# BUDGET LETTER

# FISCAL 2010

## MAY 19, 2009


David B. Baker
County Administrator

Susan M. Webb
Finance Director

Kathy L. Roth
Budget & Cost Manager

Gina A. Jennings
Director of Accounting

**DAVID B. BAKER**
COUNTY ADMINISTRATOR

# Sussex County

ADMINISTRATIVE OFFICE BUILDING
2 THE CIRCLE
P.O. BOX 589
GEORGETOWN, DELAWARE 19947
TEL: (302) 855-7742
FAX: (302) 855-7749
E-MAIL: dbaker@sussexcountyde.gov

May 19, 2009

Sussex County Council
2 The Circle
P. O. Box 589
Georgetown, DE 19947

Dear President and Members of Council:

As required by Delaware Code, Title 9, Chapter 70, § 7003, paragraph (d), subparagraph (5), I respectfully submit the Proposed Annual Operating Budget for Sussex County for Fiscal Year (FY) 2010. The Fiscal 2010 proposed budget was developed by the Budget Committee consisting of the County Administrator, the Finance Director, the Budget and Cost Manager, and the Director of Accounting. This recommended budget is based on the individual requests from each County department. We would like to thank each department head for their cooperation and input in developing this budget.

The primary challenge and goal in developing this budget has been to maintain and supplement existing County services in the midst of a major economic downturn. In the General Fund, revenues decreased 16 percent. Our second largest revenue, realty transfer tax, has decreased 29 percent from the 2009 estimate and 65 percent from 2005 actual. Other General Fund housing related revenue line items are down $2.2 million, again primarily due to the change in the housing market and the construction industry. Conservative budgeting now and in the past has enabled the County to continue without raising property taxes. This proposed budget includes zero use of Appropriated Reserves in the General Fund portion of the budget. Appropriated Reserves in the Capital Improvements Fund totaling $6.1 million are recommended to be used to fund Capital Improvements Projects. Operationally, the General Fund Budget has been

reduced 16 percent with cost reductions and a lesser number of employee positions in almost every single department.

The Fiscal 2010 Budget includes the following initiatives:

- ***Additional revenue from reimbursement from Water and Sewer Districts for administrative costs - $550,000***
- ***Additional revenue from reimbursement from Water and Sewer Districts for interest on loans - $300,000***
- ***Request for proposals for actuary to evaluate Pension Plan***
- ***Request for proposals for group hospital plan***
- ***Code enforcement – continued cross-training of assessors, Building Code inspectors, and Planning and Zoning inspectors to more efficiently enforce County codes***
- ***Additional efforts to collect delinquent taxes and sewer and water bills***
- ***Additional revenue from reimbursement from the Pension Benefit Trust Fund for pensioner benefits actual expense***
- ***Personnel Code changes and revisions***
- ***Reduction in rent expense by moving staff to County buildings***
- ***Study new financial systems software package***
- ***Upgrade main computer and software***
- ***Information Systems Department reorganization to more centrally and efficiently provide services***
- ***Continue updating Zoning Ordinance as per the Land Use Plan***
- ***Paramedics special events and training to occur on duty as much as possible to reduce labor costs***

- ***Security program reorganization***
- ***Transfer General Fund employees to Sewer and Water Districts Budget who primarily work on sewer and water districts***
- ***Further reduce outsourcing of plan reviews by Public Works Department***
- ***Reduced service for bookmobile***
- ***Continue with Industrial Airpark and Airport improvements such as storm water improvements, runway extension design, and water treatment facility improvements***
- ***Sewer pump station rebuilds***

The County continues to budget with the following goals:

- ***Balanced budget***
- ***Maintain an operating reserve of approximately 25 percent***
- ***Maintain pension benefit funding***
- ***Operate without tax supported debt***
- ***Maintain 'AA' bond rating***
- ***Maintain funding for local libraries***
- ***Upgrade and maintain existing wastewater services***
- ***Continue to eliminate existing septic systems in new and expanded sewer districts***
- ***Provide subsidies to allow for the capping of front footage costs at 100 feet in sewer and water districts***
- ***Continue tax credit and sewer assistance programs***

This explanatory report is organized by individual fund beginning with the General Fund, followed by the Community Development Block Grant, Capital

Improvements, and Water and Sewer Districts funds. We hope that this format will aid you in accessing information.

A continued concern is the County's share of realty transfer tax and State paramedic funding. This Fiscal 2010 Budget again assumes that the County will continue to receive a one-and-a-half percent realty transfer tax on eligible properties in unincorporated areas of the County. Reductions in these funds would mean that the County would have to re-evaluate the programs and grants even further. Given the economic climate that has resulted in a 65 percent reduction in County realty transfer revenue since Fiscal 2005, further State imposed reductions would have major consequences on services provided by the County. Pages 4 and 5 of this report show a chart reflecting some items that could be cut and/or reduced as a result of such a change.

The County is also concerned regarding any further decreases in State paramedic funding. This budget reflects a $1.2 million decrease in State paramedic grant funding, which is a result of the State of Delaware reducing its contribution toward paramedics from 40 percent to 30 percent during Fiscal 2010. A further ten percent reduction below 30 percent would cost the County an additional $1.2 million. The County is concerned and realizes that these further changes would mean additional cuts in grants and/or County services to fund the paramedics.

I would like to personally thank each County employee who assisted with this challenging budget. This year has been especially difficult for most Sussex County residents. County employees realize this and have worked especially hard to provide savings in our budget by implementing changes, assisting other employees with their work, cross-training, providing ideas to save tax dollars, and even taking voluntary unpaid time off. We wish to thank our staff for their hard work and understanding in preparing this budget.

The Budget Committee worked hard to prepare the many documents and required information for the budget. Our department heads responded in a responsible manner with reasonable requests while considering the economic

reality of today. Our employees are the backbone of County government. Their jobs at times are difficult in attempting to respond to the needs and inquiries of our residents. We again commend them for their everyday assistance and efforts to provide important services for Sussex County residents.

We would also like to thank the County Council for its leadership and financial conservatism that has served us well in this time of economic change. We would like to thank the County Council for its trust, understanding, and assistance that has been provided as our government responds to these difficult economic times. Sussex County is a wonderful place to live. Our goal has been to continue to efficiently and effectively provide the services that County residents desire.

Please feel free to contact me or the Budget Committee with any questions or concerns that you may have.

Sincerely,

David B. Baker
County Administrator

DBB/sww

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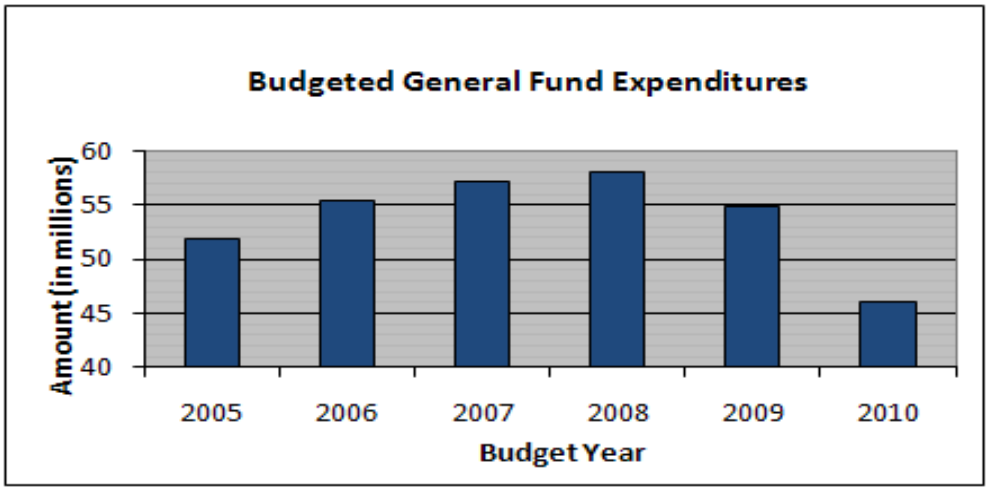
## ***SUSSEX COUNTY COUNCIL***

## ***GENERAL FUND***

The County's General Fund Budget includes funding for most County programs and services that are provided. It does not include the County Sewer and Water Districts, Community Development Block Grant funded programs, or the Capital Improvements Fund. Each of those sections of the budget is explained separately. The General Fund does include funding for Paramedics, Libraries, Constitutional Offices, Finance, Planning and Zoning, and the County Engineering Department, as well as other departments.

The County's proposed General Fund Budget for Fiscal 2010 decreased $8,583,039, 15.66 percent less than the Fiscal 2009 Budget. Total revenues and expenditures are estimated at $46,228,856. The below chart shows the changes over the last six years in budgeted expenditures for the General Fund.



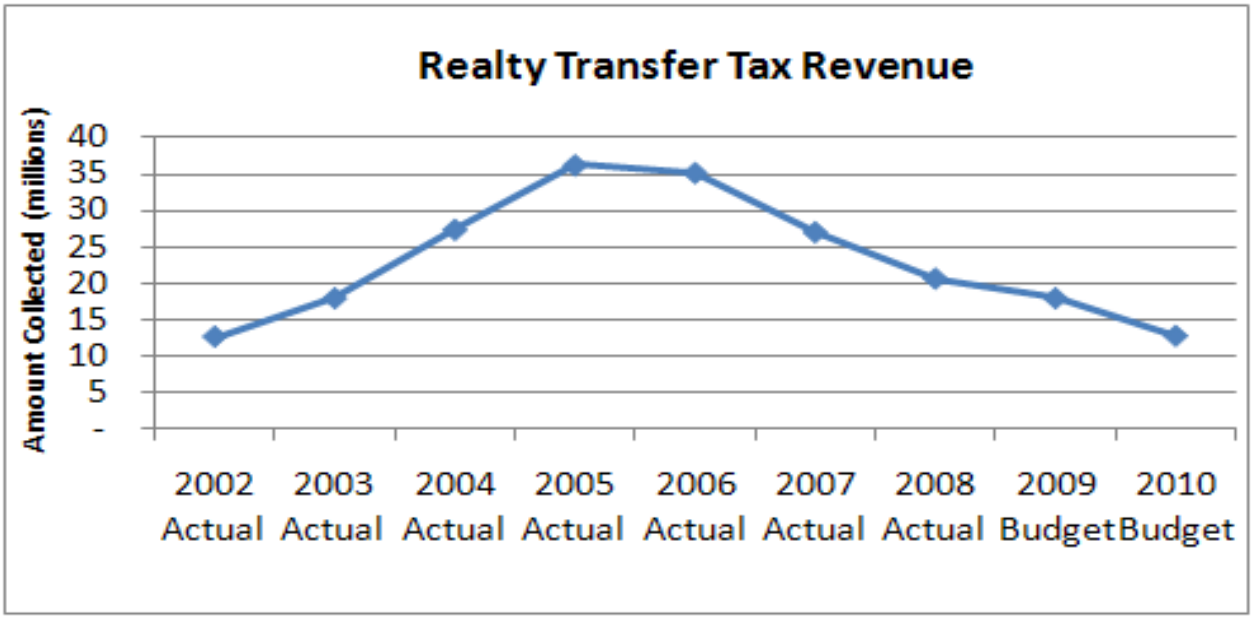
## ***GENERAL FUND***

## ***REVENUES***

The General Fund total revenues decreased $8,583,039, or 15.66 percent compared to the previous Fiscal 2009 Budget. This decrease again reflects less revenue as a result of the continued slowing of the real estate market. Pages 2 through 5 of the County Budget reflect each individual revenue line item and show the changes from the preceding years.

### ***Realty Transfer Tax Revenue***

During Fiscal 2010, realty transfer tax revenue is expected to be 29 percent less than the Fiscal 2009 Budget estimate. A total of $12,700,000 in realty transfer tax revenue is anticipated compared to the prior year budget of $17,920,000. This estimate is only 36 percent of the actual revenue collected four years earlier in Fiscal 2006. This budget proposal, again as last year, includes all realty transfer tax revenue to be expended within the General Fund. No new realty transfer tax revenue is reflected in the Capital Improvements Fund. The following chart shows the change in realty transfer tax revenue during the last few years.




Realty transfer tax has dropped to the second largest non-sewer and water revenue source for the Sussex County Council. County property taxes are estimated to be $95,000 greater than realty transfer tax revenue during Fiscal 2010. The Fiscal 2010 transfer tax estimate is based on actual revenue collected during Fiscal 2009, as of April 21, 2009, prorated for the year less $1 million. Any reduction in the allocation of realty transfer tax revenue between the State and County by the General Assembly would mean reduced expenditures and further program cuts. Possible reductions as a result of such a change are noted on the following two pages.

**SUSSEX COUNTY - REALTY TRANSFER TAX FUNDING**
**POSSIBLE CUTS - FISCAL 2010**

| | | Amount |
|---|---|---|
| Grants - State Police | | $ 1,638,327 |
| Grants - Sussex Conservation District * | | 26,797 |
| Grants - Univ. of Delaware Agricultural Extension Service * | | 69,049 |
| Grants - Local Law Enforcement to Towns | | 262,500 |
| Grants – Municipal Grants | | 30,000 |
| Grants - Fire Service | | 500,000 |
| Grants - Housing Assistance Program * | | 30,000 |
| Library Delivery Service * | | 47,000 |
| Paramedic Program - HAZMAT Program | | 84,560 |
| **County Sewer Grants** | | |
| Dagsboro-Frankford | $ 88,000 | |
| [Est. User Increase $77 per year] | | |
| Ellendale | 134,500 | |
| [Est. User Increase $231 per year] | | |
| Inland Bays Wastewater (Long Neck and Oak Orchard) | 47,880 | |
| [Est. User Increase $6 per year] | | |
| Wastewater Relief Fund | 135,000 | |
| County Sewer Districts - 100 Front Feet Max. Bill | 500,000 | |
| [Est. Average $95 Increase in Charges for 5,247 Users] | | |
| **Total** | | 905,380 |
| **Capital Items** | | |
| Airport and Industrial Park Projects - Economic Development | | |
| Storm Water | 1,500,000 | |
| Tie-down Ramp | 420,000 | |
| Fence Upgrade | 18,500 | |
| Runway Markings | 70,000 | |
| Pavement Maintenance | 250,000 | |
| Wetland Mitigation Phase I | 600,000 | |
| Water Treatment Facility Improvements | 25,000 | |
| Lightning Suppression | 7,500 | |
| **Total** | | 2,891,000 |

| | | |
|---|---|---|
| County Administrative Building – UPS | $ | 60,000 |
| County Administrative Building – Generator | | 42,000 |
| Milton Library Security Cameras | | 15,000 |
| Machinery and Equipment | | 50,000 |
| Parking Lot Expansion | | 350,000 |
| Property Acquisition | | 700,000 |
| **TOTAL** | $ | 7,701,613 |

* Program is not directly funded from realty transfer taxes, but could be reduced as a result of loss of additional realty transfer tax funding.

## ***Property Taxes***

The General Fund Budget includes $12,794,925 in County property taxes. This is based on taxable assessments of $2,875,261,953. The estimated total property tax revenue has increased 3.03 percent compared to the Fiscal 2009 Budget. No property tax increase is recommended. The current total tax rate of 44.5¢ per $100.00 of taxable assessed value is recommended to stay in place. The proposed budget includes a recommendation to maintain the local library portion of the property tax at 4.67¢. The remaining 39.83¢ is for general operations of County government. As in previous years, the library tax revenues totaling $1,342,748 are dedicated to support the 11 independent libraries in the County.

## ***Other Building Related Revenues***

Other building and housing industry related revenues have decreased and are estimated at lower levels versus the Fiscal 2009 Budget, as per the following chart. The total decrease of these revenues of $2,206,004 reflects the continued slowdown in the construction industry. This represents a 26 percent reduction versus 2009, and a 60 percent reduction compared to the actual for Fiscal 2006.

| Housing Industry Revenue | | | | | | |
|---|---|---|---|---|---|---|
| Source of Revenue | 2005 Actual | 2006 Actual | 2007 Actual | 2008 Actual | 2009 Budget | 2010 Budget |
| Manufactured Home Placement Tax | 373,562 | 358,959 | 210,824 | 157,805 | 158,004 | 111,000 |
| Recorder of Deeds | 5,365,779 | 5,422,185 | 4,754,676 | 4,018,655 | 3,800,000 | 3,047,000 |
| Maintenance Fee (Deeds) | 60,641 | 66,908 | 59,277 | 51,290 | 50,000 | 35,000 |
| Building Permit and Zoning Fees | 2,341,745 | 2,775,513 | 2,076,999 | 1,597,735 | 1,600,000 | 1,100,000 |
| Fire Service Enhanced Funding | 1,785,613 | 2,093,729 | 1,535,864 | 1,106,321 | 1,170,000 | 780,000 |
| Building Inspection Fees | 1,964,086 | 2,413,769 | 1,770,275 | 1,211,344 | 1,073,000 | 800,000 |
| Private Road Inspections | 1,593,854 | 2,220,998 | 839,652 | 361,546 | 478,000 | 250,000 |
| Private Road Design Fees | 415,567 | 391,912 | 280,294 | 182,762 | 180,000 | 180,000 |
| Total | 13,900,847 | 15,743,973 | 11,527,861 | 8,687,458 | 8,509,004 | 6,303,000 |

## ***Other General Fund Revenues***

The State paramedic grant decrease of $1,872,854 is due to several factors. This reduction is primarily a result of the proposed State of Delaware change of the State paramedic contribution formula from 40 percent to 30 percent. This State grant reduction of $1,190,605 is being made up by County revenues. The Fiscal 2009 State contribution was at the 40 percent level. During Fiscal 2004, the State contributed 50 percent toward the paramedic program, and for years

preceding 2004 the State contributed 60 percent. The other reason for the reduction in State paramedic funding is cuts in the Fiscal 2010 Paramedic Budget.

Investment income is expected to decrease by $766,000, primarily due to the further reduction in interest rates on investments. Investment income also includes $300,000 for interest to be charged to County sewer and water construction projects for interim loans during their construction period.

Reimbursements from water and sewer districts for administrative costs totaling $550,000 are also included in the budget. These amounts represent reimbursement for sewer and water district contributions from departments including Personnel, Accounting, Assessment, Finance Administration, and Administration. These departments provide services that benefit sewer and water customers, as well as other County residents.

Revenues from the Sheriff's Office are predicted to increase from $1,000,000 to $2,000,000 during Fiscal 2010, reflecting increased sales activity and the office's aggressiveness in delivering court documents.

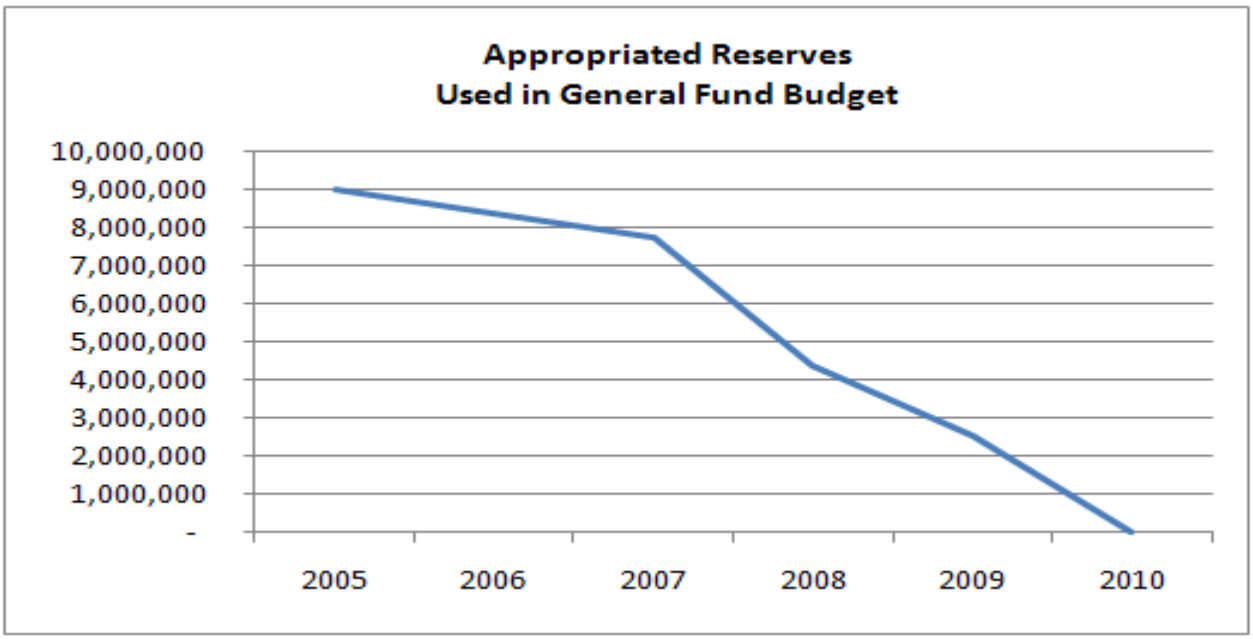
Register of Wills revenue is estimated to increase by $100,000 due to increased activity.

Clerk of the Peace revenue is up 136 percent due to a new approved fee schedule. This $76,700 increase will mean that expected revenues will cover budgeted expenditures.

The proposed budget includes $1,363,571 for reimbursements from the Pension Benefit Fund. The County has set aside funds in previous years to offset the cost of benefits for pensioners. This will be the first year that we will draw on those funds to reimburse for benefit costs for our pensioners. The budget again includes funds from the Pension Trust Fund to also reimburse for pension costs incurred. Both of these reimbursements reflect the purpose of establishing these trust funds.

## ***Appropriated Reserves***

The recommended Fiscal 2010 General Fund Budget includes **zero use** of Appropriated Reserves. This reduction from $2,550,515 and $4,390,381 included in the preceding two budgets reflects the County's intent on lessening the use of Appropriated Reserves as much as possible. The following chart reflects the decrease in the use of Appropriated Reserves in the annual General Fund Budget. The Capital Improvements Fund Budget does include Appropriated Reserves, which will be explained in that section of this budget report.


Appropriated Reserves
Used in General Fund Budget
10,000,000
9,000,000
8,000,000
7,000,000
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
-
2005
2006
2007
2008
2009
2010

## ***GENERAL FUND***

## ***EXPENDITURE APPROPRIATIONS***

The General Fund's total expenditures of $46,228,856 also reflect a decrease of 15.66 percent versus the Fiscal 2009 Budget. This budget amount includes $600,000 as a Reserve for Contingencies, which has been reduced from the Fiscal 2009 level of $1,000,000. If unanticipated expenditures are needed and/or total revenues do not meet our expectations, then reserves may be needed to fund operations next fiscal year. At this time, that is not anticipated based on this budget proposal.

As per the below chart, almost every department shows reductions in their annual budget. The number of full-time employees funded by the General Fund has dropped by 35, from 417 budgeted in Fiscal 2009 to 382 in the proposed budget. This represents an eight percent reduction in the number of General Fund and Community Development Fund full-time employees.

## GENERAL FUND EXPENDITURES

(Percentage Change from 2009 Budget)

| Department | Percentage Change | | Department | Percentage Change |
|---|---|---|---|---|
| County Council | -14.7% | | Planning & Zoning | -7.9% |
| County Administration | -18.7% | | Emergency Preparedness | -5.8% |
| Grant-in-Aid | -24.8% | | Paramedics | -9.8% |
| Finance Administration | -2.5% | | Economic Development | -44.4% |
| Assessment | -10.5% | | Industrial Airpark | -1.1% |
| Mapping & Addressing | -12.1% | | Engineering Admin | -42.6% |
| Constables | 25.4% | | Public Works | -23.7% |
| Accounting | -14.2% | | Solid Waste | 8.2% |
| Treasury | -7.3% | | Libraries | -12.6% |
| Building Inspection | -28.8% | | Clerk of Peace | -28.9% |
| Personnel | -8.0% | | Recorder of Deeds | -18.2% |
| Building & Grounds | -25.9% | | Register of Wills | -8.5% |
| Data Processing | -13.1% | | Sheriff | -11.0% |
| Information Systems | -19.4% | | Community Development | -28.7% |

## NUMBER OF FULL-TIME EMPLOYEES

(Change in Number of Full-Time Employees)

| Department | Change | | Department | Change |
|---|---|---|---|---|
| Accounting | -1.00 | | Information Systems | -1.00 |
| Administration | -1.00 | | LEPC-Hazardous Materials | 0.00 |
| Assessment | -3.30 | | Library Administration | -0.40 |
| Bookmobile | -0.60 | | Mapping & Addressing | 0.00 |
| Building Inspections | -3.00 | | Milton Library | 0.00 |
| Clerk of Peace | -0.70 | | Paramedics | -1.92 |
| Communications System | -1.00 | | Personnel | 0.00 |
| Community Development | 0.00 | | Planning & Zoning | -1.00 |
| Constable | 2.00 | | Public Works | -1.00 |
| County Council | 0.00 | | Recorder of Deeds | -3.00 |
| Data Processing | 0.00 | | Records Management | 1.00 |
| Economic Development | -0.50 | | Register of Wills | 0.00 |
| Emergency Operations Center | 0.00 | | Sheriff | 0.00 |
| Emergency Preparedness | 0.00 | | South Coastal Library | 0.00 |
| Engineering Administration | -12.00 | | Treasury | 0.00 |
| Facilities Management | -7.00 | | Utility Billing | 0.00 |
| Finance | 0.00 | | Water & Sewer Administration | 8.00 |
| Greenwood Library | 0.00 | | Water & Sewer Maintenance | 1.00 |
| Industrial Airpark | 0.50 | | | |
| | | | **Total** | **-25.92** |

## ***COUNTY COUNCIL***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $619,239 | $597,416 | $600,177 | $642,691 | $548,427 |

***(Percent Change – 14.67 Percent Decrease)***

**Council President – Vance C. Phillips**
**watermelons@msn.com**
**Council Vice President – George B. Cole**
**geobcole@verizon.net**
**Councilwoman Joan R. Deaver**
**jdeaver@sussexcountyde.gov**
**Councilman Michael H. Vincent**
**mvincent@sussexcountyde.gov**
**Councilman Samuel R. Wilson, Jr.**
**swilson@sussexcountyde.gov**
**Clerk of the Council – Robin A. Griffith**
**Administrative Secretary – Gaye P. King**
**Telephone: (302) 855-7743 Fax: (302) 855-7749**
**Website: www.sussexcountyde.gov**

The County Council is the legislative branch of County government consisting of five elected members. Each Councilmember is elected from their own district. The County Council President is elected annually by the members of the Council at their organizational meeting in January.

Each of the five Councilmembers will receive an annual salary of $26,075, which does not include any increase for the year. This is less than $28,663 per year paid to Kent County Commissioners and $40,686 paid to New Castle County Councilmembers. The County Council President receives an additional $1,000 per year, and additional funding is also included for Council's travel and telephone costs. As in prior years, funding is included for Public Officials' Liability Insurance, code books, legal advertising, and office related expenses.

The proposed budget includes membership to the following organizations:

- ***Delaware Association of Counties***
- ***Delaware League of Local Governments***
- ***Delaware Safety Council***
- ***First State RC&D Council***
- ***National Association of Counties***
- ***Sussex County Association of Towns***

The proposed budget recommends a reduced level of funding for Community Grants from $305,000 to $150,000. This represents a 51 percent decrease. This brings each Councilmember's grant for the year to a total of $30,000. These grants allow funding for youth, academic, and sports activities, special nonprofit events, and fundraising efforts for organizations such as the American Cancer Society, etc.

The County Council Budget also includes specific grants for programs including the following:

- ***Caroling on The Circle***
- ***Delaware Aviation Wings & Wheels Program***
- ***Delaware District III Little League World Series***
- ***Delaware 4-H***
- ***Delaware Technical & Community College Annual Women's Conference***
- ***Mildred King Memorial Luncheon***
- ***Senior Citizens Beach Day***
- ***South Bethany Tide Gauges***

Most of these grants have been reduced by eight percent from the previous year budgeted level. Grants for Punkin Chunkin and Center for the Inland Bays are not included during this fiscal year.

Regularly scheduled County government meetings are as follows:

| | | |
|---|---|---|
| **Sussex County Council** | **3:00 p.m.** | **Each Tuesday** |
| **Planning and Zoning Commission** | **6:00 p.m.** | **Second and fourth Thursday of each month** |
| **Board of Adjustment** | **7:00 p.m.** | **First and third Monday of each month** |

Sussex County Council, Planning and Zoning Commission, and Board of Adjustment meetings are posted on bulletin boards in the County Administrative Office Building. Those wishing to monitor Council meetings may do so by linking to the County's home page of **www.sussexcountyde.gov.** Live review of these meetings is also available at this home page address on the Internet.

***The Sussex County Council will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Maintain public availability to all citizens of the County***
- ✓ ***Promote a pleasant work environment for the employees***
- ✓ ***Encourage citizen participation to assist in making informed decisions***
- ✓ ***Maintain financial stability***
- ✓ ***Guide development to existing infrastructure areas***
- ✓ ***Action on Land Use Plan Update ordinances***
- ✓ ***Continue effort to more efficiently provide County services***
- ✓ ***Continue efforts to reduce County costs without impacting base services***

## ***COUNTY ADMINISTRATION***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $329,623 | $546,552 | $486,487 | $573,685 | $466,527 |

***(Percent Change: -18.68 Percent Decrease)***

**County Administrator – David B. Baker**
**dbaker@sussexcountyde.gov**
**Deputy County Administrator – Harold F. Godwin**
**Chief of Public Information – Chip Guy**
**Administrative Secretary – Susan W. Webb**
**Telephone: (302) 855-7742 Fax: (302) 855-7749**

County Administration manages the operation of the County government. The County Administrator reports directly to the County Council. Twenty-five (25) department heads report to the County Administrator.

As will be discussed in further detail in other sections of the budget report, County government will again be busy during Fiscal 2010 improving services provided to Sussex residents and visitors. Administration will continue attempts to more efficiently provide County services, given the current real estate slowdown and corresponding decrease in revenues for our County government. Efforts will continue to combine resources and related duties of departments. These efforts will also involve possibly requesting proposals for our group hospital plan, a fleet management program, further refinement of our telephone policy, implementing early retirement options, and improving collections of taxes and wastewater bills. Continued cross-training of Code Enforcement Officers will occur utilizing inspectors from the Planning and Zoning, Assessment, and Building Code departments.

Stimulus monies for wastewater projects including Angola Sewer, Johnson's Corner Sewer, Oak Orchard Expansion, partial expansion of the Inland Bays Regional Wastewater Facility, and The Woodlands of Millsboro will be contracted prior to February 17, 2010. This will require major efforts by the County

Engineering Department to rapidly plan, design, and provide specifications for these projects.

County Administration will monitor State legislation regarding dog control. It is possible that legislation may require the County to establish its own program by January 1, 2010. Administration will also work to develop a security policy for County security guards. Additional efforts will continue to efficiently utilize County office space. Land Use Plan ordinances will be developed for County Council consideration also.

The proposed budget includes zero expenditures for seminars and conferences for County Administration. Also, funding for an additional Administrative Assistant position has been removed.

***County Administration will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Maintain County's strong financial position during current housing market***
- ✓ ***Introduce Land Use Plan Update ordinances***
- ✓ ***Continue with personnel transition as senior staff retire***
- ✓ ***Continue coordination of economic development, including businesses at the County Industrial Park***
- ✓ ***Continue progress with sewer expansion projects including Angola, Johnson's Corner, and Oak Orchard***
- ✓ ***Continue ongoing review of County finances with a goal to provide County services in the most efficient and economical manner possible***
- ✓ ***Continue code enforcement cross-training efforts***
- ✓ ***Ensure that projects funded with Federal Stimulus money are awarded within the allotted timeframe***
- ✓ ***Implement a revised and improved building security and evacuation policy***
- ✓ ***Continue planning to address office space needs***

## ***LEGAL DEPARTMENT***

The proposed Fiscal 2010 Budget includes $190,000 for legal services. This is the same amount as budgeted during Fiscal 2009. The Budget Committee is continuing to recommend contracting for legal services given the complexity, diversity, and increased workload that we have incurred. The County Attorney, Mr. J. Everett Moore, Jr., represents the County Council, and Mr. Vincent G. Robertson represents the Planning and Zoning Commission. Mr. Richard E. Berl, Jr., will continue to represent the Board of Adjustment. Regarding personnel and labor matters, the firm of Young, Conaway, Stargatt & Taylor will be employed. Ballard & Spahr will assist with financial matters, including bonds.

***The Legal Department will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Attend all public hearings and meetings as required***
- ✓ ***Advise and assist in drafting ordinances as required by the County Council***
- ✓ ***Provide legal interpretations in a timely manner for State and Federal legislation***
- ✓ ***Assist in the collection of delinquent property taxes and utility fees***
- ✓ ***Provide productive legal services to County Council and staff***
- ✓ ***Prepare ordinances as part of Land Use Plan Update***

## ***GRANT-IN-AID PROGRAMS***

Recommended Grant-in-Aid Programs included in the Fiscal 2010 Budget are $2,463,369 less than that recommended for Fiscal 2009. This is a 25 percent decrease. This is 71 percent less than the actual Grant-in-Aid expenditures for Fiscal 2007, three years ago. Difficult reductions are recommended due to the decreases in our County revenues. Individual line item recommendations for the Grant-in-Aid Programs are included on Pages 14 through 20 of the County Budget. The proposed budget includes funding for the following:

| | Fiscal 2009 | Fiscal 2010 |
|---|---|---|
| **University of Delaware Agricultural Extension Service** | **$ 138,098** | **$ 69,049** |
| **Sussex Conservation District** | **$ 128,595** | **$ 101,797** |
| **Sussex County Volunteer Fire and Ambulance Companies** | **$ 3,466,350** | **$ 2,892,643** |
| **CHEER Meal Programs** | **$ 10,000** | **$ 9,200** |
| **First State Community Action Agency** | **$ 10,000** | **$ 9,200** |
| **Human Service Grants** | **$ 156,000** | **$ 143,520** |
| **Delaware State Police** | **$ 1,879,960** | **$ 1,638,327** |
| **Georgetown Payment in Lieu of Taxes** | **$ 6,994** | **$ 6,434** |
| **Town Grants** | **$ 45,000** | **$ 30,000** |
| **County Sewer and Water Contribution** | **$ 1,000,000** | **$ 270,380** |
| **County Wastewater Front Feet Assessment Cap** | **$ 425,000** | **$ 500,000** |
| **County Wastewater Relief Fund** | **$ -0-** | **$ 135,000** |
| **Housing Assistance Programs** | **$ 100,000** | **$ 30,000** |
| **Open Space Land Program** | **$ 750,000** | **$ -0-** |
| **State of Delaware Dog Control** | **$ 299,973** | **$ 600,000** |

| | Fiscal 2009 | Fiscal 2010 |
|---|---|---|
| **Local Law Enforcement Grants** | **$ 525,000** | **$ 262,500** |
| **Community Improvements Grants** | **$ 305,000** | **$ 150,000** |

Funding for Fire Service Grants has been reduced by eight percent. The Fire Service Enhanced Funding line item has been reduced 33 percent, reflecting the reduction in revenue from the associated Fire Service Enhancement Fee that is billed on our building permits. The fire service funding includes grants to each fire and ambulance company, including $1,380,000 for Basic Life Support assistance. This money is a reimbursement of salary costs for ambulance attendants that are needed by the fire service due to the shortage of volunteers. The Fire Service Enhanced Fund grant of $780,000 represents the estimated amount to be received from a .25 of one percent building permit surcharge. All actual amounts received are remitted to fire companies based on a formula recommended by the Sussex County Volunteer Firemen's Association. This amount is 33 percent below the budget for Fiscal 2009, reflecting a further reduction in the value of building permits received by the County. If greater amounts are received from this fee, then the fire companies will receive those increased amounts.

Grants to County Sewer and Water Districts have been reduced by 73 percent, to $270,380. This includes allocations for the Inland Bays Regional Wastewater Facility land purchase debt service of $47,880, grants to the Ellendale Sewer District of $134,500, and a grant to the Dagsboro-Frankford Sewer District of $88,000 toward the cost of land purchased for future expansion there. The County Wastewater Relief Fund is budgeted at $135,000, reflecting the fact that funds in that program for assistance for needy residents will be depleted as of June 30, 2009.

This budget recommends continuing the 100-front-foot cap on sewer and water assessments. This program will assist approximately 5,247 County sewer and water residential customers whom have larger lots exceeding 100 front feet and are current in their payment of County sewer, water, and tax bills. To maintain the 100-front-foot cap requires approximately $500,000 in funding.

Grant funding for the CHEER Meals on Wheels Program is decreased by eight percent, to $9,200. A grant to First State Community Action Agency has also been

reduced eight percent, to $9,200, for their operational costs. Human Service Grants have also been reduced eight percent, to $143,520. These grants are awarded annually after receipt of individual requests from a multitude of nonprofit agencies throughout the County. CHEER, First State Community Action, and Human Service Grants have all been reduced by eight percent.

Funding for the State Police Program includes continuation of agreements that include providing 40 additional State policemen in Sussex County, in addition to the State allocation. Although our most recent agreement with the State of Delaware reflects that the State and the County will provide four additional State policemen in Sussex County each year, it has been requested by the State of Delaware to defer adding four additional State policemen during Fiscal 2010. Our budget reduction of 13 percent to $1,638,427 for this program reflects that change.

Town Grants for $30,000 include $15,000 in funding to an estimated two towns in the County who receive less than $20,000 per year in realty transfer tax. Also included in the budget is $262,500 for Local Law Enforcement Grants to Sussex County towns to assist with local police operations, which has been reduced 50 percent for Fiscal 2010. These individual grants at a level of $12,500 per town will benefit local police departments when officers may need to travel outside of town limits to assist State Police in answering calls. These town police grants may be used toward operational or capital costs by the towns. A grant to the Town of Georgetown for payment in lieu of taxes also has been reduced eight percent, to $6,434.

Funding is also included to supplement the Community Development Block Grant Program with $30,000 for housing rehabilitations. This has been reduced from Fiscal 2009 also. The Fiscal 2009 Budget also included a grant of $25,000 to the Milford Housing Development Corporation for affordable housing. During Fiscal 2010, our recommendation is to only fund $30,000 toward emergency housing rehabilitations.

Funding is also included again to supplement the State of Delaware's Dog Control Program for a total of $600,000. If the State of Delaware transfers this program for complete County administration during Fiscal 2010, then these funds will be used for that purpose.

The budget also includes a grant to the University of Delaware Agricultural Extension Service for $69,049, representing a 50 percent reduction. Funding for the Sussex Conservation District also has been reduced by $26,797, or 21 percent. The Conservation District will be awarded a total of $101,797 to assist with their operations.

Local Library Grants have also been reduced eight percent for independently controlled libraries. We estimate the independent libraries will also see a reduction of 30 percent, to $111,000, in their funding from the local library placement fee. Any money collected from this manufactured home placement fee is dedicated and will be granted to local libraries. The local library portion of the capitation fee grants is estimated to increase by 1.89 percent. These funds also have been pledged to assist local independent libraries. Funding for independent local libraries from the library tax is projected to increase by 3.03 percent next year. In total, funding for local independent libraries is only decreasing by 1.89 percent for the year.

These reductions in Grant-in-Aid Programs reflect the economic realities that we are facing today. Certainly there are many worthy Grant-in-Aid requests that we are unable to fund at the levels that they have received in the past. The recommended budget does include our best efforts to fund these and other programs in the County with available funds.

## ***FINANCE ADMINISTRATION***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $622,914 | $666,274 | $786,505 | $700,918 | $683,409 |

***(Percent Change: -2.5 Percent Decrease)***

**Finance Director – Susan M. Webb, CPA**
**swebb@sussexcountyde.gov**
**Budget and Cost Manager – Kathy L. Roth, CPA**
**Purchasing Agent – Frank E. Shade**
**Administrative Secretary – Nancy J. Cordrey**
**Telephone: (302) 855-7741 Fax: (302) 855-7749**

The Finance Director is responsible for overseeing the financial functions of the County government with respect to expenditures and revenues. This includes overseeing the Treasury Division, Accounting Division, Assessment Division, and Utility Billing Division. The Finance Director, along with the Budget and Cost Manager and the Director of Accounting, assists the County Administrator in developing this budget plan.

During Fiscal 2010, Finance Administration will focus on monitoring expenditures and revenues, and the effect of the economy on the budget. Efforts will be made to analyze the current financial status to make estimates for the future. Pension Fund and Pension Benefit Fund investments will also be closely monitored.

The Finance Director is also responsible for investing County funds, managing the County Pension Fund with help from the Pension Committee, as well as overseeing financial reporting including the Comprehensive Annual Financial Report. We are proud of the fact that the Government Finance Officers Association of the United States and Canada has awarded Sussex County a Certificate of Achievement for Excellence in Financial Reporting for six consecutive years. The Finance Director is also responsible for coordinating funding for sewer and water and other Capital Improvements Projects. This involves working with funding agencies, such as the State Clean Water Advisory

Council and the Rural Development Office of the United States Department of Agriculture (USDA).

***Finance Administration will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Continue financial planning with emphasis on ways to control costs***
- ✓ ***Additional emphasis on administration of financial departments***
- ✓ ***Continue efforts to collect delinquent taxes and sewer and water charges, including pursuing garnishes and court judgments for manufactured homes, as well as additional tax sales***
- ✓ ***Complete uniform rate study, working along with the Engineering Department***
- ✓ ***Attain funding for sewer expansion projects***
- ✓ ***Pursue plan for new integrated finance software program that will include Accounting, Assessment, Treasury, and Utility Billing divisions***
- ✓ ***Submit Comprehensive Annual Financial Report (CAFR) for Fiscal 2009***
- ✓ ***Closely manage and monitor Pension Fund investments***
- ✓ ***Prepare quarterly financial reports for County Council, as well as estimating future financial needs***

## ***ASSESSMENT DIVISION***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $1,755,245 | $2,030,939 | $2,066,084 | $2,041,165 | $1,827,112 |

***(Percent Change: -10.49 Percent Decrease)***

**Director – Eddy J. Parker**
**eparker@sussexcountyde.gov**
**Assistant Director – Christopher S. Keeler**
**Telephone: (302) 855-7824 Fax: (302) 855-7828**

The Assessment Division is responsible to ensure that all land, buildings, improvements, and other special betterments, except those exempt from taxes by State law, are valued and added to the County's assessment rolls for the purpose of taxation. The employees of this division are also responsible for maintaining all County property records, maintaining tax maps, and issuing building permits. The director of this division oversees the daily operation of the County's Addressing Program, Constables' Office, Building Code Department, and code enforcement efforts.

The Assessment Division Fiscal 2010 Budget decreased by 10.49 percent versus Fiscal 2009. This is primarily due to the reduction of staff by 3.3 full-time positions. During Fiscal 2009, staff has been reduced in this department as a result of changes in the economic climate and less activity for the Assessment Division. Two positions were transferred to the Constables' Office to assist with recovering delinquent taxes and sewer and water charges. Staff in the Assessment Division will help support the Clerk of the Peace Office on an as-needed basis. During Fiscal 2009, the project to digitize old assessment records was completed. This was a multi-year project that will provide additional storage space for County records.

***The Assessment Division will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Provide assistance in obtaining information for the general public, real estate industry, and law community relating to property records***

- ✓ ***Maintenance of computerized real estate and parcel database and data entry for transfers, name changes, and legal description of title changes***

- ✓ ***Assure that equity in existing assessment rolls is maintained***

- ✓ ***Coordinate efficiency and cross-training between Building Code, Constables' Office, Mapping and Addressing, and Planning and Zoning***

- ✓ ***Promptly process building permits***

- ✓ ***Continue to update Assessment records to promptly reflect new construction***

- ✓ ***Assist with efforts to recommend new finance software package***

## ***MAPPING AND ADDRESSING***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $760,465 | $732,870 | $731,087 | $801,683 | $704,850 |

***(Percent Change: -12.08 Percent Decrease)***

**9-1-1 Addressing Manager – Megan M. Nehrbas**
**mnehrbas@sussexcountyde.gov**
**Clerk IV Supervisor – Donna L. Pusey**
**dpusey@sussexcountyde.gov**
**GIS Specialist – Robert W. Lynch**
**blynch@sussexcountyde.gov**
**Telephone: (302) 855-1176 Fax: (302) 853-5889**

The Mapping and Addressing Department creates, draws, and maintains County maps. They also operate the Sussex County on-line map, which is used by many for information. Tax maps and parcel splits are also drawn and maintained by this department. The Addressing Department is responsible for addressing new subdivisions. Office personnel are available for questions, problems, and to gather customer information. They also install and maintain private road signs. This department is responsible for inputting town information into our databases and providing the State of Delaware E-9-1-1 Administrator and Verizon with updates.

The Mapping and Addressing Department will continue a public education program emphasizing the need of property owners to complete and return the necessary information regarding addresses and telephone numbers. It is essential that each telephone number is linked to a physical address so that our 9-1-1 Center will realize the address of individual calls received. During Fiscal 2009, the Addressing section continued mailing cards to property owners requesting the phone number and physical address information where not previously provided. Verizon requires a 95 percent match rate for physical addresses and phone numbers for a system to be considered Enhanced 9-1-1. The Fiscal 2010 Budget includes funding for some additional road signs for private roads that require naming.

During Fiscal 2010, the Sussex County Addressing Task Force will continue working with the police, fire service, paramedics, and post offices to assist in the match of address and phone number information from residents. Additional software updates and changes will continue to be made to provide better addressing information, especially as it relates to our 9-1-1 system. More frequent updates will occur, which will assist emergency responders in locating residents.

***The Mapping and Addressing Department will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Work cooperatively with Verizon, the State of Delaware, police, fire service, paramedics, and post offices to complete the match of addresses and telephone numbers***

- ✓ ***Review and approve all road names and addresses for new subdivisions***

- ✓ ***Continue the installation of signs on private roads***

- ✓ ***Provide GIS map support for interdepartmental use***

- ✓ ***Gather and input information from towns for mapping purposes, which will make our maps more accurate***

- ✓ ***Create new mapping inquiry capabilities on the web to enable users to perform desired tasks***

- ✓ ***Work with County departments to provide immediate on-line GIS capability whether in the field or at the office***

- ✓ ***Provide management with visualization tools to provide information regarding options and their predicted impacts***

- ✓ ***Continue efforts toward more frequent updates of information regarding Mapping and Addressing***

- ✓ ***More frequent updating of software to provide better Mapping and Addressing information***

## ***CONSTABLES' OFFICE***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $252,585 | $303,644 | $229,674 | $329,297 | $412,979 |

***(Percent Change: 25.41 Percent Increase)***

**Chief Constable – Alan L. Holloway**
**aholloway@sussexcountyde.gov**
**Telephone: (302) 854-5034 Fax: (302) 855-7828**

The County's Constables' Office is responsible for the enforcement of all County codes and assistance with the collection of delinquent taxes, sewer and water bills, miscellaneous accounts receivable, and insufficiently funded checks. During Fiscal 2010, the Constables' Office will continue prosecuting violators through the Justice of the Peace courts. The Constables' Office has been successful in collecting $518,000 in property taxes and delinquent sewer and water bills during Fiscal 2009.

During Fiscal 2010, the Constables' Office will place additional emphasis on collecting delinquent property taxes and sewer and water bills. Two employees from the Assessment Division have been transferred to the Constables' Office to concentrate on delinquency collections. The Constables' Office will also manage the partially State funded property cleanup program. The State of Delaware is anticipated to again provide $10,000 toward these costs. The Constables will also, in collaboration with First State Manufactured Housing Association funds, continue the program to remove unsafe and abandoned manufactured homes.

***The Constables' Office will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Investigate and resolve complaints and violations in a timely and professional manner***
- ✓ ***Vigorous and aggressive pursuit of collection of back taxes, overdue sewer and water bills, bad check reimbursements, and open permits***

- ✓ ***Demolition of vacant and illegal manufactured homes in collaboration with First State Manufactured Housing Association***

- ✓ ***Assistance with property tax sales***

- ✓ ***Assist the Building Code Department in bringing open building permits to a complete finish***

- ✓ ***Assist the Treasury Division in preparation for tax sales***

- ✓ ***Assist the Planning and Zoning Department with correction of zoning and lot maintenance violations***

## ***ACCOUNTING DIVISION***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $842,493 | $835,436 | $785,673 | $841,883 | $722,484 |

***(Percent Change: -14.18 Percent Decrease)***

**Director – Gina A. Jennings**
**gjennings@sussexcountyde.gov**
**Assistant Director – Keith A. Moore**
**Telephone: (302) 855-7853 Fax: (302) 855-7722**

The Accounting Division is responsible for the processing and recording of all financial transactions, which includes the preparation of monthly budget performance reports and monitoring the budget. This department is also responsible for preparing payroll, maintaining fixed asset records, monitoring Federal and State grants, review of bills to be paid, assistance with annual audit, and preparation of the County's annual financial report.

During Fiscal 2009, the Accounting Division completed an internal control procedure policy. During Fiscal 2010, the Accounting Division will audit individual departments to ensure that the internal control procedures are being followed. The Accounting Division staff level has been reduced from 11 to 10 with a transfer to the Engineering Department of an Accountant. A goal of the division is to again produce a high level of service with less staff.

The Accounting Division will once again apply for the Government Finance Officers Association's Certificate of Achievement in Financial Reporting that has been received for the previous six years. An emphasis this year will also be to internally audit all cash and petty cash transactions handled by County departments on a quarterly basis.

***The Accounting Division will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Assist with the completion of the annual County audit, resulting in a clean opinion***
- ✓ ***Provide accurate reporting on a monthly and annual basis, as well as providing information as needed by Administration***
- ✓ ***Evaluation of current accounting software needs in conjunction with review of finance software needed by other departments***
- ✓ ***Efficient and timely payment of invoices***
- ✓ ***Properly maintain current fixed asset records***
- ✓ ***Assure that funds received are deposited on the day of receipt and invested as soon as they are available in an interest-bearing account***
- ✓ ***Efficiently collect all incomes due to the County, including Airport rental income, fuel sales, and Industrial Park rents***
- ✓ ***Provide the County Administrator, Finance Director, and department heads with a monthly budget monitoring report***
- ✓ ***Submit the 2009 annual audit report for recognition from the Government Finance Officers Association***
- ✓ ***Comply with current Governmental Accounting Standards Board (GASB) regulations***
- ✓ ***Improve accounting procedures to better track and record transactions, including evaluation of internal controls***
- ✓ ***Implement internal control procedures on a quarterly basis for County departments, including auditing of cash and petty cash***

## ***TREASURY DIVISION***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $695,859 | $700,024 | $734,948 | $705,963 | $654,091 |

***(Percent Change: -7.35 Percent Decrease)***

**Director – Amanda M. Bennett**
**abennett@sussexcountyde.gov**
**Telephone: (302) 855-7760 Fax: (302) 854-5078**

The Treasury Division is responsible for billing and collecting County property taxes, school property taxes, tax ditch assessments, capitation taxes, street lighting and road improvement assessments, as well as front foot assessments for some sanitary sewer and water districts. The Treasury Division is usually one of the first stops when a taxpayer has a question regarding their property tax bill. The Treasury Division works diligently to provide individual attention to walk-in taxpayers, as well as those who communicate via telephone or e-mail. Many of these inquiries pertain to the school portion of the property tax bill. With the growing increase in the senior citizen population, an additional burden has been placed on the staff to administer tax relief programs.

The Treasury Division is responsible for administering the following tax assistance programs:

- ***Exemption for Disabled***
- ***Exemption for Residents Over 65***
- ***State Senior Citizen School Property Tax Credit***
- ***Sussex County Property Tax Subsidy***

The Treasury Division receives over 1,200 requests annually for exemption under the State Senior Citizen School Property Tax Credit. As of April 2009, the following exemptions have been granted:

| | |
|---|---|
| ***State Senior Citizen School Property Tax Credit*** | ***19,003 Properties*** |
| ***Residents Over 65*** | ***3,067 Properties*** |
| ***Disability*** | ***831 Properties*** |
| ***Sussex County Property Tax Subsidy*** | ***12 Properties*** |

During FY 2010, the Treasury Division will continue to concentrate on collecting delinquent property taxes with the use of commitment letters for partial payments, phone contacts, additional written letters, and monition sales. The Treasury Division will also coordinate these efforts with the Constables' Office employees.

The Capital Improvements Budget includes funding for a replacement postage machine needed to handle County mail. A maintenance contract is no longer available for the current machine, and it is our understanding that replacement parts have been discontinued for it.

***The Treasury Division will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Continue collaboration efforts with other finance departments for software program upgrades***

- ✓ ***Delinquencies - continue and accelerate efforts to collect delinquent tax accounts through methods such as wage garnishments, partial payment commitment letters, phone contacts, monition sales, and Constables' Office contacts***

- ✓ ***Capitation Tax - continue efforts to eliminate duplicate capitation records and attempt to locate individuals that are not being billed for capitation tax***

- ✓ ***Create procedural manuals for current processes***

## ***BUILDING CODE***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $1,157,268 | $1,158,494 | $1,082,580 | $918,735 | $654,466 |

***(Percent Change: -28.76 Percent Decrease)***

**Chief of Building Code Inspectors – Van W. Milligan**
**vmilligan@sussexcountyde.gov**
**Code Enforcement Officer III/Plans Review Specialist – Anderson E. Wright**
**Telephone: (302) 855-7860 Fax: (302) 855-7869**

The Building Code Department is responsible for doing plan review and building inspections for additions and residential and commercial structures. As of September 1, 2008, during Fiscal 2009, County staff took over the inspection of single-family homes that was previously done by contract with First State Inspection Agency. County Planning and Zoning inspectors and assessors were cross-trained during the year to learn the Single-Family Building Code to assist with inspections. This, and the continued decrease in the amount of activities, has meant that the Building Code Department has continued its operations with only nine employees, down three from the Fiscal 2009 level of 12. The County saved funds by discontinuing the prior practice of contracting for inspection services and by cross-training current employees for building code inspection instead of hiring additional code enforcement officers. As per the budget detail sheets, the cost of this department has dropped from over $1.1 million per year to $654,466.

Current policy is that single-family homes will be reviewed within five working days and commercial projects within 15 working days. The Budget Committee is pleased that the department has been able to meet these standards. It should be noted that there are times when plans are being submitted without all of the necessary information completed, and the time for review does not start until a full set of plans has been provided to the staff.

During Fiscal 2009, inspection of footers and tie-downs for manufactured homes began by the Building Code Department. This new inspection service was mandated by the State of Delaware.

During Fiscal 2010, revenue from building inspection fees is estimated to be 25 percent, or $273,000, less than the estimate for Fiscal 2009. Total expenses are estimated to be 29 percent less, or $654,466. This results in an estimated net income of $145,534 from the Building Code Department. During Fiscal 2010, it is projected that the Building Code Department will be responsible for providing fewer inspections than in previous years, as per the following table, due to the softening of the construction industry:

| | Actual FY 2005 | Actual FY 2006 | Actual FY 2007 | Actual FY 2008 | Estimated FY 2009 | Estimated FY 2010 |
|---|---|---|---|---|---|---|
| Single-Family Homes | 2,226 | 2,053 | 1,407 | 1,112 | 800 | 800 |
| Manufactured Homes | 298 | 319 | 312 | 173 | 120 | 150 |
| Additions to Structures | 2,547 | 2,324 | 1,719 | 1,749 | 1,300 | 2,100 |
| Commercial Projects | 486 | 428 | 392 | 288 | 250 | 200 |
| Multi-Family Projects | 143 | 176 | 81 | 50 | 40 | 30 |
| Miscellaneous | 163 | 217 | 473 | 204 | 65 | 100 |
| Additional Inspections | 1,519 | 1,738 | 1,770 | 1,433 | 820 | 720 |

***The Building Code Department will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Continue cross-training of zoning inspectors, assessors, and building code inspectors to efficiently handle inspection process***
- ✓ ***Efficiently use existing County staff to provide County Code inspection services***
- ✓ ***Complete review and comments on all single-family homes within five working days***
- ✓ ***Complete review and comments on all commercial projects within 15 working days***

- ✓ ***Continue to coordinate efforts with the State Fire Marshal in regard to commercial structures***

- ✓ ***Continue open lines of communication with the building industry***

- ✓ ***Ensure that inspectors are provided with the necessary training and education needed for implementation of the International Building Code/International Residential Code***

## ***PERSONNEL***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $485,054 | $579,616 | $612,317 | $593,800 | $594,320 |

***(Percent Change: 0.09 Percent Increase)***

**Director – Dennis V. Cordrey**
**personnel@sussexcountyde.gov**
**Assistant Director – Bonnie J. Wootten**
**Telephone: (302) 855-7711 Fax: (302) 855-7715**

The Personnel Department is responsible for assisting the County Administrator in providing a healthy work environment, to instill a spirit of professionalism among all employees, and to assist the employees in all areas of personnel practices. The department is responsible for recruiting, testing, and interviewing in the selection of future County employees. Personnel records for current County employees, plus retirees, are managed by this department. These records include medical, vision, dental, and life, accidental death, and long-term disability insurance. The department maintains individual files for each retiree and employee, as well as spouses and dependents.

The Personnel Department will continue the practice of posting positions on the Internet website, as well as notices being sent to Delaware State University, the University of Delaware, and Delaware Technical & Community College, Jack F. Owens Campus, Georgetown. The posting of these positions with universities and colleges has been beneficial in allowing the department to attract the best-qualified applicants available.

During FY 2010, the Personnel Department will continue to work with each department to implement the personnel performance evaluation process. Each department head is responsible for doing an evaluation of their employees on an annual basis. These evaluations are essential in determining if an employee is qualified for a promotion. The Personnel Department will continue the "Employee of the Quarter" and "Employee of the Year" program, which has been very successful. Also, the department will continue to provide an employee

newsletter, “The Scene,” which updates employees on County government, special events and programs, as well as employee accomplishments and news, to name a few.

The Fiscal 2010 Personnel Budget again includes funding for the Employee Assistance Program to assist employees with personal problems that affect their work performance. The cost of this program is $9,920.

A review of our group hospital program by an outside consultant, with recommendations, was completed during Fiscal 2008. During Fiscal 2009, the County Council approved changes, many of which were recommended by our consultant with this review. These changes included additional employee contributions toward the cost of insurance, increased co-pays, spousal coordination of benefits, incentives for employees to opt-out of County health insurance, and a Silver Plan option at no cost for the employee. These changes, and considering our recent experience levels, have enabled us to realize a 14 percent reduction in our group hospital cost per employee. The cost still is substantial at $13,152 per full-time employee per year for the County’s share. The Fiscal 2010 Budget includes funding for a request for proposals for our group hospital plan. The County is budgeting $8,245,000 for health insurance for Fiscal 2010. This reduction of $1.8 million is due to the 14 percent rate decrease, plus the reduced number of full-time employees. This means an 18 percent total decrease in the County health insurance cost.

During Fiscal 2009, a flexible spending account option was made available to County employees. Flexible spending accounts enable County employees to deduct daycare and medical costs as a pretax payroll deduction. Participating employees will save by not having to pay Federal or State income taxes on the income used for these eligible costs. During Fiscal 2010, greater emphasis will be placed on communicating to employees the benefits of flexible spending accounts, as well as the Employee Wellness Program. The County also saves the Social Security tax expense from the pretax payroll.

The County will continue to offer its vision and dental reimbursement plans at the same levels, with a maximum reimbursement of $1,000 per coverage.

Mileage reimbursement will remain at 48¢ per mile as of July 1, 2009. The Internal Revenue Service allows 55¢ per mile.

Funding is included again in this budget for long-term disability insurance for each employee at a cost of $77,000 per year. The budget also includes funding for pre-employment, as well as reasonable suspicion drug testing of employees. Currently, the Personnel Department manages a random sampling drug-testing program for drivers of County vehicles.

The Personnel Department Budget also includes funding for worker's compensation insurance, which has increased by $40,000, to $160,000, for non-paramedic General Fund employees. This 33 percent increase is a result of higher workmen's compensation insurance rates due to an increase in our experience level.

The Personnel Pension Distribution Budget includes $3,270,171 for payments of monthly pensions and pensioner benefit costs. These funds are charged to the County's General Fund, as during previous years. During Fiscal 2010, it is proposed that reimbursements be made from the Pension Trust Fund to the General Fund for $3,372,059. This amount represents the budget amount for gross pensions and pensioner group hospital costs for the year. During Fiscal 2009, the County budget included reimbursing from the Pension Trust Fund. Given the current economic climate, the Budget Committee is now recommending that reimbursement be made from both the Pension Trust Fund and the Pensioner Benefit Trust Fund.

The Fiscal 2010 Budget for pension distributions includes a credit of $200,000, representing the estimated net savings during the first year of early retirement options offered during the end of Fiscal 2009. An early retirement option was offered to employees age 62 and older who are vested and eligible to receive a pension, plus some other employees age 62 and older who are close to being vested and eligible to receive a pension. It was also offered to employees in the Assessment and Building Code departments due to the reduced level of work in those two offices. This $200,000 credit reflects the estimated net cost after a one-time contribution to the Pension Fund for retirement of employees who voluntarily elect to take either of these early retirement options. During succeeding years, it is estimated that savings from this offer may exceed over $1 million per year.

***The Personnel Department will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Assist the County Administrator in assuring that the County maintains a comprehensive compensation and benefits package that is cost-effective***
- ✓ ***Post employment opportunities on County website and in County Administrative Office Building***
- ✓ ***Implement changes to County employees' benefit package, including the group hospital program, as recommended by consultant***
- ✓ ***Process all health, dental, and vision reimbursements in a timely manner***
- ✓ ***Continue Employee Assistance Program for County employees***
- ✓ ***Review job classification categories to ensure employees are being compensated for the work that they are performing***
- ✓ ***Coordinate training and education between departments***
- ✓ ***Maintain automated sick, vacation, and compensatory records***
- ✓ ***Plan for and provide the second annual Health Awareness Week***
- ✓ ***Develop requests for proposals for group hospital plan***
- ✓ ***Ensure that all employees receive an annual evaluation***
- ✓ ***Maintain lines of communication with pensioners in regard to their pension and benefits***
- ✓ ***Complete all reporting documents as needed by State, Federal, or County administrations***
- ✓ ***For payroll purposes, provide the Accounting Division with payroll deductions for time missed and not covered by sick, vacation, or compensatory time***

- ✓ ***Comply with all Federal regulations regarding equal opportunity employment***

- ✓ ***Recommend changes to outdated Personnel codes and make related policy improvements***

- ✓ ***Continue to provide newsletter, "The Scene," for County employees and retirees***

- ✓ ***Manage the drug and alcohol testing program for County drivers, and implement a pre-employment and reasonable suspicion drug testing program***

## ***FACILITIES MANAGEMENT***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $2,268,720 | $1,861,963 | $1,971,734 | $1,988,955 | $1,474,136 |

***(Percent Change: -25.88 Percent Decrease)***

**Facilities Manager – Ray W. Webb**
**rwebb@sussexcountyde.gov**
**Assistant Facilities Manager – Douglas J. Stoakley**
**Telephone: (302) 855-7840 Fax: (302) 855-7749**
**Airport Maintenance: (302) 855-7837**

The Facilities Management Department is responsible for maintaining all County buildings and grounds, including the Industrial Park, County libraries, County West Complex, and the County Administrative Building. Additionally, the staff of Facilities Management is responsible for making sure that all facilities are safe and accessible during inclement weather such as snowstorms. Seven less full-time positions are included in the Fiscal 2010 Budget for this department. Major savings have accrued by not replacing some maintenance employees who have left County employment, and at the same time spreading the greater workload to the remaining employees. One employee was transferred to the Industrial Airpark Budget.

During Fiscal 2010, the Facilities Management Department Budget includes additional savings by handling landscaping, grass cutting, and cleaning services with in-house staff instead of some that were contracted to private vendors. A savings of $10,000 is estimated as a result of these efforts.

The Capital Improvements Budget includes $60,000 for replacement of a UPS system for the County Administrative Building on The Circle in Georgetown. Our County electricians recommend that this system be replaced with an upgraded, more advanced, and reliable version for short-term power backup. The Capital Improvements Budget also includes funding of $42,000 for a mobile generator that could be used for the County Administrative Building, or possibly other County facilities as needed. This would be used for longer term power outages.

During Fiscal 2010, the Facilities Management mechanic will further coordinate his efforts with the Paramedic Department. Also, fleet management will be reviewed by the Deputy County Administrator.

***The Facilities Management Department will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Continue to maintain all County facilities in a neat, clean, and safe manner***
- ✓ ***Provide upkeep and maintenance on all grounds and roads for the Airport/Industrial Park***
- ✓ ***Provide custodial services for all three County-operated libraries***
- ✓ ***Maintain 225 County-owned vehicles in a safe and efficient manner***

## ***DATA PROCESSING***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $527,601 | $506,191 | $524,246 | $578,542 | $502,901 |

***(Percent Change: -13.07 Percent Decrease)***

**Director – Bonnie O. Smith**
**dataprocessing@sussexcountyde.gov**
**Assistant Director – Deborah A. Street**
**Telephone: (302) 855-7846 Fax: (302) 855-7845**

The Data Processing Department maintains the day-to-day operations of the AS/400/iS series computer system. This system handles and provides assessment information, tax information, applications for the Treasury and Utility Billing divisions, payroll applications, Accounting Division applications, as well as handling numerous requests for data from various State and local agencies, and the general public.

During Fiscal 2010, the Data Processing Department will continue work on a unified strategic technology plan for the County, including evaluating the existing systems and combining efforts with the Information Systems, Data Processing, and Paramedic departments. The Data Processing Department will also work to provide additional software applications for offices including the Treasury, Utility Billing, and Accounting departments.

The Capital Improvements Fund Budget includes $45,000 to replace the existing AS/400 computer to a power system. Reduced maintenance costs for the new system will provide a payback of this initial cost over three years. This new system will increase memory, provide a faster response time, and allow for automatic backup of the system. The new software associated with this change will create an easier to navigate framework for our programs.

The Capital Improvements Fund Budget also includes funding for a consultant for up to $50,000 to assist with the process to purchase a complete finance package. A new finance package for Assessment, Treasury, Utility Billing, Accounting, and

Planning and Zoning would provide greater efficiencies in County government and additional information in an easier to use format. This is a major change that will be gradually accomplished over succeeding years.

Data Processing revenues are expected to decrease by 50 percent, to $20,000, during Fiscal 2010. This is a result of changing our billing format as required by Delaware Code. The Data Processing Department provides information for specific requests and is reimbursed only for costs incurred.

***The Data Processing Department will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Assist various departments in the implementation and maintenance of various technologies that allow the departments to perform their own respective functions***

- ✓ ***Generate income to the General Fund by processing public information requests from various sources in a timely manner***

- ✓ ***Develop a unified strategic Information Systems/Data Processing plan***

- ✓ ***Provide more cross-training within the department***

- ✓ ***Continue and encourage programmers to attend educational classes***

- ✓ ***Complete transformation to new hardware and software format***

- ✓ ***Oversee process to eventually obtain and implement new complete software package for Finance Department***

## ***INFORMATION SYSTEMS***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $674,390 | $773,349 | $858,245 | $949,519 | $765,101 |

***(Percent Change: -19.42 Percent Decrease)***

**Acting Director – Thomas E. Glenn**
**tglenn@sussexcountyde.gov**
**Telephone: (302) 855-7898 Fax: (302) 853-5889**

During Fiscal 2010, the primary goal is to assist various departments in implementing and maintaining various technologies that will allow them to perform their functions more efficiently, with a higher level of customer support and satisfaction. Information Systems is responsible for maintaining the computing and communication networks and hardware throughout County facilities. They also monitor network security, as well as maintaining the network storage of information, including proper backups.

Information Systems is responsible for the County's website. With the website receiving more than 100,000 visits every month, continued updates and improvements will be ongoing during Fiscal 2010. The most popular features on the site include property tax information, agendas and minutes, Sheriff's sales information, departmental directory, and Mapping and Addressing inquiries.

During Fiscal 2010, Information Systems will work to implement an updated Recorder of Deeds system that will provide a method of payment for access to the system for the public and various businesses. Also, this department will assist with the maintenance of the new computer-aided dispatch software system for the fire service. Federal Homeland Security Funds have been used to equip the first 22 of these systems in emergency vehicles. This will help with information regarding the location and dispatch of emergency vehicles and improve responses.

During Fiscal 2010, the Information Systems Department will work with Records Management toward the implementation of a digital document storage system.

A major effort of this department will be to more efficiently utilize staff including those working in the Paramedic, Library, Data Processing, as well as Information Systems sections.

Funding is included in the Capital Improvements Fund Budget for additional server related equipment, most of which is replacement, that is needed for out-of-warranty servers. One less position is budgeted for in this department in the proposed Fiscal 2010 Budget.

***Information Systems will accomplish the following objectives during Fiscal 2010:***

- ✓ ***More efficiently manage Information Systems efforts by utilizing staff from other departments, including Paramedic, Data Processing, and Library***

- ✓ ***Implement new Recorder of Deeds system with coordination with vendor, ACS***

- ✓ ***Manage the Internet-based broadcasting of all Council meetings, Board of Adjustment meetings, Planning and Zoning Commission meetings, and special meetings held in the Council Chambers***

- ✓ ***Maintain hardware and software inventory for all computing infrastructure***

- ✓ ***Assist the County Administrator in producing electronic presentations***

- ✓ ***Improve resources and information for the public***

- ✓ ***Improve network security and data backups***

- ✓ ***Update County e-mail and calendaring system***

- ✓ ***Assist with digital document storage for Records Retention Program***

- ✓ ***Continue transitioning servers to virtualized hardware to improve efficiencies***

- ✓ ***Continue deployment of wireless network infrastructure***

- ✓ ***Assist with maintenance of fire service and basic life support service computer aided dispatch system***

## ***PLANNING AND ZONING***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $1,113,358 | $1,382,495 | $1,444,715 | $1,428,271 | $1,325,493 |

***(Percent Change: -7.20 Percent Decrease)***

**Director – Lawrence B. Lank**
llank@sussexcountyde.gov
**Assistant Director – C. Shane Abbott**
**Environmental Planner – Jeffrey C. Shockley**
**Chief Zoning Inspector – Susan E. Isaacs**
**Operations Coordinator – Norman C. Rickard**
**Telephone: (302) 855-7878 Fax: (302) 854-5079**

The Planning and Zoning Department is responsible for providing zoning information for building permits (including setbacks from property lines), building locations, and accessory use locations. The department coordinates all necessary advertising and scheduling of public hearings for the Sussex County Planning and Zoning Commission and the Sussex County Board of Adjustment. The Sussex County Planning and Zoning Commission normally meets the second and fourth Thursday at 6:00 p.m., and the Board of Adjustment normally meets the first and third Monday at 7:00 p.m.

Activity for the Planning and Zoning Department has stabilized as a result of changes in the building construction industry. With the passage of State law requiring applications to be submitted to the State Planning Office prior to the County Council accepting application, County staff has to participate in the preliminary review of these projects. The majority of these meetings are held in Dover. Additional requirements for the pre-application and the ordinance requiring all Residential Planned Communities to be reviewed by the Technical Advisory Committee mean that Planning and Zoning staff is busy. Both of these processes are beneficial in refining applications to make sure they are in compliance with State and County regulations.

Inspectors in the Planning and Zoning Department will continue to work with the Constables' Office in resolving outstanding permits and zoning violations. Inspectors will continue enforcement of the "bandit sign ordinance," which will reduce the number of temporary off-premise directional-type signs that were previously scattered along County roadways. Since the implementation of this ordinance in Fiscal 2008, over 226 of these small signs have been removed by Planning and Zoning inspectors.

During Fiscal 2010, the County Planning and Zoning Department will continue to closely monitor new developments to ensure that required amenities are provided by the developer. Coordination with the Public Works Department has meant that performance bonds are not released until required amenities and other provisions, such as setbacks, etc., are achieved.

Review of code enforcement efforts and coordination with the Assessment, Constables', and Building Code departments will continue. During Fiscal 2010, cross-training code enforcement will expand, particularly regarding Planning and Zoning requirements. Assessors and building code inspectors will be trained regarding zoning setbacks and other zoning requirements.

As a result of State Planning Office pre-submittals and the workload of the Planning and Zoning Commission, many applications are not going to public hearing for 12 to 18 months from when the applicant first appears in the Planning and Zoning Office. Funding has been allotted in the proposed Fiscal 2010 Budget to allow for the Planning and Zoning Commission to meet 40 times during the year. The Planning and Zoning Commission has met up to four times per month in an effort to eliminate the application backlog. The Board of Adjustment Budget includes funding to allow for a total of 24 meetings during the year.

During Fiscal 2010, ordinances will be developed by Urban Research and Development Corporation, the County's land use consultant, to continue implementation of the updated Land Use Plan. Additional legal costs for development of these ordinances are also included in the Fiscal 2010 Budget.

The proposed budget includes one less staff person for Planning and Zoning. Funding is also included for one replacement vehicle needed.

***The Planning and Zoning Department will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Prepare and recommend changes to the County's land use ordinances, especially needed to implement the revised Land Use Plan***

- ✓ ***Coordinate land use recommendations with the Sussex County Engineering Department and State of Delaware agencies***

- ✓ ***Coordinate technical review of pending applications and process all in a timely manner***

- ✓ ***Coordinate violation activities with the Constables' Office***

- ✓ ***Assist in providing training seminars for board members and staff***

- ✓ ***Maintain all County zoning ordinances on-line for accessibility of the public and County departments***

- ✓ ***Provide a review of all development activities for compliance with adopted ordinances and the Land Use Plan***

- ✓ ***Continue stepped-up enforcement of new development requirements, including amenities, setbacks, buffers, etc.***

- ✓ ***Coordinate efforts with Assessment, Building Code, and Public Works departments to more efficiently provide code enforcement***

## ***EMERGENCY OPERATIONS AND PREPAREDNESS***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $2,053,559 | $2,188,091 | $2,585,285 | $2,515,314 | $2,368,648 |

***(Percent Change: -5.83 Percent Decrease)***

**Director – Joseph L. Thomas**
**jthomas@sussexcountyde.gov**
**Assistant Chief Dispatcher – Richard C. Short**
**Quality Assurance Supervisor – Debra A. Jones**
**Local Emergency Planning Committee Chairman – Charles B. Stevenson IV**
**Telephone: (302) 855-7801 Fax: (302) 855-7805**
**After Hours: (302) 855-7803**

This department consists of Emergency Preparedness, Emergency Operations Center, Local Emergency Planning Committee, and Emergency Operations Communications. Emergency Preparedness Administration is responsible for coordinating public safety activities for natural disasters such as snowstorms, floods, hurricanes, and nor'easters. The department also assists in such matters as technical disasters (i.e. chemical spills or hazardous material incidents). Administration is also responsible for overseeing each of the other divisions.

The Emergency Operations Department is responsible for dispatching 9-1-1 calls for medical and fire emergencies. It is critical that this department maintain an extremely high level of professionalism to assure that 9-1-1 calls are responded to in the quickest and most efficient manner. We are proud of the high quality of service provided to the residents of Sussex County.

The Delaware Emergency Management Agency (DEMA) works closely with this department in coordinating information between the towns in Sussex County. DEMA is responsible for coordinating conference calls between local governments, State agencies, interstate government, and the weather service. It is not unusual during an incident for the department to be involved with five to six bridge calls in a 24-hour period.

The Mobile Command Center will again be readily available to local fire and ambulance companies on an as-needed basis. This piece of equipment has been very beneficial as an information center and field meeting room facility in Sussex County. The Mobile Command Center will also be utilized during the year for activities such as Punkin Chunkin, the Apple-Scrapple Festival, and Fourth of July celebrations.

The Emergency Operations Department is located in the new 18,000-square-foot building located at the Airport in Georgetown. This new facility took the place of a 6,100-square-foot building that is being converted to a County Records Management Center. The new Emergency Operations Center has state-of-the-art communications equipment with an alternative power source to handle all 9-1-1 calls. An enlarged area for 9-1-1 dispatchers is shared by the State of Delaware and County dispatchers. In addition, accommodations have been made available for the State Police, Delaware National Guard, Red Cross, Radio Amateur Civil Emergency Service, and Department of Transportation, especially in the event of storms or other emergencies.

The Local Emergency Planning Committee, which is part of the County's Emergency Operations Center, is responsible for instituting safeguards pertaining to emergency preparedness operations in time of a hazardous material release or spill from fixed or mobile facilities that may affect the general public. The department compiles and maintains records of inventory of facilities that produce, store, or sell hazardous materials in Sussex County. This information is to be made available through the dispatch center to first responders, as well as the general public, upon request. This program is funded with over 90 percent State of Delaware grant funding that is made available from the users, handlers, and producers of hazardous materials.

A goal of Emergency Preparedness Administration will be to rewrite the Sussex County Emergency Operations Plan that was last updated in 2004. Funding was budgeted during Fiscal 2008 for this project. The update will incorporate the plans from all towns in Sussex County. Emergency Preparedness Administration will also work with the Sussex County Citizen Corps Council to help educate volunteers to assist during major emergencies.

The Fiscal 2010 Budget changes the parameters for the incentive program provided to the dispatchers. The current program rewards dispatchers who

maintain an overall average of 95 percent or better on the semi-annual Accredited Center of Excellence Report. However, the National Academy of Emergency Medical Dispatch (NAEMD) looks at four performance levels which include 95 percent in Case Entry, 90 percent in Key Questions, 90 percent in Post Dispatch Instructions, and 95 percent in Pre-Arrival Instructions. Fiscal 2010 will fund the incentive program and provide $300.00 (maximum of $600.00 per year) to those who meet the four performance levels recognized by the NAEMD. This incentive program rewards employees who maintain a high level of competence in responding to emergency calls, which in turn enables the Sussex County Emergency Operations Center to maintain its Center of Excellence status.

The Fiscal 2010 Budget also includes funding for shift differential pay for Emergency Communications Specialists who work the night shift. This supplemental fee of 75¢ per hour is comparable to what the State of Delaware offers their dispatchers, as well as that of other counties.

The Fiscal 2010 Budget includes funding for cleaning of the Emergency Operations Center by an outside service. This was deemed to be the most efficient way to handle the cleaning needs in that building, which is operated 24 hours a day, 365 days a year. Also, with the reduction in County staff in the Facilities Management Department, this was deemed the best alternative at this time. The proposed budget also includes funding for an additional camera and card readers for the front door by the lobby.

Funding is also included in the Capital Improvements Budget for replacement of the generator by the tower site by the old Emergency Operations Center building. This generator operates this communications tower when electric service is not available. This will replace a 30-year-old generator. The estimated replacement cost is $120,000.

The Communications Division Budget includes one less staff person for Fiscal 2010. Funding is included for painting the Long Neck towers and the antenna, as well as replacing the trim and siding for the Long Neck tower building. Both of these projects are needed to maintain this communication tower. The Communications Division will also be busy this year especially working with fire companies installing the new mobile data terminals. This division assists the fire service with installation and maintenance of these terminals.

***Emergency Operations and Preparedness will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Provide regional training for emergency medical dispatch priority***
- ✓ ***Maintain the mobile command office to offer public safety with intergovernmental agencies***
- ✓ ***Assure that there are open lines of communication with the fire service on issues relating to dispatch, communications, and emergency preparedness***
- ✓ ***Maintain the UHF paging system for the Sussex County volunteer fire service***
- ✓ ***Update the Sussex County Emergency Operations Plan, incorporating plans from all Sussex County towns***
- ✓ ***Continue to work with the Delaware Emergency Management Agency to develop and update emergency plans to include, but not limited to, evacuation, debris management, and sheltering, which includes pet special needs and the general population***
- ✓ ***Achieve State-required 95 percent grades on dispatching tests***
- ✓ ***Implement Local Emergency Planning Committee project with full-time employee to better perform hazardous material surveys and provide information to emergency responders***
- ✓ ***Begin the planning process for a new shop to house the communications support section***
- ✓ ***Work with the fire service to develop and deploy mobile data terminals in fire service vehicles to provide a wireless link to the Dispatch Center in order to track units and send vital dispatch information***

## ***EMERGENCY MEDICAL SERVICES***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $10,196,835 | $11,961,544 | $13,213,202 | $13,611,673 | $12,275,048 |

***(Percent Change: -9.82 Percent Decrease)***

**Director – Glenn H. Luedtke**
gluedtke@sussexcountyde.gov
**Deputy Director – Robert A. Stuart**
**Telephone: (302) 854-5050 Fax: (302) 855-7780**
**Website: www.sussexcountyde.gov/scems**

Sussex County Emergency Medical Services (EMS) is a recognized national leader in providing mobile healthcare services to improve the quality of life within Sussex County. This is accomplished through direct patient care, continuous quality improvement, innovative technologies and procedures, and comprehensive education and training of paramedic staff and the general public.

The Fiscal 2010 Emergency Medical Services Budget supports eight full-time paramedic units, one seasonal paramedic unit, and two supervisory units providing advanced life support service to all of Sussex County. The program operates out of 11 facilities with a staff of 115 paramedics, administrators, students, and support personnel, and a fleet of 33 vehicles. This represents a reduction of two vehicles compared to the Fiscal 2009 Budget. Staffing is down by 1.9 employees.

The Paramedic Department Budget includes funding for six students during Fiscal 2010. Three students are scheduled to graduate in the fall of 2009 and thereafter work full-time as County paramedics. The Paramedic Department typically loses approximately six employees per year as normal attrition. The student program, whereby Sussex residents are trained at Delaware Technical & Community College to become paramedics, has been very successful in helping to fill staffing needs. Students who complete the program are obligated by a three-year employment contract with the County. Three additional students are scheduled to graduate in

the fall of 2010. Funding is not included for additional paramedic students after the 2010 class.

During Fiscal 2010, the Paramedic Department will continue to operate a part-time power unit on weekends throughout the summer months in the beach area and other areas as needed. The Fiscal 2010 Budget includes funding for two days per week for this power unit, down from the current three days. The summer power unit will operate with one paramedic instead of two on a reduced schedule. Special events coverage will be handled with regular on-duty staff whenever possible to reduce costs. On-duty training will be expanded, when feasible, to obtain additional savings. Conference travel has been reduced from $16,300 to $6,000 during Fiscal 2010, to be used only for seminars and conferences that produce the greatest benefit for the County.

Longevity increases that non-paramedic County employees receive based on a set schedule will be implemented during Fiscal 2010 for County paramedics. This will replace the merit increases for outstanding evaluations that have previously been in place. This will mean the County paramedic staff will be treated more like other non-paramedic employees. Funding is included in the Fiscal 2010 Budget for continuation of the Paramedic Department's partial tuition reimbursement program for employees to improve their skills with further education. This program has proved beneficial in the past.

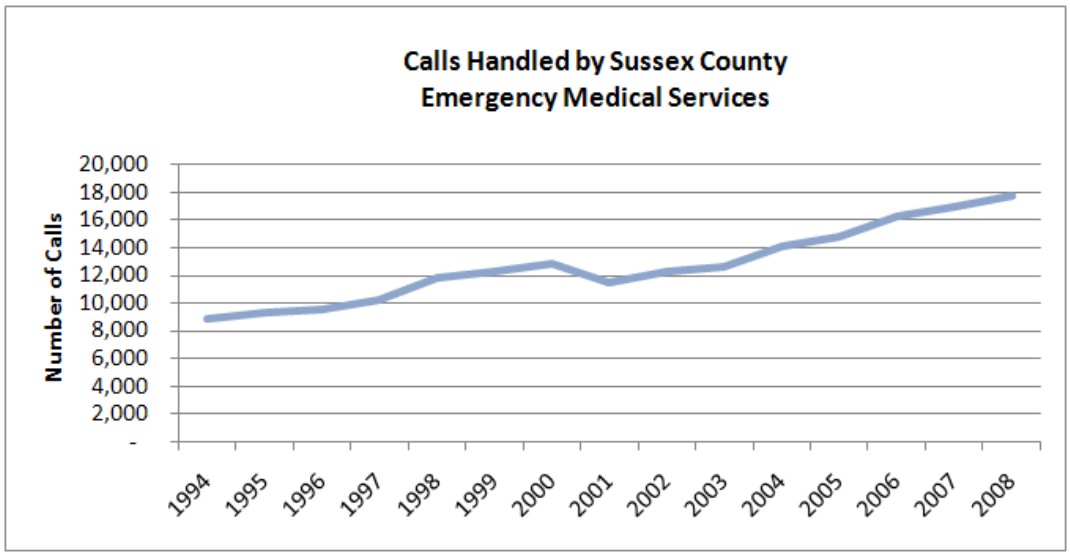
The proposed Capital Improvements Budget includes funding for two replacement paramedic response vehicles. This includes not only replacing the vehicle chassis, but also replacing two paramedic boxes on the chassis that have been in service for 18 years. The budget amount for rentals and leases is down over $12,000, primarily due to savings realized by replacing the Laurel Fire Department facility with a County-owned facility on Sycamore Road near Route 13 near Laurel.

Expenditures for worker's compensation insurance are up an estimated 55 percent, by $183,000. This is a result of an increase in our experience modification ratio that is charged and monitored by the State Insurance Department. This ratio has increased due to our recent history of additional incidents that have resulted in worker's compensation claims.

The Paramedic Information Systems staff will also assist the Communications Division in providing mobile terminal software for the fire service in their vehicles. This program began in Fiscal 2009 with funding from the Federal Homeland Security Program.

Funding for the Paramedic Department will continue with Sussex County paying an increased 70 percent, or $8,592,534. It is anticipated that the State of Delaware will fund at a reduced level of 30 percent, for a total of $3,682,514. This reduction in the State's portion of funding costs the County an additional $1,227,505 during Fiscal 2010 alone. The State of Delaware has decreased its share of the cost of the Paramedic Program from 60 percent to now 30 percent, which has meant an increase in cost to Sussex County government of $3,682,515 per year. The County's share of this program is funded by realty transfer tax revenues, which are also decreasing. The County believes that reducing the State's share of funding should translate into a reduction in State requirements for this program. More flexibility in the program may help in continuing service at the current high quality level with less State imposed restrictions.

A breakdown follows of calls by the Emergency Medical Services Department. As you can see from the chart, the number of unit responses has consistently increased by calendar year as the County population has grown and aged, and as additional summer visitors come to Sussex County. During 2008, 17,749 calls were handled by the County EMS Department, which reflects a 100 percent increase since 1994.



***Emergency Medical Services will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Continue as a nationally recognized leader in mobile healthcare services by providing quality, compassionate patient care with continuous quality improvement and proactive planning***

- ✓ ***Provide staff and support for eight full-time paramedic units, one seasonal paramedic unit, and two supervisory units, providing advanced life support service to all of Sussex County***

- ✓ ***Complete relocation of Laurel's Medic 102 station to its new 'green' facility***

- ✓ ***Provide comprehensive education and training for paramedics***

- ✓ ***Develop cost-saving procedures without jeopardizing the quality of service being provided***

- ✓ ***Provide additional coverage by the part-time power unit, but at a level of two days per week during the summer instead of the previous three days per week***

## ***ECONOMIC DEVELOPMENT***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $284,137 | $312,659 | $52,882 | $158,153 | $87,932 |

***(Percent Change: -44.4 Percent Decrease)***

**Director – Julie L. Wheatley**
**jwheatley@sussexcountyde.gov**
**Telephone: (302) 855-7793 Fax: (302) 855-7805**

The responsibilities of the Economic Development Office include the promoting and development of new and existing businesses in Sussex County, and expanding and diversifying the economy and employment base of the County. The department is responsible for recruiting businesses on a countywide basis, to include tenants for the industrial parks. Industrial park recruitment includes the Seaford and Selbyville industrial parks, in addition to the Sussex County Industrial Airpark located in Georgetown.

During Fiscal 2010, County economic development efforts will continue coordination with the Sussex Economic Development Action Committee that began meeting during Fiscal 2008. A goal of this committee is to proactively attempt to obtain additional and improved employment opportunities for Sussex County residents, as well as diversifying the County's economy to ensure economic activity during economic downcycles.

Funding will be provided in the FY 2010 Budget to allow the Economic Development Office to continue to disseminate demographic information to businesses, individuals, and communities as requested. This information is beneficial in allowing the private sector to make decisions on expansion and relocation, as well as to local governments in obtaining the necessary information when applying for grant funding.

During FY 2010, the County will discontinue providing lunch and dinner twice a year for NASCAR crews and drivers who fly into the Sussex County Airport in Georgetown. The estimated $12,500 per year cost for this event is not

warranted, given the current economic situation. Staff will continue to provide security and work with the Airport restaurant to ensure hospitality for the crews and encourage NASCAR drivers to fly in and out of the Airport at Georgetown.

The Economic Development Office will work hard to assist existing businesses, as well as bring new businesses to Sussex County. Economic diversification is very important to ensure that as changes in the economy occur, opportunities in other fields become available.

***The Economic Development Office will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Proactively work to obtain new businesses and expand existing businesses in Sussex County, with a goal of providing better and more diversified employment opportunities for Sussex County residents***

- ✓ ***Continue to assist existing industries in the County while seeking new business opportunities to provide gainful employment to Sussex County residents***

- ✓ ***Continue to provide demographic information to businesses, individuals, and communities as needed and requested***

- ✓ ***Continue to promote Airport and Industrial Park development***

- ✓ ***Facilitate 'green' enterprises and entrepreneurship within the County***

## ***INDUSTRIAL AIRPARK***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $641,085 | $673,481 | $869,803 | $717,793 | $710,085 |

***(Percent Change: -1.07 Percent Decrease)***

**Director – James A. Hickin**
**jhickin@sussexcountyde.gov**
**Telephone: (302) 855-7775 Fax: (302) 855-7773**

Approximately 1,100 employees of various businesses work at the Sussex County Industrial Airpark in Georgetown. Mr. James Hickin, Director of Airport and Industrial Park Operations, will manage the Airport and Airpark operations. The County owns the land at the Industrial Airpark and Airport. During Fiscal 2010, the Industrial Airpark Office will continue to monitor leases and subleases to ensure compliance with the terms of these agreements. Improvements at the Airport will continue including storm water improvements, fence system upgrades, tie-down apron expansion, purchase of property related to the extension of the main runway (4-22), fire system improvements, design for Runway 4-22 expansion, wetland mitigation work, and water treatment facility improvements. Funding for these projects is included in the Capital Improvements Budget.

The Fiscal 2010 General Fund Budget includes maintenance costs for hangars, Airport runway lights, the Airport terminal building, etc. Funding for a private security service is included at $81,000. Review of the security function will occur during Fiscal 2010. The budget includes funding of $2,500 if needed, for appraisals relating to lease renewals. The budget also includes $40,000 toward the cost of County wastewater employees who perform maintenance work at the Industrial Airpark. Seminars and conferences is reduced to zero during this difficult year.

***The Industrial Airpark Office will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Assist businesses at the Airport and Industrial Park***
- ✓ ***Coordinate funding for Airport and Industrial Park expansions with the FAA, State, and local businesses***
- ✓ ***Create and implement Airport policies that promote commercial development and increased aeronautical activity***
- ✓ ***Promote useful and informative updates to Airport neighbors through quarterly public meetings and other means to keep neighbors, and Airport users as well, as informed as possible regarding activities***
- ✓ ***Improve the water system at the Industrial Airpark***
- ✓ ***Monitor Airport and Industrial Park leases***
- ✓ ***Complete storm water improvements at Airport and Industrial Park***
- ✓ ***Begin design of Runway 4-22 expansion road relocation***
- ✓ ***Complete wetland mitigation work***

## ***ENGINEERING ADMINISTRATION***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $1,801,275 | $1,613,284 | $1,611,520 | $1,572,327 | $902,377 |

***(Percent Change: -42.61 Percent Decrease)***

**County Engineer – Michael A. Izzo, P.E.**
**mizzo@sussexcountyde.gov**
**Director of Engineering Accounting – Jeffrey E. James**
**Telephone: (302) 855-7718 Fax: (302) 855-7799**

During Fiscal 2010, the Engineering Administration Department will oversee a multitude of projects, including a number of regional sewer projects. The Millville Sewer Project will be completed with an additional contract during Fiscal 2010 for this estimated $34 million project. Connections will continue for the Millville Sewer Project, with an estimated 1,960 EDU's being connected. This project will provide further environmental benefits in Sussex County by eliminating 1,960 septic systems near the Inland Bays.

During Fiscal 2009, five Sussex County-managed projects were approved for funding via the Federal Stimulus Program. This funding will provide additional savings for the users of these systems. A requirement for this funding, with partial grant and low-interest loan assistance, is that contracts be signed by February 2010 for the Stimulus funded portion of the projects. These projects include Johnson's Corner Sewer, Angola Sewer, Oak Orchard Sanitary Sewer District Expansion, The Woodlands of Millsboro Sewer, and the Inland Bays Regional Wastewater Facility expansion.

Johnson's Corner Sewer District began construction during Fiscal 2009. This project is estimated to eliminate 357 septic systems in southern Delaware, west of Fenwick. Construction contracts for the Angola Sewer District will also be bid during Fiscal 2010. This project will eliminate over 1,500 septic systems on the Inland Bays. The Oak Orchard Sanitary Sewer District Expansion Project will eliminate approximately 675 septic systems in the Oak Orchard area. Contracts will be awarded for this project during Fiscal 2010 also. Design and bidding of the

spray irrigation treatment system for the Inland Bays Regional Wastewater Facility, which serves Long Neck, Oak Orchard, and eventually Angola, will occur. An additional spray rig will be put on-line during the summer of 2009 at this facility. The expansion project will increase treatment and disposal capacity by two million gallons per day.

The Golf Village Sanitary Sewer District will be completed during Fiscal 2010. This system will be connected to the Town of Georgetown's wastewater treatment facility. In the future, the Town of Georgetown will manage and maintain the Golf Village Sanitary Sewer System after the initial construction is completed.

If a June 2009 referendum is approved for The Woodlands of Millsboro proposed project, then design and construction for this project will also occur during Fiscal 2010. The Town of Millsboro will provide the treatment of effluent from this development with a failing community system. The County would design and build the transmission lines to the Town of Millsboro.

The Engineering Administration Department will continue to coordinate its work with developers to achieve maximum contributions that will benefit existing residents. Engineering Administration will oversee various developer-built collection systems, as well as transmission systems, that will be contributed to the County upon completion. During Fiscal 2008, the County received $8 million in developer contributions for sewer projects.

During the upcoming year, Engineering Administration will oversee a number of non-sewer and water capital projects also. The second floor of the Milton Library will be completed. Plans will move forward, after an agreement with the Town of Greenwood, to expand the Greenwood Library at its current site. Work at the County's Industrial Airpark will continue with projects such as storm water improvements, design of the main runway expansion, Airport pavement maintenance, snow equipment building, wetland mitigation, and water treatment facility improvements. Also, completion of the County Administrative Building roof repair will occur and replacement uninterrupted power supply equipment will be installed in the County Administrative Building, as well as purchase of a mobile generator for a backup system.

During the upcoming year, plans will continue to evolve to provide additional space for County offices in the Georgetown area. The Records Management

Center at the old Emergency Operations Center is nearly complete, and operations will begin during Fiscal 2010. Engineering Administration will also oversee the formation of street lighting districts and suburban community road improvement projects per requests from residents. A new County procedure for suburban community road improvement projects will be implemented. Engineering Administration will continue to monitor the environmental impact of six former County landfills, and work with the Center for the Inland Bays at the James Farm Ecological Preserve.

The Engineering Administration Budget reflects 12 fewer budgeted employees during Fiscal 2010. This is due to a number of factors. Eleven (11) employees who primarily spend their time working on sewer and water districts have been transferred to the Sewer and Water Districts Budget. Some Fiscal 2009 positions were not filled, such as a Permit Technician I replacement, a Records Clerk, and the transfer of another Permit Technician I to another department. Also, one employee was transferred to the Records Management Division during Fiscal 2009. Funding is included for a Project Engineer, if needed.

***Engineering Administration will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Oversight of design and construction of new and expanded sanitary sewer projects***

- ✓ ***Oversight of Capital Improvements Projects which include the Airport, library expansions, additional County office space, Industrial Park, and records retention***

- ✓ ***Develop plans for Western Sussex sewer, Dagsboro-Frankford expansion, Wolfe Neck Treatment Plant expansion, and Inland Bays Regional Treatment Plant expansion***

- ✓ ***Provide the County Council with timely and quantitative information regarding capital projects***

- ✓ ***Ensure that projects funded by Federal Stimulus funding will meet Federal requirements and timetables to realize financing savings***

## ***ENGINEERING - PUBLIC WORKS DIVISION***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $1,209,121 | $1,339,505 | $1,093,227 | $1,045,486 | $797,885 |

***(Percent Change: -23.68 Percent Decrease)***

**Director – I. Thomas Baker III**
**ibaker@sussexcountyde.gov**
**Telephone: (302) 855-7703 Fax: (302) 854-5391**

The Public Works Division is responsible for performing plan review and construction inspections for roads, as well as for sewer and water in new private subdivisions. This division also assists the Technical Advisory Committee with review of subdivision applications and residential planned communities. Public Works also manages street lighting projects, suburban community road improvement projects, and landfill monitoring.

The Public Works Division Budget includes funding for construction plan review of developments regarding private roads with a private consulting firm. This work covers plans received under Ordinance No. 99 and Ordinance No. 110. Inspection of these projects will continue by County personnel in the Public Works Division. During Fiscal 2009, revisions were made to the private road design and construction standards. These are being implemented for new projects as they are received. Also, managing and maintaining bonds for projects has become a major work item with the change in the economy.

The Public Works Division will be operating with one less staff person during Fiscal 2010. During Fiscal 2009, a Public Works employee was transferred to Engineering's Utility Construction Division to fill a vacancy there. A $120,000 reduction for outside engineering services is recommended in the Fiscal 2010 Budget. This is a result of the department handling reviewing most, if not all, plans in-house during the upcoming fiscal year. Revenues from private road inspections and design review fees are expected to decrease again during Fiscal 2010. Revenues are estimated to total $430,000 versus the Fiscal 2009 Budget of $658,000 for these line items.

Public Works will continue to perform maintenance and monitoring of the ground water near the County's former landfill sites at Bridgeville, Anderson Crossroads, Omar, Angola, Laurel, and Stockley. The Capital Improvements Fund Budget does include $33,000 for the cost of a survey and fence needed to surround the Omar Landfill due to encroachments on the property.

***The Public Works Division will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Provide technical advisory review of subdivision applications***
- ✓ ***Promote community participation in suburban community street district improvements***
- ✓ ***Promote participation and administer County street lighting districts***
- ✓ ***Reduce work with a private consulting firm in performing construction plan reviews for private road design and construction by performing as much of this work as possible with County staff***
- ✓ ***Perform necessary inspections as required under County Ordinance No. 657***
- ✓ ***Provide oversight of closed County landfills, to include sampling of groundwater and central water facilities monitoring***
- ✓ ***Provide engineering inspection services for County construction projects as needed***
- ✓ ***Complete the project to rewrite requirements for private road design and construction, and make subsequent ordinance changes***

## ***ENGINEERING - RECORDS MANAGEMENT***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| -0- | -0- | -0- | -0- | $76,721 |

**Historic Preservation Planner/Records Manager – C. Daniel Parsons**
dparsons@sussexcountyde.gov
**Telephone: (302) 854-5033**

The Records Management Center, now located at the old Emergency Operations Center near the Airport in Georgetown, will be busy during Fiscal 2010 in establishing and implementing a plan for records management. This division will receive records from County departments; handle requests for records from County departments; index, file, and shelve records; create databases of records; track the life cycle of records; scan records; send appropriate records to the State of Delaware Division of Archives; and document destruction of records once they have met their legal retention period.

During Fiscal 2009, staff worked to transform the old Emergency Operations Center to a Records Management Center. During Fiscal 2010, meetings will be held with individual departments to assess particular record needs and review the records retention schedule. A full-time clerk has been transferred from the Engineering Administration Division to assist with this work. Also, it is planned to have two college interns per semester, two days per week, to assist. The proposed budget also includes the cost of acid-free boxes for the use of each department.

***The Records Management Division will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Continue the process of the development of a comprehensive records management system***
- ✓ ***Assess individual department records needs***
- ✓ ***Complete indexing of all record holdings***

- ✓ ***Determine a long-term solution for the use of digitalization of records to maximize record use efficiency and minimize the creation of duplication of paper records***

## ***LIBRARY SERVICES***

Library services in Sussex County consist of 11 independent libraries and three County managed libraries, a bookmobile service, book delivery service, and Library Administration. The total expenditure for library services in Sussex County for both independent and County libraries totals $4,349,505 for Fiscal 2010. This is a decrease of 7.35 percent over Fiscal 2009. In addition, there is $15,000 in the Capital Improvements Budget for installation of security cameras at the Milton Library.

The Fiscal 2010 Budget again includes the capitation tax that is collected by the County's Treasury Division to be allocated to the 11 independent libraries. Every full-time Sussex County resident over the age of 21 is required to pay $3.00 annually as a capitation tax. The proposed budget recommends this tax to remain at its current level. Fiscal 2010 capitation tax revenue is estimated at $244,000, a 1.89 percent increase.

***Library Services will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Provide library services for all Sussex County residents and visitors***
- ✓ ***Assist in support of the automated library system***
- ✓ ***Provide services to assist independent local libraries by Library Administration Office***
- ✓ ***Provide appropriate training opportunities for staff***
- ✓ ***Provide delivery service to all libraries***
- ✓ ***Provide meaningful cultural and educational programs***
- ✓ ***Expand the user base of the County's literacy programs***
- ✓ ***Develop expansion plan for the Greenwood Library***

- ✓ ***Provide On-line Computer Library Center (OCLC) cataloging for all Sussex libraries***

- ✓ ***Strive to provide library services to meet the growing demand with less funding***

## ***LIBRARY ADMINISTRATION AND DELIVERY SERVICE***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $759,919 | $851,829 | $903,645 | $885,705 | $809,944 |

***(Percent Change: -8.55 Percent Decrease)***

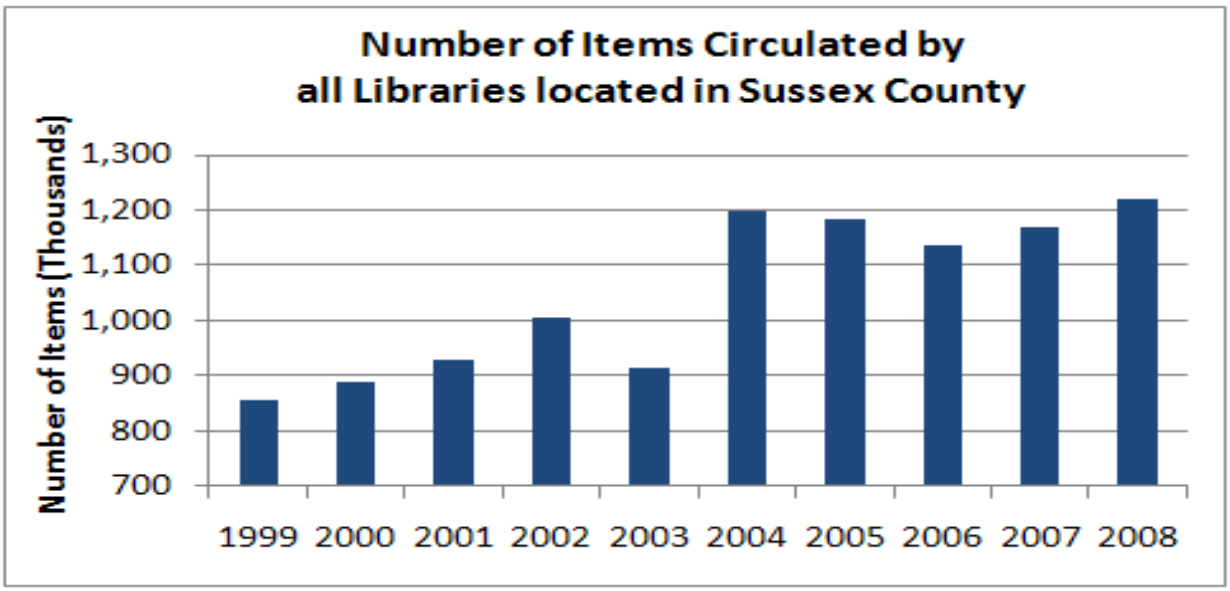
**County Librarian – Carol H. Fitzgerald**
carol.fitzgerald@lib.de.us
**Assistant County Librarian – Deborah L. Haines**
**Telephone: (302) 855-7890 Fax: (302) 855-7895**

The Sussex County Librarian is responsible for general administration and overseeing of the County-operated libraries. The Sussex County Librarian exercises general direction over the County libraries and the bookmobile. The librarian is responsible for administering the County library system that provides every resident free and equal access to services and resources, and guidance in their use. The County-operated libraries, in addition to the bookmobile, include the South Coastal Library located in Bethany Beach, the Greenwood Library, and the Milton Library.

The budget again includes funding for the On-line Computer Library Center (OCLC), a bibliographic utility that will allow catalogers to do original cataloging of materials for all libraries in the County and meet cataloging standards. This cataloging function is handled by Library Administration for all 14 County libraries, plus the bookmobile. The County will continue to fund the contracting of a delivery service for efficient and timely delivery of materials for libraries in Sussex County upon the request of individuals.

Library Administration will continue to maintain a collection of materials available for adults with basic literacy needs. These are materials for adults with beginning-level reading skills. Funding is included again for Staff Development Day, a once-a-year program held at Delaware Technical & Community College for countywide library employees to attend classes and seminars.

Library Administration maintains and circulates a list of professional materials and journals for each library. This year, deferral of replacement purchase of personal computers is recommended for each library. Normally they are replaced on a three-year cycle, which would end May of 2010. However, given the current economy, deferral is recommended at this time.



## ***BOOKMOBILE***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $158,735 | $178,603 | $184,743 | $187,927 | $93,969 |

***(Percent Change: -50.00 Percent Decrease)***

**Literacy & Outreach Librarian – Christel Shumate**
**Library Assistant II – Melissa K. Millman**
**Telephone: (302) 381-3582**

The Fiscal 2010 Budget recommends a reduced level for bookmobile operations in response to the economic downturn and also in light of the cost of operating the bookmobile. One bookmobile staff person will be transferred. The bookmobile will continue to operate two days per week to provide service to schools and senior centers in particular. The bookmobile also could be used to help libraries that temporarily close in the midst of construction programs, such as Seaford, Georgetown, and Bridgeville. Two days per week would also be scheduled to deliver theme kits of various collections, especially to daycare centers, using a County car or van.

This budget will enable us to continue providing service at a reduced level for those who need and use the bookmobile. It will also enable us to continue to receive State Library Standards funding for the bookmobile, estimated to be $43,112.

## ***SOUTH COASTAL LIBRARY***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $556,647 | $588,304 | $587,182 | $668,419 | $623,658 |

***(Percent Change: -6.70 Percent Decrease)***

**Director – Suzanne M. Keefe**
**sue.keefe@lib.de.us**
**Telephone: (302) 539-5231 Fax: (302) 537-9106**

The South Coastal Library, which is located in Bethany Beach, remains one of the most active of all libraries in Sussex County based on the lending of materials. The South Coastal Library will continue to provide materials and services for current topics and titles, lifelong learning, and general information by maintaining a collection that anticipates public demand and serves the general information needs of the community. This library will also provide cultural and educational programs for patrons.

During Fiscal 2010, the South Coastal Library will operate in its newly expanded library. Construction was completed during Fiscal 2009 that doubled the size of the existing library to 21,000 square feet. The County contributed $1.5 million toward this cost that was matched by the State of Delaware and Friends of the South Coastal Library.

A challenge during Fiscal 2010 will be to provide services to library customers with a facility double the size, along with an increase in utility costs. Utility and fuel costs are estimated to increase by $25,000 during the upcoming fiscal year. Some reduction in the purchase of books, subscriptions and other materials is recommended for Fiscal 2010. Funding is included to continue at a reduced level with various programs for teens, children, and adults.

## ***GREENWOOD LIBRARY***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $366,747 | $442,320 | $448,070 | $453,420 | $408,611 |

***(Percent Change: -9.88 Percent Decrease)***

**Director – Patricia L. Brown**
**patricia.brown@lib.de.us**
**Telephone: (302) 349-5309 Fax: (302) 349-5284**

Greenwood Library continues to be an educational center for the Town of Greenwood. The library provides a variety of sources and materials for both adults and youth in western Sussex County. During Fiscal 2010, the Greenwood Library will again provide cultural and educational programs for all ages. Staff will continue to work with the Engineering Department on plans for a needed larger building. An agreement with the Town of Greenwood to allow for library expansion at the current site will also be accomplished. This budget also assumes partial funding from the State Library Standards fund for Fiscal 2010.

## ***MILTON LIBRARY***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $452,505 | $545,003 | $519,921 | $550,896 | $462,924 |

***(Percent Change: -15.97 Percent Decrease)***

**Director – Mary C. Hopkins**
**mary.hopkins@lib.de.us**
**Telephone: (302) 684-8856 Fax: (302) 684-8956**

The Milton Library is a focal point in downtown Milton providing a variety of activities and a valuable resource for adults and children. The Fiscal 2010 Budget request continues library services at the current level for a varied community, including filling the needs for children, retirees, and new residents to Sussex County. During Fiscal 2010, the expanded second floor will open. This will provide additional tutoring rooms and a meeting room. As with the other libraries, due to the economic downturn some reduction in funding for permanent record books, supplies, insurance, machinery and equipment, and programs is included in this budget.

## ***LOCAL LIBRARIES***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $1,847,389 | $1,803,936 | $1,907,327 | $1,975,394 | $1,950,399 |

***(Percent Change: -1.27 Percent Decrease)***

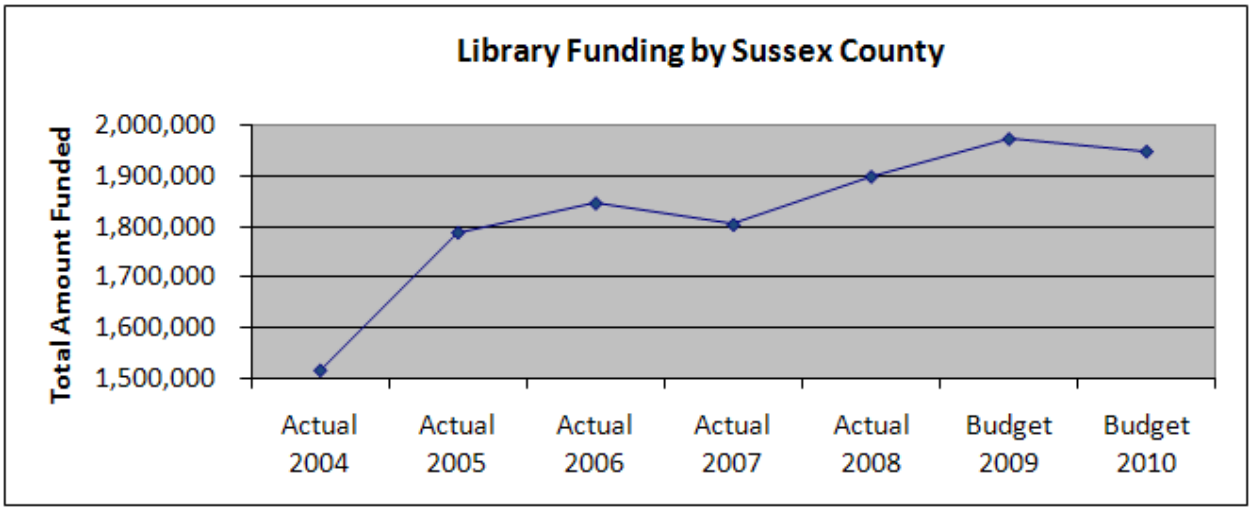
The County Council provides substantial funding for 11 local independent public libraries in the County. These libraries are overseen by independent library boards in Bridgeville, Delmar, Frankford, Georgetown, Laurel, Lewes, Milford, Millsboro, Rehoboth Beach, Seaford, and Selbyville.

County funding for local libraries comes from the following sources:

| | Budget FY '09 | Budget FY '10 |
|---|---|---|
| Capitation Tax | $ 239,475 | $ 244,000 |
| Property Tax (Library) | 1,303,294 | 1,342,748 |
| Manufactured Home Placement Fee | 158,004 | 111,000 |
| County Grant | 274,621 | 252,651 |
| | **$1,975,394** | **$1,950,399** |

The recommended total funding for local libraries has decreased by 1.27 percent during Fiscal 2010. No change in formulas or property tax allocations is recommended. As per the above numbers, the County library tax is up 3.03 percent due to the increase in taxable assessments and completed construction in the County. Capitation tax has increased 1.89 percent because of an increase in our population. On the other hand, the manufactured home placement fee, which is dedicated for the use of local libraries, is estimated to decrease 29.75 percent during Fiscal 2010 due to the downturn in the residential housing market. The grant amount that the County contributes is recommended to decrease eight percent, to $252,651.

As per the following graph, County funding for Sussex libraries has increased from $1.5 million in Fiscal 2004 to over $1.9 million in Fiscal 2010. Local libraries are responsible for their individual capital improvements projects.




Funding for local libraries includes $244,000 anticipated to be received from the County capitation tax, which is a $3.00 levy per full-time Sussex County resident over the age of 21. A separate grant, reduced by eight percent to $252,651, is also included in the budget for local libraries.

In addition to the direct funding that is provided by the County Council, local libraries also receive direct benefits from Library Administration, with the cost being absorbed by the County government. These services include audit of financial expenditures, delivery of materials on a daily basis, training and education assistance, coordination of literacy programs, computer technical services, cataloging, out-of-state library loan assistance, library promotion and outreach services, and consultation on specific issues and problems.

## ***CONSTITUTIONAL OFFICES***

Constitutional offices include the Clerk of the Peace, Recorder of Deeds, Register of Wills, and Sheriff. Each of these offices is managed by an elected official, although the County government is responsible for their financial accountability. It is essential that the elected officeholders coordinate the management of these offices with the County Administrator. Expenditures for these offices during Fiscal 2010 are projected to total $2,329,297. This is a reduction of expenditures of 15.58 percent compared to the Fiscal 2009 Budget. This reduction is due to decreases in the department budgets for each office ranging from 8.5 percent in the Register of Wills Office to 28.91 percent in the Clerk of the Peace Office.

## ***CLERK OF THE PEACE***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $136,900 | $158,018 | $177,621 | $175,944 | $125,076 |

***(Percent Change: -28.91 Percent Decrease)***

**Clerk of the Peace – George S. Parish**
gparish@sussexcountyde.gov
**Deputy – Anna M. Besche-Martin**
abesche@sussexcountyde.gov
**Telephone: (302) 855-7727 Fax: (302) 855-7798**

The Clerk of the Peace is responsible for issuing State marriage licenses, the performance of civil ceremony marriages when requested, and providing the general public with copies of marriage certificates. During Fiscal 2009, the Sussex County Council authorized an increase in fees for the Clerk of the Peace Office. The goal of this increase, plus reorganization of the Clerk of the Peace Office, will enable for the first time in recent history the Clerk of the Peace Office to operate with a surplus for the year. Revenues for the Clerk of the Peace Office are estimated to bring in $133,000 versus expenses of $125,076. The revenues are based on the new fee schedule and assume approximately the same activity amounts.

The proposed budget includes transferring a full-time employee from the Clerk of the Peace Office to the Assessment Division. The budget also includes the use of part-time help from other offices, such as the Assessment Division, to assist when needed. In other words, the office will be handled by 2.3 full-time employees during the year, including the elected Clerk of the Peace. Staff from other offices will be trained to assist, as needed, on Fridays or other times when the Clerk of the Peace Office is particularly busy.

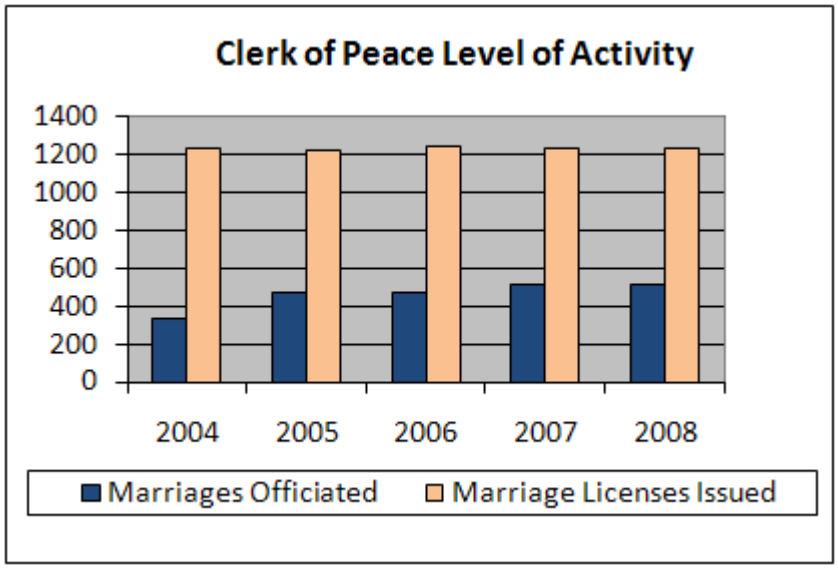
Additional savings will occur with the move of the Clerk of the Peace Office back to the County Administrative Building. This move is a result of additional office space available in the West Complex that will be utilized by the Addressing Department.

The net cost of a marriage license in Sussex County for Fiscal 2008 was $97.00. This amount compares favorably to a net cost of $136.00 for New Castle and $159.00 for Kent County for each marriage license issued during Fiscal 2008. During Fiscal 2010, this net cost is projected to be zero for Sussex County.

The number of marriages officiated by the Clerk of the Peace Office has increased from 330 in Fiscal 2004 to 516 in Fiscal 2008. During Fiscal 2010, the Clerk of the Peace Office will work with the County's Records Management Center to digitize marriage records.

Net Cost of a Marriage License
a Comparison Among the Three Delaware Counties

| | Net Loss FY 2008 | License Issued | Net Cost |
|---|---|---|---|
| New Castle | $ (355,405) | 2609 | $ (136.22) |
| Kent | $ (167,400) | 1050 | $ (159.43) |
| Sussex | $ (119,846) | 1236 | $ (96.96) |



***The Clerk of the Peace Office will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Perform civil ceremony marriages***
- ✓ ***Maintain all records in a computerized system***
- ✓ ***Schedule wedding ceremonies at the County facility when available***
- ✓ ***Digitize prior year marriage records***
- ✓ ***Provide services with a reduced number of full-time staff, but utilizing employees from other offices to assist as needed***

## ***RECORDER OF DEEDS***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $1,339,130 | $1,358,447 | $1,428,983 | $1,461,941 | $1,196,206 |

***(Percent Change: -18.18 Percent Decrease)***

**Recorder of Deeds – John F. Brady**
**jbrady@sussexcountyde.gov**
**Deputy – Catherine A. Pepper**
**cpepper@sussexcountyde.gov**
**Telephone: (302) 855-7785 Fax: (302) 855-7787**

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

The Recorder of Deeds also collects realty transfer tax for the State of Delaware and some local towns, as well as for Sussex County Council. As per the following chart, the Recorder of Deeds Office activity has decreased since a high of 69,738 documents in 2004 to 47,296 documents recorded in 2008. Although this is 21 percent lower than the 2007 total, it averages out to 191 documents processed per working day. The Recorder of Deeds Office includes three less full-time staff persons during Fiscal 2010 versus the Fiscal 2009 Budget.

Recorder of Deeds revenue is estimated to be 19.74 percent lower than 2009, a reduction of $760,000. Payments to an outside contractor, ACS, for assistance with maintaining the property records are also estimated to decrease by 7.14 percent. Payments to this company include developing record books and digital records.

During Fiscal 2010, additional effort will be made to enable attorneys and title search firms to access information maintained by the Recorder of Deeds Office

on-line. The availability of this information on-line will improve our customer service and lessen title searcher space needs in the Recorder of Deeds Office.

| Recorder of Deeds Activity | | |
|---|---|---|
| | Documents Recorded | Percentage Change |
| 2004 | 69,738 | - |
| 2005 | 69,212 | -1% |
| 2006 | 65,197 | -6% |
| 2007 | 59,770 | -8% |
| 2008 | 47,296 | -21% |

***The Recorder of Deeds Office will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Timely and efficient recording and indexing of documents***
- ✓ ***Assist the general public with requests for information***
- ✓ ***Proficiently accounting and distributing appropriate fees and taxes to the proper organizations***
- ✓ ***Further decrease time involved in processing and recording documents***
- ✓ ***Further digitize microfiche documents***
- ✓ ***Continue to address storage needs***
- ✓ ***Upgrade of website to allow access to recording information and related link sites in a more user-friendly manner***
- ✓ ***Make more records available on-line for information users***

## ***REGISTER OF WILLS***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $362,077 | $393,643 | $413,202 | $413,741 | $378,560 |

***(Percent Change: -8.50 Percent Decrease)***

**Register of Wills – Gregory Fuller, Sr.**
gfuller@sussexcountyde.gov
**Chief Deputy – Roberta A. Smith**
rsmith@sussexcountyde.gov
**Telephone: (302) 855-7875 Fax: (302) 853-5871**

The duties of the Register of Wills include probate estates, register and record wills after death, appoint executors and administrators, and various activities associated with the handling of estates. During 2007, the Register of Wills Office moved to the Justice of the Peace Court building behind the Courthouse and the County Administrative Office Building. The County rents this office space from the State of Delaware, but it is expected that the County will need to find another site for the Register of Wills Office at a future time.

The Fiscal 2010 Budget includes $10,000 for scanning and imaging costs to improve record-keeping and records storage. Funds are included for a new inheritance docket permanent record book.

***The Register of Wills Office will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Respond promptly and courteously to all public inquiries***
- ✓ ***Continue to provide high quality personal services***
- ✓ ***Implement a scanning and imaging project which will preserve and protect new and existing files***
- ✓ ***Reduce costs within the department as much as possible***

## ***SHERIFF'S OFFICE***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $549,264 | $590,375 | $665,757 | $707,635 | $629,455 |

***(Percent Change: -11.05 Percent Decrease)***

**Sheriff – Eric D. Swanson**
eswanson@sussexcountyde.gov
**Chief Deputy – Edward J. Walls**
ejwalls@sussexcountyde.gov
**Telephone: (302) 855-7830 Fax: (302) 855-7832**

The Sheriff's Office is located in the County's West Complex on North DuPont Boulevard in Georgetown. The office is responsible for the serving of legal notices, including subpoenas, and the sale of property and real estate. As per the below chart, the activity in the Sheriff's Office has increased considerably. Work completed during Fiscal 2009 was 33 percent greater than 2005. Sheriff's Office revenues are also up, reflecting the increase in workload. During Fiscal 2005, revenues totaled $381,100 compared to $1,235,848 received in 2008 and a projected $2,000,000 expected during Fiscal 2010. The housing market crisis has meant additional foreclosures that have also contributed to the increase in revenues within the Sheriff's Office.

| Sheriff's Department Activity | | |
|---|---|---|
| Fiscal Year | Papers Served | Percentage Change |
| 2005 | 9,725 | - |
| 2006 | 9,729 | 0.04% |
| 2007 | 12,125 | 25% |
| 2008 | 12,974 | 7% |

Sheriff's deputies also assist with the providing of security in the County Administrative Office Building during County workdays, as well as during County Council, Planning and Zoning, and Board of Adjustment meetings. During Fiscal

2010, the Sheriff's Office will assist with reviewing security and evacuation plans for County offices. Funding is also included for training and education of Sheriff's deputies to enable them to restrain and/or detain individuals, only if needed in crisis situations, while performing their duties or serving as a security guard on County property or at County functions. This training helps deputies to better perform their duties under difficult situations.

Efforts will be made during Fiscal 2010 for the Sheriff's Office to handle Family Court activity, handle auctioneering at Sheriff's sales, cross-train staff, and to use interns to assist in the office. No additional employees are recommended in the Fiscal 2010 Budget.

***The Sheriff's Office will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Ensure the proper processing of all court related documents***
- ✓ ***Process all sales in a timely and professional manner***
- ✓ ***Encourage greater use of Sheriff deputies for the delivery of court documents***
- ✓ ***Increase and review security in County administrative buildings and at County functions or meetings***
- ✓ ***Continue efforts to cross-train staff and use interns to avoid hiring new personnel***
- ✓ ***Obtain training to enable deputies to more securely perform their duties delivering court related documents and while serving as security guards on County property or at County functions***
- ✓ ***Upgrade and utilize County's computer system to enable Sheriff deputies to perform their duties more efficiently***
- ✓ ***Pursue other revenue-generating services such as auctioneering at Sheriff's sales and handling Family Court activity***
- ✓ ***Establish mutual trust with the public, County officials, and the legal community***

## ***COMMUNITY DEVELOPMENT AND HOUSING***

### ***General Fund***

| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $218,649 | $257,214 | $286,122 | $280,227 | $199,891 |

***(Percent Change: 28.67 Percent Decrease)***

**Director – William C. Lecates**
**wlecates@sussexcountyde.gov**
**Assistant Director – Brad D. Whaley**
**Telephone: (302) 855-7777 Fax: (302) 854-5397**

The primary responsibility of the Community Development and Housing Division is to provide and manage annual grants and loans to finance housing rehabilitation, community facilities, and public works improvements that serve low- to moderate-income residents in Sussex County.

During Fiscal 2010, the Community Development and Housing Division will continue to work on implementing the Moderately Priced Housing Unit Program. This program provides density bonuses and expedited review to developers in exchange for the inclusion of moderately priced housing units within new developments and, in turn, provides affordable housing. During Fiscal 2010, the Community Development and Housing Division will also implement, by policy as approved by the County Council, expanding the program for rental properties.

The Community Development and Housing Division hopes to rehabilitate between 90 to 100 homes for needy families in Sussex County during Fiscal 2010. Thirty Thousand Dollars ($30,000) is also included in the General Fund Budget to assist with this worthwhile program. Due to budget constraints, this amount was reduced from $75,000 in the Fiscal 2009 Budget. Although this department has assisted over 900 low- to moderate-income citizens, their waiting list for these projects totals approximately 750 homeowners.

## ***Revenue***

The Community Development and Housing Division is funded primarily by Federal CDBG funds. During Fiscal 2010, a new program, the Federal Neighborhood Stabilization Program, will be initiated and implemented by this department. As per the below chart, with the new program these revenues have increased substantially, from $1,728,227 during Fiscal 2009 to $3,619,891. This represents an increase of 109 percent.

| | Fiscal 2009 | Fiscal 2010 |
|---|---|---|
| **Federal Grants** | **$1,148,000** | **$1,290,000** |
| **State Loan Program** | **200,000** | **200,000** |
| **Neighborhood Stabilization Program** | | **1,900,000** |
| **County Contribution – Rehabs and Grants** | **100,000** | **30,000** |
| **County Contribution – Administration** | **280,227** | **199,891** |
| **TOTAL** | **$1,728,227** | **$3,619,891** |

## ***Appropriations***

The Fiscal 2010 Budget includes $1,329,000 in funding for housing rehabilitation projects, sewer and water hookup costs, and a State loan program for housing rehabilitation. For the sixth consecutive year, the Budget Committee is recommending that funding from the General Fund be made available to assist the Community Development and Housing Division to allow for emergency assistance. Thirty Thousand Dollars ($30,000), reduced from $75,000 in Fiscal 2009, will be made available for this program. This will be beneficial in helping those who are not on the three-year waiting list who have severely inadequate housing conditions.

Due to the current economic conditions, the Budget Committee is unable to recommend funding for projects such as the $25,000 included in the Fiscal 2009 Budget for the Milford Housing Development Corporation to supplement efforts for affordable housing.

During Fiscal 2010, Community Development and Housing staff will again assist municipalities in obtaining grant funds. This staff oversees public hearings for funding requests. The administration cost for the towns is absorbed by the County. Following is a list of projects requested for, and anticipated to be completed, during Fiscal 2010:

| | |
|---|---|
| **Coverdale** | **– Housing Rehab (4)** |
| **Ellendale** | **– Housing Rehab (4)** |
| **Laurel** | **– Housing Rehab (5)** |
| **Milford** | **– Housing Rehab (4)** |
| **Pinetown** | **– Housing Rehab (8)** |
| **Seaford/Blades** | **– Housing Rehab (4)** |
| **Scattered Sites** | **– Housing Rehab (12)**<br>**Sewer and Water Hookups (25)** |
| **Selbyville** | **– Housing Rehab (5)** |
| **West Rehoboth** | **– Demolition (4)** |

## ***Neighborhood Stabilization Program***

During Fiscal 2010, this department will implement expending funds for the Neighborhood Stabilization Program, a new Federal program to stabilize neighborhoods affected by the foreclosure crisis. Homes that are foreclosed will be purchased and resold to low- to moderate-income residents of Sussex County at affordable prices. Mortgages would be obtained from local banks at reduced amounts. The Federal money from this program would be used to finance "soft second mortgages." When these loans are repaid upon resale of the home, the "soft second mortgage" would either transfer to a new eligible low- to moderate-income owner or be repaid. Those funds could again be used for affordable housing purposes. This program will involve the use of partners such as Habitat for Humanity, NCALL, Diamond State Land Trust, and First State Community Action Agency. Approximately 27 homes are estimated to be affected during Fiscal 2010 by this program.

## ***Moderately Priced Housing Unit Program***

It is the goal of this program to increase County housing stock for middle-income professionals such as teachers, nurses, and police officers. This program attracts developers to construct more affordable housing for Sussex County year-round residents. In exchange for agreeing to build a house that is affordable for a household of four earning between $46,900 and $73,250 annually, developers would receive expedited reviews and some increased density for their projects. Those wishing to participate in the program must meet a variety of criteria to qualify. Applicants will be scored on the basis of their proposal and considered accordingly for participation in the program. The County's website provides a copy of the ordinance authorizing the Moderately Priced Housing Unit Program. A total of 547 moderately priced units have been approved for the program.

During Fiscal 2009, this program was approved for expansion with a rental housing element. The rental housing program will be implemented on a trial basis at this time.

***The Community Development and Housing Division will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Continue to assist over 300 low- to moderate-income citizens through grant funds for housing rehabilitation, infrastructure projects, and the new Moderately Priced Housing Unit Program***

- ✓ ***Rehabilitate approximately 75 homes using Federal, State, and County funds***

- ✓ ***Administer Housing Code complaints for rental tenants***

- ✓ ***Encourage the private sector to provide affordable housing in all new projects***

- ✓ ***Encourage the restoration of Sussex County's housing stock, promote economic stimulation, and provide decent housing for all residents of Sussex County***

- ✓ ***Further expand Moderately Priced Housing Unit Program to assist additional Sussex County residents via a rental program***

- ✓ ***Implement the Neighborhood Stabilization Program in Sussex County using Federal funds to purchase and rehabilitate foreclosed homes and thereafter resell them to low- to moderate-income residents***

## ***CAPITAL IMPROVEMENTS***

## ***NON-SEWER AND WATER***

The Capital Improvements Fund includes funding for non-sewer and water County projects. These projects are funded by general County resources.

### ***Revenue***

The Fiscal 2010 Budget includes revenue to fund projected non-sewer and water projects as per this comparison chart:

| | Budget 2008 | Budget 2009 | Budget 2010 |
|---|---|---|---|
| Realty Transfer Tax | $ 4,188,372 | $ -0- | $ -0- |
| Appropriated Reserves | 1,171,128 | 16,015,000 | 6,142,300 |
| Federal Airport Grant | 4,189,500 | 150,000 | 1,292,000 |
| State of Delaware Airport Grant | 110,250 | 4,000 | 34,000 |
| State of Delaware Library Grant | 88,000 | -0- | -0- |
| State of Delaware Paramedic Grant | -0- | -0- | 110,700 |
| Road Project Special Assessments | 13,000 | -0- | -0- |
| Investment Income | 707,750 | 250,000 | 250,000 |
| **TOTAL REVENUE** | **$10,468,000** | **$16,419,000** | **$7,829,000** |

From a revenue standpoint, the focus of this year's Capital Improvements Budget is to use funds set aside in previous years for these projects. These appropriated reserve amounts total $6,142,300. Our goal will be to use available funds to develop these needed projects instead of borrowing through bond issues. It is possible in succeeding years that bond funding may be needed to continue funding projects. The County does issue bonds for sewer and water district projects, but those are a liability for each individual sewer and water district. Because realty transfer tax revenues have declined to such a large degree, our emphasis is on using available funds during this weaker housing market.

Projects eligible for Federal Airport Grant money through the Federal Aviation Administration (FAA) are included totaling $1,292,000. Also, the State Paramedic Grant at a 30 percent level for paramedic equipment is included at $110,700. We are hopeful that in the near future FAA funding will become available to fund the main runway expansion project.

## ***Appropriations***

Fiscal 2010 appropriations include improvements at the County Airport and Industrial Park. This funding is seen as an economic development tool for Sussex County. Approximately 1,100 employees work at the Sussex County Industrial Park outside of Georgetown. The main employer, PATS, Inc., has increased its employee base from 50 in 1997 to over 500 employees at this time.

An example of the County Council's economic development emphasis is the cooperative effort with Delaware Technical & Community College to provide an Airframe Mechanics Training Program at the Airport. During Fiscal 2008 and Fiscal 2009, the County expended approximately $1.2 million to purchase and renovate a hangar at the County Airport. During Fiscal 2010, Delaware Technical & Community College will receive FAA approval for their training program, and it will be up and running. This program will enable Sussex County residents to learn the skills needed as airframe mechanics, with employment opportunities available in Georgetown as well as at other airport locations.

The Fiscal 2010 Capital Improvements Budget includes $960,000 for extension of the main runway at the Airport from 5,000 to 6,000 feet. This funding, which is FAA grant eligible, will be used for design costs for the runway extension. This ongoing project is important for the expansion of aviation-related industry at the Georgetown Industrial Park. A longer runway will mean larger planes will be able to be serviced, maintained, and renovated in Georgetown. This translates to additional jobs. During Fiscal 2010, the County will continue to purchase land needed for expansion of this runway and also begin the design process for moving portions of Industrial Park Boulevard needed for the main runway extension. After the road project is complete, the next step would be to extend the runway. As noted previously, this project is eligible for Federal Aviation Administration grants; however, the Federal government has not appropriated sufficient funds. Future Federal government reimbursement is anticipated for this project.

During Fiscal 2009, construction of the new crosswind Runway 10-28 will be completed. The new 3,600-foot runway will replace the existing one.

One Million, Five Hundred Thousand Dollars ($1,500,000) in funding is also included for storm water improvements needed at the Airport, which are needed for the expansion of business. The County has completed a comprehensive storm water plan for the Airport and Industrial Park. This storm water project will be built in phases. Four Hundred Twenty Thousand Dollars ($420,000) in funding is included for a tie-down ramp. There is insufficient tie-down space for aircraft at the Airport, particularly on summer weekends.

Other projects at the Industrial Park and Airport include repairing pavement cracks on the main runway and taxiways - $250,000; water treatment facility improvements - $25,000; lightning, grounding, and surge suppression repairs - $7,500; Runway 4-22 repaint markings - $70,000; and fence upgrades - $18,500. Phase I of the Wetland Mitigation Project related to runway extensions is also included at $600,000. This mitigation is required to enable the County to proceed with extending the main runway. Construction of a building to house equipment for $400,000 is also included, if FAA funding is received.

Building improvements, especially at the West Complex, for $10,000 are included to provide additional space there. The County Administrative Building roof repair contract for $400,000 is also included in the budget. This estimate represents the remaining amount unspent as of July 1, 2009. A new uninterrupted power supply replacement system is recommended for the County Administrative Building at $60,000. The existing system is an older technology with some safety concerns that we are recommending for replacement. Also recommended is a mobile generator to provide power to the County Administrative Building or other facilities if there is a power blackout. Expansion of the County Administrative parking lot is also included in the proposed budget.

Other programs include replacement of Data Processing Department hardware for $45,000. Additional savings will result from this purchase with a less expensive maintenance agreement that will pay back for itself within three years. Also, a finance program consultant is included to enable the County to provide a recommended new finance program for the Assessment, Planning and Zoning, Accounting, Utility Billing, and Treasury Division. The budget also includes $120,000 to replace a 30-year-old generator at the old Emergency Operations

Center. This generator is crucial when there is a power outage, since it is used to provide communications for the 9-1-1 system.

Two pump station rebuilds are recommended for the Industrial Airpark costing $12,000. Computer equipment and software, especially relating to servers for the network, is included at $96,000. Replacement of the postage machine used for outgoing mail by the County for $26,000 is also included. The current machine can no longer be covered by a maintenance agreement.

Funding for property acquisitions for the Airport Expansion and Nanticoke Dredging projects are included in the budget. Paramedic machinery and equipment includes funding for replacement of two response vehicles, 800-megahertz radios, new medical devices if needed, and computer server and storage equipment. Thirty-Three Thousand Dollars ($33,000) is included for a survey and fence surrounding the Omar Landfill to help avoid trespassing onto the property. Fifteen Thousand Dollars ($15,000) is included for additional security cameras needed for the Milton Library.

A line item is included this year for machinery and equipment for non-sewer and water General Fund departments. This amount of $150,000 will be used for specially approved replacement of failing equipment on an as-needed basis.

## ***WATER AND SEWER DISTRICTS***

## ***ENVIRONMENTAL SERVICES***

The County's water and sewer treatment facilities consist of Inland Bays, Piney Neck, South Coastal, and Wolfe Neck. They are staffed as follows:

### ***Inland Bays Regional Wastewater Facility***

District Manager – Anthony DellaCamera
**adellacamera@sussexcountyde.gov**
District Supervisor – Justin Mitchell, Sr.
**jmitchell@sussexcountyde.gov**
Telephone: (302) 947-0864 Fax: (302) 947-0115

### ***Piney Neck Wastewater Facility***

District Manager – Holly R. Brittingham
**hbrittingham@sussexcountyde.gov**
Telephone: (302) 732-9540

### ***South Coastal Regional Wastewater Facility***

Director of Environmental Services – Heather L. Sheridan
**hsheridan@sussexcountyde.gov**
Assistant Director of Environmental Services – Rodney T. Marvel
District Manager – Loran A. George
Telephone: (302) 855-7730 Fax: (302) 539-0981

### ***Wolfe Neck Regional Wastewater Facility***

District Manager – Gordon Serman
**gserman@sussexcountyde.gov**
District Manager – Robert Fisher
**rfisher@sussexcountyde.gov**
Telephone: (302) 644-2761 Fax: (302) 644-2763

## ***Revenues***

The Fiscal 2010 proposed budget includes revenue funding as per the below information:

| SEWER & WATER DISTRICT REVENUES: | AMOUNT FOR YEAR ENDING JUNE 30, 2010 |
|---|---|
| Assessment Charges | $10,951,806 |
| Service Charges | 14,361,077 |
| Investment Income | 354,079 |
| Permit & Plan Review Fees | 93,700 |
| Holding Tank & Septage Fees | 160,000 |
| Connection Fees | 1,230,980 |
| County Contribution - Transfer Tax | 270,380 |
| Rent & Farm Income | 76,966 |
| Available Surplus | 2,392,934 |
| **TOTAL REVENUE** | **$29,891,922** |

Service charges recover the cost of operating and maintaining the collection system, transmission system, and treatment facilities. The charges recover costs for electric power, personnel, fuel, supplies, and maintenance. Service charges may also include the debt service for the treatment facilities. They are billed quarterly to users. Vacant lots do not pay a service charge. There are no exemptions for service charges.

Assessment charges recover the costs for bond payments and costs for constructing the sewer and water system, maintenance and system upgrade expenses, and project reserves. They are broken down into two parts. The transmission and treatment portion recovers the costs related to pumping stations, force mains, large diameter pipelines, and some treatment facilities. The collection or distribution portion recovers the cost of the local collection and distribution lines, which are smaller pipelines that drain into the transmission system. Assessment charges are billed to each account based on the number of assessable front feet of the property, unless they qualify for a property tax exemption, including farmland and nonprofit organizations.

Connection charges are an important source of revenue for the Sewer and Water Districts. They are charged for new connections to the sewer and water systems. The purpose of these fees is to recover the cost of transmission and treatment related to growth in the districts. Our goal is that these connection charges recover the costs related to providing additional transmission and treatment facilities to cover additional growth.

During Fiscal 2010, the County Engineering and Finance departments will evaluate the results of a utility rate study being performed by the Municipal Financial Services Group. This study will evaluate and make recommendations regarding changing rate structures for water and sewer districts. Review of service charges, assessment charges, and connection charges will be done. The analysis will consider the possibility of a uniform service charge and other rates. A continuing concern is that as additional new districts and projects are added to the existing sewer system, typically the cost per user increases since there are limited grant funds available for these new projects.

The proposed budget includes a recommended increase in the sewer and water district service charges for Fiscal 2010. The proposed increase of $8.00 per year, or $2.00 per quarter, is needed to offset the administrative costs paid for by the County's General Fund in the past. This reimbursement is to cover costs for the Accounting, Personnel, Administration, Treasury, Assessment, and Engineering Administration departments. These departments funded by the General Fund provide services that benefit the Sewer and Water Districts. For instance, the Personnel Department serves the entire County work force, including the 141 County sewer and water district employees. Without these sewer and water district employees, the Personnel Department staffing levels and other costs would be less.

Front foot assessment rates in total are recommended to remain the same for Fiscal 2010. An exception would be for the Millville Sewer Project, which is a new district. This is explained later in the budget report.

The increase in the service charge rates will mean minor changes to average bills for Fiscal 2010. The increase for average bills varies by district from a low of 0.70 percent for Holts Landing – The Greens to 2.94 percent for the South Bethany Sewer District. The Millville rate is a higher percentage due to other factors to be explained in the next section.

The following is a listing of average bills for 2010, which includes service charges and front foot assessment fees:

| District | FY 2010 Average Bill |
|---|---|
| **Dewey Water** | **$ 292.76** |
| **Dewey Sewer** | **$ 349.73** |
| **Bethany Sewer** | **$ 281.47** |
| **South Bethany Sewer** | **$ 280.00** |
| **Fenwick Sewer** | **$ 335.27** |
| **Blades Sewer** | **$ 359.72** |
| **Henlopen Sewer** | **$ 588.15** |
| **Sussex Shores Sewer** | **$ 509.32** |
| **North Bethany Sewer** | **$ 1,065.31** |
| **Long Neck Sewer** | **$ 484.20** |
| **Dagsboro-Frankford Sewer** | **$ 412.48** |
| **Dagsboro-Frankford Sewer – Prince George's Acres** | **$ 739.85** |
| **West Rehoboth Sewer** | **$ 618.75** |
| **Ocean Way Estates Sewer** | **$ 511.90** |
| **Holts Landing Sewer** | **$ 608.98** |
| **Ocean View Sewer** | **$ 580.24** |
| **Miller Creek Sewer** | **$ 841.78** |
| **Millville Sewer** | **$ 756.00** |
| **Cedar Neck Sewer** | **$ 610.60** |
| **Ellendale Sewer** | **$ 431.74** |

| District | FY 2010 Average Bill |
|---|---|
| **Ellendale Sewer – New Market** | **$ 580.58** |
| **Bay View Estates Sewer** | **$ 851.98** |
| **Sea Country Estates Sewer** | **$ 741.00** |
| **Oak Orchard Sewer** | **$ 549.14** |
| **Holts Landing Sewer – The Greens** | **$ 1,159.00** |
| **South Ocean View Sewer** | **$ 785.00** |
| **Angola Sewer - Woods on Herring Creek** | **$ 1,127.78** |

As in prior years, increases are recommended for the one-time connection fees payable at the time of initial hookup by new users. As per the following chart, these fees are recommended to increase 4.9 percent for Fiscal 2010. This increase reflects the increase in the Construction Cost Index that is developed by the Engineering News Record. This 4.9 percent increase represents the inflation of capital improvement costs.

The front footage assessment rate for the Millville Sewer Project is recommended to increase. This is a new project that has been gradually coming on-line as construction is completed during the last several years. The plan has been to implement a front foot assessment rate that reflects the full project cost at an appropriate time.

At this point in time when the bulk of construction is complete, it is appropriate to establish a revised rate reflecting the costs of the project. The proposed rate of $5.18 per front foot covers the cost of low-interest State Revolving Fund and United States Department of Agriculture loans. Because actual project costs are substantially lower than originally anticipated, and better financing including grants were obtained, this rate is 47 percent less than the rate of $9.85 that was estimated at the public hearing for the establishment of this project. The proposed $5.18 per front foot rate is more than the interim Fiscal 2009 rate of $3.68, which was only billed to those who were able to connect early to the system as the construction was phased in. The previous rate was based on incomplete costs for the project and was to be increased upon project completion.

**SUMMARY OF SYSTEM CONNECTION CHARGES**
**JULY 1, 2009 – JUNE 30, 2010**

| District | Proposed FY '10 Total System Connection Charge/ EDU | FY '09 Total System Connection Charge/ EDU |
|---|---|---|
| Dewey Water | $ 926 | $ 882 |
| Dewey Sewer | $ 3,332 | $ 3,174 |
| Bethany Sewer | $ 4,438 | $ 4,228 |
| South Bethany Sewer | $ 4,438 | $ 4,228 |
| Fenwick Sewer | $ 4,738 | $ 4,515 |
| Blades Sewer | $ 2,988 | $ 2,847 |
| Henlopen Sewer | $ 3,332 | $ 3,174 |
| Long Neck Sewer | $ 3,413 | $ 3,252 |
| Dagsboro-Frankford Sewer | $ 6,117 | $ 5,828 |
| West Rehoboth Sewer Extension | $ 4,336 | $ 4,132 |
| Holts Landing Sewer - Existing | $ 3,512 | $ 3,346 |
| Holts Landing Sewer - Extensions | $ 5,723 | $ 5,453 |
| Holts Landing Sewer - Septic Installation | $ 2,309 | $ 2,200 |
| Ocean View Sewer Expansion | $ 4,438 | $ 4,228 |
| Miller Creek Sewer (New improvements after 6/30/03) | $ 4,719 | $ 4,496 |
| Ellendale Sewer (New improvements after 1/1/05 and extensions after 6/30/04) | $ 7,187 | $ 6,848 |
| Ellendale Sewer (Existing improvements as of 1/1/05) | $ 4,377 | $ 4,377 |
| Angola Sewer - Woods on Herring Creek (Septic Installation) | $ 516 | $ 491 |

| District | Proposed FY '10 Total System Connection Charge/ EDU | FY '09 Total System Connection Charge/ EDU |
|---|---|---|
| Johnson's Corner Sewer | $ 3,512 | $ 3,346 |
| Cedar Neck Sewer (New improvements after 6/30/03) | $ 4,438 | $ 4,228 |
| North Millville Sewer Expansion (Existing improvements as of 6/30/03) | $ 2,300 | $ 2,300 |
| North Millville Sewer Expansion (New improvements after 6/30/03) | $ 5,669 | $ 5,401 |
| Oak Orchard Sewer | $ 3,352 | $ 3,194 |
| Bay View Estates Sewer | $ 5,836 | $ 5,561 |
| Sea Country Estates Sewer | $ 4,738 | $ 4,515 |
| South Ocean View Sewer (New improvements after 6/30/06) | $ 5,569 | $ 5,306 |

Golf Village - Amount equal to the Town of Georgetown's Impact Fee

(Note: EDU means "Equivalent Dwelling Unit")

## ***Appropriations/Expenditures***

The Fiscal 2010 Budget includes funds to operate and maintain each of the County's 17 sewer and water districts.

## ***Operations and Maintenance***

Operations and Maintenance expenses included in the Fiscal 2010 Budget total $9,831,768. This is down 2.2 percent compared to the Fiscal 2009 Budget. Operations costs include the purchase of water from the City of Rehoboth for the Dewey Water District, wastewater treatment by the City of Rehoboth for the Dewey Sewer District, wastewater treatment for the Ellendale Sewer District by the Town of Georgetown, and wastewater treatment for the Blades Sewer District by the City of Seaford. This budget also includes $1,301,050 for power purchased for over 300 pump stations, plus the four wastewater treatment facilities. During

Fiscal 2010, the Engineering Department, with help from the Finance Department, will work on evaluating our use of power to find other savings.

The Maintenance Budget of $6,119,623 has decreased three percent compared to Fiscal 2009. This budget includes funding for 86 Operations and Maintenance employees. Funding for earned promotions for Operations and Maintenance staff is also included. These promotions are based on attainment of greater certifications by staff. There is one additional position compared to the Fiscal 2009 Budget. This is for an additional SCADA technician to assist in monitoring each pump station on a 24-hour basis. Part-time assistance is also included on an as-needed basis. Shift differential pay of 75¢ per hour is included for night shifts for SCADA technicians.

Eight Operations and Maintenance employees are on call 24 hours a day specifically to monitor pump stations at our treatment facilities. The Fiscal 2010 Budget again includes additional funding of 38¢ per hour for maintenance employees on call during nonworking hours. When these employees are on call, their personal activities are restricted.

This portion of the budget also includes $61,250 for payment due to the State of Delaware for the lease of property near the Wolfe Neck Treatment Plant. As per our original agreement with the Townsend Company, Sussex County leases farmland for spray irrigation purposes. After the County originally leased the property from the previous owners (Townsend's, Inc.), the State of Delaware purchased the property and this lease was assigned to the State. It is essential that this property continue to be used for spray irrigation of wastewater, which is the number one preferred alternative for sewer processing by the Delaware Department of Natural Resources and Environmental Control. The State of Delaware purchased this property from Townsend's, Inc., with the knowledge that this lease would continue into effect.

The line item for chemicals in the 2010 Budget includes funding for bioxide station chemicals in the Bethany Beach, Long Neck, and Ellendale sewer districts. This is advanced technology that assists in controlling odor problems. The Operations Budget also includes funding for maintenance and communication costs pertaining to the SCADA pump station monitoring program.

The 2010 Budget includes funding for maintenance costs for the four County wastewater treatment facilities. Maintenance funds cover the South Coastal Regional Wastewater Facility Class A Sludge System, which provides processed sludge fertilizer for local farmers.

The Operations 'Supplies' Budget includes $20,000 for funding for new software to keep the SCADA pump station monitoring system working. A 'Maintenance of Structures' line item includes funding for repairs to sand filters No. 1 and No. 2 for $25,000 at the South Coastal Regional Wastewater Facility. By performing this work in-house, the districts will save an estimated $75,000.

## ***Capital Outlays***

## ***(Included in Operations and Maintenance Budget)***

The Fiscal 2010 Budget includes funding for projects needed to maintain, rebuild, and renovate the current facilities. The budget includes a total of $1,023,483 for various projects that range from vehicle replacements, to treatment plant improvements, to rebuilding pump stations. The Dewey Beach, Bethany Beach, South Bethany Beach, and Fenwick Island original sewer districts are approximately 30 years old. Ongoing renovations and pump rebuilding are required to maintain capital equipment in proper working status. Also, new technology such as the SCADA system that improves efficiency has required additional investments. For these reasons, some front foot assessment revenues are used specifically for these types of renovations and replacements.

Pumping equipment includes funding for replacement pumps for nine districts totaling $527,972. This funding includes $22,000 to rebuild controls for Dewey Pump Stations 1, 5, and 6, and $8,500 to rebuild pumps at Station 2. The Bethany Beach Budget includes $22,000 to rebuild Station 60. The Long Neck Sewer Budget includes rebuilding five pump stations during the year for a total of $137,500. Rebuilding Long Neck pumps at Stations 71 and 77 at a cost of $55,000 is also included. The West Rehoboth Sewer Budget includes $129,972 to rebuild and replace pumps, repair a generator, and replace a variable frequency drive at the main station, 210.

The Fenwick Sewer Budget includes rehabilitating seven leaking manholes that are leaking groundwater into the sewer system. The budget for the Inland Bays

Regional Wastewater Facility includes rebuilding an irrigation pump, replacing a head works screen, as well as other irrigation equipment replacements for a total cost of $133,420. During Fiscal 2010, an additional spray rig will be on-line at the Inland Bays Facility.

The South Coastal Regional Wastewater Facility Treatment and Disposal Equipment Budget for $66,000 includes replacing 200-horsepower blower variable frequency drives and replacing five mixers for sludge lagoons.

The West Rehoboth Sewer Treatment and Disposal Equipment Budget includes nozzles and a variable frequency drive for the irrigation system, as well as gear box motors, center drive motors, and irrigation wheel assemblies.

The Inland Bays Regional Wastewater Facility Budget includes replacement of a utility truck with a 3,200-pound hoist, and replacement of a mower used to cut approximately 45 acres per week at $13,000 is also included.

## ***Engineering Administration***

This budget includes an increase in staff from 35 to 43 employees, reflecting the transfer of employees from the General Fund Engineering Administration Department to the Sewer and Water-Engineering Administration Department. The transfer of these employees is appropriate, since these employees work primarily for water and sewer districts. Time spent on General Fund or new sewer construction projects will be reimbursed to the Sewer and Water Districts based on actual timesheets and costs incurred.

This budget also includes $50,000 toward the reimbursement of the General Fund for Data Processing. This budget includes $343,800 for insurance expense for the districts as well. This is down from the 2009 Budget of $417,000. The contingency is budgeted at $374,286 and is spread throughout the districts. Training and education includes $3,260 for pre-approved courses for employees that would benefit the County.

## ***Cost Center Accounting***

Five Hundred Thousand Dollars ($500,000) is budgeted as a reimbursement to the General Fund for administrative costs that are funded through the General Fund

Budget. These include costs for the Accounting Division, Personnel Department, County Administration, Assessment, and Engineering Administration. These costs will be allocated based on formulas for each of the noted departments that reflect a fair allotment to the Sewer and Water Districts. Offices such as Administration, Accounting, and Personnel provide services that benefit the Sewer and Water Districts, as well as each of the other departments. Allocations based on the number of employees, budget amounts, and number of EDU's will be used to allocate these costs fairly.

## ***UTILITY BILLING DIVISION***

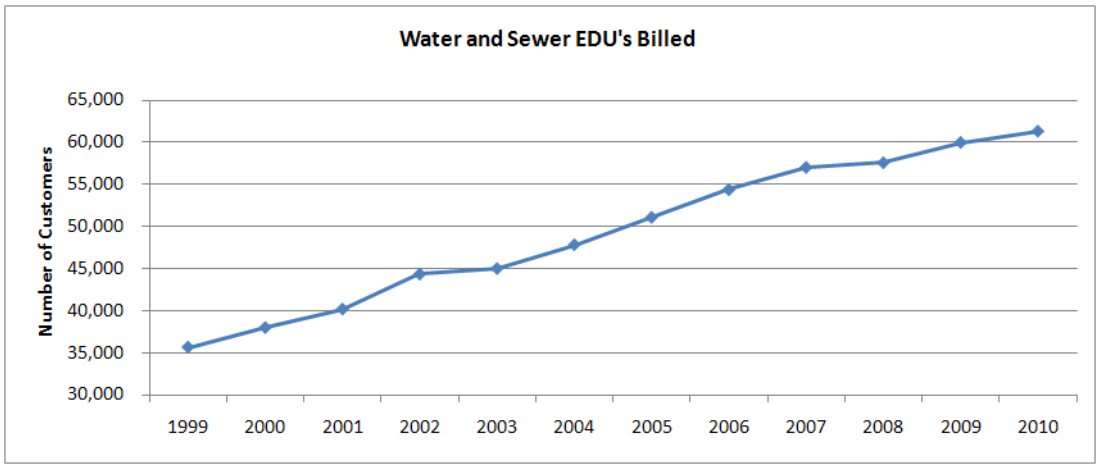
| Actual FY '06 | Actual FY '07 | Actual FY '08 | Budget FY '09 | Budget FY '10 |
|---|---|---|---|---|
| $813,482 | $868,973 | $928,045 | $872,090 | $794,512 |

***(Percent Change: -8.8 Percent Decrease)***

**Director – Patricia G. Faucett**
**pfaucett@sussexcountyde.gov**
**Telephone: (302) 855-7871 Fax: (302) 854-5381**

The Utility Billing Division is responsible for the billing and collection of sanitary sewer and water district charges and administering the grant programs to assist low-income residents in obtaining funding to help toward their sanitary sewer utility cost.

With the Fiscal 2010 Budget, staffing levels for the Utility Billing Division remain at 12. This is one less staff position compared to Fiscal 2007. The number of sewer and water users has grown 2.25 percent, from 59,963 to 61,310 during this one-year period. Users are up 20 percent in total during the last five years, and 62 percent during the last 10 years. The Utility Billing Division handled 32,431 accounts in Fiscal 1996. Since then over 28,800 accounts have been added, for an 88 percent increase. Please see the chart below to show the change in the number of water and sewer EDU's billed:



***The Utility Billing Division will accomplish the following objectives during Fiscal 2010:***

- ✓ ***Accurate and timely processing of all utility bills***
- ✓ ***Administer assistance programs for low-income utility users***
- ✓ ***Aggressively collect delinquent accounts***
- ✓ ***Continue partial payment acceptance program***
- ✓ ***Assist the Board of Appeals in making fair and accurate decisions on appeals***
- ✓ ***Continue to administer the electronic payment system***
- ✓ ***Evaluate the possibility of a change in software for Utility Billing programs***

## ***WATER AND SEWER DISTRICTS***

## ***CAPITAL PROJECTS***

During Fiscal 2010, the County Engineering Department will continue work on expanding wastewater service in Sussex County. During the past two years, four new sewer projects have been approved. Referendums were approved for the Angola Sanitary Sewer District, the Johnson's Corner Sanitary Sewer District, and the Golf Village Sanitary Sewer District. After well-attended public meetings, the Oak Orchard Sanitary Sewer District was also extended. These four projects will eventually add approximately 3,448 EDU's to the County wastewater system, replacing existing septic systems.

During Fiscal 2010, the County expects a decision from the City of Rehoboth regarding project direction for wastewater treatment by Rehoboth. The City of Rehoboth now treats wastewater for Henlopen Acres and Dewey Beach, two County sewer districts.

Design will be completed for expansion of the Inland Bays Regional Wastewater Facility near Long Neck to handle additional EDU's from Oak Orchard, Angola, and the Long Neck areas. Construction contracts will be awarded for expansion of this system.

Construction will begin for the Johnson's Corner, Oak Orchard Expansion, and Angola Sewer projects. These three projects, along with the Inland Bays Regional Wastewater Facility Expansion, were approved for Federal Stimulus funding. Thus, award of contracts is required to take advantage of this special loan and grant combination funding.

If a forthcoming referendum is approved by residents of The Woodlands of Millsboro, it is anticipated the County would move forward with a project to connect The Woodlands of Millsboro sewer system to the Town of Millsboro sewer system. This project will eliminate 57 failed on-site EDU's.

The Golf Village Sewer Project will be completed during Fiscal 2010. Upon completion a front foot assessment rate will be developed for the residents of Golf Village, and a separate public hearing will be held by the County Council to consider this new rate. The Town of Georgetown will be handling the wastewater treatment for Golf Village.

## ***GENERAL FUND***

## ***FIVE-YEAR PROJECTION***

The Budget Committee prepared a five-year projection of net revenues versus expenditures as part of the Fiscal 2010 Budget. The following table summarizes these estimates. These estimates were prepared on a conservative basis. This assumes a static economy in Sussex County, without increases in realty transfer tax or housing related incomes until 2013. In 2013 and 2014, only three percent increases in housing related and realty transfer tax revenues are projected.

Also, other assumptions are made regarding expenditures remaining at a relatively even level with small increases in funding, typically three percent per year. The Grant-in-Aid portion of the budget is estimated to remain without any increases during this five-year time period. Other possible new revenues generated by fee increases or State legislation authorizing the County to collect items such as possibly a hotel or rental accommodation tax are not included. It is also assumed that there would be sufficient funds in the Capital Improvements Account to cover basic capital improvements during this five-year period. As per this plan, estimated deficits in the General Fund would range from zero in Fiscal

2010 to a high of $5,336,000 in Fiscal 2014. The cumulative total of these estimates is $16,957,000.

The purpose of this projection is to ensure that the County has a viable future budget. The Budget Committee believes that this is a conservative estimate based on minimal growth over the next five years.

General Fund
Five Year Projection

| FISCAL YEAR | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|
| INCOME | $ 46,228,856 | $ 45,124,148 | $ 44,498,850 | $ 44,436,841 | $ 45,674,278 |
| EXPENSES | 46,228,856 | 47,371,651 | 48,548,729 | 49,761,120 | 51,009,882 |
| SURPLUS/(DEFICIT) | $ - | $ (2,247,503) | $ (4,049,879) | $ (5,324,279) | $ (5,335,604) |

# BUDGET PRESENTATION FISCAL 2010

**May 19, 2009**

Presented By:


David B. Baker
County Administrator

Susan M. Webb
Finance Director

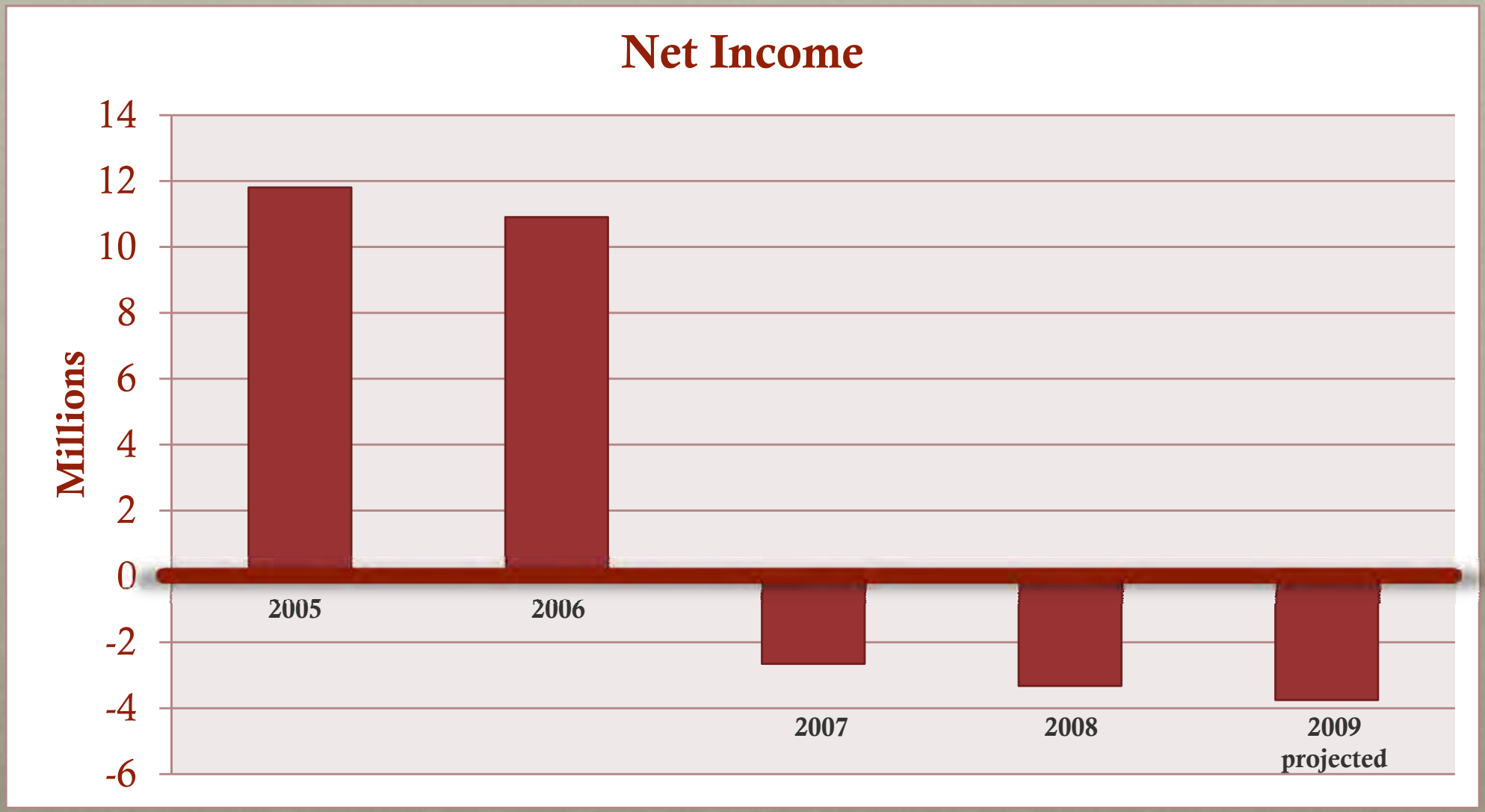
Kathy L. Roth
Budget & Cost Manager

Gina A. Jennings
Director of Accounting

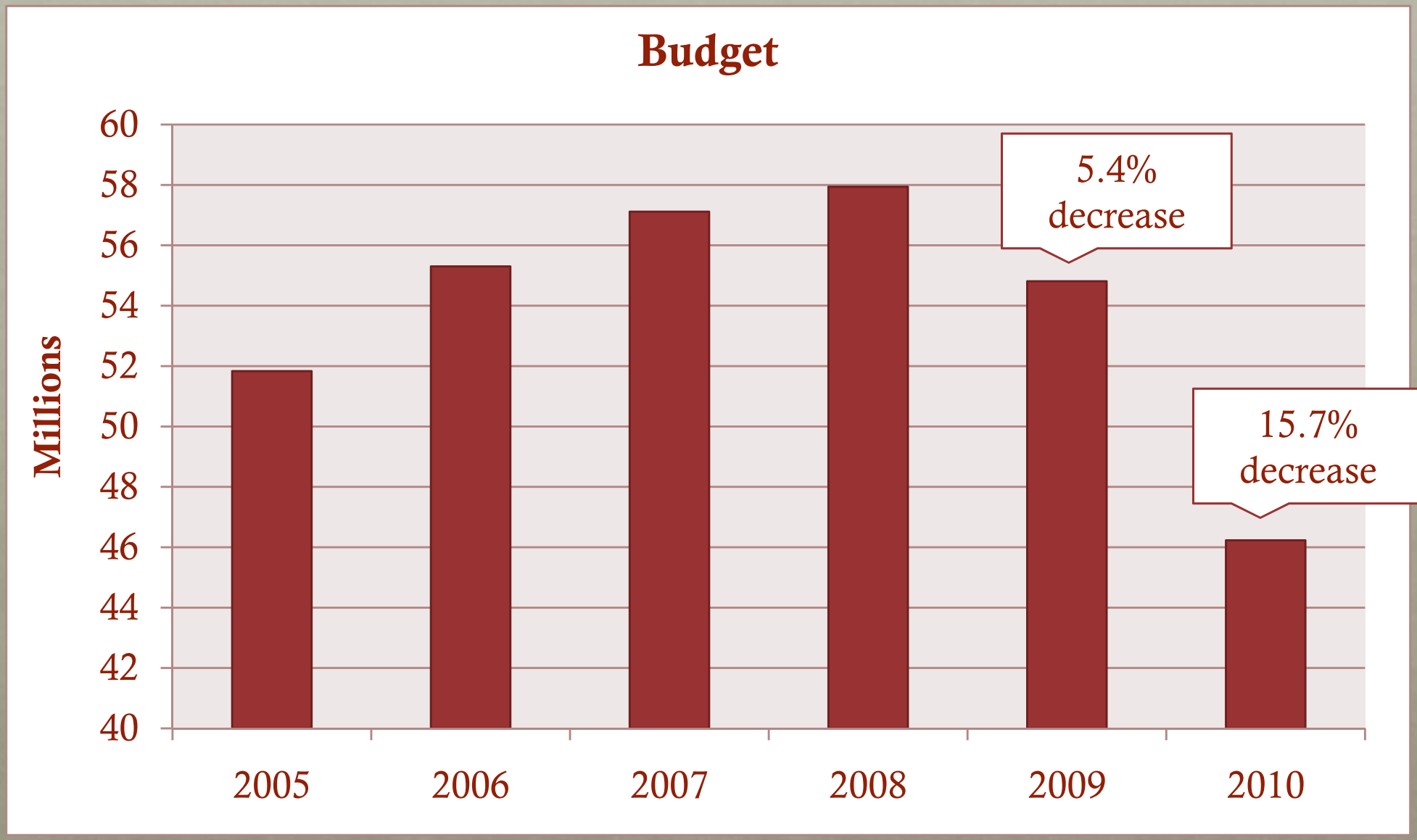
# TOTAL BUDGET

| Expenditures | Fiscal 2009 | Fiscal 2010 | Percentage Change |
|---|---|---|---|
| General Fund | $54,811,895 | $46,228,856 | (15.7%) |
| Capital Improvement Fund | 16,419,000 | 7,829,000 | (52.3%) |
| Community Development Fund | 1,348,000 | 3,390,000 | 151.5% |
| Water and Sewer Districts | 30,719,357 | 29,891,922 | (2.7%) |
| Water and Sewer Capital Projects | 38,725,000 | 40,704,541 | 5.1% |
| **Total** | $142,023,252 | $128,044,319 | (9.8%) |

# GENERAL FUND NET INCOME



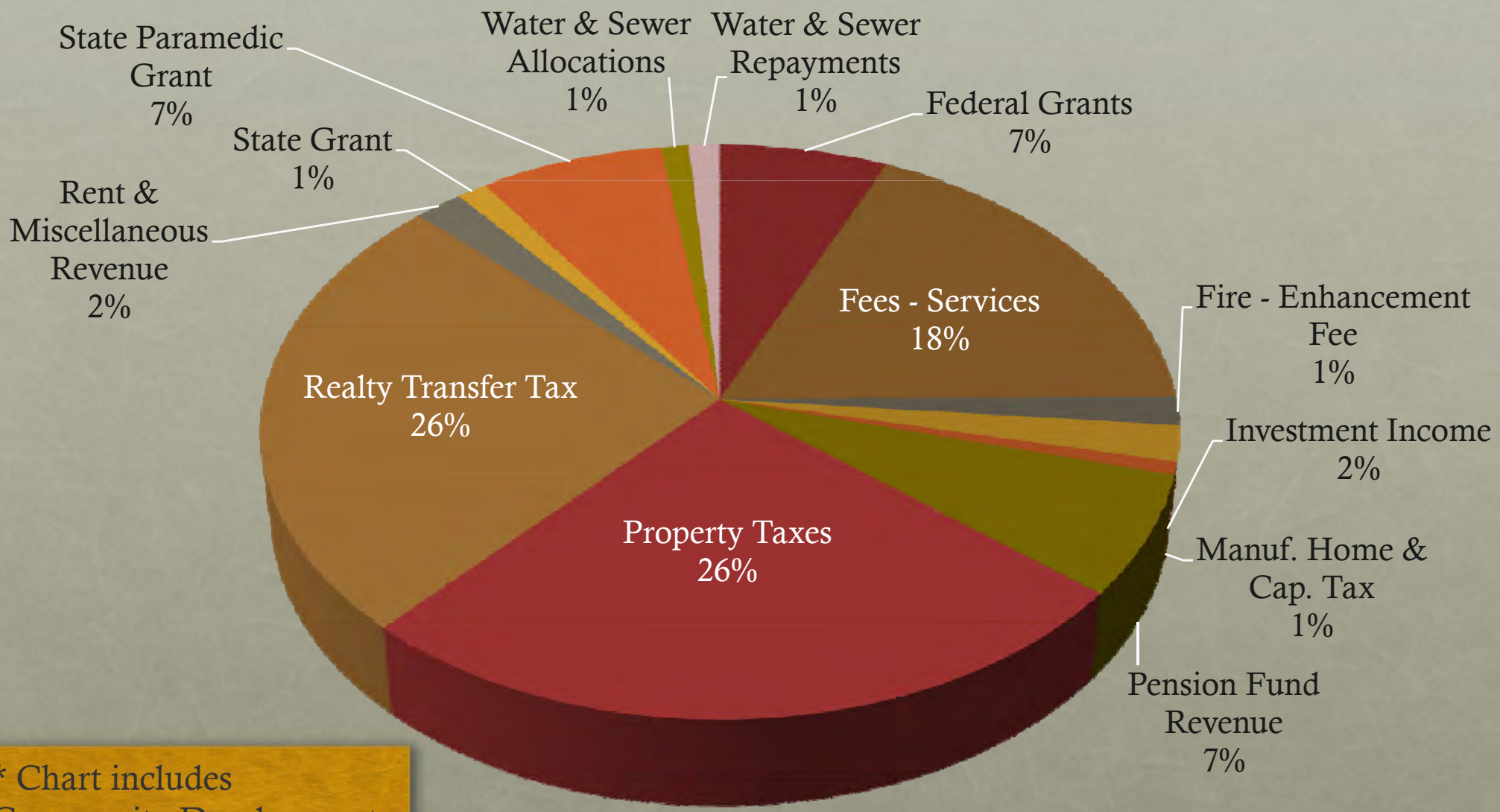
# GENERAL FUND BUDGET



# GENERAL FUND
# MAJOR BUDGET CHANGES
# FISCAL 2010

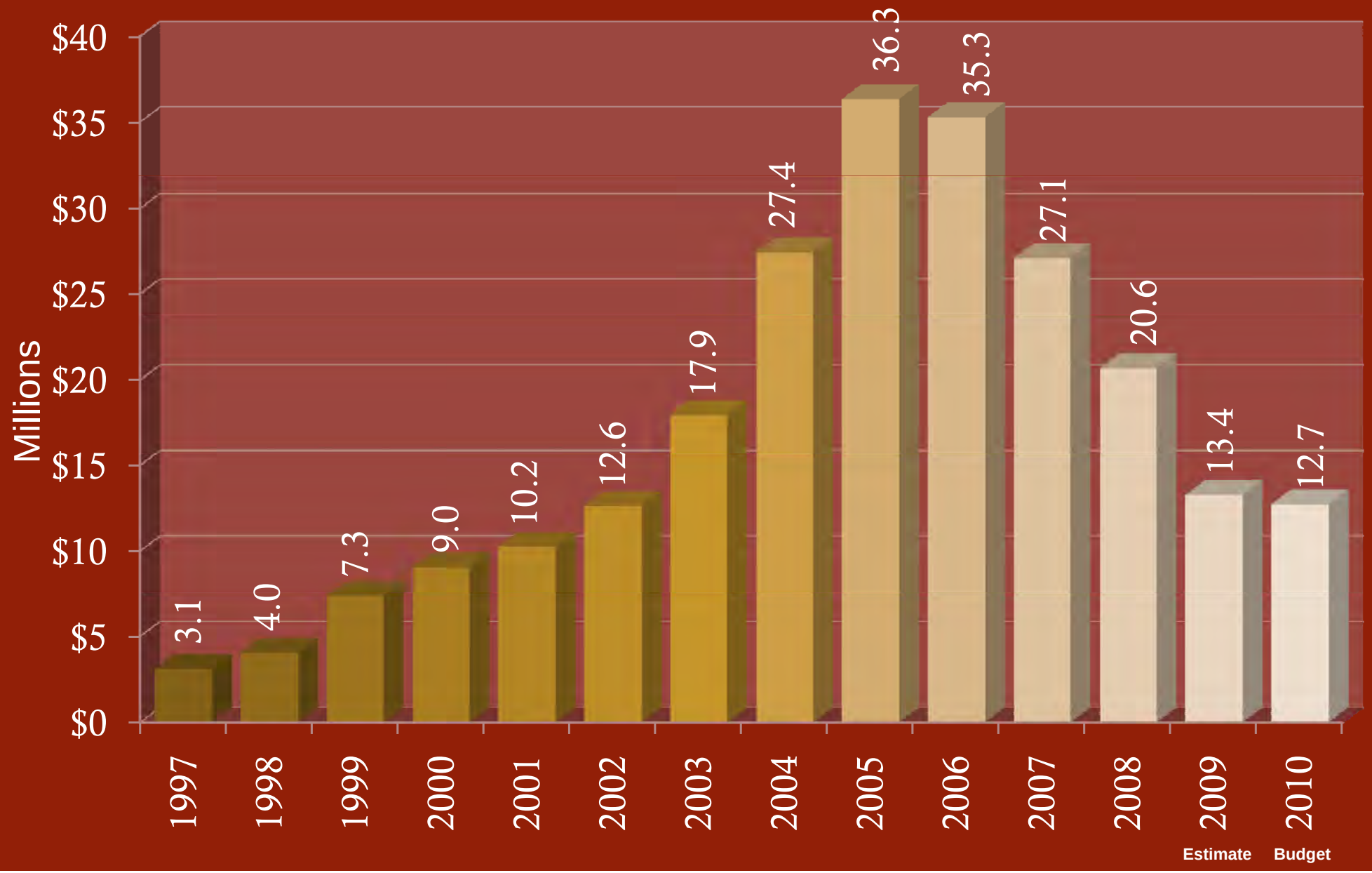
| | |
|---|---|
| Grants In Aid Reduced | $2,463,000 |
| Reduction in Staff by 26 Full Time Employees due to Attrition and more Efficient Use of Staff | 1,700,000 |
| Pensioner Benefit Trust Fund Reimburses for Pensioner Benefits | 1,363,571 |
| Group Hospital Plan Changes | 1,154,000 |
| General Fund Engineering Employees Transferred to Sewer & Water Districts | 661,000 |
| Sewer District Repayments – Construction Grants not needed | 600,000 |
| Machinery & Equipment – Payable from Capital Improvement Fund | 657,000 |
| Water & Sewer Districts Reimburse General Fund for Administrative Costs | 550,000 |
| Interest on Loans – Sewer Projects | 300,000 |
| Early Retirement Option | 200,000 |
| Bookmobile - Reduced Service Level | 94,000 |
| Clerk of Peace Fee Increase | 76,700 |
| State Paramedic Grant Share Reduced from 40% to 30% | (1,227,505) |
| Total | $8,591,766 |

# GENERAL FUND FUNDING SOURCES

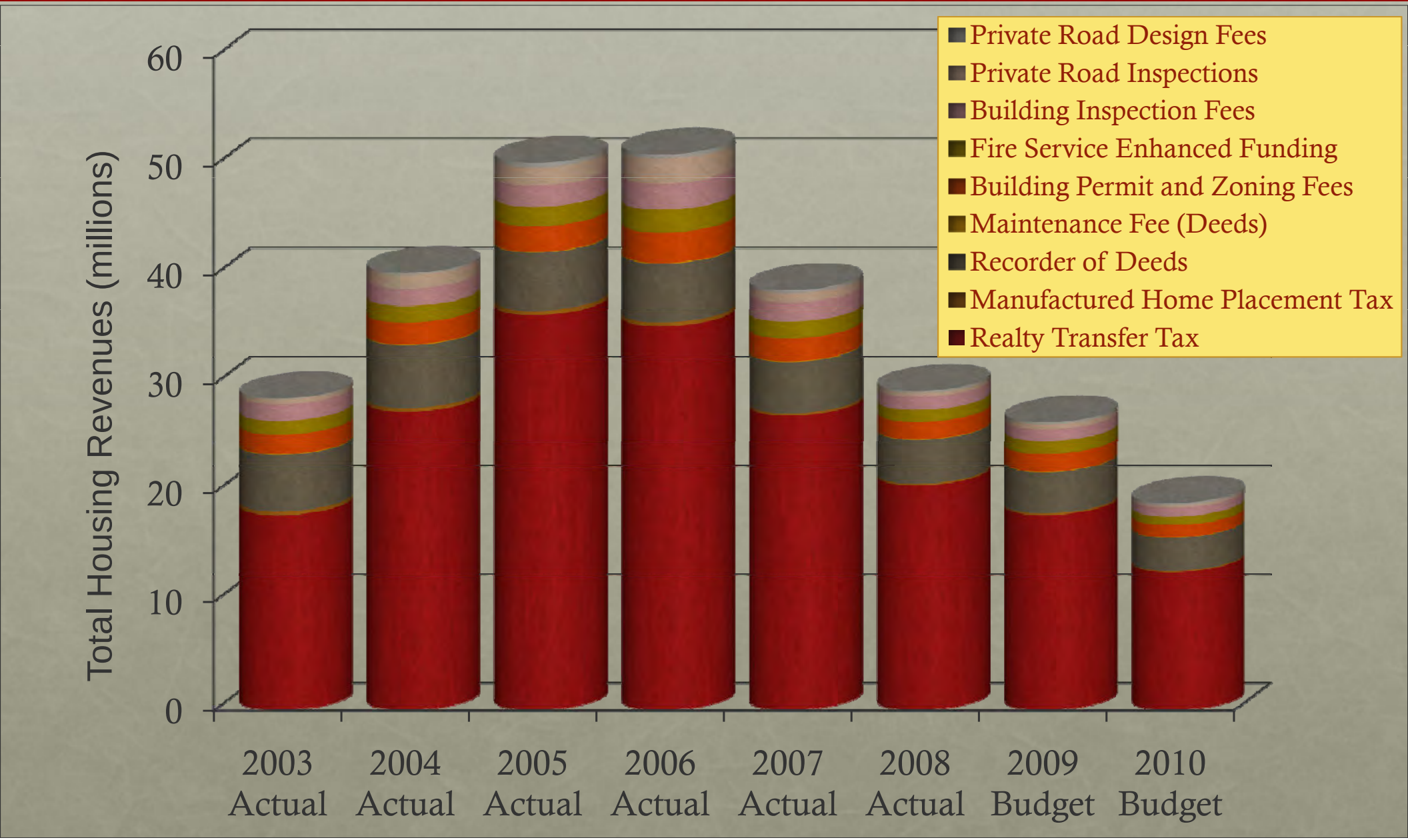



* Chart includes Community Development funding sources

# REALTY TRANSFER TAX DECLINE



# HOUSING INDUSTRY REVENUES



# USE OF APPROPRIATED RESERVES

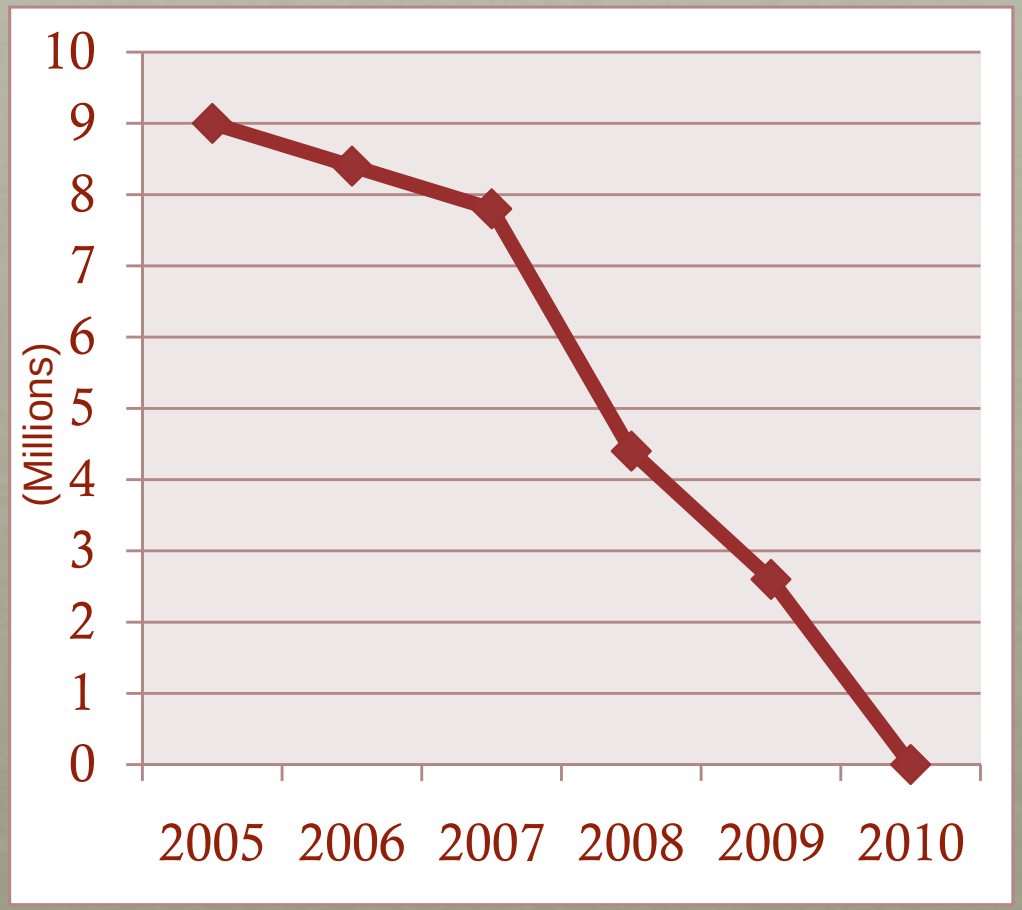
General Fund

Appropriated Reserves Reduced to $0 from $2,550,515

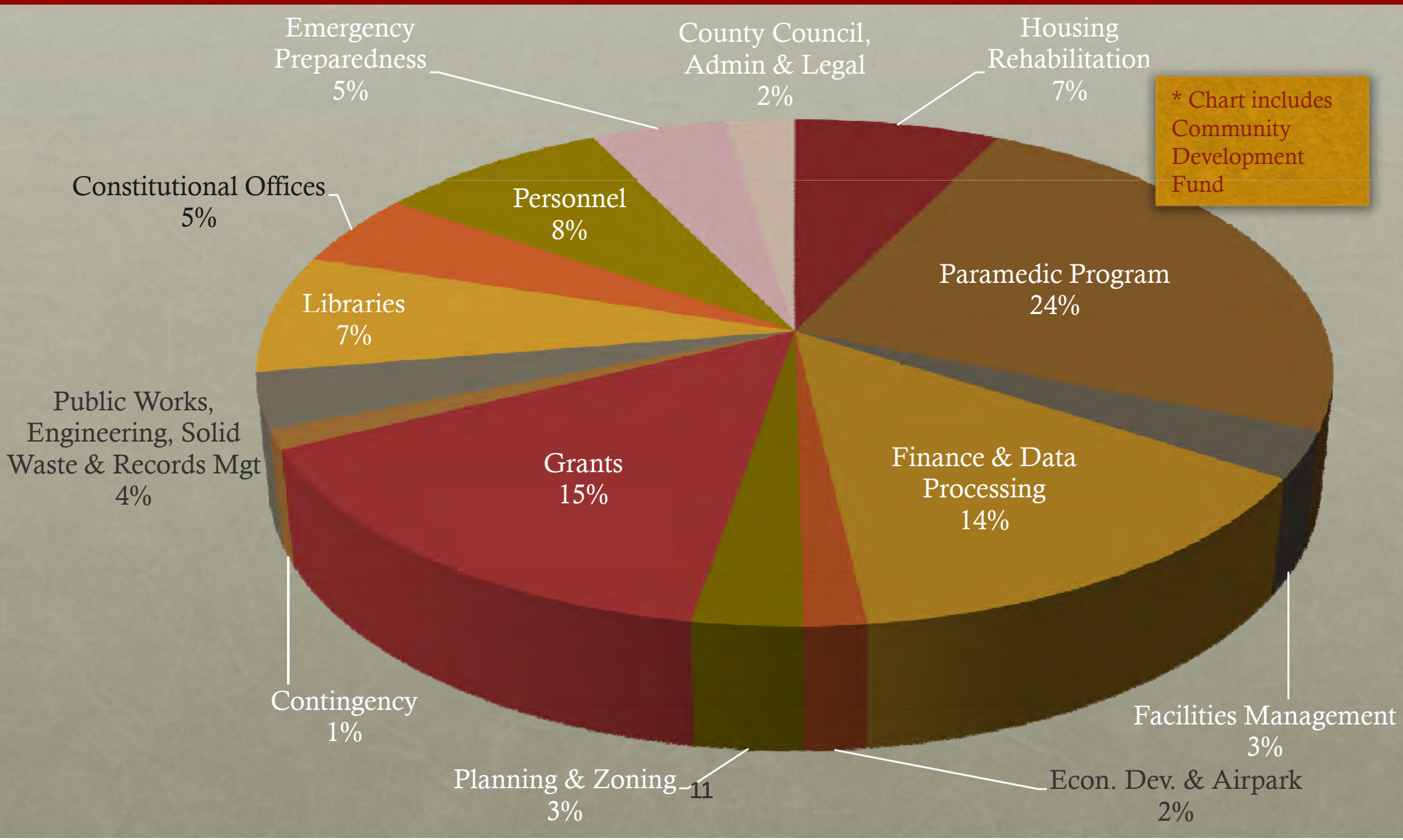
Capital Improvement Fund

Appropriated Reserves Reduced to $6,142,300 from $16,015,000

## Decline in use for General Fund Operations



# GENERAL FUND EXPENDITURES



# PERSONNEL BENEFITS

- No Salary Reductions
- No Reductions in Paid Working Hours for Salaried Employees
- Employee Pension Contributions Zero – no change
- Defined Pension Contribution (10.5%) – all County
- Defined Pension Benefits Contribution (12.5%) – all County
- Pay cycle to change to biweekly beginning October
- Accrued Sick & Vacation Payout – no change
- Liberal Sick & Vacation Pay – no change
- Life Insurance – no change
- Two-tier plan for health insurance with one basic option still free for the individual
- Health Insurance Opt-Out Incentives - $75 per month or 5 vacation days
- 13 Paid Holidays – no change
- COLA – 0%
- Long-Term Disability Insurance – no change
- Dental and Visions Program Continued
- Accrued Medical Health Leave Bank
- Section 457 Pension Supplement Program
- Employee Assistance Program
- Flexible Spending Plan – Dependent and Health Care Costs

# GENERAL FUND EXPENDITURES
## (PERCENTAGE CHANGE FROM FY 2009 BUDGET)

| Department | Percentage Change |
|---|---|
| County Council | (14.7%) |
| County Administration | (18.7%) |
| Grant-in-Aid | (24.8%) |
| Finance Administration | (2.5%) |
| Assessment | (10.5%) |
| Mapping & Addressing | (12.1%) |
| Constable | 25.4% |
| Accounting | (14.2%) |
| Treasury | (7.3%) |
| Building Inspection | (28.8%) |
| Personnel | (8.0%) |
| Building & Grounds | (25.9%) |
| Data Processing | (13.1%) |
| Information Systems | (19.4%) |

| Department | Percentage Change |
|---|---|
| Planning & Zoning | (7.9%) |
| Emergency Preparedness | (5.8%) |
| Paramedics | (9.8%) |
| Economic Development | (44.4%) |
| Industrial Airpark | (1.1%) |
| Engineering Admin | (42.6%) |
| Public Works | (23.7%) |
| Solid Waste | 8.21% |
| Libraries | (12.6%) |
| Clerk of Peace | (28.9%) |
| Recorder of Deeds | (18.2%) |
| Register of Wills | (8.5%) |
| Sheriff | (11.0%) |
| Community Development | (28.7%) |

# NUMBER OF FULL-TIME EMPLOYEES
## (CHANGE FROM FY 2009 BUDGET)

| Department | Change |
|---|---|
| Accounting | (1.00) |
| Administration | (1.00) |
| Assessment | (3.30) |
| Libraries | (1.00) |
| Building Inspections | (3.00) |
| Constitutional Offices | (3.70) |
| Communications System | (1.00) |
| Constable | 2.00 |
| Data Processing & IS | (1.00) |

| Department | Change |
|---|---|
| Economic Development | (0.50) |
| Facilities Management | (7.00) |
| Industrial Airpark | 0.50 |
| Paramedics | (1.92) |
| Planning & Zoning | (1.00) |
| Public Works | (1.00) |
| Records Management | 1.00 |
| Engineering Admin & Water & Sewer | (3.00) |

Total Change in Number of Full-Time Employees – (25.92)

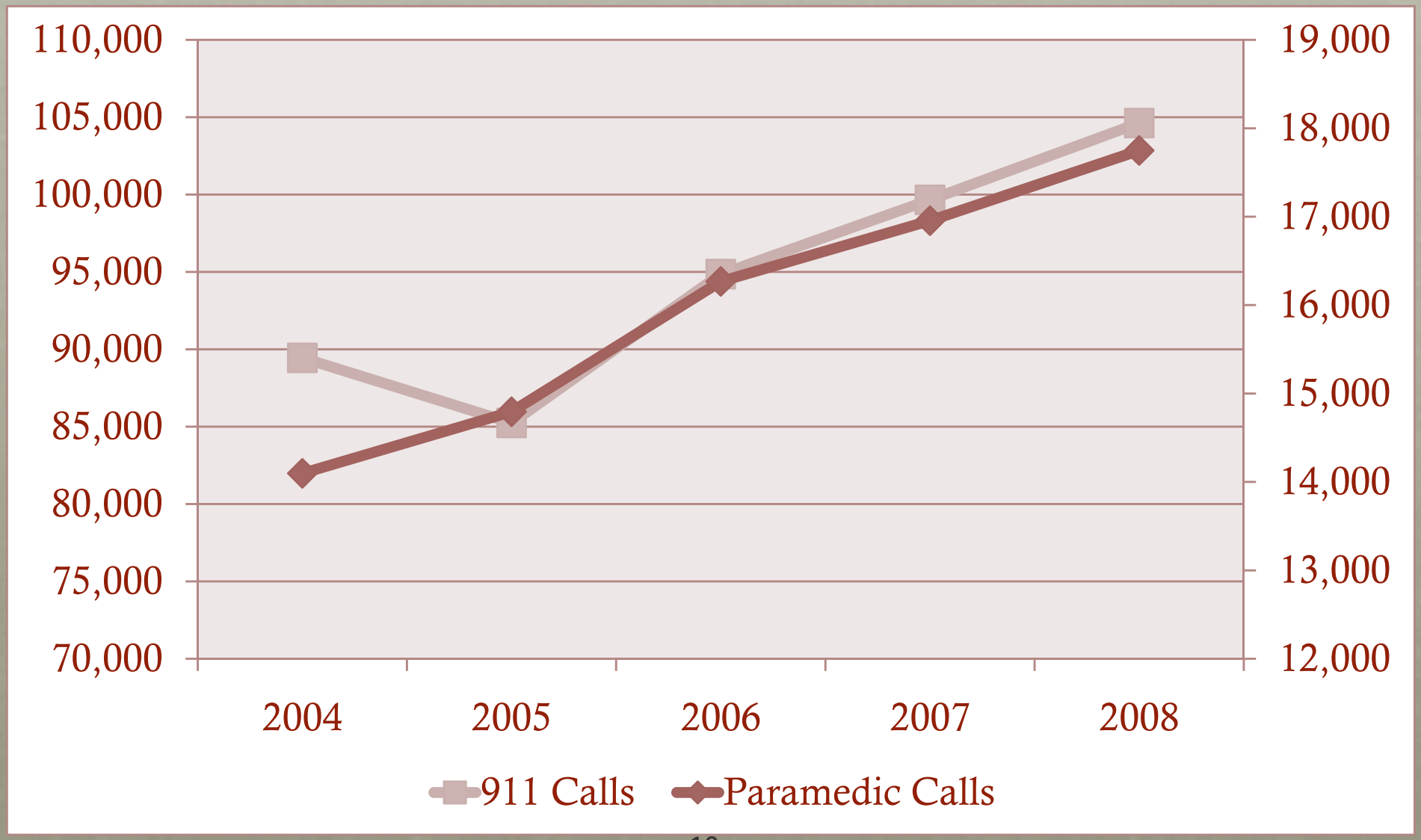
# PUBLIC SAFETY

## $19.7 MILLION
## 43% OF THE GENERAL FUND BUDGET

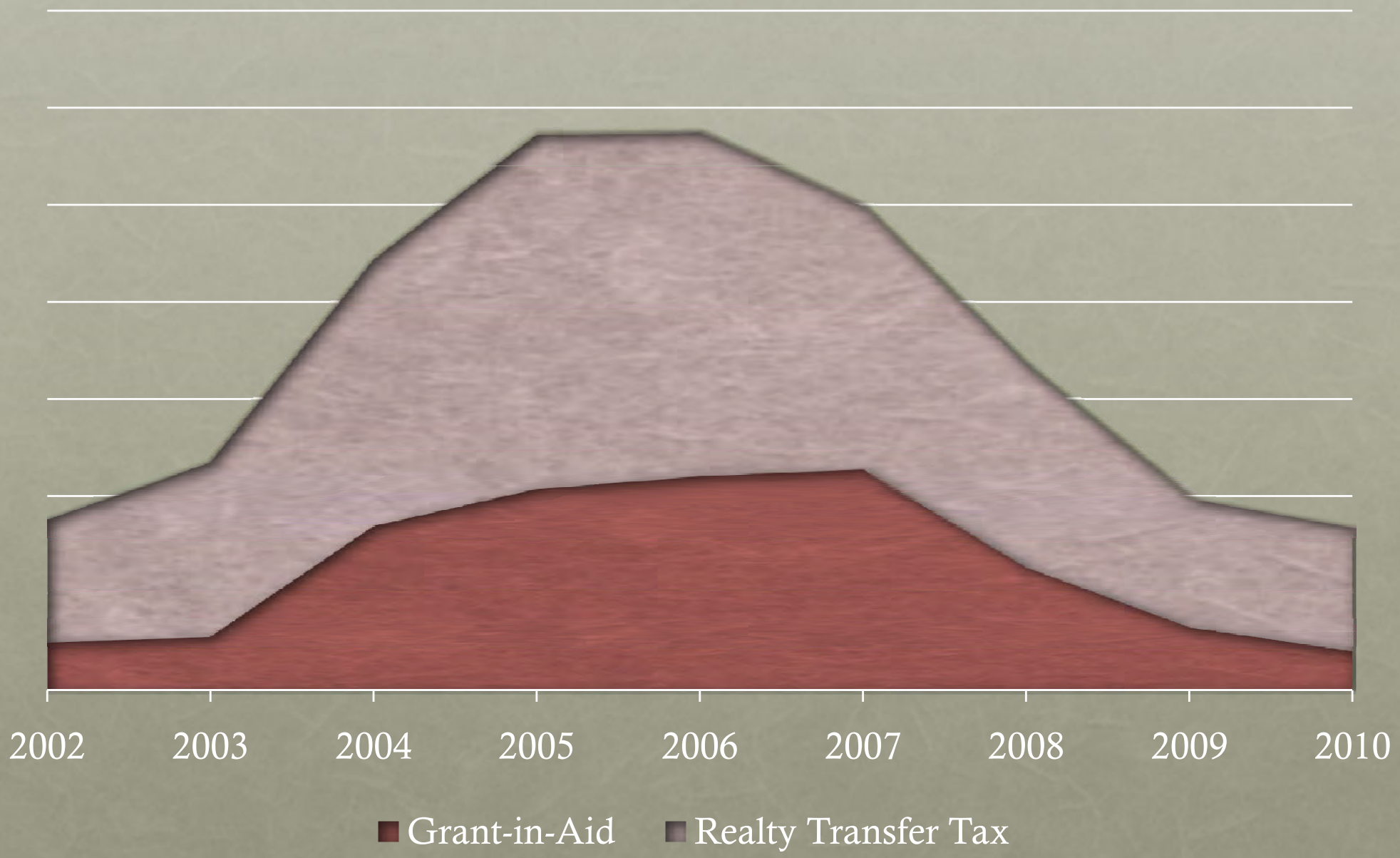
- Paramedics ($11.9 million)
- Fire Service ($1.5 million)
- Ambulance Service ($1.4 million)
- State Police Subsidy ($1.6 million)
- Revenue Sharing for Local Law Enforcement ($262,500)
- Emergency Preparedness – 911 ($2.4 million)

# PUBLIC SAFETY

## HISTORICAL GROWTH IN CALLS FOR SERVICE



# GRANT-IN-AID PROGRAM



# ASSISTANCE PROGRAMS

## Water & Sewer District Relief Programs

- County Sewer and Water Low-Income Assistance Program (Grant)
- State West Rehoboth Sewer Low-Income Assistance Program
- State Septic & Connection Fee Loan Program
- Federal Rural Development Hook-up Cost/Loan Grant Program
- Community Development Block Grant Assistance
- County Septic System & Connection Fee Grant Program

For more information, contact the Utility Billing Division (302) 855-7871

## Property Tax Assistance Programs

- Exemption for Disabled
- Exemption for Residents 65 and Older
- State Senior Citizen School Property Tax Credit
- Sussex County Property Tax Subsidy

For more information, contact the Treasury Division (302) 855-7760

# LIBRARIES

## $4.4 MILLION TOTAL APPROPRIATION

### Budget Reduced by 7.35%

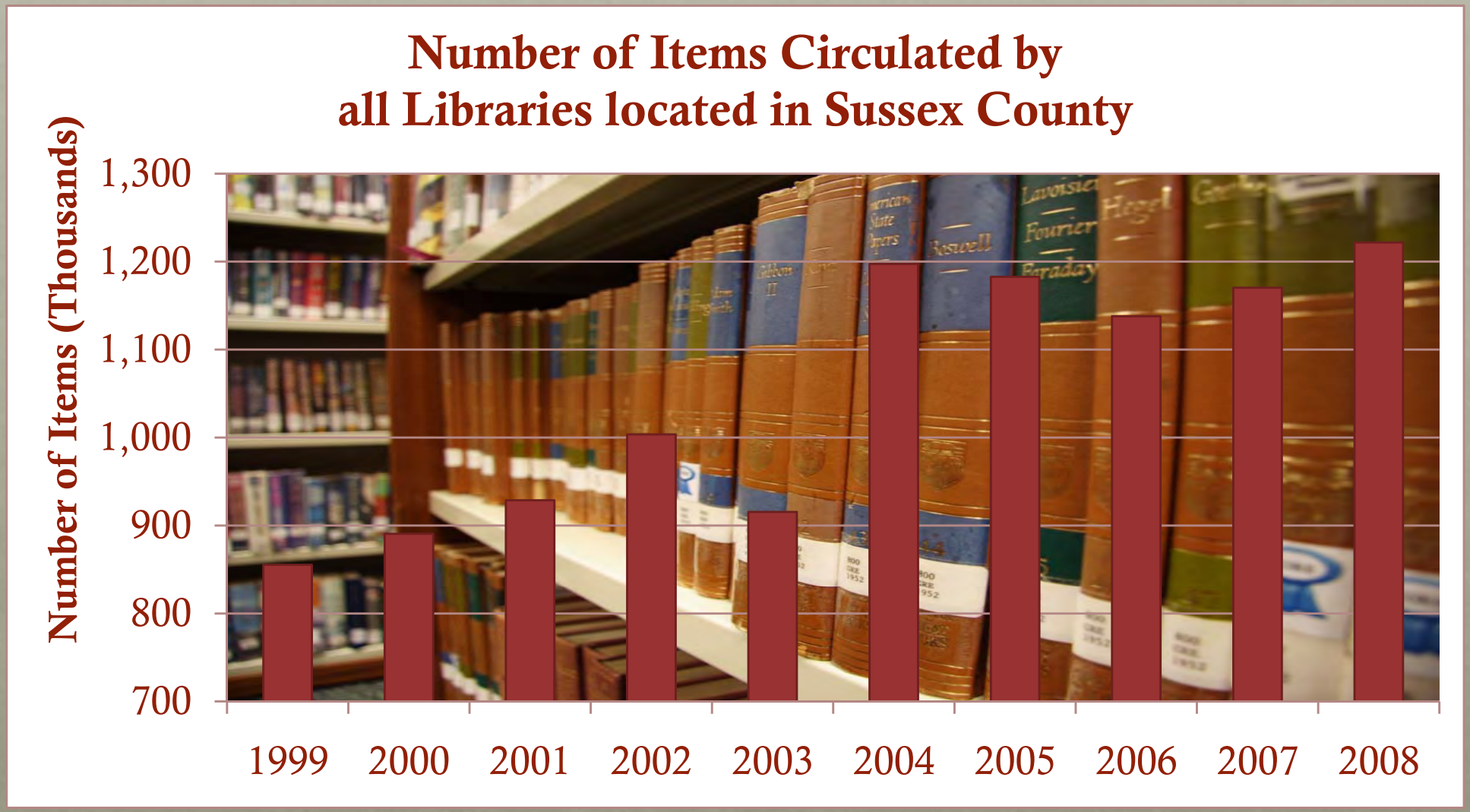
- Reduced Bookmobile Service
- Defer Computer Replacements
- Partial Reduction in Books & Materials
- Local Libraries – 1.27% decrease

| Locations | |
|---|---|
| Bookmobile* | Laurel |
| Greenwood* | Lewes |
| Milton* | Milford |
| South Coastal* | Millsboro |
| Bridgeville | Rehoboth |
| Delmar | Seaford |
| Frankford | Selbyville |
| Georgetown | * County owned libraries |

### County Services provided to Local Libraries

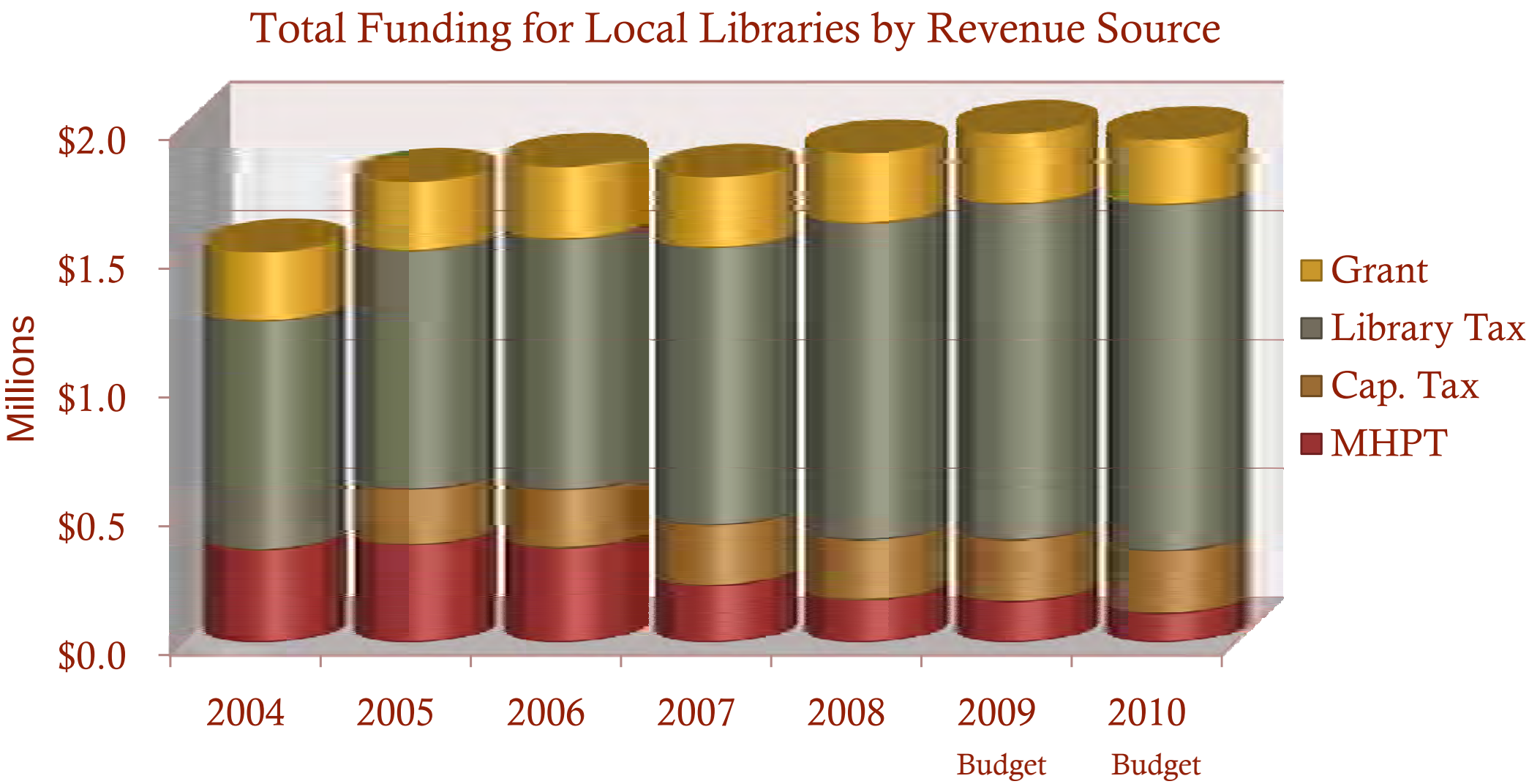
- Auditing of Financial Expenditures
- Delivery of Materials
- Training & Education Assistance
- Coordination of Literacy Program
- Computer Technical Services

# LIBRARIES


Number of Items Circulated by
all Libraries located in Sussex County
Number of Items (Thousands)
1,300
1,200
1,100
1,000
900
800
700
1999
2000
2001
2002
2003
2004
2005
2006
2007
2008

# LOCAL LIBRARIES

## $1.95 MILLION



# GENERAL FUND FIVE YEAR PROJECTION

| FISCAL YEAR | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|
| INCOME | $46,228,856 | $45,124,148 | $44,498,850 | $44,436,841 | $45,674,278 |
| EXPENSES | 46,228,856 | 47,371,651 | 48,548,729 | 49,761,120 | 51,009,882 |
| SURPLUS/(DEFICIT) | $0 | ($2,247,503) | ($4,049,879) | ($5,324,279) | ($5,335,605) |

**TOTAL FIVE YEAR PROJECTION – ($16,957,266)**

# COMMUNITY DEVELOPMENT

- CDBG – $1,140,000
- HUD HOME Program – $100,000
- Farmers Home Housing Preservation Grant – $50,000
- Delaware State Housing Loan – $200,000
- County Council Emergency Grant Assistance – $30,000
- Neighborhood Stabilization Program - $1,900,000

66 - Rehabilitations
25 - Sewer Hookups
4 - Demolitions

# CAPITAL PROJECTS NON-WATER AND SEWER

| | |
|---|---|
| Airport/Industrial Park | $ 4,263,000 |
| County Building Improvements | 632,000 |
| Solid Waste | 33,000 |
| Parking Lot Expansion | 350,000 |
| Technology Improvements and Upgrades | 751,000 |
| Property Acquisition | 1,800,000 |
| **Total** | **$ 7,829,000** |

# WASTEWATER PROGRAM - $29.9 MILLION

- Service Charges - $8 per year increase, $2 per quarter
  - Increase to offset costs previously paid by General Fund
- System Connection Charges – 5.0% increase for inflation
- Millville Sewer – Front Foot Assessment rate established
- Utility Billing – 8.9% decrease
- Capital Items – 38.8% decrease
- General Fund grants & loans -$36.2 million since 1999
- 13,128 EDU's in 1988 compared to 61,310 EDU's in 2010
- 367% increase in 22 years
- More than 16% average annual growth
- 2.3% increase in EDU's from fiscal 2009

# WASTEWATER PROGRAM

## Capital Items

- Pump Rebuilds
- Replace Headworks Screens
- Replace Blowers and Mixers
- Upgrade to Irrigation System
- Utility Truck with 3200 lb. Hoist

## Future Service Areas

- IBRWF Expansion*
- Oak Orchard Expansion*
- Johnson's Corner*
- Golf Village
- Angola*
- Millville – Northwest Expansion

* Federal Stimulus Funding

# CAPITAL PROJECTS MAJOR WATER & SEWER

| | | |
|---|---|---|
| Angola Sewer District | $ | 14,000,000 |
| Oak Orchard Expansion | $ | 4,200,000 |
| Dewey Water Utility Equipment | $ | 25,000 |
| Collection System Improvements | $ | 45,350 |
| Pumping Equipment | $ | 553,972 |
| Treatment & Disposal Equipment | $ | 259,860 |
| General Plant Capital | $ | 139,301 |
| Fenwick – Rt. 54 Transmission Upgrade | $ | 2,388,541 |
| Golf Village Sewer District | $ | 300,000 |
| IBRWF Expansion | $ | 1,300,000 |
| Johnson Corner Sewer District | $ | 7,000,000 |
| Miller Creek Extension | $ | 1,500,000 |
| Millville Sewer – Northwest Expansion | $ | 2,860,000 |
| SCRWF – Pump 30 | $ | 6,156,000 |
| West Rehoboth Sewer Treatment Expansion | $ | 1,000,000 |
| **Total** | **$** | **41,728,024** |

# 5-YEAR CAPITAL IMPROVEMENTS

| General Fund | | Water & Sewer | | Grants | | Bonds | | Other | | Total | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 2010 | $7,692,300 | 2010 | $7,635,483 | 2010 | $13,994,733 | 2010 | $19,334,508 | 2010 | $900,000 | 2010 | **$49,557,024** |
| 2011 | 803,000 | 2011 | 9,600,000 | 2011 | 10,955,000 | 2011 | 33,024,000 | 2011 | - | 2011 | **54,382,000** |
| 2012 | 1,425,000 | 2012 | - | 2012 | 12,283,134 | 2012 | 21,041,866 | 2012 | - | 2012 | **34,750,000** |
| 2013 | 1,882,500 | 2013 | - | 2013 | 5,417,500 | 2013 | 2,600,000 | 2013 | - | 2013 | **9,900,000** |
| 2014 | 1,802,500 | 2014 | - | 2014 | 11,797,500 | 2014 | 4,600,000 | 2014 | - | 2014 | **18,200,000** |
| Total | $13,605,300 | Total | $17,235,483 | Total | $54,447,867 | Total | $80,600,374 | Total | $900,000 | Total | **$166,789,024** |

| | |
|---|---|
| Non-Water & Sewer Capital Projects | $42,347,000 |
| Water & Sewer Capital Projects | $124,442,024 |
| **Total 5-Year Capital Improvements Funding** | **$166,789,024** |

# BUDGET HIGHLIGHTS

- No Property Tax Increase
  - Average County Tax for a Single-Family Home – $104.04
  - Average County Tax for a Manufactured Home – $39.65
- 28% Decrease in anticipated realty transfer tax and housing industry related revenues
- $8 Water & Sewer Service Charge Increase
- Industrial Airpark Improvements– $4.3 million
- 14% Decrease in Group Hospital Costs
- Funding for 40 Troopers above State Police Allocation
- Sussex County Vol. Firemen's Association – $2.9 Million
  - Paid Ambulance Attendants Portion – $1.4 Million
- Dog Control - $600,000
- Five-year Capital Plan - $166,789,024
- Fiscal 2010 – Capital Plan
  - County building improvements
  - Industrial Airpark improvements
  - Sewer Projects – Angola, Johnsons Corner, Oak Orchard Expansion
- 16% General Fund Budget Decrease or $8.6 million
- No use of Appropriated Reserves in the General Fund Budget