
Pension	43,398	43,952	64,325
Other Professional Services	2,130	1,800	1,800
Communications	2,427	3,540	4,500
Postage & Freight	2,770	2,700	4,000
Insurance	3,234	2,884	5,000
Repairs and Maintenance	1,006	1,400	2,500
Printing & Binding	71	200	500
Other Contractual Services	756,211	768,400	783,732
Office/Operating Supplies	1,063	2,000	2,500
Fuel	5,585	5,600	9,000
Uniforms	143	600	600
Maintenance & Repairs - Parts	552	1,000	1,000
Tools and Small Equipment	743	2,500	2,500
Programs and Projects	106,807	65,000	65,000
Seminars/Conferences/Training	490	1,000	1,000
Machinery & Equipment	-	25,080	-
Total Constable	\$ 1,158,259	\$ 1,167,077	\$ 1,329,912



Constable

Projects and Initiatives

Civil Ticketing

Propose a civil ticketing procedure to simplify the current enforcement process



Powerline clean up

Partnered with Delmarva Power to remove trash and debris from Forest Road corridor and continue to assist in the future



Voluntary Demolitions

Recovering DSHA funds from FY 2020 and will continue to use in future voluntary demolitions



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 2021 budget is relatively flat compared to FY 2020.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 247,499	\$ 254,216	\$ 259,384
Vision Plan	404	390	432
Dental Plan	3,598	3,450	3,744
FICA Tax	17,758	19,547	19,843
Health Insurance	106,772	100,800	100,800
Pension	61,725	71,078	64,886
Communications	1,478	6,000	5,000
Postage & Freight	356	300	450
Insurance	123,304	170,800	170,800
Repairs and Maintenance	-	400	400
Printing & Binding	8,834	5,000	9,000
Advertising	9,558	7,500	10,000
Office/Operating Supplies	1,531	600	1,750
Dues & Subscriptions	15,035	15,595	16,120
Tools & Small Equipment	6,054	-	-
Programs and Projects	7,841	10,500	9,500
Miscellaneous	4,335	5,000	5,000
Seminars/Conferences/Training	2,660	6,000	6,000
Mileage	159	125	175
Travel	27,482	26,000	20,000
Total County Council	\$ 646,383	\$ 703,301	\$ 703,284



Economic Development

Department Summary

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

Mission

To promote economic growth in Sussex County, Delaware by focusing on the retention, expansion and the attraction of new business and industry by providing the resources that enable development and advance the general wellbeing of the community

Activity Measure: Amount of ExiteSussex Loan Awarded

2017	2018	2019
-	-	\$3,620,000

Fiscal Year 2020 Successes

Granted Foreign Trade Zone status for the Delaware Coastal Business Park

ExciteSussex Loan Program- Approved and closed loan of \$985,000 Peninsula Paving

Approved the following loans:

Jaykal - \$850,000

Tail Banger - \$1,105,000

Showtime Powersports, LLC - \$680,000

Completed our first TV Commercial promoting Sussex County as a place to do business

Published "Your Business Your Life" economic development booklet to be used at trade shows

Fiscal Year 2021 Goals

		Org. Goal Reference
Goal 1	Promote the Delaware Coastal Business Park as shovel ready sites and as a Foreign Trade Zone	G3
Goal 2	Lead County efforts for the economic development in the 5 Opportunity Zones created by the Federal Tax/Cuts and Jobs Act of 2017	G3
Goal 3	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 2021 budget decreased \$89,000, or 23.2 percent. The decrease is due to less trade shows and conferences than in FY 2020. These items will be fully reinstated once the impact of COVID-19 is determined.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 82,284	\$ 84,771	\$ 87,247
Vision Plan	67	65	72
Dental Plan	600	575	624
FICA Tax	5,966	6,521	6,756
Health Insurance	9,656	16,800	16,800
Pension	23,137	23,736	21,833
Communications	940	960	960
Postage & Freight	61	8,000	8,075
Rentals & Leases	405	10,000	10,000
Repairs and Maintenance	13,695	35,000	17,500
Printing & Binding	150	1,000	1,000
Advertising	35,297	79,544	40,000
Other Contractual Services	8,587	80,000	40,000
Office/Operating Supplies	210	3,000	3,000
Fuel	-	-	2,000
Dues & Subscriptions	435	2,500	7,500
Tools and Small Equipment	1,912	3,000	5,000
Other Supplies	10,143	10,000	10,000
Seminars/Conferences/Training	4,679	6,000	7,500
Mileage	2,064	5,000	2,000
Travel	4,117	8,000	7,500
Total Economic Development	\$ 204,405	\$ 384,472	\$ 295,367



Economic Development

Projects and Initiatives

12 Short Video's - \$12,100

Description: Business Video - includes shooting, production and editing of 12 short video of up to 70 seconds each in length with Sussex County owning all footage. All photos and b-roll video footage will be provided to Sussex County for social media and other uses.

Virtual 3D Building Delaware Coastal Business Park - \$15,000

Description: Virtual Building and design of the Delaware Coastal Business Park



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

FY 2019 Actual	\$3,554,384
FY 2020 Budget	\$3,826,803
FY 2021 Budget	\$4,415,020

Activity Measure: Number of 9-1-1 Calls by Fiscal Year

2017	2018	2019
103,108	101,554	103,303

Activity Measure: Number of BLS/ALS/Fire Dispatched by Fiscal Year

2017	2018	2019
34,627	35,786	36,281



Emergency Preparedness

Fiscal Year 2020 Successes

Completed 38 Mobile Command Unit deployments which includes 36 events and 2 emergency incidents

Undertook the responsibility of receiving Seaford's 9-1-1 calls and dispatching Seaford Fire and EMS which equates to an additional 20,000 9-1-1 calls and 4,300 fire and EMS incidents annually

Installed over 160 GPS tracking kits in County vehicles including administration of the units in the Intellishift tracking software along with upgrading over 40 county vehicles to an integrated Wi-Fi system

Hosted the 20th Annual 9-1-1 Awareness Day with 1,300 students, teachers, and chaperones; the event continues to be successful in promoting public safety awareness

Fiscal Year 2021 Goals

Org. Goal Reference

Goal 1 Advance 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

G5

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, including signing up at least 50 individuals to Smart 911

G4



Emergency Preparedness

Administration - Budget Detail

The FY 2021 budget decreased \$26,000, or 4.4 percent. The decrease is due to no travel and major purchases in this fiscal year.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 168,808	\$ 171,922	\$ 178,440
Vision Plan	134	130	144
Dental Plan	1,199	1,150	1,248
FICA Tax	12,573	13,190	13,636
Health Insurance	35,051	33,600	33,600
Pension	45,772	47,961	44,610
Communications	14,145	10,280	17,190
Postage & Freight	34	75	75
Utilities	67,346	65,000	69,000
Utilities - Fuel	751	3,000	3,000
Rental and Leases	1,547	1,344	1,500
Insurance	5,461	7,050	7,050
Repairs and Maintenance	118,641	143,213	168,700
Office/Operating Supplies	1,503	2,500	2,500
Fuel	2,663	2,500	3,000
Dues & Subscriptions	430	400	400
Uniforms	192	300	680
Maintenance & Repairs - Parts	18,625	10,500	11,500
Tools and Small Equipment	44,242	3,300	14,300
Programs and Projects	-	70,500	5,000
Seminars/Conferences/Training	-	1,500	-
Travel	-	6,000	-
Improvements	15,532	-	-
Machinery and Equipment	66,412	6,500	-
Total EOC Administration	\$ 621,061	\$ 601,915	\$ 575,573



Emergency Preparedness

Emergency Operations - Budget Detail

The FY 2021 budget increased \$631,000, or 23.2 percent. The increase is due to adding eight additional staff after taking on the City of Seaford calls and implementing a call-taker model at the dispatch center.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 1,366,233	\$ 1,447,527	\$ 1,935,763
Vision Plan	1,516	1,690	2,520
Dental Plan	14,219	14,950	21,840
FICA Tax	100,025	108,908	148,086
Health Insurance	436,713	425,405	588,000
Pension	331,467	344,260	433,475
Communications	34,071	29,460	33,840
Utilities	-	350	-
Insurance	-	1,400	1,400
Repairs and Maintenance	100,413	132,000	109,700
Advertising	32,848	30,000	-
Office/Operating Supplies	1,947	2,000	2,500
Fuel	21	-	300
Dues & Subscriptions	2,234	2,245	2,365
Uniforms	-	3,000	5,950
Maintenance & Repairs - Parts	2,179	-	1,000
Tools and Small Equipment	14,768	128,400	6,100
Programs and Projects	3,239	5,000	6,000
Seminars/Conferences/Training	17,673	25,300	19,250
Mileage	723	1,000	1,000
Travel	5,066	6,000	6,000
Machinery and Equipment	-	9,200	23,600
Total Emergency Operations	\$ 2,465,355	\$ 2,718,095	\$ 3,348,689



Emergency Preparedness

Communications - Budget Detail

The FY 2021 budget decreased \$15,000, or 3.6 percent. The decrease is due to a decrease in parts for radios and towers.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 176,770	\$ 185,213	\$ 187,900
Vision Plan	135	195	216
Dental Plan	1,799	1,725	1,872
FICA Tax	13,122	14,214	14,368
Health Insurance	44,557	50,400	50,400
Pension	45,552	51,691	46,975
Communications	1,781	1,920	1,740
Postage & Freight	-	150	100
Insurance	3,931	4,810	4,810
Repairs and Maintenance	13,716	28,475	31,350
Office/Operating Supplies	492	1,000	1,000
Fuel	4,219	5,500	5,500
Uniforms	1,295	500	500
Maintenance & Repairs - Parts	25,822	43,182	31,242
Tools and Small Equipment	32,169	32,475	28,332
Machinery and Equipment	17,815	-	-
Total Communications	\$ 383,175	\$ 421,450	\$ 406,305



Emergency Preparedness

Local Emergency Planning Committee - Budget Detail

The FY 2021 budget is relatively flat when compared to FY 2020.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 45,116	\$ 47,202	\$ 48,308
Vision Plan	67	65	72
Dental Plan	600	575	624
FICA Tax	3,254	3,634	3,692
Health Insurance	17,468	16,800	16,800
Pension	12,529	13,217	12,077
Communications	898	1,300	1,380
Repairs and Maintenance	227	250	-
Office/Operating Supplies	-	500	500
Fuel	490	650	650
Maintenance & Repairs - Parts	38	150	350
Seminars/Conferences/Training	1,542	-	-
Travel	2,564	1,000	-
Total LEPC	\$ 84,793	\$ 85,343	\$ 84,453



Emergency Preparedness

Projects and Initiatives

9-1-1 Call Takers

Instituting a new operational model where Sussex County dispatchers will answer and process all 9-1-1 calls that are received. This process will split the 9-1-1 call taking and dispatching of first responders. We will have eight dispatchers on duty, four dedicated to answering the initial 9-1-1 call and interrogate the caller to determine the appropriate agency response. The information will be electronically transferred to another dispatcher who will alert law enforcement, fire, and/or EMS to respond to the incident. With this model, it is predicted Sussex County dispatchers will process 130,000 9-1-1 calls for service, and dispatch 40,000 fire and EMS incidents annually.

Tower Upgrade - \$23,550

Installing new antennas and feedline on the State of Delaware tower at SCRWF in order to relocate County owned radio equipment. Once complete, the existing County owned tower at SCRWF can be dismantled.



Engineering Administration

Department Summary

The Engineering Administration is responsible for all engineering design, right-of-way acquisition, permitting and construction of County owned utilities as well as facilities in the unincorporated areas of Sussex County; this includes wastewater treatment and disposal plants, water systems, Delaware Coastal Airport, libraries, EMS stations, closed County-owned legacy landfills, lighting districts and suburban community improvements.

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 2020 Successes

Engineering Administration rarely initiates actual projects other than septic remediation projects, but supports the efforts of other County departments and divisions within the Engineering Department with design and contract administration services; FY 2020 projects, with major Engineering Administration involvement, were:

1. Coastal Airport Taxiway D construction
2. The Ellendale Water District extension design
3. GIS based work order system for Miss Utility locates & lateral inspections
4. Proposed revisions to County Code, Chapter 99 regarding resource buffers
5. Omar Landfill wetland creation
6. Agricultural partnership agreements at the IBRWF
7. Greenwood Library sewer forcemain relocation; as well as, building reconditioning

Fiscal Year 2021 Goals

Fiscal Year 2021 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 construction of the North Seaford Paramedic Station	G4
Goal 5	Load and track 90 percent of County's vertical sewer assets, i.e. pump stations in the GIS/Asset Management System	G4



Engineering Administration

Budget Detail

The FY 2021 budget increased \$139,000, or 14.5 percent. The increase is due to the addition of the position of an Assistant County Engineer and \$44,000 for a GeoTechnical Engineering/Land services.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 363,757	\$ 412,184	\$ 551,665
Vision Plan	330	455	576
Dental Plan	3,546	4,025	4,992
FICA Tax	26,669	31,786	42,200
Health Insurance	97,003	117,600	134,400
Pension	116,602	114,850	137,916
Engineering	787	5,000	5,000
Communications	4,499	5,700	4,800
Postage & Freight	71	150	150
Insurance	6,885	5,825	7,575
Repairs and Maintenance	4,115	4,000	4,000
Advertising	850	1,000	1,000
Other Contractual Services	-	50,500	60,000
Office/Operating Supplies	1,115	2,000	2,000
Fuel	3,850	5,500	4,500
Dues & Subscriptions	-	200	200
Uniforms	276	400	400
Maintenance & Repairs - Parts	1,478	2,500	2,500
Tools and Small Equipment	190	500	500
Miscellaneous	12,025	12,450	-
Seminars/Conferences/Training	1,075	2,000	2,000
Mileage	28	100	100
Travel	2,122	1,500	1,500
Machinery and Equipment	-	-	-
Solid Waste			
Programs and Projects	106,205	138,290	129,600
Improvements	49,980	40,000	-
Total Engineering Admin/S. Waste	\$ 803,458	\$ 958,515	\$1,097,574



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

Activity Measure: Number of Buildings Maintained		
2017	2018	2019
30	30	30

Activity Measure: Number of Vehicles Maintained		
2017	2018	2019
NA	NA	220

Fiscal Year 2020 Successes

Completed window replacement in the Administration Building

Replaced cooling tower on the Administration Building

Completed basement renovations

Continue energy efficient lighting upgrades at West Complex and Administration Buildings

Fiscal Year 2021 Goals

Org. Goal Reference

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

G5

Goal 2 Implement two processes that will save the County money on electricity

G1



Facilities Management

Budget Detail

The FY 2021 budget decreased \$44,000, or 1.9 percent. The majority of the decrease is due to one-time expense for a space needs assessment.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 671,797	\$ 818,710	\$ 836,373
Vision Plan	1,076	1,235	1,296
Dental Plan	9,594	10,925	11,232
FICA Tax	49,457	62,893	63,982
Health Insurance	290,859	319,200	302,400
Pension	209,313	228,701	209,094
Communications	48,373	38,600	75,000
Utilities - Electric	160,927	189,000	165,000
Utilities - Fuel	12,906	21,750	16,000
Utilities - Other	12,319	19,000	19,000
Insurance	23,652	27,210	27,210
Repairs and Maintenance	116,064	199,150	198,042
Other Contractual Services	-	50,000	-
Office/Operating Supplies	366	10,450	1,000
Fuel	20,965	22,000	22,000
Janitorial	21,426	21,000	21,000
Dues and Subscriptions	-	545	595
Uniforms	3,734	8,250	6,000
Maintenance & Repairs - Parts	71,055	80,000	90,000
Tools and Small Equipment	30,917	27,400	39,000
Miscellaneous	284	210	-
Seminars/Conferences/Training	15,024	21,006	3,000
Travel	4,475	5,400	2,200
Improvements	18,659	73,000	35,000
Machinery and Equipment	6,577	42,378	110,000
Total Facilities Management	\$ 1,799,819	\$ 2,298,013	\$ 2,254,424



Facilities Management

Projects and Initiatives

HVAC - \$30,000

Replace HVAC unit at West Complex



HVAC - \$30,000

HVAC Control System Upgrades at South Coastal Library



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 the citizens of the county with an effective and efficient team

Activity Measure: Number of Bills Processed by Fiscal Year

2017	2018	2019
454,497	456,180	466,736

Activity Measure: Number of Invoices Paid by Fiscal Year

2017	2018	2019
20,638	20,799	21,345

Activity Measure: Number of Delinquent Accounts by Calendar Year

2017	2018	2019
16,849	17,960	12,657



Finance

Fiscal Year 2020 Successes

Earned the Budget Reporting Excellence Award

Earned Aaa Bond Rating from Moody's Investment Services

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 2021 Goals

Org. Goal Reference

Goal 1 Increase efficiency with the use of technology by signing up 50 vendors and 50 customers in electronic banking

G2

Goal 2 Maintain a highly functioning work team by promoting training, including cross-training, among staff

G2

Goal 3 Invoice customers in a timely manner followed with at least three notices of delinquency per invoices customer

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 2021 budget increased \$50,000, or 2.4 percent. The increase is a result of a transfer of a position to the Billing Division from the Assessment Department.

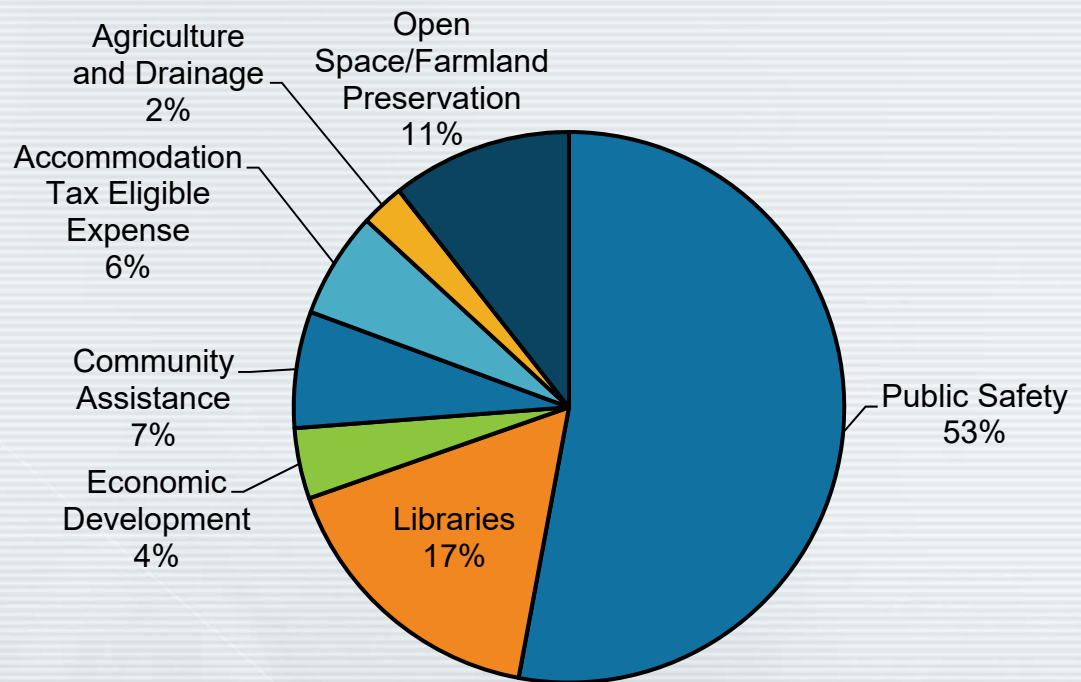
Account Description	2019 Actual	2020 Budget	2021 Budget
Finance Salaries	\$ 1,548,845	\$ 1,613,664	\$ 1,721,215
Cost Reimbursement - Salaries	(1,178,423)	(1,225,866)	(1,279,209)
Vision Plan	1,948	2,015	2,304
Dental Plan	17,326	17,825	19,968
FICA Tax	111,386	123,893	131,673
Health Insurance	511,553	520,800	537,600
Pension	442,818	450,540	430,304
Accounting and Auditing	122,000	130,000	109,950
Legal	63,988	50,000	65,000
Other Professional Services	203,567	150,000	230,000
Cost Reimbursement - OP	(149,400)	(148,500)	(196,736)
Communications	3,537	4,200	3,360
Postage & Freight	143,882	158,000	165,000
Rental and Leases	5,007	5,016	5,007
Insurance	154,303	203,000	203,000
Repairs and Maintenance	15,890	16,292	17,750
Advertising	933	1,500	1,000
Other Contractual Services	34,382	95,000	41,000
Cost Reimbursement - Contractual	(91,634)	(126,004)	(104,904)
Office/Operating Supplies	12,740	14,000	13,500
Dues & Subscriptions	3,666	5,290	4,688
Tools and Small Equipment	9,359	2,600	1,200
Sm. Computer Equipment	1,859	-	4,700
Cost Reimbursement Supplies	(12,430)	(9,851)	(10,840)
Seminars/Conferences/Training	2,709	9,100	1,250
Mileage	319	800	500
Travel	2,907	13,200	1,000
Cost Reimbursement - Training	(2,671)	(10,395)	(1,238)
Machinery and Equipment	5,600	14,000	10,000
Cost Reimbursement - Capital	(2,250)	(6,300)	(4,500)
Total Finance	\$ 1,983,716	\$ 2,073,819	\$ 2,123,542



Grant-in-Aid

Summary

The County's Grant-in-Aid program provides assistance to residents and property owners by partnering with nonprofits. Most of the County's grants fund public safety efforts. Below is a graph that shows the grant breakdown by category.



Public Safety

The majority of the County's Grant-in-Aid goes to public safety. The budget includes \$4.4 million to fire and ambulance companies, \$3.4 million to Delaware State Police, \$0.7 million to local law enforcement, and \$15,000 for lifeguards. Funding for public safety comes from Realty Transfer Tax and the pass-through building permit fire service fee.

Libraries

The County supports 11 independent libraries. Funding for the libraries come through a library tax of \$1.7 million, mobile home placement tax of \$130,000, and general property tax of \$0.8 million. The funding increased by \$51,000 from the previous year due to growth in assessments.

Open Space

The County participates in multiple open space programs. These programs include Sussex County Land Trust and Farmland Preservation, with a \$1.7 million funding amount for this year due to previous fiscal year commitments.



Grant-in-Aid

Summary - continued

Economic Development

The County has several economic development programs. One of which is the ExciteSussex loan program. Eligible businesses that create and retain full-time businesses in Sussex County could qualify. This year's budget includes the remaining amount of funds that County Council committed with its partnership with Discover Bank and the National Development Council.

Another economic development grant is the Downtown Development District Program. If an award is granted by the State of Delaware, the County will contribute \$1 for every \$2 awarded from the State up to \$10,000. This budget revises to the program to limit awards for single family homes (attached or detached) to \$1,500.

In addition to the two County's programs, the County grants funds to organizations that help with economic development in the County. The programs included in this year's budget are: Slam Dunk to the Beach, Delaware District III - Little League World Series, Wings and Wheels, and Return Day. As we prepared the budget, it is anticipated that these events will be held. If they are cancelled, the funds will not be awarded.

Community Assistance

The Community Assistance grants contain County programs with multiple partnerships. One such County program is a tax and sewer assistant program to help low-income individuals. Approximately \$60,000 is used to help residents pay their tax or sewer bills. The County also has a Council District Grant program, County Youth Grant program, and a Human Service Grant program. All three programs require grant applications with a vote by Council to approve the disbursement of funds. Organizations that the County partners with annually include First State Community Action Agency, CHEER, Josh Freeman Foundation, and Center for the Inland Bays.

Accommodation Tax Eligible Expense

The County is authorized to collect an Accommodations Tax. The monies collected from this tax are earmarked for beach nourishment, waterway dredging, economic development, tourism programs, recreational activities, water quality projects, and flood control projects. The County Council will most likely not spend these funds during FY 2021, as it is anticipated that it will take several years of collections to have sufficient funds to be used on these eligible expenses. This line item in the budget is simply to offset the expected revenue. During the COVID-19 pandemic, County Council suspended the collection of the Accommodations Tax. It is anticipated that the collection will resume in FY 2021.

Agriculture and Drainage

The County works in partnership with the Sussex County Conservation District on tax ditch and drainage issues. The County also has a long-standing relationship with the University of Delaware Agriculture Program for research and education.



Grant-in-Aid

Budget Detail

Account Description	2019 Actual	2020 Budget	2021 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	2,050,692	2,057,000	2,057,000
Fire Service Enhancement	2,070,724	1,500,000	1,500,000
Fire Service Special Grant	143,961	80,000	80,000
Ambulance Grants	94,797	94,797	94,797
Local Law Enforcement Grants	562,371	675,000	690,000
University of Delaware – Ag Program	109,049	109,049	109,049
Soil Conservation District Tax Ditch	125,000	125,000	125,000
Drainage & Conservation Grants	150,000	175,000	175,000
Open Space & Farmland Preserv.	1,019,531	1,000,000	1,700,000
Accommodation Tax Eligible Exp	-	-	1,000,000
CHEER & Senior Center Grants	21,600	71,600	71,600
Community Action Agency	9,600	9,600	9,600
Human Service Grants	222,510	225,000	225,000
Housing Assistance Grant	237,896	270,000	270,000
Community/Councilmanic Grants	168,041	175,000	175,000
Local Library Grants	2,279,373	2,500,000	2,551,200
Local Library Placement Fees	137,371	130,000	130,000
Assistance Relief Fund	60,450	55,000	61,000
Payment in Lieu of Taxes	6,715	6,715	6,715
Economic Assistance Grants	-	30,000	15,000
CIB – James Farm	25,000	83,200	83,200
Economic Development	53,500	40,000	52,000
Youth	20,940	22,000	22,000
DTCC	60,000	-	-
Community Outreach	25,842	22,000	22,000
Public Safety	15,000	15,000	15,000
Health Services	80,000	80,000	60,000
Economic Assistance Loan	145,482	500,000	500,000
Sports Complex Loan	-	1,500,000	-
DDD Grant	61,893	100,000	100,000
State Police Grant	3,239,963	3,318,501	3,413,922
DOC Grant	39,800	91,500	91,500
Total Grant-in-Aid	\$ 13,881,654	\$ 15,705,515	\$ 16,050,136



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 included in this budget as well as 265 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

Activity Measure: Number of Full-Time Employees by Fiscal Year

2017	2018	2019
474	490	503

Fiscal Year 2020 Successes

Successful Internal Policy & Practice Audit with Glatfelter

Completed Pharmacy Benefit Manager RFP – Potential Savings of \$350,000

Implemented Shining Star Program to recognize and reward employees

Distributed bi-annual total compensation statements and held meetings

Implemented alternative work schedule policy and schedules

Fiscal Year 2021 Goals

		Org. Goal Reference
Goal 1	Implement Learning Pathways for managers & non-managerial staff certificate programs in Cornerstone	G5
Goal 2	Implement and facilitate management training to include instructor led and online training courses	G5
Goal 3	Enhance performance evaluation process for managers and non-managers	G5
Goal 4	Set up self-service for pensioner; eliminating the need to mail check advices and other mailings	G1



Human Resources

Budget Detail

The FY 2021 budget decreased \$5,162,000 due to no additional pension contribution, a reduction in Other Professional Services for compensation statements and a reduction in worker's compensation costs.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 385,434	\$ 417,019	\$ 401,327
Cost Reimbursement Salaries	(127,027)	(133,553)	(127,468)
Vision Plan	404	390	432
Dental Plan	3,598	3,450	3,744
FICA Tax	27,366	31,953	30,702
Health Insurance	105,126	100,800	100,800
Pension	116,321	116,193	100,333
Legal	10,725	25,000	35,000
Other Professional Services	56,421	108,328	67,140
Cost Reimbursement - OP	(13,429)	(26,666)	(20,428)
Communications	3,009	3,900	3,120
Postage & Freight	674	1,700	1,100
Repairs and Maintenance	4,209	7,125	8,425
Printing & Binding	-	400	400
Advertising	2,019	6,000	5,000
Cost Reimbursement - Contractual	(1,982)	(3,825)	(3,609)
Office/Operating Supplies	2,336	9,942	4,000
Dues & Subscriptions	5,547	5,780	5,830
Tools and Small Equipment	300	-	2,000
Cost Reimbursement Supplies	(1,637)	(3,144)	(2,366)
Programs and Projects	8,489	18,600	17,100
Cost Reimbursement Misc.	(1,698)	(3,720)	(3,720)
Seminars/Conferences/Training	2,770	6,600	500
In-house Training	5,303	10,900	5,305
Travel and Mileage	4,4484	6,200	500
Cost Reimbursement - Training	(2,512)	(4,740)	(1,576)
Machinery & Equipment	-	8,000	8,000
Cost Reimbursement - Equipment	-	(1,600)	(1,600)
Salaries & Benefits General Empl.	-	60,556	-
Worker's Compensation	58,615	116,790	90,000
Unemployment Compensation	-	5,000	10,000
Other Services, Benefits & Programs	2,500	2,500	2,500
Tuition	4,720	12,000	12,500
Salaries - Boards & Commissions	66,151	80,740	71,200
Pension Contribution	10,000,000	5,000,000	-
Total Human Resources	\$ 10,728,236	\$5,988,618	\$ 826,191



Human Resources

Projects and Initiatives

Training

Implement Manager & Non-Managerial Training & Certificate Programs



Pensioner Self-Service Portal



Enhance Performance Evaluations

Managers Surveys, Manager Evaluation, Non-Managerial Evaluation.



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

Activity Measure: Number of Devices Managed by Fiscal Year

2017	2018	2019
1,145	1,134	1,176

Fiscal Year 2020 Successes

Lead the technology efforts to allow staff to work from home during the COVID-19 pandemic

Implemented a virtual platform for all public County meetings

Lead the purchase and negotiation of the fiber ring in Georgetown

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

Implemented new firewalls providing more into depth insight of traffic going in and out, allowing to block unwanted intruders.

Fiscal Year 2021 Goals

Org. Goal Reference

Goal 1	Continue enhancing the I.T. Disaster Recovery Plan and coordinate future business continuity plans with other departments/offices	G4
Goal 2	Minimize network downtime during working hours where work is disrupted less than 7 hours a year	G2
Goal 3	Promote fiscally responsible recommendations for all County I.T. expenditures by finding savings in at least one recurring cost	G1
Goal 4	Review and validate service areas and focus on the areas in which there is need to enhance services, which includes installing at least 4 monopoles or towers in underserved areas	G3



Information Technology

Budget Detail

The FY 2021 budget decreased \$228,000, or 10.8 percent. The decrease is due to not having the recurring cost of the fiber ring and not purchasing as much technology equipment as the previous year.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 799,213	\$ 899,331	\$ 876,140
Cost Reimbursement - Salaries	(467,342)	(340,158)	(327,651)
Vision Plan	946	975	1,080
Dental Plan	8,396	8,625	9,360
FICA Tax	58,093	69,077	66,954
Health Insurance	245,548	252,000	252,000
Pension	230,338	251,182	219,035
Other Professional Services	4,160	5,500	5,500
Communications	74,128	105,040	48,900
Postage & Freight	39	50	50
Insurance	4,511	5,310	5,310
Repairs and Maintenance	465,621	462,987	528,075
Other Contractual Services	24,000	96,000	72,000
Office/Operating Supplies	2,886	3,000	3,000
Fuel	1,477	2,000	1,800
Dues & Subscriptions	1,605	710	710
Maintenance & Repairs - Parts	178	5,000	2,500
Tools and Small Equipment	51,981	40,000	40,000
Sm. Computer Equipment	84,684	82,000	52,000
Seminars/Conferences/Training	4,355	8,000	2,000
Mileage	-	250	250
Travel	5,979	16,500	1,650
Machinery and Equipment	-	147,125	31,350
Total Information Technology	\$ 1,600,796	\$ 2,120,504	\$ 1,892,013



Information Technology

Projects and Initiatives

Virtual Desktop Server Upgrade - \$22,000 (\$40,000 total)

Upgrade our virtual desktop server hardware at the Records Management datacenter to match what we have in our primary datacenter at the West Complex. This redundancy will ensure adequate system performance in case of a failover.



Legal

Moore and Rutt, P.A., is the legal firm appointed by the County Council; they represent the Council and the Board of Adjustment. Parkowski, Guerke and Swayze, 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	2019 Actual	2020 Budget	2021 Budget
Legal	\$ 479,508	\$ 500,000	\$ 550,000



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

Activity Measures: Library Cards, Classes/Programs, Materials Circulation by Fiscal Year

2017	2018	2019
New library card registrations: 2,412	2,591: 7.42%	3,212: 23.97%
Classes/programs: 1,413	2,305: 63.13%	2,313: .35%
Materials circulation: 407,867	400,560: (1.79%)	409,274: 2.18%

Fiscal Year 2020 Successes

Created a formal Independent Library Grant Agreement in partnership with the Independent Library Group and under the guidance of Sussex Finance Director/COO. The first-time effort outlines funding expectations concerning financial and statistical information, Delaware Code compliance with the Freedom of Information Act and library staff certification

Facilitated adoption of the Sussex County Independent Library Trustee Manual (Manual) as a governance guide for the 11 independent libraries

Used the Grant Agreement as a springboard for two Trustee training events around the Manual and one focused on everyday human resource questions of independent library directors

Established formal Department of Libraries Leadership Team with performance expectations of County library directors and assistant directors to further systemize succession planning





One of Ms. Tracie's daycare story times

Fiscal Year 2021 Goals		Org. Goal Reference
Goal 1	To use the new Trustee Manual and current Council on Libraries initiatives to complete long-awaited efforts to update the Delaware and Sussex Codes regarding Board of Trustee accountability and the County Library System	G2
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 devote time, energy and funds to push the Department standard of "Leading From Any Position" down into all library staff positions	G2



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 FY19...

44,439 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

\$533,268

Based on Fed Ex/Kinkos Pricing



Computer sessions time = approximately 5 years, 3 weeks, 5 days and 15 hours

PROGRAMS

33,728



People attended **2,472** programs offered by the County libraries.

A VALUE OF

\$329,420

Based on the average Entertainment/Program Admission Fee

Program attendance = Shorebirds stadium filled to capacity 6.5 times

409,274 ITEMS

were checked out from Sussex County libraries.



A TOTAL

VALUE OF OVER

\$6,913,293

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

Items laid end-to-end = about 1.5 times the length of Delaware

LIBRARIES WERE VISITED

279,684

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

22% MORE PEOPLE VISITED THE 3 COUNTY LIBRARIES THAN THE POPULATION OF SUSSEX COUNTY.

Based on the U.S. Census Bureau Est. Population of July 1, 2018

A VALUE OF

\$2,517,156

Based on the cost of a matinee movie ticket

Visits = 22 percent more to the 3 County libraries than the entire Sussex County population (U.S. Census 2018 estimate)

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

PRICELESS

Values calculated according to the Massachusetts Library Association from statistics submitted to the Delaware Division of Libraries for FY19

SUSSEXLIBRARIES.ORG



Library Administration

Budget Detail

The FY 2021 budget decreased \$8,000, or 1.1 percent.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 315,375	\$ 349,079	\$ 352,009
Vision Plan	417	455	504
Dental Plan	3,715	4,025	4,368
FICA Tax	22,919	25,695	26,929
Health Insurance	124,551	103,660	117,600
Pension	95,033	89,242	88,095
Communications	4,922	4,920	5,040
Postage & Freight	4,571	4,300	4,400
Rental and Leases	-	2,484	-
Insurance	-	965	-
Repairs and Maintenance	3,697	4,628	4,250
Printing & Binding	2,120	500	500
Advertising	1,243	500	500
Other Contractual Services	36,870	40,800	40,820
Office/Operating Supplies	2,804	3,500	3,400
Dues & Subscriptions	14,866	19,225	20,460
Permanent Record Books	17,498	8,000	8,000
Uniforms	206	150	150
Maintenance & Repairs - Parts	16	50	50
Tools and Small Equipment	1,927	1,500	1,000
Sm. Computer Equipment	781	4,000	300
Other Supplies	766	1,000	1,000
Programs and Projects	7,000	6,000	5,500
Miscellaneous	47,070	47,070	47,070
Seminars/Conferences/Training	1,630	1,905	-
In-house Training	2,516	3,500	2,250
Mileage	1,725	2,100	2,000
Travel	4,619	9,100	625
Machinery and Equipment	-	6,500	-
Total Library Administration	\$ 718,857	\$ 744,853	\$ 736,820



Library Administration

Projects and Initiatives

Health Ready, School Ready, Employment Ready

Working closely with FY 2020 established library partnerships, 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, including the newly contracted Dolly Parton Imagination Library pilot program. The theme of “Health Ready, School Ready, Employment Ready” is a general statewide effort by libraries.

Civics 101

The success of the FY 2020 Community Conversations indicated a desire in the community for a forum of structured public dialogue that provides a tool to build bridges across individual viewpoints. This dialogue can be guided by learning sessions about civics in the United States. Described as “the cornerstone of democracy,” the public libraries are the most appropriate place for this to happen.



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

FY 2019 Actual	\$2,256,971
FY 2020 Budget	\$2,581,508
FY 2021 Budget	\$2,604,818

Fiscal Year 2020 Successes

Greenwood: Chosen as pilot site for launch of statewide Dolly Parton Imagination Library; navigated a 3-month long building emergency, including displaced staff, yet still provided 18 outreach programs to 700 people with help of community partners; hosted the Delaware Summer Reading Challenge kick-off with First Lady Tracey Carney; and the Turtle Man, a performer who focuses on inclusion for the 2nd year.

Milton: Sponsored Hispanic Heritage Festival with focus on Health, School and Employment Ready theme; resulted in a 23 percent increase in attendance; hosted the 1st Children's Book Festival to almost 1,000 attendees

Mobile Library: Successfully implemented dementia program in nursing homes; facilitated participation by Indian River School District elementary school principals on Dial-A-Story

South Coastal: Sponsored first Volunteer Fair with 23 community organization partners and nearly 150 potential volunteers attending; increased media usage by 18 percent and class/program attendance by 8.6 percent

Virtual Library: Partnered with the Rehoboth and Lewes libraries to enhance two large reading events; built team of countywide library staff to help continue website design as the reader's community; increased circulation of family-centered, theme-focused kits with age-appropriate books

All 3 libraries partnered with the Delaware Community Foundation on the statewide "Our Towns" project including on-site book discussions.



Fiscal Year 2021 Goals		Org. Goal Reference
Goal 1: Greenwood	Dedicate staff time and energy to successfully implement/expand the Dolly Parton Imagination Library initiative with active connection to other programs addressing early literacy, informed trauma and child hunger	G2
Goal 2: Milton	Establish a career development matrix to strategically advance skills among library staff	G5
Goal 3: Mobiles	Exhibit at local Senior events to promote dementia materials, program, caregiver kits and to connect with potential partners; manage children's services outreach with an informed trauma perspective	G2
Goal 4: South Coastal	Start a Children's Garden in the newly completed Reading Garden	G2
Goal 5: Virtual Library	Unite digital services with community engagement to form solid social infrastructure partnerships	G5



One of 18 Greenwood Library programs offered to the community during their closure - over 700 were served.



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 2021 budget decreased \$6,000, or 3.5 percent due to no conferences and travel.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 60,006	\$ 67,185	\$ 70,068
Vision Plan	116	130	144
Dental Plan	1,020	1,150	1,248
FICA Tax	4,446	5,167	5,354
Health Insurance	30,705	33,600	33,600
Pension	11,591	18,810	17,518
Communications	1,455	1,500	1,500
Insurance	2,403	2,020	2,650
Repairs and Maintenance	4,162	3,227	3,500
Printing & Binding	-	150	250
Office/Operating Supplies	254	950	550
Fuel	1,690	1,600	2,500
Dues & Subscriptions	220	833	350
Permanent Record Books	12,505	10,250	10,250
Uniforms	396	250	-
Maintenance & Repairs - Parts	36	200	200
Tools and Small Equipment	30	500	300
Sm. Computer Equipment	-	500	150
Other Supplies	4,970	5,000	5,000
Programs and Projects	1,286	3,000	2,000
Seminars/Conferences/Training	-	1,420	-
In-house Training	-	100	100
Mileage	-	362	200
Travel	-	5,250	-
Total Bookmobiles	\$ 137,291	\$ 163,154	\$ 157,432





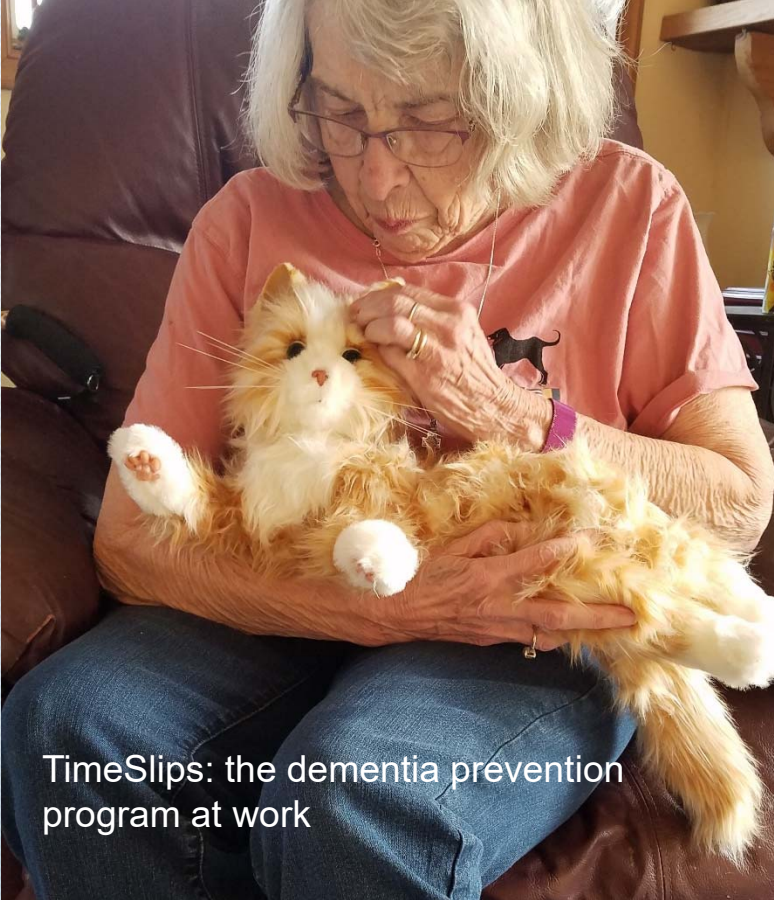
Busy, busy early learners at day care



Bookmobile/ Mobile Library



The Baby Bookmobile



TimeSlips: the dementia prevention program at work



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 \$6,800, or 1.1 percent, due to employment costs.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 276,001	\$ 308,492	\$ 328,359
Vision Plan	394	390	432
Dental Plan	3,489	3,450	3,744
FICA Tax	19,668	23,678	25,116
Health Insurance	103,544	100,800	100,800
Pension	63,683	64,638	61,525
Communications	2,669	2,760	2,760
Utilities	901	900	1,332
Utilities - Electric	13,077	14,100	13,500
Utilities - Fuel	5,148	7,700	6,000
Rental and Leases	2,597	2,722	120
Insurance	-	980	-
Repairs and Maintenance	23,664	32,047	33,736
Printing and Binding	1,075	550	850
Other Contractual Services	285	675	700
Office/Operating Supplies	10,191	9,000	9,000
Dues & Subscriptions	6,682	6,651	6,479
Permanent Record Books	23,615	23,800	23,800
Uniforms	-	100	100
Maintenance & Repairs – Parts	1,000	1,000	1,000
Tools and Small Equipment	2,067	7,200	7,000
Sm. Computer Equipment	-	350	350
Other Supplies	7,998	8,500	8,500
Programs and Projects	9,613	11,000	11,000
Seminars/Conferences/Training	675	2,395	-
Mileage	1,225	1,050	1,200
Travel	250	5,950	275
Machinery and Equipment	5,770	-	-
Total Greenwood Library	\$ 585,281	\$ 640,878	\$ 647,678



Greenwood Library



Infant story time



Adult literacy/English language learners



Book discussion at business of local partner, Amity Coffee



The "Greenwood Visionaries" group grew out of library-led community conversations in FY 2019



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 increased \$29,000, or 3.6 percent, due to post-foundation repairs.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 299,763	\$ 324,499	\$ 344,046
Vision Plan	461	455	504
Dental Plan	4,097	4,025	4,368
FICA Tax	22,041	24,963	26,314
Health Insurance	120,185	117,600	117,600
Pension	71,591	80,640	65,950
Communications	2,658	3,192	3,156
Utilities	911	1,200	1,200
Utilities - Electric	17,255	18,000	17,000
Utilities - Fuel	5,083	5,500	5,000
Rental and Leases	188	375	375
Insurance	45,001	44,500	59,610
Repairs and Maintenance	29,426	41,277	51,702
Other Contractual Services	264	300	300
Office/Operating Supplies	8,286	9,000	9,000
Fuel	622	1,000	750
Dues & Subscriptions	8,344	9,059	9,563
Permanent Record Books	20,085	22,800	22,800
Uniforms	474	200	500
Maintenance & Repairs - Parts	7,048	4,000	3,000
Tools and Small Equipment	1,726	2,350	2,250
Sm. Computer Equipment	2,400	-	300
Other Supplies	11,900	12,000	12,000
Programs and Projects	9,561	9,800	9,800
Seminars/Conferences/Training	1,628	2,655	-
Mileage	1,015	1,700	1,200
Travel	2,017	5,950	-
Improvements	-	65,000	73,000
Machinery and Equipment	58,865	-	-
Total Milton Library	\$ 752,895	\$ 812,040	\$ 841,288



Hispanic Heritage Day



Milton Library



Local author Ilona Holland reads her book to the Cat in the Hat and friends

Favorite children's book characters...



...thanks to Children's Theatre volunteers!



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 2021 budget decreased \$7,000, or 0.7 percent.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 368,345	\$ 506,153	\$ 497,229
Vision Plan	701	520	576
Dental Plan	3,562	4,600	4,992
FICA Tax	27,434	38,885	38,038
Health Insurance	112,251	134,400	134,400
Pension	61,630	80,640	80,175
Communications	3,311	3,420	3,660
Utilities	1,752	1,760	1,800
Utilities - Electric	21,171	25,000	23,000
Utilities - Fuel	8,996	15,000	12,000
Insurance	4,228	4,350	4,655
Repairs and Maintenance	26,615	22,972	27,677
Other Contractual Services	528	600	600
Office/Operating Supplies	12,738	13,000	13,000
Fuel	566	500	500
Dues & Subscriptions	9,901	12,141	12,463
Permanent Record Books	32,644	33,000	33,000
Uniforms	-	200	200
Maintenance & Repairs - Parts	1,718	3,000	3,000
Tools and Small Equipment	4,698	1,200	2,480
Sm. Computer Equipment	2,695	2,750	1,500
Other Supplies	15,883	16,000	16,000
Programs and Projects	9,233	10,000	10,000
Seminars/Conferences/Training	2,101	2,115	-
In-house Training	-	200	-
Mileage	1,626	1,100	1,600
Travel	2,049	5,930	375
Improvements	45,128	26,000	35,500
Total South Coastal Library	\$ 781,504	\$ 965,436	\$ 958,420

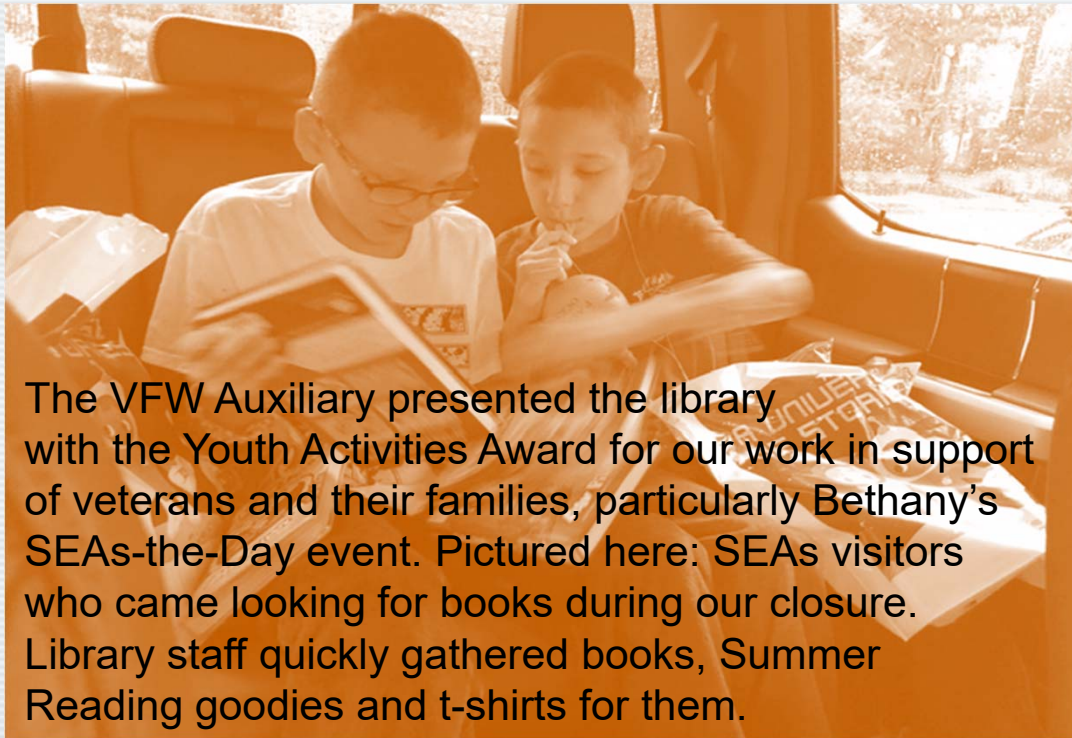




The Reading Garden is in full use...and dry!



South Coastal Library



The VFW Auxiliary presented the library with the Youth Activities Award for our work in support of veterans and their families, particularly Bethany's SEAs-the-Day event. Pictured here: SEAs visitors who came looking for books during our closure. Library staff quickly gathered books, Summer Reading goodies and t-shirts for them.



We now offer computer classes for Macs and other Apple products!



Library Operations

Projects and Initiatives

Social Infrastructure: Phase II

The Department-wide read of “Palaces for the People: How Social Infrastructure Can Help Fight Inequality, Polarization and the Decline of Civic Life,” accomplished the goals of 1) strengthening understanding of social infrastructure and the key role libraries play in it; 2) modeling civil dialogue; and 3) making Department values visible. Comments in the staff evaluations offered ideas/plans to create/expand services to better fulfill this identified role. In FY 2021, we will implement these ideas, explore new ones and respond quickly to community need situations (e.g.: assist 100 people in filling out the 2020 census to ensure funding equity).

Library Material Collections Analysis: Phase IV

Perform a diversity audit of the County library collections; develop a plan to address findings in a financially-feasible way while continuing to answer current demands by our customers; and the independent libraries are encouraged to join in the effort.



**“Do people still read books or use the library?”
View the book drop at South Coastal!**



Mapping & Addressing

Department Summary

The Mapping and Addressing Department has 4 distinct functions: mapping staff create, draw and maintain County parcel maps; addressing staff provide street addresses to county parcels and maintain a routable centerline network; and GIS utility team converts and maintains utility networks; GIS administration develops and supports many work products and applications for various departments, including online mapping for the public as well as field mobility products.

Mission

Assist, educate, coordinate and guide the implementation, development and maintenance of GIS (Geographic Information Systems) technology while maintaining and improving the base layers our constituency and decision-makers have come to expect and rely on

Activity Measure: Number of Plots Processed by Fiscal Year

2017	2018	2019
699	617	664

Fiscal Year 2020 Successes

Upgraded web mapping to be device agnostic

Increased portal use and support to 20 percent of County staff

Completed CAD to GIS conversion of electric network at airport

Rolled out mobile solutions for Constable team

Upgraded ArcGIS infrastructure and associated databases to 10.7

Fiscal Year 2021 Goals

Fiscal Year 2021 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 by processing plots within two weeks of receipt	G2
Goal 5	Complete conversion of the sewer geographic network into the utility network	G2



Mapping & Addressing

Budget Detail

The FY 2021 budget decreased \$42,000, or 4.6 percent. The \$38,000 decrease was Seaford's 9-1-1 fees no longer being distributed since the County now is dispatching Seaford's calls; and \$23,000 decrease was from reduced training and travel cuts due to COVID-19.

Account Description	2019 Actual	2020 Budget	2021 Budget
Mapping & Addressing Salaries	\$ 409,391	\$ 425,241	\$ 435,000
Vision Plan	405	650	647
Dental Plan	4,197	5,750	5,616
FICA Tax	29,667	32,656	33,283
Health Insurance	145,633	151,200	151,200
Pension	115,220	118,756	108,750
Other Professional Services	83,632	83,710	45,347
Communications	2,919	2,280	2,808
Postage & Freight	93	150	100
Insurance	2,346	2,590	2,590
Repairs and Maintenance	48,170	41,162	59,300
Other Contractual Services	4,230	10,000	10,000
Office/Operating Supplies	2,766	3,700	3,700
Fuel	1,630	2,500	2,000
Dues & Subscriptions	150	-	450
Uniforms	478	-	500
Maintenance & Repairs – Parts	938	1,000	1,000
Tools and Small Equipment	1,691	-	-
Seminars/Conferences/Training	6,755	7,785	1,000
Mileage	41	400	500
Travel	12,165	18,840	2,500
Total Mapping and Addressing	\$ 872,517	\$ 908,370	\$ 866,291



Marriage Bureau

Department Summary

The Marriage Bureau issues marriage licenses, officiates Memorable Marriage Ceremonies in the office and in locations all over Sussex County, 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

Activity Measures			
	2017	2018	2019
Marriage Licenses Issued	1,571	1,505	1,456
Ceremonies Officiated	668	626	657
Certified Copies Issued	1,037	1,433	1,849
Revenue	\$144,865	\$164,558	\$171,832

Fiscal Year 2020 Successes

Continued to provide our ceremony in different languages to better serve the Sussex County population

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 the new officiants performing ceremonies in both English and Spanish in hopes to eliminate recording errors

Fiscal Year 2021 Goals

Fiscal Year 2021 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	G2
Goal 3	Provide excellent customer service that exceeds the expectations of the citizens and visitors of the Sussex County Marriage Bureau	G2



Marriage Bureau

Budget Detail

The FY 2021 budget decreased \$4,000, or 1.6 percent.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 125,267	\$ 119,821	\$ 123,119
Vision Plan	135	195	216
Dental Plan	1,199	1,725	1,872
FICA Tax	9,262	9,194	9,418
Health Insurance	30,941	50,400	50,400
Pension	34,255	33,457	26,150
Communications	575	750	750
Postage & Freight	633	550	650
Insurance	-	120	-
Repairs and Maintenance	5,452	5,500	5,520
Printing & Binding	1,087	1,700	1,700
Office/Operating Supplies	2,141	2,700	2,700
Dues & Subscriptions	100	150	150
Tools and Small Equipment	132	1,500	1,500
Seminars/Conferences/Training	-	500	500
Mileage	1,485	1,200	1,200
Travel	-	500	500
Total Marriage Bureau	\$ 212,664	\$ 229,962	\$ 226,345



Paramedics

Department Summary

Paramedics operate as a non-transporting EMS agency providing advanced life support paramedic services to the residents and visitors of Sussex County. A specially designed ALS rapid response vehicle is based at one of ten paramedic stations located throughout the county. Ambulance transportation is provided by 21 Basic Life Support transport services, or by ALS helicopter service provided by the Delaware State Police or Life Net.

Mission

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

Activity Measure: Number of Times Dispatched by Fiscal Year

2017	2018	2019
26,337	26,743	26,936

Fiscal Year 2020 Successes

Responded 26,936 times to calls for service, and 8-minute response time goal met 66 percent of the time; 10-year lookback was 13,782 responses, and 8-minute response time goal met 58 percent

Through a partnership with Beebe Healthcare, implemented the first Mobile Integrated Healthcare (MIH) Pilot Program in the State

Awarded National Accreditation through CAAS with a perfect score, our department's first accreditation

Completed installation of vehicle anti-idle and climate control systems fleetwide

Initiated staffing of Medic 111 in the Milton area 12 hours each day with a single paramedic

Fiscal Year 2021 Goals

Fiscal Year 2021 Goals		Org. Goal Reference
Goal 1	Provide our customers optimal service during all interactions, emergency and non-emergency	G2
Goal 2	Research and implement system(s) that improve our Continuous Quality Improvement	G4
Goal 3	With implementation of anti-idle and climate control systems, recognize a reduction in engine hours, fuel costs and emissions by 65 percent while maintaining medication temperatures	G1
Goal 4	Navigate in a fiscally responsible manner capital projects, including Medic 110/EMS 200 in Seaford, and the Public Safety Training and Administrative Complex in Georgetown	G1



Paramedics

Budget Detail

The FY 2021 operating budget decreased \$193,000 or 1.1 percent, due to the reduction of the required pension contribution due to being fully funded.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 8,338,345	\$ 9,174,820	\$ 9,299,276
Vision Plan	7,286	7,670	8,496
Dental Plan	65,823	67,850	73,632
FICA Tax	609,572	712,489	710,595
Health Insurance	1,958,297	1,982,400	1,982,400
Worker's Compensation	265,718	495,498	383,590
Pension	2,016,553	2,107,332	1,997,000
Legal	11,025	10,000	10,000
Other Professional Services	68,614	66,329	51,800
Communications	99,512	96,293	99,624
Postage	105	600	400
Utilities	47,684	64,540	59,000
Rent	69,330	65,123	53,280
Insurance	116,830	158,340	158,340
Maintenance and Repair	438,851	654,984	517,748
Printing & Binding	891	1,000	1,000
Advertising	-	5,000	5,000
Contractual Services	3,910	5,400	5,225
Office Supplies	7,462	8,000	8,000
Fuel	89,770	103,459	104,658
Janitorial	7,298	6,750	8,250
Dues & Subscriptions	341	2,000	2,000
Uniforms	52,504	79,380	79,380
Repair and Maintenance - Parts	133,099	98,722	91,648
Tools and Small Equipment	105,300	228,527	258,010
Other Supplies	261,234	236,609	297,708
Programs and Projects	6,433	7,875	9,230
Miscellaneous	331	750	750
Seminars and Conferences	11,314	17,600	7,041
Tuition & Training	23,812	31,596	31,595
Travel	31,656	41,770	17,647
Machinery and Equipment	367,518	460,869	474,540
Total Paramedics	\$15,216,418	\$16,999,575	\$16,806,863

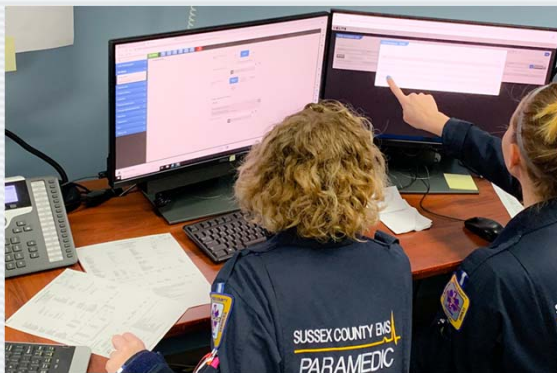


Paramedics

Projects and Initiatives

Peer Chart Review System - \$12,000 (Annual Cost)

Peer chart review remains a vital part of our continuous quality improvement process. Our current method is burdensome and creates a hardship on staff. This difficulty has resulted in increased time to complete and consistently is the most complained about organizational expectation. Having discussed the possibility of writing an internal application, County IT has suggested using a third-party vendor.



Medic 111 – Milton (Staffing)

It was proposed to open a day-time (12 hours) paramedic unit in Milton in the FY 2020 budget. Over the past several years, an increase in call volume and response time had been appreciated in the Milton area. Funding was allotted for station rent and all necessary equipment in last year's budget. We staffed the unit with existing personnel and overtime as needed. The unit went "live" January 1, 2020. Through February 29, 41 shifts were covered with overtime. Two additional paramedics were added, thus reducing the overtime need.



Milton Response Times 38% Improvement with Medic 111



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

Activity Measure: Number of Change of Zones by Fiscal Year

2018	2019	2020
48	42	35*

Activity Measure: Number of Conditional Uses by Fiscal Year

2018	2019	2020
49	44	40*

Activity Measure: Number of Major Subdivisions by Fiscal Year

2018	2019	2020
24	32	27*

Activity Measure: Number of Board of Adjustment Applications

2018	2019	2020
161	151	99*

* Applications as of March 9, 2020.



Planning and Zoning

Department Information - continued

Fiscal Year 2020 Successes

Continued with the implementation of the adopted 2019 Comprehensive Plan, including the introduction, adoption and implementation of a new ordinance to enhance the design criteria for future major cluster subdivisions

Entered electronic data for 1,225 prior conditional use applications as part of efforts to publish new GIS layers to the public in Fiscal Year 2021

Implemented new ordinances to streamline the application processes for manufactured homes, garage/studio apartments, and the temporary siting of manufactured homes for medical hardship situations; these changes have resulted in faster processing times, reduced application fees, and reduced waiting times for the Board of Adjustment

Implemented new internal process in November 2019 to provide all requests for setback information in writing; this new process provides greater certainty to customers; and since November 2019, a total of 625 written responses have been provided

Fiscal Year 2021 Goals

Org. Goal Reference

Goal 1	Provide the community with personal attention, and accurate and detailed information	G2
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	Review all subdivision applications and administrative applications with 100 percent accuracy, within 25 business days of receipt of all necessary information	G2



Planning and Zoning

Budget Detail

The FY 2021 budget decreased \$328,000, or 17.8 percent, due to the transfer of five inspection positions to Building Code and Constables Divisions.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 698,858	\$ 738,265	\$ 620,777
Vision Plan	975	1,040	792
Dental Plan	8,768	9,200	6,864
FICA Tax	50,627	56,718	47,490
Health Insurance	237,396	268,800	184,800
Pension	202,334	206,270	155,194
Legal	247,249	300,000	275,000
Other Professional Services	48,562	125,000	125,000
Communications	6,389	6,720	8,580
Postage & Freight	10,387	11,000	11,000
Insurance	5,800	7,689	7,689
Repairs and Maintenance	13,858	17,000	17,900
Printing & Binding	594	1,750	2,500
Advertising	35,613	38,000	37,000
Office/Operating Supplies	3,798	4,500	4,500
Fuel	8,063	8,500	2,500
Dues & Subscriptions	2,323	2,500	3,500
Permanent Record Books	184	400	400
Uniforms	1,463	5,000	-
Tools and Small Equipment	13,119	20,000	-
Small Computer Equipment	-	-	2,000
Seminars/Conferences/Training	4,814	6,000	3,000
Travel	1,717	10,000	-
Machinery and Equipment	44,154	-	-
Total Planning and Zoning	\$ 1,647,045	\$ 1,844,352	\$ 1,516,486



Planning and Zoning

Projects and Initiatives

Project - Increasing the quantity and quality of online GIS data available

In Fiscal Year 2021, the Planning & Zoning Department will continue its work on entering conditional use, change of zone data and subdivision data dating back to 1970. This project is a necessary step to enable a longer-term project to make more useful data readily available to customers as part of the County's Online Zoning Map.



Public Works

Department Summary

The Public Works Division is responsible for the regulation of private roads, associated drainage, bulk and detailed grading, County and private sanitary sewer systems, pre-construction administration, construction inspection, the processing of developer agreements, performance securities, and project closeouts.

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

Activity Measure: Number of Plans Reviewed by Fiscal Year

2017	2018	2019
73 Plan Approvals 2,638 Residential Units	66 Plan Approvals 2,681 Residential Units	61 Plan Approvals 1,677 Residential units

Fiscal Year 2020 Successes

Processed 31 private road and sanitary sewer construction plans, representing approximately 890 residential units

Tracked and processed \$186,311,216 in developer's performance securities

Inspecting 376 private road development phases

Closed out 37 projects, with an additional 56 progressing toward the close out phase

Fiscal Year 2021 Goals

		Org. Goal Reference
Goal 1	Increase the rate of project closeouts through an expanded approach	G2
Goal 2	Improve tracking and notification to developers of required timelines for project completion	G2
Goal 3	Assist with integration of Utility Engineering and Public Works Division's county/developer agreements and related documents	G2
Goal 4	Propose improvements to the bonding protocols adopted in 2013	G2



Public Works

Budget Detail

The FY 2021 budget decreased \$344,000, or 47.3 percent, due to staff members being transferred to Enterprise Division to assist with sewer inspections and site construction plan reviews.

	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 407,257	\$ 429,416	\$ 230,683
Vision Plan	442	455	216
Dental Plan	3,929	4,025	1,872
FICA Tax	30,134	33,002	17,619
Health Insurance	105,396	117,600	50,400
Pension	143,970	120,030	57,575
Communications	5,480	6,000	5,520
Postage & Freight	434	1,000	900
Insurance	4,182	4,806	4,806
Repairs and Maintenance	2,400	-	3,000
Office/Operating Supplies	1,691	2,000	2,000
Fuel	6,737	7,000	7,000
Uniforms	422	1,000	-
Maintenance & Repairs - Parts	1,678	1,000	2,500
Other Supplies	525	1,000	-
Total Public Works	\$ 714,677	\$ 728,334	\$ 384,091



Public Works

Projects and Initiatives

Chapter 99 - Project Closeouts

Increase the rate of project closeouts through an expanded approach; and ensure an efficient process for timely closeouts by: 1. improved timeline tracking and 2. improve the completion date notification process to developers



Division Integration

Propose revisions to integrate the Utility Engineering and Public Works Division's county/developer agreements and documents associated with processing and regulating development site construction



Performance Bonding Protocols

Assess and propose improvements to the current County Bonding Protocols adopted in October 2013

Effective for the past 7 years, current protocols require evaluation for improvement and compatibility with current conditions

PERFORMANCE BOND
ROADS AND ASSOCIATED DRAINAGE IMPROVEMENTS

A BOND TO ACCOMPANY AND FOR:

AGREEMENT NO.: _____
 AGREEMENT NAME: _____

_____ (Developer)
 _____ (Street or Post Office
 Box) _____ (City or Town) in the
 County of _____ and State of _____
 _____ as principal and _____ (Surety)
 _____ (Street or Post Office Box) in the
 County of _____ and State of _____ as
 surety legally authorized to do business in the State of Delaware, are held firmly bound unto the
 Sussex County Council, or the County Officers thereof, in the sum of _____



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, 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

Activity Measure: Number of Documents Recorded by Fiscal Year

2017	2018	2019
46,463	47,355	47,709

Fiscal Year 2020 Successes

Continued adding electronic submission users; in FY 2019, 533 registered submitters, and in FY 2020, 398 registered submitters

Expedited document turnaround allowing customers to have their documents received at the time of recording

Collaborated with Assessment, Mapping and IT to enable electronic delivery of deeds to respective departments to increase efficiency, as well as reduce the amount of paper printed

Fiscal Year 2021 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 by maintaining the online web portal	G2
Goal 3	Implement new processes and procedures in an effort to reduce the amount of paper documents, i.e. plots stored in-house to assist in alleviating storage retention issues	G1
Goal 4	Process all recordings within 24 business hours	G2



Recorder of Deeds

Budget Detail

The FY 2021 budget decreased \$4,000. The decrease is less than 1 percent.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 483,580	\$ 498,900	\$ 514,771
Vision Plan	942	910	1,080
Dental Plan	8,395	8,050	9,360
FICA Tax	34,179	38,354	39,377
Health Insurance	243,649	235,200	252,000
Pension	134,761	139,479	128,675
Communications	1,693	1,680	1,680
Postage & Freight	3,354	15,000	5,000
Rental and Leases	-	-	1,200
Insurance	108	100	120
Repairs and Maintenance	36,892	24,720	20,000
Other Contractual Services	20,951	-	-
Office/Operating Supplies	9,333	17,000	10,000
Dues & Subscriptions	169	150	-
Tools and Small Equipment	1,297	1,400	9,100
Programs and Projects	19,797	1,000	-
Seminars/Conferences/Training	-	-	-
Travel and Training	2,124	4,000	-
Machinery & Equipment	87,732	10,000	-
Total Recorder of Deeds	\$ 1,088,956	\$ 995,943	\$ 992,363



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

Activity Measure: Number of Documents sent to Delaware Archives

2018	2019	2020
620	992	1,299

Fiscal Year 2020 Successes

Transported approximately 430 cubic ft. of records for destruction and 869 cubic ft. for permanent retention to the Delaware Public Archives

Continued the digitization of building permits (3 years), as well as other files when requested

Worked directly with Administration, Public Information Officer, Clerk of Peace, Recorder of Deeds, Assessment (Building Code), Engineering Administration (Public Works, Airport), Finance, Human Resources, Paramedics, Planning & Zoning, and Sheriff's Office to determine proper retention and filing of records

Continued collaboration with archivists regarding Sussex County files and indexes

Worked with Sussex County Administration to develop a filing system that met Delaware Public Archives standards

Fiscal Year 2021 Goals

		Org. Goal Reference
Goal 1	Continue to digitize and index Sussex County department files	G2
Goal 2	Work with County Departments to implement a standard system for County records	G2
Goal 3	Process and prepare County records that are not regularly accessed for permanent storage at the DPA	G2



Records Management

Budget Detail

The FY 2021 Budget for Records Management decreased \$23,000, or 8.1 percent, due to last year's purchase of a new cargo van to transport County records

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 132,242	\$ 143,139	\$ 147,373
Vision Plan	204	195	216
Dental Plan	1,745	1,725	1,872
FICA Tax	9,605	10,988	11,274
Health Insurance	50,632	50,400	50,400
Pension	34,396	39,978	36,844
Insurance	1,073	961	1,190
Repairs and Maintenance	208	-	-
Office/Operating Supplies	1,505	5,000	4,350
Fuel	138	150	300
Small Tools and Equipment	3,960	-	1,200
Seminars/Conferences/Training	639	-	-
Travel	971	-	-
Machinery & Equipment	-	25,100	-
Total Records Management	\$ 237,318	\$ 277,636	\$ 255,019



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

Committed to providing services to families and attorneys to accurately and effectively process the documents necessary to transfer the assets of a deceased person in an efficient and courteous manner, as well as to preserve those records for the future

Activity Measure: Number of New Estate Openings by Fiscal Year

2017	2018	2019
2,365	2,336	2,348

Fiscal Year 2020 Successes

Went live with our new database, Bluestone, on 4/1/2019 that streamlined the processing of document preparation

Amended Code to increase the fee for safekeeping wills and began offering the new service of preregistering wills on 10/15/2019 to residents of Sussex County

Continued archiving Administration books and older files, and have scanned and successfully shipped budgeted quota of books to Archives

Fiscal Year 2021 Goals

		Org. Goal Reference
Goal 1	Continue archiving older files to make space for future cases	G2
Goal 2	Finalize archiving red will books and ACS binders to help modernize office and allow more space	G2



Register of Wills

Budget Detail

The FY 2021 budget decreased \$1,500. The decrease is less than 1 percent.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 272,801	\$ 293,933	\$ 302,490
Vision Plan	505	520	576
Dental Plan	4,543	4,600	4,992
FICA Tax	19,735	22,561	23,091
Health Insurance	131,164	134,400	134,400
Pension	77,537	82,054	75,450
Communications	948	900	960
Postage and Freight	2,161	2,500	2,500
Rental and Leases	12,000	12,000	12,000
Insurance	108	100	120
Repairs and Maintenance	20,097	21,000	23,000
Printing & Binding	-	2,500	3,000
Advertising	35,648	35,800	36,000
Other Contractual Services	11,007	10,000	10,000
Office/Operating Supplies	6,890	7,000	7,000
Dues and Subscriptions	100	200	-
Small Tools & Equipment	22,473	2,500	1,500
Mileage	82	500	500
Travel	85	-	-
Machinery & Equipment	50,000	6,000	-
Total Register of Wills	\$ 667,884	\$ 639,068	\$ 637,579



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 and security 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

Activity Measure: Sussex County Lost Time Rate vs. National Average (~ 2.3 cases / 100 Workers NAICS 92- Public Administration)

2017	2018	2019
1.1	0.68	3.4

Fiscal Year 2020 Successes

Implemented new security measures, including onsite preplanning with local law enforcement, installation of panic buttons, new security gates at wastewater plants and other initiatives in conjunction with Capital Police recommendations

Led multiple training classes including spill prevention control and countermeasures, pesticide safety, confined space, respirators, universal waste batteries, contractor safety approach and heavy equipment operator

Developed new safety protocols for: auto shop safety, arc flash and fall protection

Fiscal Year 2021 Goals

		Org. Goal Reference
Goal 1	Continue to expand individual safety responsibility through completion of written policy, procedures and auditing of activity	G1
Goal 2	Move security staff (education and attention) to next level via expanded security post orders and contractor/employee training classes	G1
Goal 3	Continue to address high-risk activities and put in place proper mitigation activities, such as worksite safety requirements for boom-truck operators and construction zone safety	G1
Goal 4	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 2021 budget increased \$6,000, or 1.3 percent, due to contractual security.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 227,101	\$ 234,063	\$ 247,818
Cost Reimbursement - Salaries	(75,383)	(88,896)	(89,859)
Vision Plan	231	260	288
Dental Plan	2,029	2,300	2,496
FICA Tax	16,535	17,972	18,942
Health Insurance	69,747	67,200	67,200
Pension	63,338	65,355	53,948
Communications	766	840	840
Insurance	1,073	1,810	1,810
Repairs and Maintenance	2,862	2,500	5,000
Other Contractual Services	189,645	230,000	242,000
Cost Reimbursement - Contr. Sr.	(38,869)	(54,085)	(58,570)
Office/Operating Supplies	687	750	750
Fuel	2,766	4,000	2,500
Dues & Subscriptions	770	1,500	1,500
Uniforms	309	1,500	1,000
Maintenance & Repairs - Parts	690	4,000	4,000
Tools and Small Equipment	4,945	25,000	25,000
Sm. Computer Equipment	-	-	-
Other Supplies	1,742	1,500	1,500
Cost Reimbursement - Supplies	(16,513)	(9,143)	(8,338)
Seminars/Conferences/Training	1,068	5,000	500
Mileage	-	500	500
Travel	977	-	-
Cost Reimbursement - Training	(409)	(1,265)	(230)
Improvements	70,654	1,500	-
Machinery & Equipment	1,695	-	-
Total Safety and Security	\$ 528,456	\$ 514,161	\$ 520,595



Safety & Security

Projects and Initiatives

Project # 1 – Annual Advantech Service Agreement - \$17,000

Advantech Incorporated ('ADVANTECH') to provide a service plan for the Access Control System, Intrusion Detection System, and Fire Alarm Systems for the below locations.

Milton Library - • Fire Alarm System • Access Control System • Intrusion Detection System

Greenwood Library - • Fire Alarm System • Access Control System • Intrusion Detection

South Coastal Library- • Fire Alarm System • Access Control System • Intrusion Detection

Sussex County Administrative Building- • Access Control System • Intrusion Detection
West Complex- • Access Control System

Project #2 – New “Daylight” Security Cameras- Industrial Park- \$25,000

New cameras needed at industrial Park and external Administration doors; new technology will replace aged cameras and will provide sharper picture quality and color in all light conditions

Day & Night Mode Video Samples



www.cctvcamerapro.com/L36



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

Activity Measure: Number of Papers Served by Fiscal Year/Revenue

	2017	2018	2019
Papers Served	12,505	10,098	8,941
Revenue	\$3,172,542	\$2,066,701	\$1,793,289

Fiscal Year 2020 Successes

Continued improvement in turnaround time for document service

Curtailed excess spending in the budget

Stayed current in office workflow with minimal staffing

Fiscal Year 2021 Goals

Org. Goal Reference

Goal 1	Continue to be thrifty and budget-minded in spending by not increasing the FY 2021 budget	G1
Goal 2	Continue to keep certifications and training current	G5
Goal 3	Continue to operate with a part-time, instead of full-time deputy	G1
Goal 4	Continue to have a harmonious relationship with the County Council	G5



Sheriff

Budget Detail

The FY 2021 budget decreased \$26,000, or 3.9 percent, due to a vehicle purchase in FY 2020.

Account Description	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 326,164	\$ 345,485	\$ 352,676
Vision Plan	404	455	504
Dental Plan	4,197	4,025	4,368
FICA Tax	23,888	26,588	26,969
Health Insurance	106,073	117,600	117,600
Pension	85,608	96,690	88,125
Communications	4,606	5,820	5,796
Postage & Freight	8,566	10,000	8,000
Insurance	5,327	5,900	5,900
Repairs and Maintenance	1,827	3,500	2,000
Other Contractual Services	12,050	13,000	13,000
Office/Operating Supplies	3,654	4,000	4,000
Fuel	7,079	7,500	7,500
Dues & Subscriptions	-	200	200
Uniforms	628	2,000	2,000
Maintenance & Repairs - Parts	2,706	2,000	2,000
Other Supplies	2,222	3,000	3,000
Seminars/Conferences/Training	468	500	500
Machinery and Equipment	-	22,077	-
Total Sheriff	\$ 595,467	\$ 670,340	\$ 644,138



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	
FY 2019 Actual	\$ 7,826,998
FY 2020 Budget	\$21,366,500
FY 2021 Budget	\$10,200,000

Fiscal Year 2020 Successes

Completed RW 10-28 Taxiway

Made improvements to the Coastal Business Park

Purchased fiber ring to facilitate broadband in Georgetown

Purchased property in partnership with the Sussex County Land Trust

Completed design of EMS 200/Medic 110

Fiscal Year 2021 Goals

Org. Goal Reference

Goal 1	Build the north Seaford paramedic station EMS 200 Medic 110	G4
Goal 2	Complete the secondary road in the Coastal Business Park	G3
Goal 3	Complete design and construction documents of the Public Safety Training and Administrative Complex	G4
Goal 4	Complete the Airport Master Plan Update	G3
Goal 5	Implement stormwater improvements in the Eli Walls drainage basin	G3



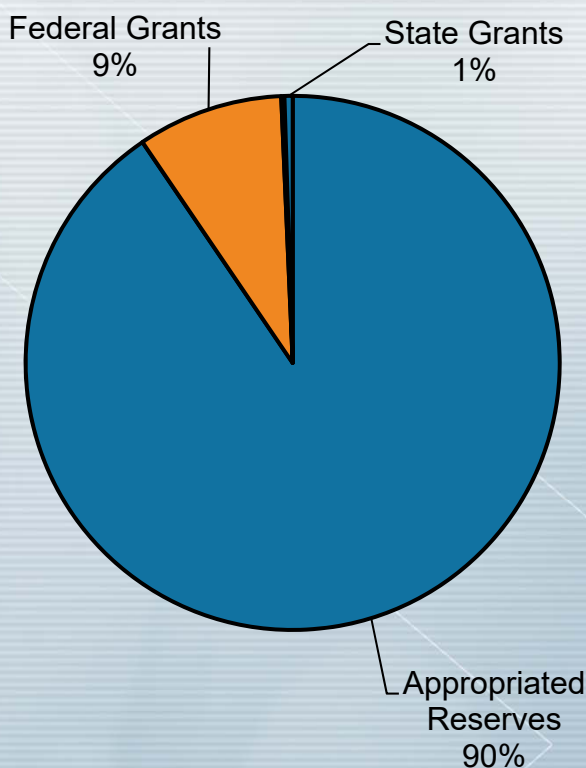
Capital Projects

Funding Sources

The FY 2021 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 \$9.2 million of appropriated reserves, which are Realty Transfer Tax funds set aside from previous years in addition to bonus density funds collected from previous development projects. Some airport projects are primarily paid for by the federal government through the FAA.

Due to the uncertainty of how the COVID-19 pandemic will impact the local economy, the County will only be doing projects that were started in previous years. The Capital Projects budget is down by \$11.2 million, or 52.3 percent.

Funding Source	2021 Budget
Appropriated Reserves	\$ 9,230,000
Federal Grants	900,000
Investment Income	20,000
State Grants	50,000
Total Funding Sources	\$10,200,000



Capital Projects

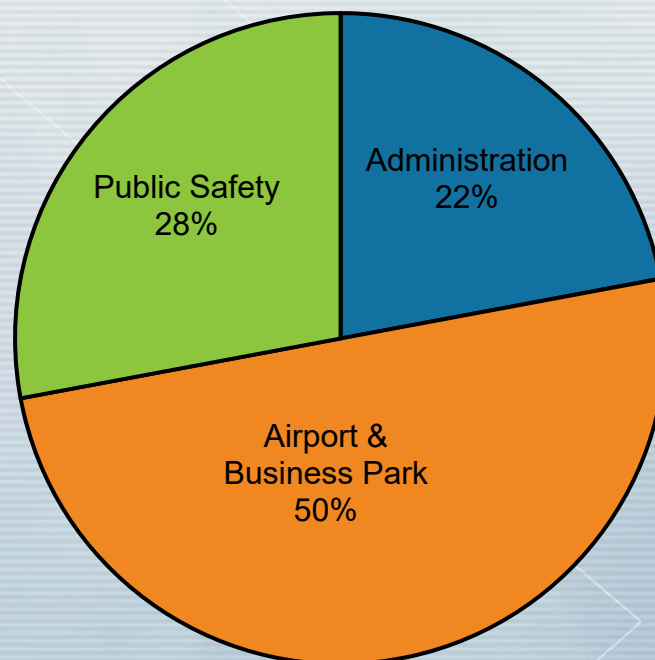
Expenditures

The Delaware Coastal Airport and Business Park is a vital part of the County's economy; therefore, \$5.1 million is appropriated for improvements and represents 50.0 percent of the capital budget. Improvements to the airport and business park facilities will, hopefully, retain and attract new customers to the area. The improvements include a new master plan, stormwater improvements, and taxiway rehabilitation. In FY 2017, Sussex County purchased land adjacent to the current Industrial Park for economic development. Over the last 3 years, the County has been developing the Delaware Coastal Business Park. The budget includes another \$1.3 million to finish the secondary road in the park.

The Administration expenditures are \$2.0 million, or 22.1 percent of the capital budget; this includes property acquisition and information technology infrastructure for broadband service.

The Public Safety expenditures are 27.9 percent of the Capital Projects Fund budget, or \$2.9 million; this funding is to build a paramedic station and complete the design of a new public safety administrative and training facility.

Typically, the County's capital budget is more than double of what is included in this year's budget. Due to the uncertainty of how the local economy will react to the COVID-19 pandemic, the County is only continuing with projects that were previously underway until certain financial metrics are met.



Capital Projects

5-Year Plan

	2021	2022	2023	2024	2025
Appropriated Reserves	\$ 9,230,000	\$ 5,290,518	\$ 525,000	\$ -	\$ -
Federal Grants	900,000	4,095,000	2,475,000	6,120,000	-
Investment Income (net)	20,000	15,000	15,000	15,000	15,000
Interfund Transfer (RTT)	-	9,521,982	17,247,500	11,225,000	1,335,000
State Grants	50,000	227,500	137,500	340,000	-
Total Sources	\$10,200,000	\$19,150,000	\$20,400,000	\$17,700,000	\$1,350,000

	2021	2022	2023	2024	2025
Administrative					
Building Improv.	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Administration Annex	-	1,000,000	10,000,000	10,000,000	-
IT Infrastructure	750,000	-	-	-	-
Land Acq. & Improv.	1,500,000	-	-	-	-
Airport/Business Park					
RW 4-22 - 6000' Exp.	-	300,000	700,000	3,800,000	-
Stormwater Improv.	750,000	500,000	250,000	-	-
Land Acquisition	750,000	250,000	250,000	-	-
T-Hanger	-	500,000	-	-	-
RW 4-22 Taxiway B	300,000	1,250,000	1,750,000	-	-
Airport Masterplan	400,000	-	-	-	-
Apron Expansion	300,000	3,000,000	-	-	-
Terminal Apron Exp.	-	-	300,000	3,000,000	-
Pavement Improv.	500,000	300,000	300,000	-	-
Baltimore Connector	750,000	-	-	-	-
Business Park Improv	1,250,000	1,250,000	-	-	-
Western Bus. Park	-	3,000,000	-	-	-
Water Plant	100,000	-	-	-	-
Engineering					
Stormwater Bank	-	1,500,000	250,000	250,000	250,000
Property Acquisition	-	250,000	250,000	250,000	250,000
Public Safety					
Public Safety Building	1,000,000	5,500,000	5,500,000	-	-
EMS Stations	1,850,000	450,000	750,000	300,000	750,000
Total Expenditures	\$10,200,000	\$19,150,000	\$20,400,000	\$17,700,000	\$1,350,000



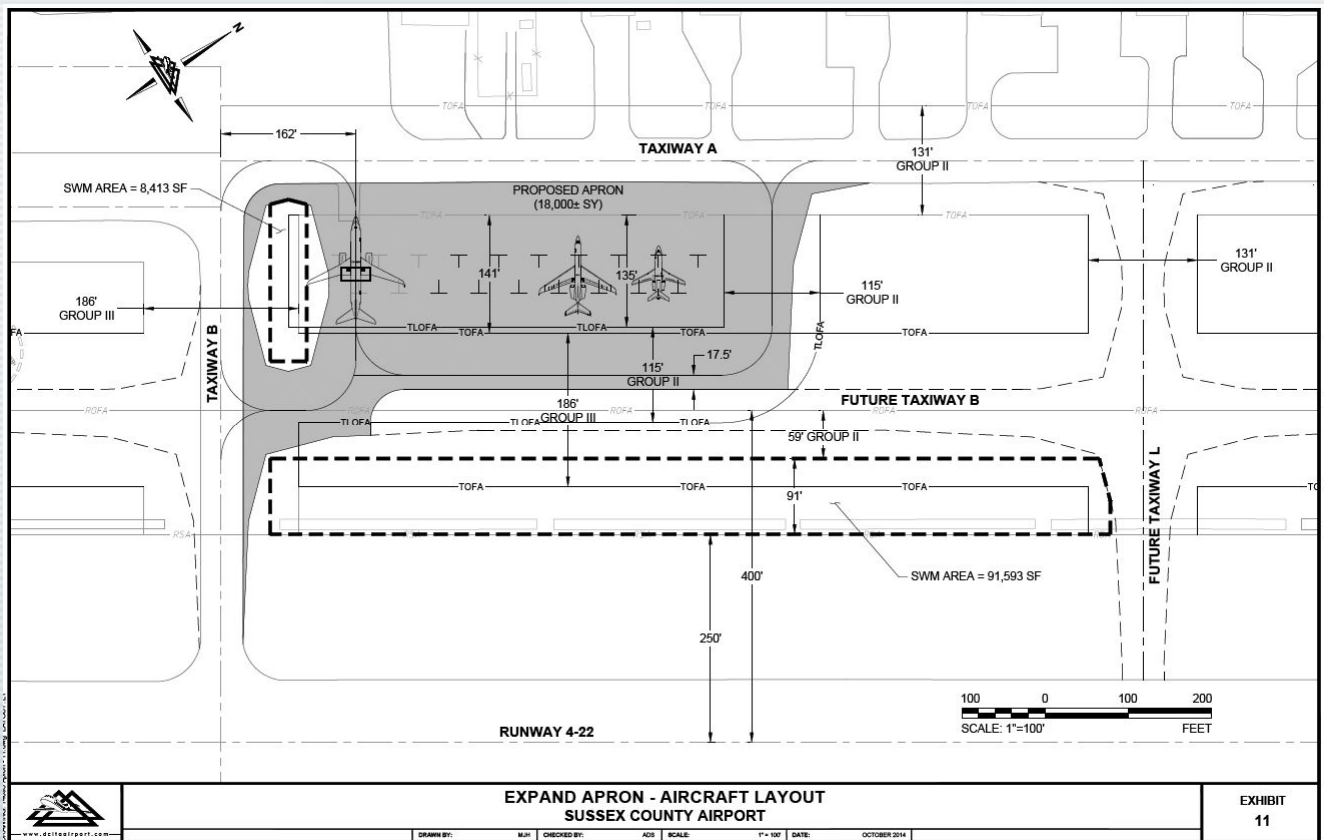
Capital Projects

Project Details

Design Phase Apron Expansion - \$300,000 (Paid for by Federal Grant)

This project will continue the design of an expanded general aviation apron area adjacent to the Terminal Apron. The FAA's Terminal Area Forecast for the airport is estimating a 15 percent increase in based aircraft by 2023, coupled with anticipated increased corporate jet operations; the need for expansion of ramp/apron parking areas is eminent.

This project began under a previous fiscal year but was suspended due to unexpected high construction costs associated with stormwater management. Changes in stormwater regulations and the anticipated completion of an airport stormwater bank are expected to significantly reduce the overall construction cost of this project.



Capital Projects

Projects and Initiatives

Paramedic Construction Projects – \$2,850,000 (current year cost only)

There are two paramedic construction projects in the FY 2021 Capital Projects Fund budget. One is a multi-year Public Safety Training and Administrative Complex. When completed, the project should cost \$12 million. In addition to the training complex, Medic 110/EMS 200 Station in Seaford should be completed this fiscal year.



Capital Projects

Impact on the Operating Budget

The County must keep in mind the operational costs of a completed capital projects when deciding on what capital projects to start. Below are the capital projects listed on the County's 5-year Capital Plan on page 130 and projecting operational costs until 2025.

	2021	2022	2023	2024	2025
Administrative					
Administration Annex	-	-	-	-	228,000
IT Infrastructure	-	-	6,000	6,180	6,560
Land Acq. & Improv.	-	1,570	1,620	1,665	1,715
Airport/Business Park					
RW 4-22 - 6000' Exp.	-	-	-	-	81,000
Stormwater Improvements	-	-	-	5,000	5,150
Land Acquisition	-	-	-	1,665	1,715
RW 4-22 Taxiway B	-	-	-	4,500	5,000
Engineering					
Stormwater Bank	-	-	5,000	10,000	15,000
Landfill Property Acq.	-	-	760	785	810
Public Safety					
Public Safety Building	-	-	-	238,100	245,200
EMS Stations	7,780	16,200	25,030	34,370	35,400
Total Expenditures	\$ 7,780	\$ 20,270	\$ 155,985	\$ 418,515	\$ 740,580

The operational costs are projected using previous experience of similar projects and current operational assets. Only capital projects that will increase operational costs in the next 5 years are listed above. The new buildings, the Administration Annex and Public Safety Building, will double the size of the current buildings. Operational costs of these buildings are based on the current buildings' operational expenses. EMS Stations are based on the average cost to operate current EMS stations of similar size. The EMS Stations' estimated operational costs in 2021 is for a half year for one station, one station in 2022, one-and-a-half stations in 2023 and two stations in 2024 and 2025. The ongoing cost for land acquisition is the cost of maintaining vacant land, such as mowing the grass. The stormwater banks' and storm water improvements' operating cost is the cost to maintain the land once it has been improved. The runway operational costs are due to pavement upkeep. Lastly, the IT infrastructure operating costs are the electric to power the towers, or poles. to provide the broadband service. Note all estimates include a 3 percent allowance for inflation.



Long-Term Financial Planning

Although the adopted budget is an annual budget, Sussex County looks beyond the one year to meet the Administrator's strategic goals of:

- maintaining the County's strong financial position
- implementing efficiencies
- promoting initiatives for measured economic development

Each year, the County develops a Long-Term Financial Outlook that forecasts operating expenses and revenue for the next 10 years for the General Fund, and capital expenditures and revenues for the next 5 years for both the General and Enterprise Funds.

The operational Long-Term Financial Outlook, found on the next page, starts with the current year's budget and adjusts each year using a percentage determined by the Finance Department. The Finance Department looks at previous revenue, usage, inflation and department activity trends to create a percentage increase for the next 10 years. The percentage used is in the last column of the table. It is important to note that all revenues are estimated on a conservative basis. Realty Transfer Tax is budgeted at a consistent level with no growth. Property tax revenue is projected at a slightly lower increase than what was realized during the last 10 years. Because of COVID-19, the Finance Department lowered building related revenues to a 1 percent increase annually. All other departments' revenues are based on the activity measure as reported in each department's section in the budget document. Expenses are projected not to exceed the same growth percentage of property taxes. In addition, the Finance Department includes any known changes that will occur during the forecast period, such as adding another service or bringing on additional infrastructure as outlined on the previous page on the table titled, "Capital Impact on Operating Budget."

If the conservative forecast shows that the County depletes its reserves below the 25 percent of the operating budget within the next five years, the County will develop a plan of action. As part of the budget message, the County Administrator will advise the County Council of significant trends that may affect the future of reaching the above strategic goals in this document's transmittal letter.

The capital plan, beginning on page 130, strategizes the needed infrastructure for the next five years. Most of the funding for the General Fund capital comes from excess Realty Transfer Tax, which is highly dependent on the economy; therefore, it is important to look ahead multiple years based on recent economic trends and economic future indicators, such as unemployment, interest rates, and building permits. Due to the COVID-19 pandemic, the only capital projects undertaken in this budget were started in a previous year. Other capital projects have been delayed until, the County knows how the pandemic will affect the county's economy.



Long-Range Financial Outlook

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	% Increase
General Fund												
Property - County	\$14,880	\$15,178	\$15,481	\$15,791	\$16,107	\$16,429	\$16,757	\$17,092	\$17,434	\$17,783	\$18,139	2%
Property – Library	1,745	1,780	1,815	1,852	1,889	1,927	1,965	2,004	2,045	2,085	2,127	2%
Realty Transfer	22,500	22,500	22,500	22,500	22,200	22,500	22,500	22,500	22,500	22,500	22,500	
Fire Service	1,500	1,515	1,530	1,545	1,561	1,577	1,592	1,608	1,624	1,641	1,657	1%
Lodging Tax	1,000	1,010	1,020	1,030	1,041	1,051	1,062	1,072	1,083	1,094	1,105	1%
Penalties and Interest	62	62	62	62	62	62	62	62	62	62	62	
Total Taxes	41,687	42,045	42,408	42,780	42,860	43,546	43,938	44,338	44,748	45,165	45,590	
Intergovernmental												
Emergency Operations	200	204	208	212	216	221	225	230	234	239	244	2%
HUD	2,045	2,086	2,128	2,170	2,214	2,258	2,303	2,349	2,396	2,444	2,493	2%
Payment in Lieu of Taxes	6	6	6	6	6	6	6	6	6	6	6	
Paramedics	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975	6,095	6,217	2%
Library	330	337	343	350	357	364	372	379	387	394	402	2%
LEPC	70	71	71	72	73	74	74	75	76	77	77	1%
Total Intergovernmental	7,751	7,905	8,062	8,222	8,386	8,554	8,723	8,897	9,074	9,255	9,439	
Charges for Services												
Marriage Bureau	170	172	173	175	177	179	180	182	184	186	188	1%
Recorder of Deeds	3,577	3,649	3,722	3,796	3,872	3,949	4,028	4,109	4,191	4,275	4,360	2%
Register of Wills	1,200	1,212	1,224	1,236	1,249	1,261	1,274	1,287	1,299	1,312	1,326	1%
Sheriff	1,800	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	
Building Permit and Zoning	2,000	2,020	2,040	2,061	2,081	2,102	2,123	2,144	2,166	2,187	2,209	1%
9-1-1 System Fees	560	560	560	560	560	560	560	560	560	560	560	
MHPF	130	133	135	138	141	144	146	149	152	155	158	2%
Building Inspection Fees	1,640	1,656	1,673	1,690	1,707	1,724	1,741	1,758	1,776	1,794	1,812	1%
Airport Fees	623	635	648	661	674	688	702	716	730	745	759	2%
Miscellaneous Fees	61	62	63	65	66	67	69	70	71	73	74	2%
Private Road	1,400	1,414	1,428	1,442	1,457	1,471	1,486	1,501	1,516	1,531	1,546	1%
Total Charges for Services	13,161	13,513	13,666	13,824	13,984	14,145	14,309	14,476	14,645	14,818	14,992	
Miscellaneous Revenue												
Fines and Forfeits	60	61	62	64	65	66	68	69	70	72	73	2%
Investment Income	764	779	795	811	827	844	860	878	895	913	931	2%
Miscellaneous Revenue	199	203	207	211	215	220	224	229	233	238	243	2%
Total Miscellaneous Revenue	1,023	1,043	1,064	1,086	1,107	1,130	1,152	1,176	1,198	1,223	1,247	
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	63,692	64,577	65,270	65,982	66,407	67,445	68,192	68,957	69,735	70,531	71,338	
Total Expenditures	65,892	65,732	67,067	68,544	70,174	71,891	73,329	74,795	76,291	77,817	79,373	2%
Transfers to support Capital	-	9,522	17,248	11,225	1,335	1,500	1,500	1,500	1,500	1,500	1,500	
General Fund Revenue (Deficit)	(2,200)	(10,677)	(19,045)	(13,787)	(5,102)	(5,946)	(6,637)	(7,338)	(8,056)	(8,786)	(9,535)	
Remaining Available Funds	\$107,817	\$97,139	\$76,985	\$61,518	\$54,407	\$45,755	\$36,829	\$27,150	\$16,696	\$5,456	(\$6,594)	



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

Operating Budget Summary	
FY 2019 Actual	\$34,962,166
FY 2020 Budget	\$40,803,693
FY 2021 Budget	\$42,426,210

Activity Measure: Number of Sewer Accounts Created		
2017	2018	2019
1,424	832	1,023

Activity Measure: Number of Sewer Annexations		
2017	2018	2019
7	15	13

Activity Measure: Number of Utility Inspections		
2017	2018	2019
2,111	2,171	2,529

Fiscal Year 2020 Successes – Utility Administration

Utility Engineering Division - completed 39,842 utility locates, inspected 2,529 utility connections, and brought 101 utility projects to substantial completion

Utility Permits Division - maintained 76,259 sewer/water accounts, created 1,023 new accounts, issued 2,391 permits, processed 6,216 service orders, scheduled 2,529 inspections, and reviewed 92 sets of plans for commercial EDU assessments; addressed Code changes by notifying customers and updating accounts

Utility Planning Division – 57 plans approved, 13 sewer district boundary expansions, preliminary engineering reports and environmental assessments for 5 regional projects; applied for and obtained the CPCN to provide water service to the greater Ellendale Water District



Enterprise Funds

Sewer and Water Funds

Fiscal Year 2020 Successes – Environmental Services

Upgraded 6 pump stations and decommissioned one; upgraded and took over existing sewer system of Oak Crest Subdivision; completed an interconnect with Artesian at Inland Bays to allow for an additional 0.45 MPD of waste disposal; repaired 5 manholes in the Inland Bay district; began a new headworks manifold piping system for the upgraded plant at South Coastal

Constructed the new biosolids facility

Upgraded the Inland Bay irrigation rigs for use/monitoring of the SCADA system to allow for remote monitoring and spraying

Bid and purchased a new portable sludge press for use with the SCRWF upgrade and future use with each of the other wastewater plants

Fiscal Year 2021 Goals – Environmental Services

Org. Goal Reference

Goal 1	Proceed with increasing the disposal and treatment capacity of the Inland Bays and South Coastal Facilities by 6 MGD	G4
Goal 2	Complete construction of Class A solids handling equipment for the Inland Bays Facility and implement the new 24/5 schedule for processing	G4
Goal 3	Continue to replace aging infrastructure and equipment in the water/sewer systems	G4
Goal 4	Begin use of a new work order schedule for generators and valves	G1
Goal 5	As a multi-year project, continue replacing 40 pump station PLC's controls with updated equipment	G4



Enterprise Funds

Sewer and Water Funds

Fiscal Year 2021 Goals – Utility Engineering		Org. Goal Reference
Goal 1	Maintain accuracy and response time for utility locates while accommodating an annual call volume of approximately 40,000	G2
Goal 2	Provide 24-hour emergency Miss Utility coverage while accommodating an annual volume of approximately 350 afterhours emergency calls	G2
Goal 3	Maintain quality standards of utility design and construction while continuing to pursue innovative materials and methods	G4
Goal 4	Continue integration of Chapter 99 & 100 workflow and staff	G4
Fiscal Year 2021 Goals – Utility Permits		Org. Goal Reference
Goal 1	Monitor revenues, permits and inspections	G1
Goal 2	Complete field work and create new accounts for at least 800 customers	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 2021 Goals – Utility Planning		Org. Goal Reference
Goal 1	Complete the Preliminary Engineering Reports and Environmental Assessments for USDA funding applications	G4
Goal 2	Involve the Planning Technicians in the regional design projects and have them review regional plans	G2
Goal 3	Continue assisting in the design efforts for 9 existing sewer areas	G4
Goal 4	Identify 2 areas where multiple projects can utilize a cost share arrangement to minimize duplication or under-utilized infrastructure	G1
Goal 5	Work with existing communities and developers to provide County sewer and/or water 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 2020 rates at \$292. Water service charge rates will increase in FY 2021 to \$327. Listed below are the annual service charge rates.

Service Charges per Equivalent Dwelling Unit (EDU)	
Dewey Water	\$ 327.00
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. The Unified Sewer connection rate is unchanged in FY 2021. The Blades and Ellendale sewer areas will now pay the Unified rates. Listed below are the connection fees for FY 2021.

Connection Fees per Equivalent Dwelling Unit (EDU)	
Dewey Water	\$1,155
Unified Sewer	\$6,360
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	-	-
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	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	5.23	523.00
Holts Landing Sewer	-	-
Johnson Corner Sewer	4.55	455.00
Long Neck Sewer	-	-
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

Sewer Area	Assessment Rate Per EDU
Henlopen Acres and Dewey Beach Sewer	\$317.52
Chapel Branch	\$680.00
Western Sussex	\$303.00



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
Sewer/Water Connection Permits	\$ 100.00	Per Permit



Enterprise Funds

Charges and Fees

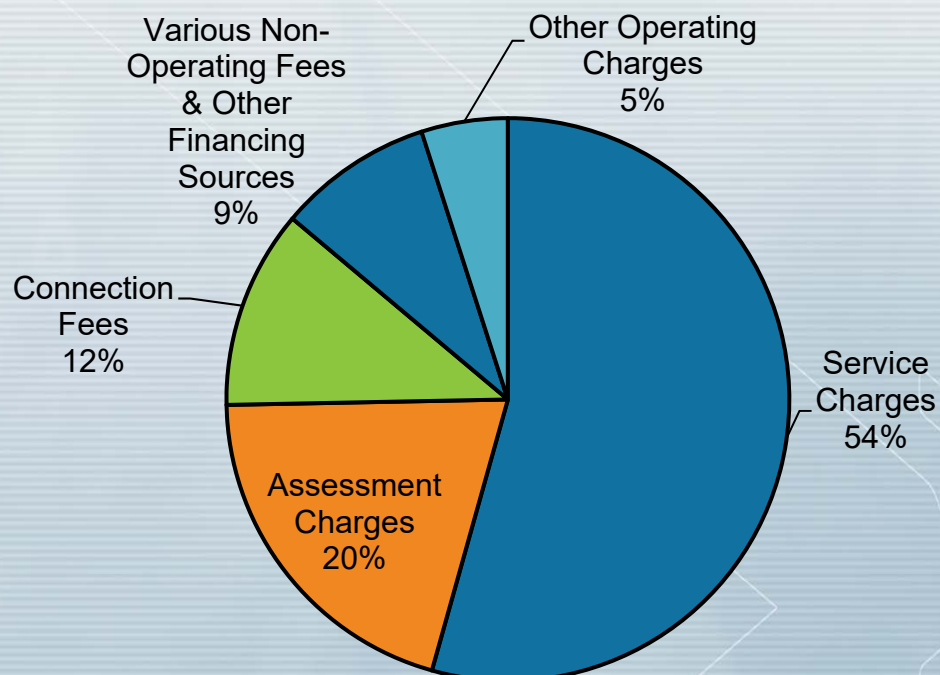
Fee Description	Rate	Unit of Measure
Availability fee for Private Fire Service	\$ 250.00	Annually
Waste Hauler's Annual License Fee	\$ 250.00	Annually
Waste Hauler Fee - Septage Treatment Charges	\$ 0.076	Per Gallon
Wastewater Holding Tank Permit	\$ 100.00	Each
Water Turn Off or On Fee	\$ 300.00	Each
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	\$ 327.00	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
Enterprise Employee Hourly Rate for Services	Various	Employee hourly rate plus 65.5% OH charge.
Enterprise Employee Premium Hourly Rate for Services for After Hour and Holiday Hours	Various	Employee premium hourly rate plus 40.5% OH charge.



Sewer Fund

Revenue

Account Description	2019 Actual	2020 Budget	2021 Budget
Operating Revenues			
Service Charges	\$21,438,023	\$21,559,820	\$22,279,600
Holding Tank Fees	527,557	425,000	500,000
Licenses, Permit and Review Fees	1,713,549	1,350,000	1,134,000
Miscellaneous Fees	404,019	410,000	400,000
Non-Operating Revenues			
Assessment Charges	8,822,932	8,537,029	8,337,260
Capitalized Ord. 38 Fees	13,650,228	2,398,199	2,300,000
Connection Fees	14,949,762	3,614,635	4,681,687
Federal Capital Grants	594,000	-	-
Investment Results	2,932,667	900,000	1,050,000
Miscellaneous Revenues	274,795	200,000	190,000
Other Financing Sources			
Transfers In	85,500	85,500	115,500
Disposal of Assets	(7,008)	-	-
Total Revenue and Other Sources	\$65,386,024	\$39,480,183	\$40,988,047



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 507 pump stations, and over 949 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 2019 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 enough revenues are being charged to cover the debt payments.

Account Description	2019 Actual	2020 Budget	2021 Budget
Administrative			
Salaries	\$ 1,928,988	\$ 2,262,759	\$ 2,410,052
Vision Plan	4,487	2,860	3,528
Dental Plan	22,539	25,300	30,576
FICA Tax	139,091	173,789	184,369
Health Insurance	677,711	739,200	823,200
Worker's Compensation	26,647	82,638	47,000
Pension	564,055	631,960	591,750
Legal	66,101	150,000	70,000
Other Professional Services	147,612	140,300	140,300
Communications	36,498	50,300	28,740

CONTINUED



Sewer Fund

Expenses

Account Description	2019 Actual	2020 Budget	2021 Budget
Administrative - continued			
Postage & Freight	\$ 6,318	\$ 3,800	\$ 3,800
Rental and Leases	17,666	-	-
Insurance	375,174	454,000	454,000
Repairs and Maintenance	229,933	307,061	239,265
Advertising	14,961	11,800	13,500
Other Contractual Services	27,931	27,604	30,000
Office/Operating Supplies	10,169	17,394	9,245
Fuel	36,045	41,000	39,000
Dues & Subscriptions	87	760	4,620
Uniforms	4,368	9,466	12,381
Tools and Small Equipment	6,827	8,700	12,300
Small Computer Equipment	20,000	16,000	43,716
Other Supplies	11,914	14,520	14,520
Shared Cost	2,415,633	2,445,467	2,467,786
Seminars/Conferences/Training	1,611	1,720	6,280
Mileage	18	200	240
Travel	57	-	-
Machinery and Equipment	1,248	291,679	127,705
Compensated Absences	3,669	-	-
Contingency	-	200,000	200,000
Transfer Out	71,549	70,000	70,000
Administrative Total	\$6,868,907	\$8,180,277	\$8,077,873

CONTINUED



Sewer Fund

Expenses

Account Description	2019 Actual	2020 Budget	2021 Budget
Operations and Maintenance			
Salaries	\$ 3,675,954	\$ 4,095,738	\$4,288,420
Vision Plan	5,247	5,590	5,472
Dental Plan	46,927	49,450	47,424
FICA Tax	271,333	315,084	328,064
Health Insurance	1,387,079	1,428,000	1,444,800
Worker's Compensation	120,546	222,600	180,569
Pension	(1,531,154)	1,082,774	1,016,475
Other Professional Services	15,270	45,000	60,000
Communications	86,633	92,220	117,934
Postage & Freight	1,034	1,300	1,300
Utilities	2,805,301	2,715,000	2,901,000
Maintenance & Repairs	1,371,144	1,045,000	1,095,000
Rental and Leases	146,492	92,000	99,469
Other Contractual Services	-	250,000	200,000
Office/Operating Supplies	117,982	90,000	115,000
Supplies – Safety	26,061	36,000	50,000
Fuel	179,279	185,000	185,000
Dues & Subscriptions	942	2,000	2,000
Uniforms	131,440	110,000	110,000
Small Tools and Equipment	82,647	69,500	79,500
Chemicals	386,746	370,000	345,000
Farming Supplies & Other Supplies	84,154	95,000	95,000
Seminars/Conferences/Training	41,096	26,652	15,000
Travel	45	5,000	-
Total Operations and Maintenance	\$ 9,452,198	\$12,428,908	\$12,782,427

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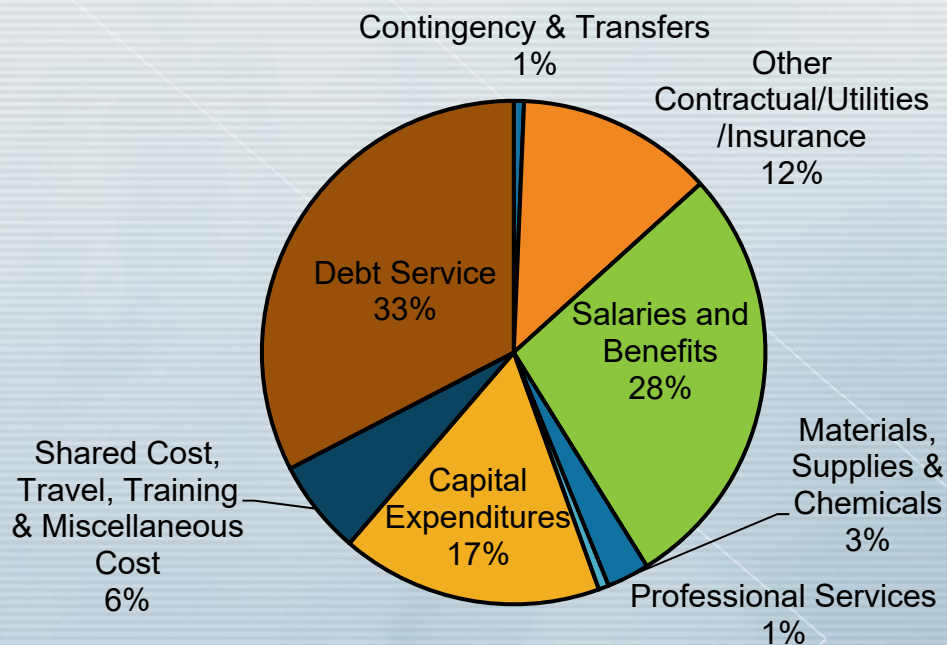
Sewer Fund

Expenses

Account Description	2019 Actual	2020 Budget	2021 Budget
Capital			
Depreciation	\$13,198,772	\$ -	\$ -
Machinery and Equipment	119,819	297,897	585,000
Transportation Equipment	8,481	939,500	545,500
Treatment Disposal Equipment	-	45,000	34,000
Pumping Equipment	39,230	1,015,000	885,000
Engineering Admin Capital	-	3,040,000	4,710,393
Total Capital*	13,366,302	5,337,397	6,759,893
Debt Service			
Total Debt Service	4,055,692	13,533,601	13,367,854
Total Expenditures and Debt Service	\$33,743,099	\$39,480,183	\$40,988,047

* Capital in 2019 represents expenses that did not get capitalized into an asset

The next pie chart shows FY 2021 expenses by category. Debt Service is the County's largest expense category in sewer at 33 percent, or \$13.4 million.



Sewer Fund

Projects and Initiatives

MAINLINE SEWER CAMERA W/ TRUCK - \$300,000



ROLL OFF PUMPER TANK & TRUCK - \$250,000



Completed PS 5



PS 16 Under Construction

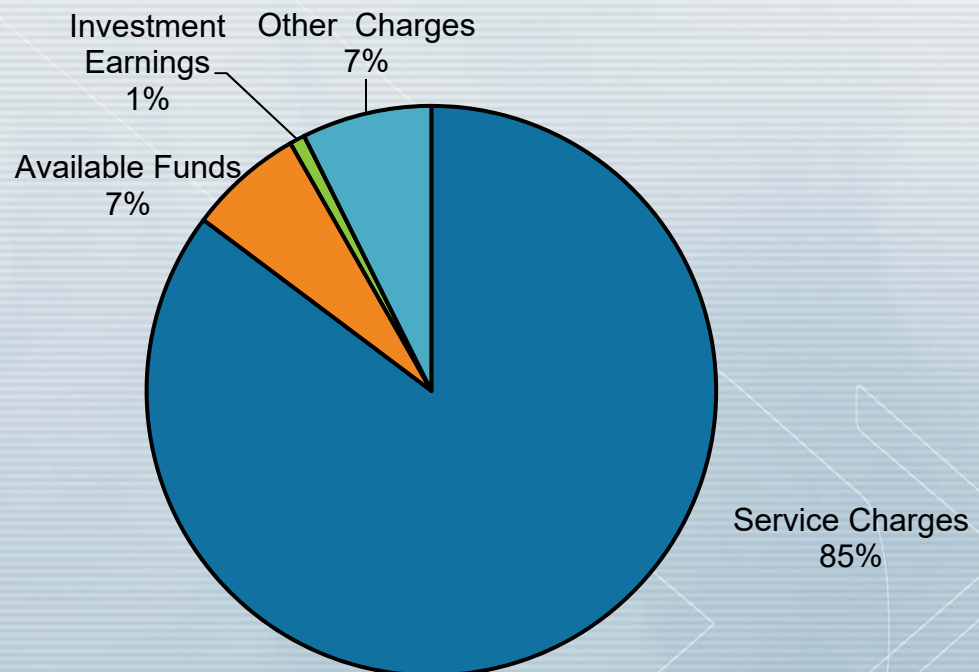


Water Fund

Revenue

The FY 2021 budget revenues increased \$115,000, or 8.7 percent, due a to service charge rate increase and the amount of available funds being used from savings. Rates for service charges increased to \$327 per EDU, an annual increase of \$15 per EDU. These funds will be used to cover the operating cost. Available funds are being used to offset the increase in cost to purchase water from the City of Rehoboth.

Account Description	2019 Actual	2020 Budget	2021 Budget
Operating Revenues			
Service Charges	\$ 1,153,735	\$ 1,152,840	\$ 1,225,923
Miscellaneous Fees	107,681	94,000	96,000
Non-Operating Revenues			
Disposal of Assets	-	-	-
Connection Fees	5,775	-	10,000
Investment Results	71,352	14,000	12,475
Other Financing Sources			
Available Funds	-	62,670	93,765
Total Revenue and Other Financing Sources	\$ 1,338,543	\$ 1,323,510	\$ 1,438,163



Water Fund

Expenses

FY 2021 Water expenses increased \$115,000 due to water supplier rates increasing.

Account Description	2019 Actual	2020 Budget	2021 Budget
Administrative			
Legal	\$ 379	\$ 150	\$ 1,000
Other Professional Services	3,603	2,600	3,700
Insurance	7,543	9,000	9,000
Repairs and Maintenance	1,389	1,400	1,400
Advertising	202	5,500	270
Shared Cost	127,138	128,709	129,883
Compensated Absences	9,052	-	-
Contingency	-	34,000	30,000
Total Administrative	\$149,306	\$181,359	\$175,253

CONTINUED



Water Fund

Expenses

Account Description	2019 Actual	2020 Budget	2021 Budget
Operations and Maintenance			
Salaries	\$ 132,455	\$ 176,135	\$ 179,087
Vision Plan	215	260	288
Dental Plan	1,861	2,300	2,496
FICA Tax	9,566	13,560	13,695
Health Insurance	55,718	67,200	67,200
Worker's Compensation	4,449	9,900	8,934
Pension	(17,650)	49,316	44,750
Other Professional Services	-	5,000	15,000
Communications	579	1,080	960
Water Purchases	579,583	610,000	760,000
Utilities	1,485	1,500	1,500
Maintenance & Repairs	127,280	105,500	130,500
Office/Operating Supplies	3,806	5,000	5,000
Fuel	9,942	8,400	10,000
Dues	241	-	500
Uniforms	2,406	3,000	3,000
Small Tools and Equipment	9,823	21,500	17,500
Seminars/Conferences/Training	776	2,500	2,500
Total Operations & Maintenance	922,535	1,082,151	1,262,910
Capital			
Depreciation	135,076	-	-
Facilities	-	20,000	-
Transportation Equipment	5,142	40,000	-
Pumping Equipment	-	-	-
Total Capital	140,218	60,000	-
Total Expenses	\$ 1,212,059	\$ 1,323,510	\$ 1,438,163



Capital Projects

Enterprise Fund

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

Budget Summary	
FY 2019 Actual	\$11,057,495
FY 2020 Budget	\$34,580,000
FY 2021 Budget	\$30,950,000

Fiscal Year 2021 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	Continue to work on existing projects at the Inland Bays Regional Wastewater Facility, South Coast Regional Wastewater Facility, and Wolfe Neck Facility
Goal 4	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	2021	2022	2023	2024	2025
User Fees/Third Party Contributions	\$2,950,000	\$17,925,000	\$22,250,000	\$ -	\$ -
Connection Fees	18,950,000	34,375,000	21,000,000	1,750,000	2,500,000
Federal/State Funding (Assessment Fees)	9,050,000	38,350,000	48,350,000	28,700,000	4,500,000
Total Funding	\$30,950,000	\$90,650,000	\$91,600,000	\$30,450,000	\$ 7,000,000



Capital Projects

Enterprise Fund - Expenses

	2021	2022	2023	2024	2025
IBRWF-Spray Demand Loop	\$8,150,000	\$ 3,500,000	\$ 3,000,000	\$ -	\$ -
IBRWF-Disposal Expansion	-	3,600,000	1,000,000	-	-
IBRWF-Treatment Expansion	-	7,000,000	13,250,000	-	-
IBRWF-Regional Biosolids/Septage	11,000,000	3,700,000	-	-	-
IBRWF-Const.Wetlands & Stormwater Improvements	300,000	2,000,000	-	-	-
SCRWF-Capacity Expansion	1,250,000	20,000,000	16,000,000	1,750,000	-
SCRWF-Compliance Upgrades	750,000	7,000,000	6,000,000	1,450,000	-
Piney Neck-RWF Transmission Imprv	100,000	900,000	3,500,000	2,500,000	-
Piney Neck-Lagoon Conversions	250,000	-	-	-	2,500,000
WNRWF-Conversion	200,000	3,500,000	5,500,000	4,500,000	-
Pump Stations & Transmission to RB	750,000	1,750,000	1,000,000	-	-
Rehoboth WWTP Phase II	200,000	10,000,000	9,000,000	-	-
LBPW WWTP Expansion Participation	-	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	-	250,000	250,000	1,500,000	-
Chapel Branch	500,000	2,750,000	3,750,000	-	-
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	3,500,000	3,500,000	-	-
Wolfe Runne	250,000	2,100,000	1,900,000	-	-
Holts Landing Expansion-Mallard Creek	100,000	1,500,000	600,000	-	-
Branch/Autumn/Tucks Roads	-	500,000	2,500,000	3,500,000	1,500,000
Tanglewood-Bayard PS #1	50,000	600,000	250,000	-	-
Oak Acres-Bayard PS #5	-	250,000	1,500,000	750,000	-
Lochwood Sewer Area	-	500,000	5,000,000	3,500,000	1,000,000
Bethany Forest Sewer Area	-	-	-	500,000	2,000,000
Total Expenses	\$30,950,000	\$90,650,000	\$91,600,000	\$30,450,000	\$7,000,000

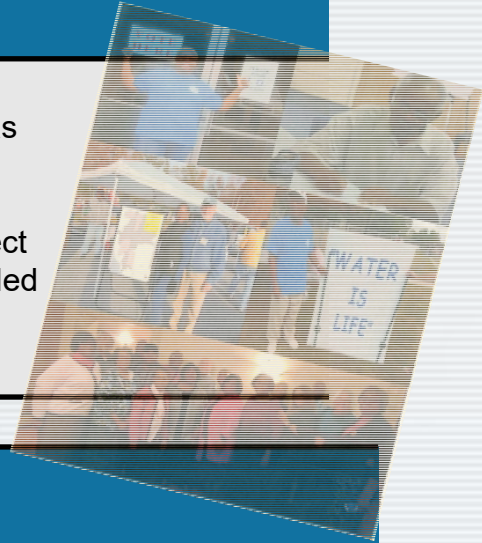


Enterprise Capital Projects

Projects and Initiatives

Ellendale Water- \$7.5 million

This project consists of a water distribution line and property connections to serve the greater Ellendale area. The County has entered into a bulk water service agreement with the Artesian Water Company to supply water to the customers. This was a community driven effort to establish a water district. The project is in design with survey work underway. Funding is being provided by the State Bond Bill.



Wolfe Runne - \$4.3 million

The project consists of a wastewater collection and conveyance system that will serve the Wolfe Runne subdivision adjacent to Wolfe Glade (Cape Henlopen State Park). Wastewater will be pumped to the Wolfe Neck Regional Wastewater Facility for treatment and disposal. The project is currently in design with all funding secured.



Joy Beach - \$6.5 million

The project consists of a wastewater collection and conveyance system that Will serve the Joy Beach Community, parcels along Waterview and Bookhammer Landing Road as well as a portion off Camp Arrowhead Road. The community's small lots and proximity to the Rehoboth Bay increases the need for this project. The project is currently in the design Phase with all funding secured.



Enterprise Capital Projects

Projects and Initiatives

Mulberry Knoll- \$3.5 million

The project consists of a wastewater collection and conveyance system that will serve the Mulberry Knoll & Bayshore Hills communities. The community's proximity to the Rehoboth Bay increases the need for this project. The project is currently in the design phase with all funding secured.



Lochwood- \$10.0 million

The project consists of a wastewater collection and conveyance system that will serve the Lochwood subdivision. The community consists of 247 parcels on a peninsula projecting into Burton Pond in the Angola area. Wastewater will be pumped to the Inland Bays Regional Wastewater Facility for treatment and disposal. The department is currently completing the documents needed to apply for USDA funding.



DEBT



Debt

Sussex County’s fiscal year forecasts \$161.7 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 \$16 million; \$13 million for the expansion of the Unified Sewer District and \$6.0 million for land improvements at Inland Bays Regional Wastewater Facility. The payments for these debt issuances will be covered by assessment charges paid by the users in the respective areas and the treatment plant improvements will be paid by all users as part of the service and connection fees.

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	\$ 3,735.8
Debt limit (12% of assessed value)	448.3
Forecasted net debt applicable to limit	161.7
Legal debt margin	\$ 286.6

Total Projected Business-type Debt Service (in millions of dollars)			
Fiscal Year Ending	Principal	Interest	Total
2021	\$ 8.4	\$ 4.3	\$ 12.7
2022	6.7	4.1	10.8
2023	6.8	4.0	10.8
2024	6.5	3.8	10.3
2025	6.0	3.7	9.7
2026-2030	29.2	16.1	45.3
2031-2035	29.3	12.1	41.4
2036-2040	25.4	8.2	33.6
2041-2045	20.3	4.7	25.0
2046-2050	16.4	1.9	18.3
2051-2055	5.2	.3	5.5
2056-2060	1.5	.1	1.6

The annual debt service amounts are projected to be paid 66 percent by assessment charges and 34 percent by service charge and connection 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 0.75% percent cost-of-living adjustment.

Fiduciary Additions and Deductions Budget Summary	
Additions	
Employer and Employee Contributions	\$ 8,292,650
Investment Earnings (Net)	2,760,000
Total Additions	11,052,650
Deductions	
Beneficiary Payments	8,117,650
Professional Fees	264,000
Total Deductions	8,381,650
Net Increase in Plan Assets	\$ 2,671,000



SUPPLEMENTAL BUDGET



Supplemental Budget

As mentioned in this document multiple times, we do not know the effects of the COVID-19 pandemic. Therefore, the budget is a baseline budget with conservative revenue projections. However, the County wants to be able to continue with training, maintenance projects, initiatives, and capital projects if revenue allows. In order to do this, the budget ordinance contains nine supplemental increases in expenses once revenue is realized. The supplemental increases in the General Fund are triggered if economically sensitive budgeted revenues are \$1 million under actual numbers.

At the end of each quarter, the Finance Department will review the actual revenue of Building Inspection Fees, Building Permit & Zoning Fees, Realty Transfer Tax, and Recorder of Deeds Fees. In \$1 million increments, the following supplemental expenses would be released.

Supplemental Expenses I	
Department and Account	Amount
Administration: Contingency	\$200,000
Airport: Conferences and Training	\$3,675
Airport: Improvements	\$32,500
Assessment: Conferences and Training	\$5,000
Building Code: Conferences and Training	\$6,000
Community Development: Conferences and Training	\$3,000
County Council: Conferences and Training	\$8,000
Economic Development: Conferences and Training	\$15,000
Emergency Preparedness: Transportation Equipment	\$58,000
Emergency Preparedness: Conferences and Training	\$17,500
Facilities Management: Conferences and Training	\$11,880
Facilities Management: Improvements	\$39,000
Facilities Management: Machinery and Equipment	\$78,700
Facilities Management: Other Contractual Services	\$17,800
Facilities Management: Tools and Small Equipment	\$20,000
Facilities Management: Transportation Equipment	\$30,000
Finance: Conferences and Training	\$18,000
Human Resources: Conferences and Training	\$17,700
Human Resources: In-house Training	\$10,500



Supplemental Budget

Supplemental Expenses I (continued)

Department and Account	Amount
Information Technology: Conferences and Training	\$20,850
Information Technology: Machinery and Equipment	\$118,650
Information Technology: Transportation Equipment	\$35,000
Library Administration: Conferences and Training	\$1,740
Library Operations: Conferences and Training	\$13,565
Mapping and Addressing: Conferences and Training	\$23,400
Paramedics: Conferences and Training	\$36,940
Paramedics: Tools and Small Equipment	\$100,000
Planning and Zoning: Conferences and Training	\$11,500
Recorder of Deeds: Conferences and Training	\$4,000
Records Management: Conferences and Training	\$2,100
Safety and Security: Conferences and Training	\$4,500
Solid Waste (Engineering): Improvements	\$35,500
Supplemental Expenses I Total	\$1,000,000

Supplemental Expenses II

Department and Account	Amount
Administration: Contingency	\$400,000
Airport and Business Park: Advertising	\$14,000
Airport: Improvements	\$50,000
Airport: Miscellaneous	\$10,000
Assessment: Tools and Small Equipment	\$2,000
Economic Development: Advertising	\$40,000
Economic Development: Other Contractual Services	\$40,000
Economic Development: Repairs and Maintenance	\$17,500
Emergency Preparedness: Advertising	\$30,000
Emergency Preparedness: Machinery and Equipment	\$30,500
Emergency Preparedness: Repairs and Maintenance	\$10,000

CONTINUED



Supplemental Budget

Supplemental Expenses II (continued)

Department and Account	Amount
Engineering Administration: Other Contractual Services	\$40,000
Facilities Management: Programs and Projects	\$100,000
Facilities Management: Repairs and Maintenance	\$10,000
Facilities Management: Tools and Small Equipment	\$9,000
Finance: Tools and Small Equipment	\$4,000
Human Resources: Programs and Projects	\$8,300
Information Technology: Salaries and Benefits	\$70,000
Information Technology: Tools and Small Equipment	\$45,000
Library Operations: Improvements	\$45,000
Library Operations: Programs and Projects	\$1,200
Library Operations: Tools and Small Equipment	\$8,000
Mapping and Addressing: Tools and Small Equipment	\$500
Paramedics: Tools and Small Equipment	\$10,000
Planning & Zoning: Tools and Small Equipment	\$5,000
Supplemental Expenses II Total	\$1,000,000

Supplemental Expenses III

Department and Account	Amount
Grant-in Aid	\$1,000,000

Supplemental Expenses IV

Department and Account	Amount
Grant-in Aid	\$1,000,000

Supplemental Expenses V

Department and Account	Amount
Capital Project Fund: Engineering	\$500,000
Capital Project Fund: Business Park	\$500,000
Supplemental Expenses V Total	\$1,000,000



Supplemental Budget

Supplemental Expenses VI

Department and Account	Amount
Capital Project Fund: Engineering	\$500,000
Capital Project Fund: Business Park	\$500,000
Supplemental Expenses VI Total	\$1,000,000

Supplemental Expenses VII

Department and Account	Amount
Capital Project Fund: Engineering	\$500,000
Capital Project Fund: Business Park	\$500,000
Supplemental Expenses VII Total	\$1,000,000

Supplemental Expenses VIII

Department and Account	Amount
Capital Project Fund: Engineering	\$800,000
Grant-in-Aid	\$200,000
Supplemental Expenses VII Total	\$1,000,000

Supplemental Expenses IX

Department and Account	Amount
General Fund: Other Financing Uses	As long as there is an operational surplus, any RTT amount remaining shall be transferred to the Capital Fund for future projects
Capital Project Fund: Other Financing Sources	

If all supplemental expenses were to be spent, the total General Fund can have a total of \$70,091,626 in expenditures before any transfers to the Capital Projects Fund; this amount is still lower than the \$81,460,499 in the FY 2020 Budget. It is important to note that the expenses added will be covered by appropriated reserves. The only expenses that will cause an ongoing operational cost is the cyber security IT position, maintenance on the IT machinery and equipment, and maintenance of the Emergency Preparedness software. The ongoing costs of these items will be approximately \$100,000, thereby increasing our ongoing operating costs .02 percent over last year's budget.



Supplemental Budget

Although to the lesser degree than the General Fund, the Enterprise Fund also has sensitive revenues. Therefore, there are supplemental expenses in the sewer budget as well. If capitalized ordinance fees and construction inspection and plan review fees exceed \$750,000 of the budgeted amounts, the following supplemental expenses can occur:

Supplemental Sewer Expenses	
Department and Account	Amount
Administration: Machinery and Equipment	\$60,000
Administration: Seminar and Conferences	\$2,000
Capital: Pumping Equipment	\$450,000
Operations: Machinery and Equipment	\$50,000
Operations: Seminars and Conferences	\$5,000
Operations: Tools and Small Equipment	\$58,000
Operations: Transportation Equipment	\$125,000
Supplemental Sewer Expenses Total	\$750,000



GLOSSARY



GLOSSARY

A

Accrual: Relating to or being a method of accounting that recognizes income when earned and expenses when incurred (see modified accrual and full accrual)

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 transitions 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.



GLOSSARY

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.

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.

COVID-19: a mild to severe respiratory illness that is caused by coronavirus.

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.



GLOSSARY

Function: The primary role of the department in the County government.

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.

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.

W

Wi-Fi: the interoperability of wireless computer networking devices



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

CAFR: Comprehensive Annual Financial Report

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

EDP: Electronic Deeds Program

EDU: Equivalent Dwelling Unit

EMS: Emergency Medical Services

EOC: Emergency Operations Center

F

FAA: Federal Aviation Administration

FMLA: Family Medical Leave Act

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

IBRWF: Inland Bays Regional Wastewater Facility

IT: Information Technology

Improv: Improvement



ACRONYMS/ ABBREVIATIONS

ICC: International Code Council

IPMC: International Property Maintenance Code

L

LEPC: Local Emergency Planning Committee

M

MHPT: Mobile Home Placement Tax

MIH: Mobile Integrated Healthcare

N

NAICS: North American Industry Classification System

O

OH: Overhead

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

SCRWF: South Coastal Regional Wastewater Facility

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 2021

THE COUNTY OF SUSSEX HEREBY ORDAINS:

Section 1. The Statement of Anticipated General Fund Revenues for the Fiscal Year Ending June 30, 2021 is as follows:

	<u>Amount Year</u> <u>Ending</u> <u>June 30, 2021</u>
<u>Revenues:</u>	
<u>Taxes</u>	
Real Property - County	\$ 14,880,000
Real Property - Library	1,744,600
Realty Transfer	22,500,000
Fire Service	1,500,000
Lodging Tax	1,000,000
Penalties and Interest	62,396
<u>Intergovernmental</u>	
Federal Grants	
Emergency Operations	200,000
Housing and Urban Development	2,045,000
Payments in Lieu of Taxes	5,800
State Grants	
Paramedic	5,100,000
Local Emergency Planning Commission	70,000
Library	330,000
<u>Charges for Services</u>	
Constitutional Office Fees	
Marriage Bureau	170,000
Recorder of Deeds	3,466,000
Recorder of Deeds - Maintenance	41,000
Recorder of Deeds - Town Realty Transfer Tax	70,000
Register of Wills	1,200,000
Sheriff	1,800,000

	<u>Amount Year</u> <u>Ending</u> <u>June 30, 2021</u>
General Government Fees	
Building Permits & Zoning Fees	2,000,000
9-1-1 System Fee	559,630
Manufactured Home Placement Fee	130,000
Building Inspection Fees	1,640,000
Airport Operations/Economic Development	623,000
Miscellaneous Fees	61,000
Private Road Review & Inspection Fees	1,400,000
<u>Miscellaneous Revenue</u>	
Fines and Forfeits	60,000
Investment Income	764,200
Miscellaneous Revenues	199,000
<u>Other Financing Sources</u>	
Interfund Transfers In	70,000
Appropriated Reserve	<u>2,200,000</u>
<u>Total Revenues</u>	<u>\$ 65,891,626</u>

Section 2. The Statement of Anticipated General Fund Appropriations and Expenditures for the Fiscal Year Ending June 30, 2021 is as follows:

<u>Expenditures</u>	<u>Amount Year</u> <u>Ending</u> <u>June 30, 2021</u>
<u>General Government</u>	
County Council	\$ 703,284
Administration	493,180
Legal	550,000
Finance	2,123,542
Assessment	1,808,718
Building Code	1,228,352
Mapping and Addressing	866,291
Human Resources & General Employment	826,191
Records Management	255,019
Facilities Management	2,254,424
Information Technology	1,892,013
Constable	1,329,912

<u>Expenditures (continued)</u>	<u>Amount Year Ending June 30, 2021</u>
<u>Planning and Zoning</u>	1,516,486
<u>Paramedics</u>	16,806,863
<u>Emergency Preparedness</u>	4,415,020
<u>Engineering</u>	
Engineering Administration	1,097,574
Public Works	384,091
<u>Library</u>	
Administration	736,820
Operations	2,604,818
<u>Economic Development</u>	
Economic Development	295,367
Safety and Security	520,595
Airport and Business Park	826,772
<u>Community Development</u>	2,590,233
<u>Grant-in-aid</u>	16,050,136
<u>Constitutional Offices</u>	
Marriage Bureau	226,345
Recorder of Deeds	992,363
Register of Wills	637,579
Sheriff	644,138
<u>Other Financing Uses</u>	
Transfers Out	115,500
Reserve for Contingencies	1,100,000
<u>Total Expenditures</u>	<u>\$ 65,891,626</u>

Section 3. The Tax Rate, Fireman's Enhancement Funding Program, Cluster Fees and miscellaneous fee increases and new from fiscal year 2020 for the Fiscal Year Ending June 30, 2021 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. Distribution will be made to fire companies and ambulance companies who are in good standing with the Sussex County Volunteer Fire Association.
- (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.) Utility Enterprise - Water Annual Service Charge - increased from \$312 per EDU to \$327.
 - 2.) Enterprise Fund - Sewer Assessment Charge - Dewey Beach / Henlopen Acres Area – increased \$296.08 per EDU to \$317.52.
 - 3.) Utility Enterprise - Connect Fees - Blades area - increase from \$3,570 to \$6,360 per EDU.
 - 4.) Utility Enterprise - Connect Fees - Ellendale area - decreased from \$8,000 to \$6,360 per EDU.
- (e) New Sources of Revenue
 - (1.) Enterprise Fund – Sewer Assessment Charge – Chapel Branch Area - \$680 per EDU.
 - (2.) Enterprise Fund – Sewer Assessment Charge – Western Sussex Area - \$303 per EDU.

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, 2021 is as follows:

<u>Revenues and Other Financing Sources</u>	<u>Amount Year Ending June 30, 2021</u>
Appropriated Reserves	\$ 9,230,000
Federal Grant	900,000
Investment Income (net)	20,000
State Grant	50,000
	<hr/>
<u>Total Revenues and Other Financing Sources</u>	<u>\$ 10,200,000</u>
<u>Expenditures:</u>	
Administrative	
Information Technology Infrastructure	750,000
Land Acquisition/Improvements	1,500,000
Airport and Business Park	
Stormwater Improvements	750,000
Airport Masterplan	400,000
Water Plant Improvements	100,000
Apron Expansion	300,000
Land Acquisition	750,000
RW 4-22 Taxiway B	300,000
Pavement Improvements	500,000
Business Park Improvements	1,250,000
Baltimore Avenue Connector	750,000
Public Safety	
Public Safety Building	1,000,000
Stations and Property Acquisition	1,850,000
	<hr/>
<u>Total Capital Improvement Expenditures</u>	<u>\$ 10,200,000</u>

Section 6. The Statement of Anticipated Enterprise Fund Revenues and Expenses for the Fiscal Year Ending June 30, 2021 is as follows:

<u>Revenues and Other Financing Sources</u>	<u>Amount Year Ending June 30, 2021</u>
Operating Revenues	
Service Charges	\$ 23,505,523
Holding Tank Fees	500,000
Licenses, Permit, and Review Fees	1,134,000
Miscellaneous Fees	496,000
Non-Operating Revenues	
Assessment Charges	8,337,260
Capitalized Ord. 38 Fees	2,300,000
Connection Fees	4,691,687
Investment Results	1,062,475
Miscellaneous Revenues	190,000
Other Financing Sources	
Available Funds	93,765
Transfers	115,500
	<hr/>
<u>Total Revenues and Other Financing Sources</u>	<u>\$ 42,426,210</u>
<u>Expenses:</u>	
Administrative Costs	\$ 8,253,126
Operations and Maintenance Costs	14,045,337
Capital Expenditures	6,759,893
Debt Service	13,367,854
	<hr/>
<u>Total Expenses and Debt Service</u>	<u>\$ 42,426,210</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, 2021 shall be adopted by this Ordinance.

Grade	Minimum	Midpoint	Maximum
1	\$ 21,536	\$ 26,921	\$ 32,304
2	\$ 22,613	\$ 28,266	\$ 33,919
3	\$ 23,744	\$ 29,679	\$ 35,616
4	\$ 24,931	\$ 31,164	\$ 37,396
5	\$ 26,178	\$ 32,722	\$ 39,267
6	\$ 27,486	\$ 34,359	\$ 41,229
7	\$ 28,862	\$ 36,075	\$ 43,291
8	\$ 30,303	\$ 37,880	\$ 45,456
9	\$ 31,819	\$ 39,773	\$ 47,728
10	\$ 33,410	\$ 41,762	\$ 50,115
11	\$ 35,080	\$ 43,851	\$ 52,622
12	\$ 36,835	\$ 46,042	\$ 55,251
13	\$ 38,677	\$ 48,345	\$ 58,014
14	\$ 40,610	\$ 50,762	\$ 60,915
15	\$ 42,641	\$ 53,300	\$ 63,960
16	\$ 44,773	\$ 55,965	\$ 67,157
17	\$ 47,011	\$ 58,763	\$ 70,516
18	\$ 49,361	\$ 61,702	\$ 74,041
19	\$ 51,830	\$ 64,787	\$ 77,744
20	\$ 54,421	\$ 68,025	\$ 81,631
21	\$ 57,141	\$ 71,428	\$ 85,713
22	\$ 59,999	\$ 74,998	\$ 89,999
23	\$ 62,999	\$ 78,748	\$ 94,500
24	\$ 66,150	\$ 82,686	\$ 99,223
25	\$ 69,456	\$ 86,820	\$ 104,185
26	\$ 72,929	\$ 91,162	\$ 109,394
27	\$ 76,575	\$ 95,720	\$ 114,863
28	\$ 80,404	\$ 100,506	\$ 120,606
29	\$ 84,425	\$ 105,532	\$ 126,636
30	\$ 88,645	\$ 110,809	\$ 132,969
31	\$ 93,079	\$ 116,348	\$ 139,617
32	\$ 97,732	\$ 122,165	\$ 146,597
33	\$ 102,619	\$ 128,273	\$ 153,928
34	\$ 107,750	\$ 134,687	\$ 161,625

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 of the Sussex County Volunteer Fire Association, 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 11. The County will use additional appropriated reserves for the following expenditures if revenues from Building Inspection Fees, Building Permit & Zoning Fees, Realty Transfer Tax and Recorder of Deeds Fees exceed the revenue in Section 1 of this ordinance. These additional expenditures will occur in \$1 million increments in the stated order below.

<u>Expenditures</u>	<u>Supplemental Amount #1</u>
<u>General Government</u>	
County Council	\$ 8,000
Finance	18,000
Assessment	5,000
Building Code	6,000
Mapping and Addressing	23,400
Human Resources	28,200
Records Management	2,100
Facilities Management	197,380
Information Technology	174,500
<u>Planning and Zoning</u>	11,500
<u>Paramedics</u>	136,940
<u>Emergency Preparedness</u>	75,500
<u>Engineering</u>	
Solid Waste	35,500
<u>Library</u>	
Administration	1,740
Operations	13,565

<u>Expenditures (continued)</u>	<u>Supplemental Amount #1</u>
<u>Economic Development</u>	
Economic Development	15,000
Safety and Security	4,500
Airport and Business Park	36,175
<u>Community Development</u>	3,000
<u>Constitutional Offices</u>	
Recorder of Deeds	4,000
<u>Other Financing Uses</u>	
Reserve for Contingencies	200,000
<u>Total Expenditures</u>	<u>\$ 1,000,000</u>

<u>Expenditures</u>	<u>Supplemental Amount #2</u>
<u>General Government</u>	
Finance	4,000
Assessment	2,000
Mapping and Addressing	500
Human Resources	8,300
Facilities Management	119,000
Information Technology	115,000
<u>Planning and Zoning</u>	5,000
<u>Paramedics</u>	10,000
<u>Emergency Preparedness</u>	70,500
<u>Engineering</u>	
Administration	40,000
<u>Library</u>	
Operations	54,200
<u>Economic Development</u>	
Economic Development	97,500
Airport and Business Park	74,000
<u>Other Financing Uses</u>	
Reserve for Contingencies	400,000
<u>Total Expenditures</u>	<u>\$ 1,000,000</u>

<u>Expenditures</u>	<u>Supplemental Amount #3</u>
<u>Grant-in-Aid</u>	\$1,000,000

<u>Expenditures</u>	<u>Supplemental Amount #4</u>
<u>Grant-in-Aid</u>	\$1,000,000

<u>Expenditures</u>	<u>Supplemental Amount #5</u>
Capital Projects Fund: Engineering	\$500,000
Capital Projects Fund: Business Park	\$500,000
<u>Total Expenditures</u>	<u>\$1,000,000</u>

<u>Expenditures</u>	<u>Supplemental Amount #6</u>
Capital Projects Fund: Engineering	\$500,000
Capital Projects Fund: Business Park	\$500,000
<u>Total Expenditures</u>	<u>\$1,000,000</u>

<u>Expenditures</u>	<u>Supplemental Amount #7</u>
Capital Projects Fund: Engineering	\$500,000
Capital Projects Fund: Business Park	\$500,000
<u>Total Expenditures</u>	<u>\$1,000,000</u>

<u>Expenditures</u>	<u>Supplemental Amount #8</u>
Capital Projects Fund: Engineering	\$800,000
General Fund: Grant-in-Aid	\$200,000
<u>Total Expenditures</u>	<u>\$1,000,000</u>

So long as there is an operational surplus after supplemental amount #8, any Realty Transfer Tax amount remaining shall be transferred to the Capital Projects Fund for future projects.

Section 10. This Ordinance shall become effective on July 1, 2020.

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 2020.

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: \$327.00 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 distribution, an assessment rate per billable front foot: see below; and
- C. For transmission and/or treatment, an assessment rate per billable front foot: see below; and
- D. An assessment rate per equivalent dwelling unit: 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
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
THE GREENS AT INDIAN RIVER SUBDISTRICT ²	5.23	-	5.23

<u>Area</u>	Annual Assessment Charge - Continued		
	Distribution Or Collection \$/foot	Transmission And/or Treatment	\$/foot Total \$/foot
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
			Total per \$/EDU
DEWEY BEACH AND HENLOPEN ACRES			317.52
CHAPEL BRANCH			680.00
WESTERN SUSSEX			303.00
<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
GOLF VILLAGE SEWER ¹	-	-	-
WOODLANDS OF MILLSBORO ²	-	-	-
Notes: 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, 2020.

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 _____ DAY OF JUNE 2020.

ROBIN A. GRIFFITH
CLERK OF THE COUNCIL