



FY 2017 Budget

JULY 1, 2016 | JUNE 30, 2017

SUSSEX COUNTY COUNCIL

Michael H. Vincent – President
Samuel R. Wilson – Vice President
Robert B. Arlett
George B. Cole
Joan R. Deaver



ADMINISTRATION

Todd F. Lawson – County Administrator
Gina A. Jennings – Finance Director
Kathy L. Roth – Deputy Finance Director

Information about the FY 2017 Budget is available at
<http://www.sussexcountype.gov>

In addition, you may contact the Finance Department at (302) 855-7389 from 8:30 a.m. to 4:30 p.m. Monday through Friday, or visit the office at Sussex County Administration Building, 2 The Circle, Georgetown, DE 19947

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May 17, 2016

Mr. President and Members of Council:

As required by Title 9, Chapter 70, § 7003(d)(5) of the Delaware Code, I respectfully submit the Proposed Annual Operating Budget for Sussex County for Fiscal Year (FY) 2017. The FY 2017 proposed budget was developed by a budget team consisting of the County Administrator, the Finance Director, and the Deputy Finance Director. This recommended budget was developed after receiving individual requests from each County department and meeting with the respective directors to discuss their needs. We greatly appreciate the efforts of the directors and their staff in assisting us in developing this budget.

Thanks to the Council's leadership and the team's conservative approach, the County will continue without raising taxes for another year.

The Fiscal 2017 forecast is consistent with Fiscal 2016 to which we are seeing continued growth in the building sector. Revenues from the housing sector are projected to increase by 7 percent over last year. The County's largest revenue source, Realty Transfer Tax, is expected to climb to over \$20 million for the third year in a row.

Nonetheless, we continue to take a very conservative approach and developed a budget that remains below our predicted taxable assessments, because our expenses must remain at a sustainable level. As a result, we are forecasting budgeted revenues to increase a modest 3 percent. While the Realty Transfer Tax (RTT) trajectory is expected to continue its climb for a fourth year in a row, RTT is only budgeted at \$19 million, or 80 percent of projection.

The County's budgeting principles remain as follows:

- Prepare a balanced budget with minimal increases
- Maintain an operating reserve of at least 25 percent
- Continue to fund above the actuarial determined level of funding for pensions and pension benefits
- Operate without tax-supported debt
- Maintain 'AA+' strong bond rating
- Continue funding allocation for local libraries
- Use technology to streamline and automate business practices

- Provide a greater level of service to County residents
- Upgrade and maintain existing wastewater services
- Pay-as-you-go philosophy for the capital projects fund
- Continue to eliminate existing septic systems

The budget was prepared with some assumptions. We assumed that the County will continue to receive 1.5 percent of realty transfer tax on eligible properties in unincorporated areas. We also assumed the County will continue to receive the 30 percent grant, based on FY 2015 expenses, from the State of Delaware to fund paramedic expenses. If the State were to change these revenue sources, or pass any legislation that would further cut our revenues or raise our expenses, we would have to re-evaluate the entire budget.

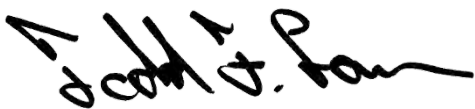
The budget represents a collaborative effort among the budget team and department heads. Knowing that our revenues are showing a minimal increase, departments prioritized their expenditures to ensure that expenses were in line with their goals and objectives. The departments' objectives are listed throughout this document. I want to personally thank everyone for their understanding of the challenges we face in developing this balanced budget.

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

Sussex County's economy is trending in a positive direction, and while I am optimistic about the County's future, I believe we must remain cautious as we move forward. This philosophy governed the decisions we made in developing this year's budget. The positive trends have allowed the County to respond to the calls for additional services while focusing on the areas of greatest need. We, however, continue to move forward at a very deliberate pace to ensure we serve the citizens of this great county while fulfilling our fiduciary duty to them.

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

Sincerely,



Todd F. Lawson
County Administrator

Budget Summary

Total Budgeted Expenditures

General Fund
\$54,971,380

Capital Projects
\$11,258,100

Enterprise
\$46,999,894

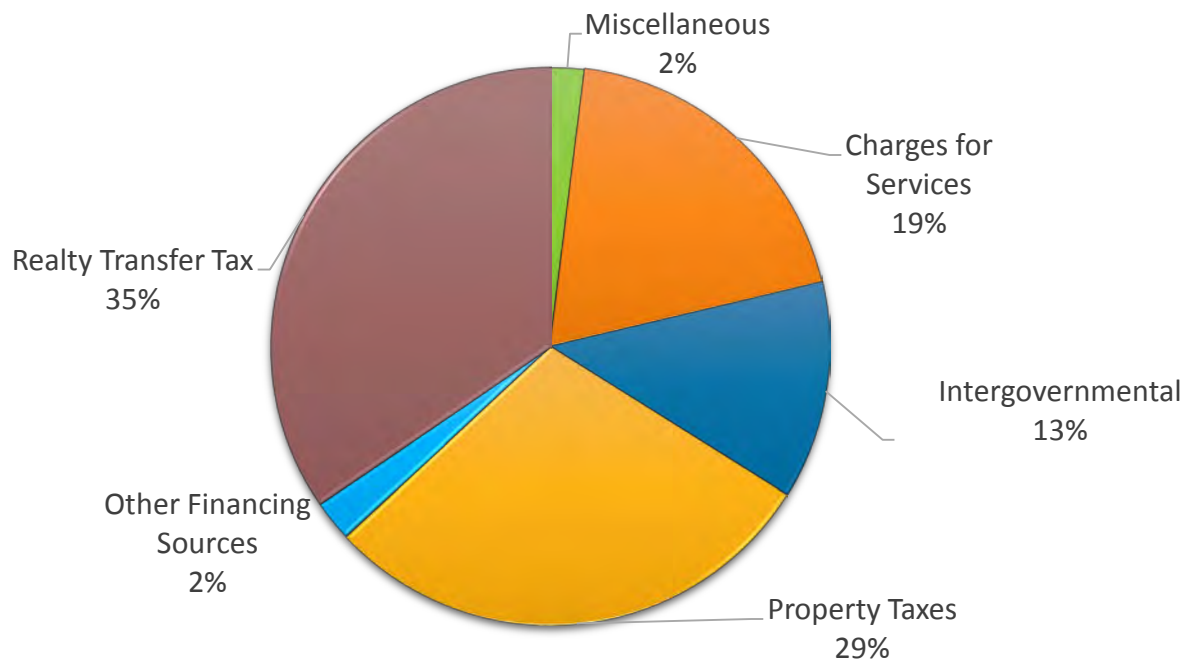
Fiduciary
\$5,850,000

Total
\$119,079,374

- No increase in property taxes
- No increase in sewer service charges
- Taxable assessments increased 3.0 percent
- General fund increased 2.8 percent
- One rate for sewer connection fees to County-owned facilities
- Delaware State Police contract of \$2.2 million for 44 additional State Troopers and \$575,000 for Local Law Enforcement
- Continue partnership with the volunteer fire companies by providing \$3.5 million of funding for fire and ambulance services
- Capital projects - Governmental Fund - \$11.3 million
- County's sewer services continue to grow at a 1.7% increase in EDU's for 2015, and an additional 2.4% increase is projected for 2017
- Noteworthy expenditures include:
 - Professional fees for comprehensive land use plan and other planning services - \$300,000
 - Two additional dispatchers at the County's Emergency Operations Center
 - Two additional paramedics to cover Medic Station 110
 - Digitizing all assessment property records - \$50,000
 - Increased funding for emergency housing repairs through the County's Community Development program - \$50,000
 - New sign inspector position to enforce County Code
 - Information Technology upgrades - \$150,550
 - Employees will receive a 1 percent cost-of-living adjustment

General Fund Revenue Summary

The General Fund accounts for all financial transactions and resources in Sussex County Government, other than those required to be accounted for in another fund. Revenues in the General Fund are primarily derived from property and realty transfer taxes, constitutional office fees, intergovernmental sources, and other charges for services. General Fund revenue and funding sources increased \$1.5 million, or 2.8 percent.



Property Taxes

The current tax rate is \$0.445 per \$100 of taxable assessments. This rate has not increased in 27 years. No property tax increase is recommended again this year. The local library rate will remain at \$0.0467 as well. The remaining \$0.3983 is available for operating expenses.

The estimated total property tax revenue has increased 3.3 percent. The increase reflects the addition of new construction placed on the tax assessment rolls.

Realty Transfer Tax

Realty Transfer tax is budgeted to be \$19.0 million in FY 2017 and is a 13.8 percent increase. In keeping with our conservative budget approach, we estimate to collect over \$23 million. With the uncertainty in the housing market, we budgeted 80 percent of what is expected to be collected. Anything we collect over the \$19 million will be transferred to the capital projects fund for future projects.

General Fund Revenue Summary

continued

Intergovernmental

Grants from other governmental agencies is intergovernmental revenue. There is an anticipated increase of \$560,000 in this revenue due to additional funding to help with our community development programs and additional Federal funding for an Aeronautical Survey.

Constitutional Office Fees

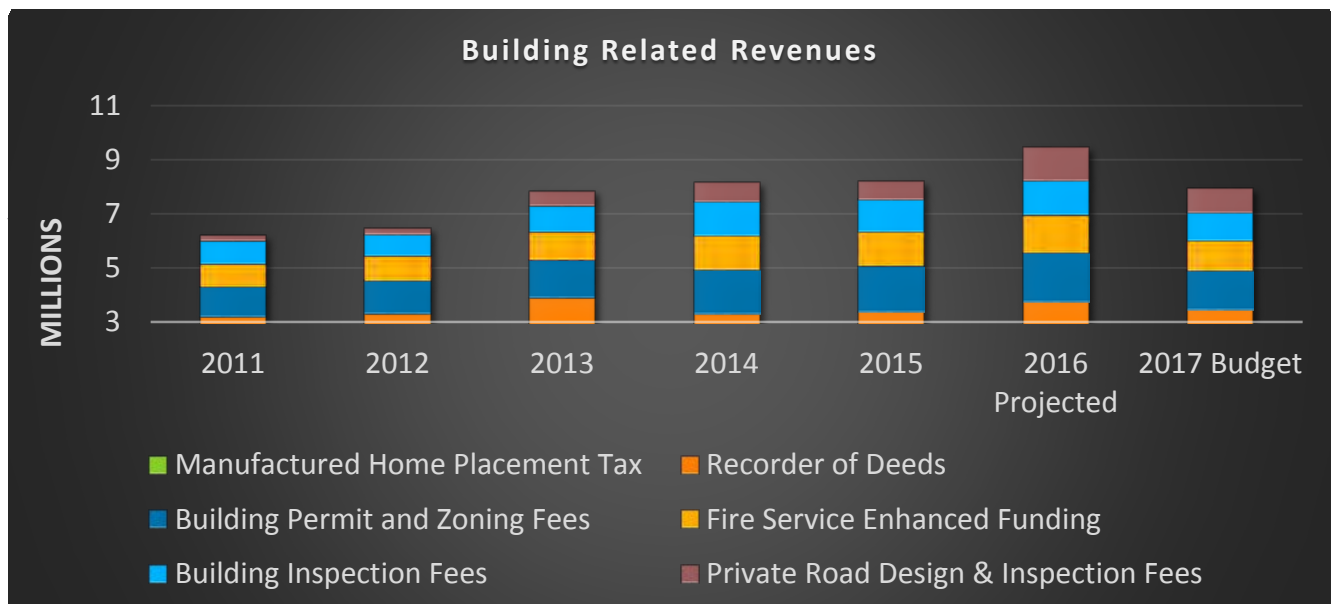
Constitutional offices include the Marriage Bureau, Recorder of Deeds, Register of Wills, and Sheriff. Revenues are expected to decrease by \$191,000. Sheriff sales have slowed in Sussex County as the economy has improved.

Miscellaneous Revenue

Miscellaneous revenues are down \$105,000. The budget team lowered the investment interest as interest rates continue to show no sign of increasing this budget year.

Fees and Services

The majority of the County fees are real estate and economy sensitive, such as building permits and private road inspections. FY 2016 is expected to be 52.3 percent higher than 2011. We continue to budget a percentage of what is expected just in case the building market slows down.



Appropriated Reserves

Appropriated reserve is revenue earned in a prior fiscal year. We budgeted \$1.0 million of FY 2016 anticipated revenue of expenditures to be used. Part of these funds will be used to help update the County's fleet, as 59 percent of the County's fleet is over 10 years old.

Fiscal Year 2017

Budget

General Fund Revenues

Account Description	2015 Actual	2016 Budget	2017 Budget
Taxes			
Property - County	\$ 12,803,816	\$ 12,858,007	\$ 13,248,055
Property – Library	1,485,298	1,507,580	1,544,613
Realty Transfer	22,212,933	16,700,000	19,000,000
Fire Service	1,280,085	1,000,000	1,100,000
Penalties and Interest	160,693	140,000	140,000
Total Taxes	37,942,825	32,205,587	35,032,668
Intergovernmental			
Federal Grants			
Emergency Operations	-	160,000	180,000
Airport Operations	5,289	-	270,000
Miscellaneous	37,484	-	-
Housing and Urban Development	1,313,674	1,704,484	1,932,962
Housing Project	31,651	-	-
Payment in Lieu of Taxes	5,520	5,000	5,000
State Grants			
Paramedics	3,907,872	4,081,528	4,092,700
Library	342,103	340,000	350,000
Local Emergency Plan Commission	67,327	66,950	72,500
Department of Health	8,825	10,000	10,000
Airport	-	-	15,000
Miscellaneous	2,197	-	-
Total Intergovernmental	5,721,942	6,367,962	6,928,162
Charges for Services			
Constitutional Offices' Fees			
Marriage Bureau	140,657	134,000	140,000
Prothonotary	80	-	-
Recorder of Deeds	3,213,784	3,300,000	3,300,000
Recorder of Deeds - Town RTT	35,732	30,000	34,000
Recorder of Deeds - Maintenance	39,713	40,000	39,000

Fiscal Year 2017

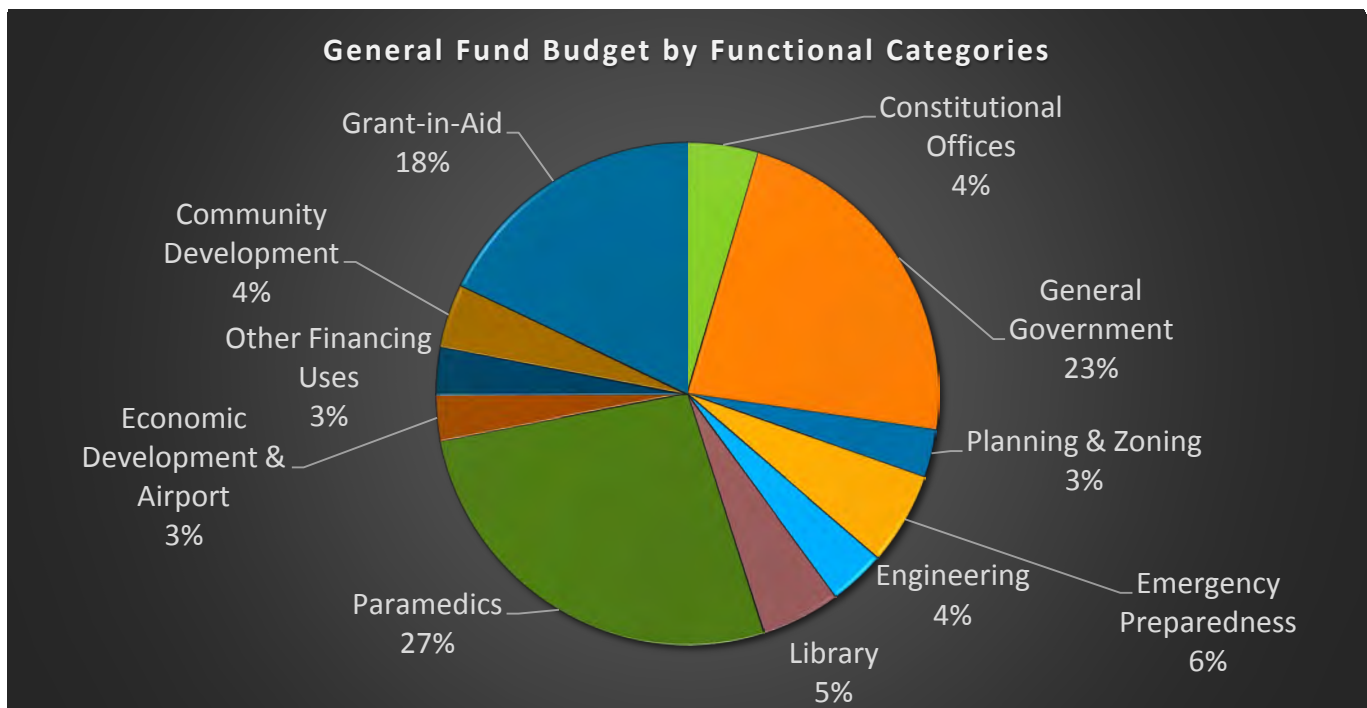
Budget

General Fund Revenues - continued

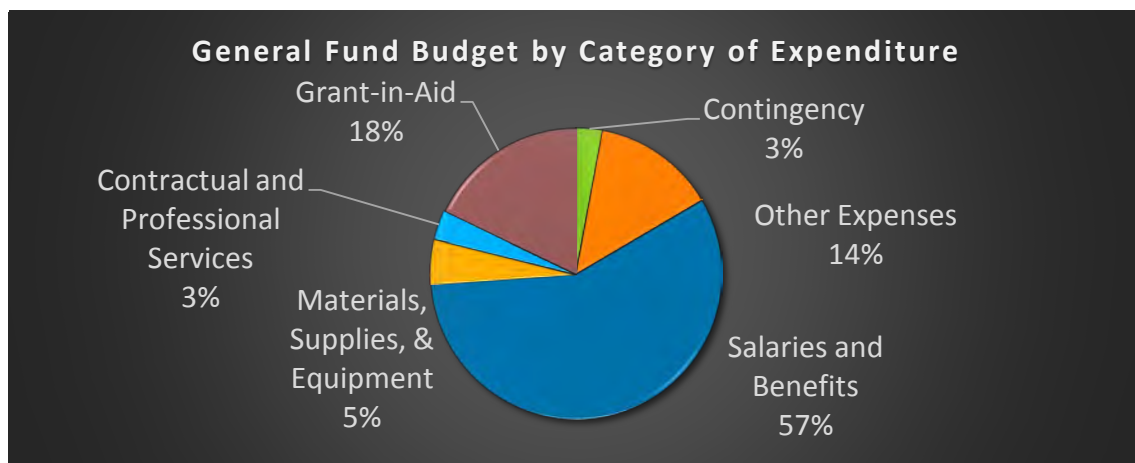
Account Description	2015 Actual	2016 Budget	2017 Budget
Charges for Services - Continued			
Constitutional Offices' Fees -			
Register of Wills	1,072,997	950,000	1,000,000
Sheriff	2,309,819	2,250,000	2,000,000
General Government Fees			
Building Permit and Zoning Fees	1,670,103	1,325,000	1,447,000
9-1-1 System Fees	559,637	559,630	559,630
Manufactured Home Placement Fee	107,719	92,000	98,000
Building Inspection Fees	1,190,557	1,007,000	1,028,000
Airport Fees	472,689	463,300	476,000
Miscellaneous Fees	79,095	64,500	68,500
Dog Licensing	80,105	74,000	-
Private Road and Inspection Fees	647,330	560,000	899,000
Total Charges for Services	11,620,017	10,849,430	11,089,130
Miscellaneous Revenue			
Contributions and Donations	19,875	25,000	25,000
Economic Loan Repayments	106,197	45,000	31,410
Fines and Forfeits	26,545	23,000	23,000
Investment Income	820,261	450,000	350,000
Reimbursement - Medicare	104,340	100,000	104,000
Rents other than Airpark	38,465	33,210	38,010
Miscellaneous Revenue	62,595	50,000	50,000
Total Miscellaneous Revenue	1,178,278	726,210	621,420
Other Financing Sources			
Interfund Transfers In	376,588	300,000	300,000
Appropriated Reserve	-	3,000,000	1,000,000
Total Other Financing Sources	376,588	3,300,000	1,300,000
Total Revenue	\$ 56,839,650	\$ 53,449,189	\$ 54,971,380

General Fund Expense Summary

The total FY 2017 General Fund budget is \$55.0 million. The pie chart below indicates which services County revenues support for the citizens of Sussex County. Public safety makes up the largest percentage at 33 percent. This percentage excludes other public safety grants that are given to fire and ambulance companies, as well as law enforcement agencies, which can be found in the grant-in-aid section of the chart. General Government makes up the second largest portion at 23 percent. This expense includes County Council, Administration, Finance, Human Resources, Building Code, Assessment, and Information Technology.



The next pie chart shows FY 2017 expenditures by category. Salary and Benefits is the County's largest expenditure category at 57 percent, or \$31.5 million.



Fiscal Year 2017 Budget

General Fund Expenses

Account Description	2015 Actual	2016 Budget	2017 Budget
General Government			
County Council	\$ 634,137	\$ 611,565	\$ 626,921
Administration	538,047	500,420	440,734
Legal	601,098	500,000	600,000
Finance	1,948,475	1,885,443	1,927,072
Assessment	1,575,943	1,568,802	1,727,264
Building Code	756,141	741,490	853,483
Mapping and Addressing	711,817	748,410	856,536
Human Resources	783,070	823,292	974,216
Records Management	154,615	194,224	192,624
Building and Grounds	1,687,914	1,584,197	1,621,647
Information Technology	1,446,380	1,712,157	1,633,967
Constable	998,418	1,026,115	1,038,354
Total General Government	11,836,055	11,896,115	12,492,818
Planning and Zoning	1,206,406	1,355,276	1,688,274
Paramedics	13,642,338	13,625,093	14,786,984
Emergency Preparedness			
Administration	527,245	524,223	621,883
Emergency Operations	2,059,476	2,039,401	2,198,790
Communications	381,990	403,549	359,489
Local Emergency Planning Committee	75,154	75,914	81,769
Total Emergency Preparedness	3,043,865	3,043,087	3,261,931
Engineering			
Engineering Administration	1,446,726	1,193,775	1,315,201
Public Works	630,203	705,357	715,686
Total Engineering	2,076,929	1,899,132	2,030,887

Fiscal Year 2017 Budget

General Fund Expenses – continued

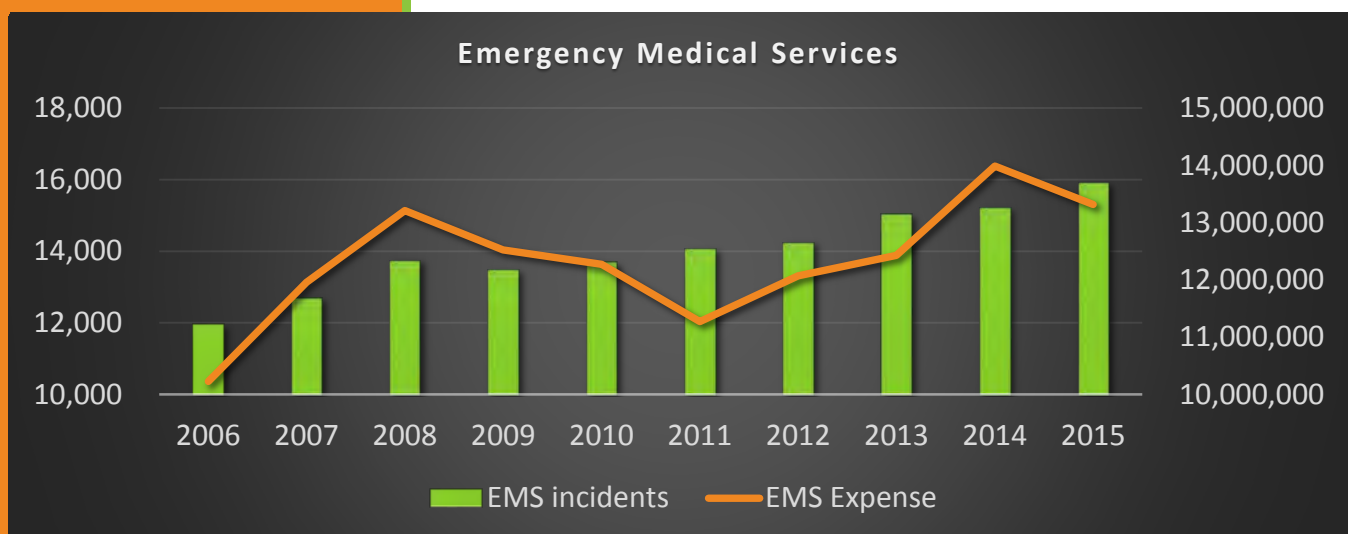
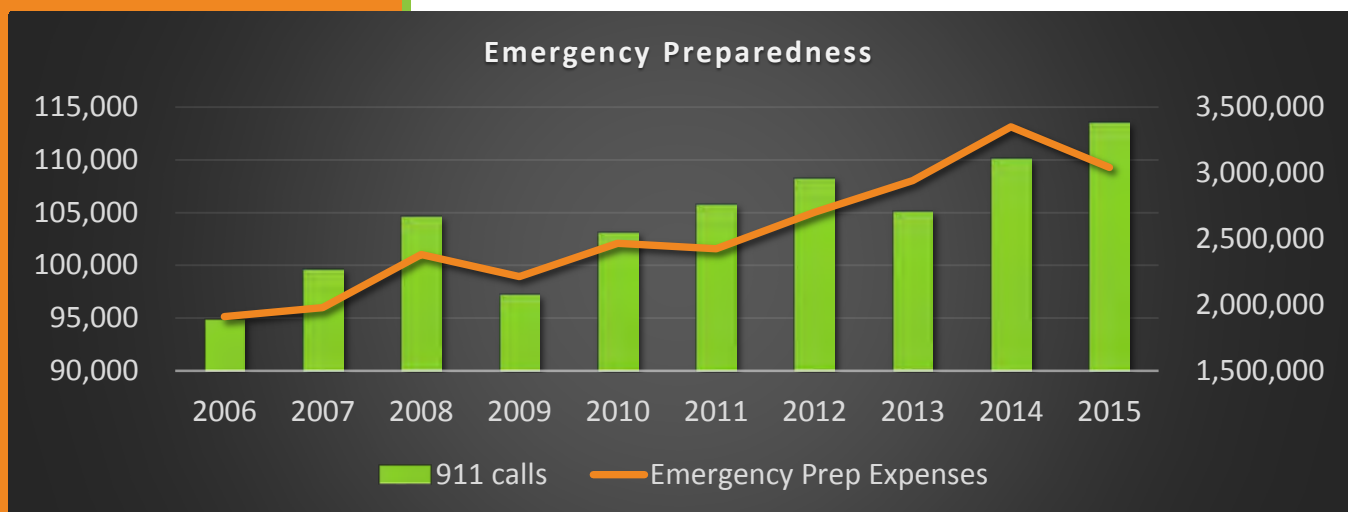
Account Description	2015 Actual	2016 Budget	2017 Budget
Library			
Administration	576,033	643,378	714,539
Operations	1,890,263	2,031,326	2,085,155
Total Library	2,466,296	2,674,704	2,799,694
Economic Development			
Economic Development	100,509	221,330	213,070
Safety and Security	434,873	445,803	457,482
Airport and Industrial Park	614,463	732,492	969,204
Total Economic Development	1,149,845	1,399,625	1,639,756
Community Development	1,738,379	1,999,746	2,248,069
Grant-in-aid	11,391,790	9,487,194	9,832,254
Constitutional Offices			
Marriage Bureau	193,068	183,292	194,246
Recorder of Deeds	1,063,173	1,072,415	1,101,970
Register of Wills	540,709	541,958	586,150
Sheriff	595,269	586,052	622,847
Total Constitutional Offices	2,392,219	2,383,717	2,505,213
Other Financing Uses			
Transfers Out	6,298,433	3,085,500	85,500
Reserve for Contingencies		600,000	1,600,000
Total Other Financing Uses	6,298,433	3,685,500	1,685,500
Total Expenses	57,242,555	53,449,189	54,971,380

Fiscal Year 2017 Budget

General Fund Expenses – continued

Expenses are up \$1,522,000 for FY 2017. This increase is a direct result of the rise in demand for public safety services that the County must react to. The largest increase of \$1,162,000 can be found in the Paramedic Department. Additional staffing for the Seaford area and the Deputy Director position have been added to bring their total budget to \$14.8 million. Also included in the budget is \$350,000 funding for five medic vehicles and \$101,000 for radio upgrades.

The Emergency Preparedness Department is also seeing an increase in 911 calls, as a result of the County's aging population. Two additional dispatchers have been included in this budget. The chart below compares expenses with demand.



Administration

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

Administration Budget Summary

FY15 Actual	\$538,047
FY16 Budget	\$500,420
FY17 Budget	\$440,734

Contingency Budget Summary

FY15 Actual	\$0
FY16 Budget	\$600,000
FY17 Budget	\$1,600,000

Executive Summary

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

Fiscal Year 2017 Objectives

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

Administration

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

The FY 2017 budget increased \$1 million. This increase is due to an anticipated surplus for FY 2016.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 357,249	\$ 369,124	\$ 364,974
Cost Reimbursement - Salaries	(113,087)	(110,708)	(165,749)
Vision Plan	229	208	208
Dental Plan	2,261	1,976	1,976
FICA Tax	26,279	26,557	28,292
Health Insurance	75,253	67,744	67,855
Pension	104,619	87,932	89,191
Communications	5,516	5,556	5,720
Postage & Freight	163	300	200
Rental and Leases	-	2,503	-
Insurance	1,532	1,636	1,720
Repairs and Maintenance	1,606	1,800	13,680
Advertising	-	-	2,500
Office/Operating Supplies	3,739	3,600	3,600
Fuel	1,621	2,300	1,700
Dues & Subscriptions	7,214	6,692	7,117
Maintenance & Repairs - Parts	4,442	-	-
Tools and Small Equipment	11,208	1,400	500
Programs and Projects	-	9,800	11,050
Seminars/Conferences/Training	1,817	2,900	2,000
Mileage	-	100	-
Travel	3,619	4,000	4,200
Machinery and Equipment	42,767	15,000	-
Total Administration	\$ 538,047	\$ 500,420	\$ 440,734

Account Description	2015 Actual	2016 Budget	2017 Budget
Contingency	\$ -	\$ 600,000	\$ 600,000
Contingency Surplus	-	-	1,000,000
Total Administration	\$ -	\$ -	\$ 1,600,000

Airport & Industrial Park

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

Budget Summary

FY15 Actual	\$614,463
FY16 Budget	\$732,492
FY17 Budget	\$969,204

Fiscal Year 2016 Successes

Led establishment of new instrument approach procedures to increase marginal weather capability

Implemented Airport's rebranding initiatives, such as new signage and improved website

Coordinated leases for two new aeronautical tenants

Received a \$479,182 FAA grant for major airfield electrical upgrades

Represented Delaware Coastal Airport at major national aviation conferences

Fiscal Year 2017 Objectives

Objective 1 Obtain FAA grant for an aeronautical survey of airspace obstructions

Objective 2 Complete Airport rebranding

Objective 3 Update the FAA's pavement management software, PaveAir, with up-to-date pavement status

Objective 4 Represent Delaware Coastal Airport at one national aviation conference

Objective 5 Provide technical guidance for airfield improvements, such as taxiway light replacement and pavement upgrades, to ensure FAA compliance

Airport & Industrial Park

The Delaware Coastal Airport and Industrial Park, located in Georgetown, serves all of Sussex County. The airport has two paved runways. The longest runway is 5,500 feet and accommodates large corporate jets. The industrial park is home to 19 businesses that employ approximately 870 people.

The FY 2017 budget increased \$237,000, or 32.3 percent. The increased expense is due to the funding for an Aeronautical Survey for Obstruction Mitigation Plan at the Airport, of which will be ninety percent funded by the Federal Aviation Administration.

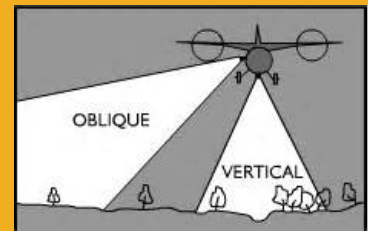
Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 142,646	\$ 136,081	\$ 143,366
Vision Plan	61	104	104
Dental Plan	1,131	988	988
FICA Tax	10,679	10,312	11,037
Health Insurance	37,458	33,872	33,946
Pension	28,411	26,096	28,759
Other Professional Services	198	3,090	303,000
Communications	1,115	1,800	1,000
Postage & Freight	168	170	170
Utilities	69,240	73,300	75,000
Insurance	5,281	6,080	6,384
Repairs and Maintenance	140,989	199,950	204,500
Advertising	33,355	-	2,700
Other Contractual Services	1,488	2,044	-
Office/Operating Supplies	909	850	1,000
Fuel	16,801	15,000	16,000
Dues & Subscriptions	1,517	4,330	2,075
Uniforms	-	-	2,000
Maintenance & Repairs - Parts	453	500	500
Tools and Small Equipment	9,214	-	-
Programs and Projects	10,309	5,000	5,000
Miscellaneous	79,046	132,650	126,000
Seminars/Conferences/Training	675	1,275	1,675
Travel	1,229	6,000	4,000
Facilities	13,390	-	-
Improvements	8,700	73,000	-
Total Airport and Industrial Park	\$ 614,463	\$ 732,492	\$ 969,204

New Projects or Initiatives

AIRPORT

Aeronautical Survey & Obstruction Mitigation Plan - \$300,000

Conduct aeronautical survey to support an obstruction mitigation plan for all runways. Project will enable continued use of existing instrument approaches and development of new approaches to Runway 10-28.



Airfield Electrical Upgrade - \$1,189,100

Complete FY16 effort to install new electrical equipment vaults and upgrade taxiway lighting to FAA standards.



Rehabilitate Taxiway C - \$650,000

Mill & pave Taxiway C. Pavement surface is deteriorating and could cause foreign object damage to Boeing Business Jets using the taxiway. Project will complete emergency repairs made in 2015.



Assessment

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

Budget Summary	
FY15 Actual	\$1,575,943
FY16 Budget	\$1,568,802
FY17 Budget	\$1,727,264

Fiscal Year 2016 Successes

\$112 million added to the Assessment roll in FY15, which is the largest increase since FY07

\$40 million added to the Assessment roll for the first two quarterly billings of FY16

Purchased and began implementation of new assessment software (CAMA)

Implemented call processing to maximize efficiency and overall customer experience

Restructured work assignments and footprint to increase productivity

Fiscal Year 2017 Objectives

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

Objective 2 Implement new assessment software

Objective 3 Streamline exemption programs

Objective 4 Increase automated services and information available to customers

Objective 5 Enhance uniformity and consistency of information throughout the Assessment division

Assessment

The Assessment Department is responsible for ensuring that all land, buildings, and land improvements are valued and added to the County's assessment rolls for the purpose of taxation. The staff of this department is responsible for maintaining all County property records and tax maps, as well as issuing permits. The Director of Assessment oversees the daily operations of the Addressing, Constable, and Building Code departments.

The FY 2017 budget increased \$158,000, or 10.1 percent. The increase is due to an employee being reassigned from another department to help with the increased workload and \$50,000 for the project cost of digitizing property cards.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 916,822	\$ 954,226	\$ 991,439
Cost Reimbursement - Salaries	(152,988)	(166,199)	(176,480)
Vision Plan	1,309	1,248	1,404
Dental Plan	13,403	11,856	13,338
FICA Tax	67,070	71,091	78,144
Health Insurance	400,546	406,464	441,261
Pension	241,358	217,107	239,215
Communications	8,761	10,920	10,524
Postage & Freight	3,505	5,500	4,000
Insurance	5,739	5,364	5,632
Repairs and Maintenance	6,137	7,795	7,095
Printing & Binding	1,963	1,500	3,000
Advertising	1,413	1,500	1,500
Other Contractual Services	-	-	50,000
Office/Operating Supplies	10,538	11,000	10,000
Fuel	11,737	17,500	12,000
Dues & Subscriptions	1,321	1,230	1,330
Uniforms	468	1,000	1,500
Maintenance & Repairs - Parts	4,007	5,000	4,000
Tools and Small Equipment	1,647	-	2,572
Sm. Computer Equipment	2,911	-	1,790
Programs and Projects	24,975	-	-
Seminars/Conferences/Training	3,301	4,000	3,000
Mileage	-	200	-
Travel	-	500	1,000
Machinery and Equipment	-	-	20,000
Total Assessment	\$ 1,575,943	\$ 1,568,802	\$ 1,727,264

New Projects or Initiatives

ASSESSMENT

CAMA Software

Tyler Technologies was selected as our vendor of choice for our new assessment software. The implementation process has begun with a projected go live date of February 2017.



CAMA System Benefits

- Eliminate errors caused by confusing and unconventional work flows.
- Eliminate duplicate processes.
- Improve inefficiencies by streamlining tasks.
- Provide increased controls over tasks, so no job gets missed.
- Improve confidence in assigned tasks since procedures are clear, concise and are done in one location.
- Provide tools aimed at increasing productivity.
- Integrate with existing County software that allow real time information.
- Increase transparency.
- Reduce phone calls and FOIA requests.
- Reduce workforce through natural attrition.

New Vehicle - \$20,000

- Purchase new vehicle to replace:
2005 Ford Ranger pick-up in poor condition with 152,794 miles, or 2005 Chevy Impala in poor condition with 141,053 miles

Building Code

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

Budget Summary

FY15 Actual	\$756,141
FY16 Budget	\$741,490
FY17 Budget	\$853,483

Fiscal Year 2016 Successes

All inspectors and plan reviewers hold certifications through the International Code Council

Purchased a new centralized copier to serve the office's copying demands

Purchased desk top scanners to aide in scanning documents to the Munis files

Acclimated new staff to meet the growing needs of the office

Over the past year, performed inspections without the use of other department staff

Fiscal Year 2017 Objectives

Objective 1	To reduce the amount of archived commercial plans over the next 3 years by requiring digital files
Objective 2	Promote advancements in continuing certifications for inspectors and reviewers
Objective 3	Re-establish processes to reduce and eliminate expired projects over the next budget year
Objective 4	Continue to replace older and unusable fleet vehicles with more suitable vehicles for our office's needs
Objective 5	Maintain the highest level of inspections with same number of inspectors

Building Code

The Building Code Department is responsible for plan review and building inspections for residential and commercial structures in the county.

The FY 2017 budget increased \$112,000, or 15.1 percent. The increase is due to vehicle purchases and an employee being reassigned from another department to help with the increased workload.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 383,694	\$ 395,489	\$ 445,690
Vision Plan	559	520	572
Dental Plan	5,484	4,940	5,434
FICA Tax	28,132	29,360	33,715
Health Insurance	179,009	169,360	186,666
Pension	98,928	90,405	100,894
Communications	5,385	4,500	6,000
Postage & Freight	165	250	250
Insurance	6,180	3,692	3,877
Repairs and Maintenance	1,680	1,728	3,350
Printing & Binding	406	650	450
Office/Operating Supplies	3,058	3,500	3,500
Fuel	9,945	12,300	10,000
Dues & Subscriptions	515	695	635
Permanent Record Books	1,713	1,250	1,000
Uniforms	-	1,500	750
Maintenance & Repairs - Parts	2,610	3,300	2,700
Tools and Small Equipment	3,256	595	-
Sm. Computer Equipment	-	1,711	-
Other Supplies	-	1,385	-
Seminars/Conferences/Training	7,242	6,000	5,000
Mileage	-	100	-
Travel	1,093	1,000	1,000
Machinery and Equipment	17,087	7,260	42,000
Total Building Code	\$ 756,141	\$ 741,490	\$ 853,483

Buildings & Grounds

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

Budget Summary

FY15 Actual	\$1,687,914
FY16 Budget	\$1,584,197
FY17 Budget	\$1,621,647

Fiscal Year 2016 Successes

Completed West Complex IT Server Room (new generator/electrical service upgrades)

Admin Building carpet, flooring, furniture, and painting 90% complete

Airport Maintenance Shop - new heating system installed

Records Management - new server room, HVAC system installation complete

Sale of surplus vehicles and furniture complete

Acquisition of grounds equipment and service truck

Fiscal Year 2017 Objectives

Objective 1	Maintain a clean, comfortable, and attractive environment for the employees and visitors to Sussex County facilities
Objective 2	Perform continuous preventive maintenance on Sussex County facilities
Objective 3	Promote building-wide energy efficiency

Buildings & Grounds

The Building and Grounds Department operates and maintains all County facilities. This includes the County Administration building, the West Complex, all three County libraries, the Records Management building, and the County airport facilities.

The FY 2017 budget increased \$37,000, or 2.4 percent. The increase is due to annual maintenance contracts, as well service fees associated with the fiber optics service.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 479,092	\$ 499,243	\$ 526,560
Vision Plan	733	728	754
Dental Plan	6,951	6,916	7,163
FICA Tax	35,903	37,717	39,908
Health Insurance	225,396	237,104	237,585
Pension	150,895	118,864	125,221
Communications	15,181	13,200	54,600
Utilities - Electric	183,185	175,000	184,000
Utilities - Fuel	12,696	20,000	13,000
Utilities - Other	11,303	14,200	14,000
Insurance	22,002	22,775	23,914
Repairs and Maintenance	108,807	127,000	180,692
Office/Operating Supplies	278	150	450
Fuel	19,597	20,600	20,000
Janitorial	19,289	20,000	20,000
Uniforms	6,120	2,800	6,100
Maintenance & Repairs - Parts	73,288	70,000	73,000
Tools and Small Equipment	10,187	13,000	15,200
Programs and Projects	195	-	-
Miscellaneous	250	-	-
Seminars/Conferences/Training	141	1,000	1,500
Improvements	55,745	60,000	60,000
Machinery and Equipment	250,680	66,900	18,000
M & E - Computer	-	7,000	-
Transportation Equip	-	50,000	-
Total Building and Grounds	\$ 1,687,914	\$ 1,584,197	\$ 1,621,647

New Projects or Initiatives

BUILDINGS & GROUNDS

Facilities Upgrades - \$15,000

Continuation of carpet, flooring, and painting in the Administration Building, and replace carpet, flooring, and painting at the West Complex.



West Complex Renovations - \$300,000

Complete upgrades of select West Complex restrooms - \$50,000

Carpet and VCT Upgrades - \$100,000

Upgrade HVAC Units - \$150,000



Community Development and Housing

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

Budget Summary	
FY15 Actual	\$1,738,379
FY16 Budget	\$1,999,746
FY17 Budget	\$2,248,069

Fiscal Year 2016 Successes

Assisted over 250 households with housing repairs

Held community meetings and completed surveys for 14 rural communities in Sussex County

Hosted Sussex County's Second Annual Homebuyer's Fair

Assisted the Sussex Housing Group with targeting resources to the Pinetown Community

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

Fiscal Year 2017 Objectives

Objective 1 Successfully administer housing programs, including CDBG, HOME, HPG, and County Council Emergency Repair Funds

Objective 2 Initiate the use of State Housing Development Funds to improve housing conditions for County households

Objective 3 Establish the Sussex County Community Development Fund

Objective 4 Work with HUD & DSHA to ensure compliance with Fair Housing requirements

Objective 5 Establish system to prioritize the use of HUD and other funding to impacted communities in Sussex County

Community Development and Housing

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

FY 2017 budget increased \$248,000, or 12.4 percent. The budget has increased due to additional funding obtained from the State Delaware and making a part-time position full-time.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 236,408	\$ 265,839	\$ 275,396
Vision Plan	287	260	312
Dental Plan	2,827	2,470	2,924
FICA Tax	17,326	19,706	20,930
Health Insurance	93,449	84,680	101,801
Pension	60,010	56,779	68,399
Legal	7,484	7,000	8,000
Communications	677	720	720
Postage & Freight	1,188	1,350	1,200
Repairs and Maintenance	488	408	450
Advertising	2,072	2,250	2,500
Other Contractual Services	1,301,125	1,537,484	1,739,162
Office/Operating Supplies	2,197	2,750	2,500
Dues & Subscriptions	90	50	275
Programs and Projects	3,273	6,000	12,000
Seminars/Conferences/Training	272	2,000	1,500
Mileage	9,206	10,000	10,000
Total Community Development	\$ 1,738,379	\$ 1,999,746	\$ 2,248,069

New Projects or Initiatives

COMMUNITY DEVELOPMENT

Sussex County Community Development Fund - \$150,000



Sussex County Council's
Emergency Home
Repair Program



Helping Communities - \$1,739,162



Community
Development
Improvements



Helping Residents - \$12,000



Affordable Housing
Assistance and
Financial Education



Constable

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

Budget Summary	
FY15 Actual	\$998,418
FY16 Budget	\$1,026,115
FY17 Budget	\$1,038,354

Fiscal Year 2016 Successes

- Initiated “in the field” technology that has improved accuracy and timely correction of violations
- Developed a rental unit complaint process to support the County Housing Code
- Obtained certification through ICC for the 2012 International Property Maintenance Code
- Partner with other stakeholders in projecting the County’s role in property maintenance issues

Fiscal Year 2017 Objectives

- | | |
|-------------|--|
| Objective 1 | Incorporate delinquent tax/fee inquiry on all properties subject to complaints |
| Objective 2 | Have all field staff ICC Certified in IPMC to support Housing Code enforcement |
| Objective 3 | Expand efforts to identify dilapidated structures and demolition agreements |
| Objective 4 | Partner with I.T. in developing enhanced reporting and documentation program |
| Objective 5 | Support enforcement referrals from other County departments |

Constable

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

The FY 2017 budget increased \$12,000, or 1.2 percent. The increase is due the cost of hiring seasonal staff to help with high volume of complaints during the summer months.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 119,596	\$ 155,294	\$ 166,009
Vision Plan	185	156	208
Dental Plan	1,731	1,482	1,976
FICA Tax	8,588	9,235	12,390
Health Insurance	47,756	50,808	67,892
Pension	30,882	29,222	38,910
Other Professional Services	110	600	500
Communications	1,581	1,680	2,940
Postage & Freight	1,659	1,500	1,700
Insurance	2,048	2,108	2,213
Repairs and Maintenance	839	684	480
Printing & Binding	92	300	150
Other Contractual - Rodent	8,825	10,000	10,000
Other Contractual Services	744,371	742,546	682,616
Office/Operating Supplies	1,142	1,800	1,500
Fuel	3,646	5,500	4,500
Uniforms	336	1,500	1,000
Maintenance & Repairs - Parts	1,073	1,000	1,100
Tools and Small Equipment	-	-	1,270
Sm. Computer Equipment	-	700	-
Programs and Projects	22,683	10,000	40,000
Miscellaneous	-	-	-
Seminars/Conferences/Training	1,275	-	1,000
Total Constable	\$ 998,418	\$ 1,026,115	\$ 1,038,354

New Projects or Initiatives

CONSTABLE'S OFFICE

Dilapidated Structures - \$20,000

Identify structures in need of removal and work with the owner to encourage improvements. Partner with owners through project funding when necessary.



Seasonal Inspector - \$8,273

Supplement current staff with the addition of a seasonal inspector for the purpose of handling tall grass inspections.



Professional Certification

Obtain and maintain professional certification in property maintenance and residential code so as to support the Rental Unit Complaint Program.



County Council

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

Budget Summary

FY15 Actual	\$634,137
FY16 Budget	\$611,565
FY17 Budget	\$626,921

Fiscal Year 2017 Objectives

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

County Council

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

The FY 2017 budget increased \$15,000, or 2.5 percent. The increase is due to an increase in insurance premiums.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 223,121	\$ 233,043	\$ 233,760
Vision Plan	336	312	313
Dental Plan	3,734	2,964	2,964
FICA Tax	16,371	17,431	17,794
Health Insurance	116,280	84,536	93,148
Pension	57,264	53,262	51,949
Communications	5,271	4,500	6,516
Postage & Freight	1,981	1,800	1,850
Rental and Leases	5,650	5,652	-
Insurance	122,864	126,045	133,350
Repairs and Maintenance	-	500	500
Printing & Binding	9,559	5,020	5,000
Advertising	19,129	15,000	15,500
Office/Operating Supplies	2,061	1,400	2,200
Dues & Subscriptions	15,067	17,100	15,377
Programs and Projects	6,171	11,000	11,900
Miscellaneous	4,732	4,000	4,800
Seminars/Conferences/Training	7,172	4,000	8,000
Travel	17,374	24,000	22,000
Total County Council	\$ 634,137	\$ 611,565	\$ 626,921

Economic Development

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

Budget Summary

FY15 Actual	\$100,509
FY16 Budget	\$221,330
FY17 Budget	\$213,070

Fiscal Year 2016 Successes

Launched two new websites to rave reviews - ExciteSussex.com and DelawareCoastalAirport.com

Developed first professional marketing materials for Delaware Coastal Airport

Represented Delaware Coastal Airport at two National Business & Aviation Association events

Led proactive company site visits with the County Administrator & members of County Council

Launched new County branding and implemented Airport's rebranding initiatives

Fiscal Year 2017 Objectives

Objective 1	Lead the County Economic Development Action Plan process
Objective 2	Lead the marketing and promotional efforts for the Airport & Industrial Park as well as for other County internal and external initiatives, as needed
Objective 3	Explore an expedited multi-agency review process and additional economic development incentives, such as infrastructure funding opportunities
Objective 4	Pursue Airport and Industrial Park tenant leads
Objective 5	Showcase our new Airport/Economic Development professional display at the NBAA Schedulers and Dispatchers Conference

Economic Development

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

The FY 2017 budget decreased \$8,000, or 3.7 percent. The decrease is due to program and project funding.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 54,705	\$ 81,900	\$ 86,855
Vision Plan	42	52	52
Dental Plan	359	494	494
FICA Tax	3,963	5,623	6,207
Health Insurance	12,844	16,936	16,973
Pension	14,852	19,500	21,089
Communications	989	1,440	1,500
Postage & Freight	127	1,000	150
Printing & Binding	40	1,000	1,000
Advertising	-	5,000	10,000
Office/Operating Supplies	284	500	400
Fuel	59	-	50
Dues & Subscriptions	1,085	1,085	500
Tools and Small Equipment	5,610	-	-
Other Supplies	2,845	10,000	10,000
Programs and Projects	-	65,000	46,000
Seminars/Conferences/Training	920	5,000	5,000
Mileage	1,008	1,800	1,800
Travel	777	5,000	5,000
Total Economic Development	\$ 100,509	\$ 221,330	\$ 213,070

New Projects or Initiatives

ECONOMIC DEVELOPMENT

Economic Development Action Plan - \$46,000

An effective ED Action Plan will detail the Department's goals, objectives and indicators of success over the next five years. The results will also be incorporated into the Economic Development Chapter/Element of the 2018 Sussex County Comprehensive Land Use Plan.



Exhibit Registration - \$5,000

Showcase our new Airport/Economic Development professional display at the NBAA Schedulers and Dispatchers Conference February 7th – 10th, 2017.



Advertising and Marketing - \$10,000

In today's competitive marketplace, we should not rely solely on word of mouth, on our websites, or on press releases to promote our business climate and key business events. Targeting advertising and marketing will enhance entrepreneurialism and business growth.



Emergency Preparedness

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

Budget Summary	
FY15 Actual	\$3,043,865
FY16 Budget	\$3,043,087
FY17 Budget	\$3,261,931

Fiscal Year 2016 Successes

Coordinated emergency response with towns, fire service, law enforcement, school districts, and various state agencies during multiple incidents

Installed a new UHF paging system and antenna at the State tower in Laurel to bridge gap in coverage for the southern end of the county and into Maryland

Installed security system upgrades that improved access by State Police and other emergency personnel into the Emergency Operations Center

Upgraded the audio visual system and lighting in the Training Room and the Conference Room

Upgraded the dispatch consoles with new technology and hardware to improve work area visibility

Fiscal Year 2017 Objectives

Objective 1 Continue to promote Smart911, a free service where the public registers information they want 9-1-1 dispatchers to see to enhance public safety response in Sussex County

Objective 2 Implement PulsePoint Respond Application that empowers everyday citizens to provide life-saving assistance to victims of sudden cardiac arrest

Objective 3 Complete the procurement of the new Mobile Command Unit

Objective 4 Install paging system enhancements at two tower sites to improve paging and siren activations for first responders

Objective 5 Complete the update of the County Multi-Jurisdictional Hazard Mitigation Plan

Emergency Preparedness

EOC ADMINISTRATION

Emergency Preparedness Administration coordinates public safety activities for major storms and natural disasters, such as snow storms, floods, hurricanes, nor'easters, etc. The department also assists with technical disasters like chemical spills and incidents with hazardous materials.

The FY 2017 budget increased \$98,000, or 18.6 percent. The increase is due to the updating of the County's Emergency Operation Plan and annual maintenance cost.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 162,399	\$ 187,782	\$ 193,869
Vision Plan	172	156	208
Dental Plan	1,696	1,482	1,976
FICA Tax	12,187	14,274	15,337
Health Insurance	56,089	50,808	50,919
Pension	38,843	35,678	36,395
Other Professional Services	-	-	50,000
Communications	31,401	25,920	32,000
Postage & Freight	55	100	150
Utilities	70,228	60,500	72,000
Rental and Leases	1,428	1,428	1,428
Insurance	1,431	1,528	1,604
Repairs and Maintenance	91,228	90,322	124,532
Office/Operating Supplies	2,340	1,800	3,000
Fuel	2,372	3,300	4,000
Dues & Subscriptions	370	372	375
Uniforms	189	240	240
Maintenance & Repairs Parts	15,817	15,233	11,550
Tools and Small Equipment	-	1,200	10,000
Sm. Computer Equipment	1,483	-	-
Other Supplies	14,085	3,800	3,800
Supplies/Sm Equip DEMA	584	3,300	-
Programs and Projects	1,450	3,500	3,500
Seminars/Conferences/Training	77	500	1,000
Travel	24	2,000	4,000
Improvements	15,920	-	-
Machinery and Equipment	-	19,000	-
Machinery and Equipment - DEMA	5,377	-	-
Total Emergency Preparedness Adm.	\$ 527,245	\$ 524,223	\$ 621,883

Emergency Preparedness

EOC DISPATCH CENTER

The Emergency Operation Dispatch Center provides 9-1-1 services for the residents of Sussex County. The Center is responsible for dispatching fire companies, ambulance squads, County Paramedics, the State Police Medevac Helicopter, and other resources for fire and medical emergencies.

The FY 2017 budget increased \$159,000, or 7.8 percent. The increase is due to the hiring of two fulltime dispatchers to help cover the increased call volumes at the center.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 1,079,914	\$ 1,079,707	\$ 1,169,346
Vision Plan	1,126	1,144	1,352
Dental Plan	11,481	10,868	12,844
FICA Tax	79,430	81,780	90,615
Health Insurance	406,391	372,592	407,278
Pension	250,135	227,532	252,815
Communications	32,138	30,000	33,000
Postage & Freight	264	-	-
Insurance	3,380	-	-
Repairs and Maintenance	124,363	128,347	172,950
Advertising	5,462	20,000	20,000
Other Contractual Services	-	-	-
Office/Operating Supplies	937	1,500	1,000
Fuel	668	800	800
Dues & Subscriptions	2,419	2,194	2,195
Uniforms	1,302	1,440	1,500
Maintenance & Repairs - Parts	6,485	2,000	2,000
Tools and Small Equipment	4,020	15,200	1,200
Sm. Computer Equipment	894	6,300	3,000
Programs and Projects	16,757	1,000	1,000
Seminars/Conferences/Training	13,411	6,000	19,395
Tuition	-	27,145	-
Mileage	210	500	500
Travel	972	4,000	6,000
Machinery and Equipment	17,317	19,352	-
Total Emergency Operations Dispatch	\$ 2,059,476	\$ 2,039,401	\$ 2,198,790

Emergency Preparedness

EOC COMMUNICATION

The Communications Department assists the local volunteer fire companies in maintaining and upgrading their communications equipment, as well as keeping the entire County-owned communication equipment and facilities maintained.

The FY 2017 budget decreased \$44,000, or 10.9 percent. The decrease is due to a reduction in the cost of machinery and equipment purchased from FY 2016.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 149,442	\$ 153,048	\$ 156,012
Vision Plan	115	156	156
Dental Plan	1,131	1,482	1,482
FICA Tax	11,271	10,888	11,722
Health Insurance	36,887	50,808	50,919
Pension	55,281	36,087	37,067
Communications	1,999	1,560	1,750
Postage & Freight	102	150	150
Insurance	2,288	2,472	2,595
Repairs and Maintenance	21,382	13,780	9,350
Office/Operating Supplies	1,056	900	900
Fuel	7,598	8,780	7,600
Uniforms	1,493	675	800
Maintenance & Repairs - Parts	44,282	43,376	51,452
Tools and Small Equipment	16,724	1,250	9,546
Sm. Computer Equipment	1,681	2,697	-
Other Supplies	128	-	-
Improvements	12,580	-	-
Machinery and Equipment	16,550	75,440	17,988
Total Communications	\$ 381,990	\$ 403,549	\$ 359,489

Emergency Preparedness

EOC - LEPC

LOCAL EMERGENCY PLANNING COMMITTEE

The Local Emergency Planning Committee is responsible for instituting safeguards pertaining to emergency preparedness operations in times of a hazardous material release, or spill from fixed or mobile facilities, that may affect the general public.

The 2017 budget increased \$6,000, or 7.7 percent. The increase is for the cost to replace a computer and additional training cost.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 41,604	\$ 41,548	\$ 43,606
Vision Plan	57	52	52
Dental Plan	565	494	494
FICA Tax	2,937	3,018	3,244
Health Insurance	16,688	16,936	16,973
Pension	10,987	10,092	10,454
Communications	772	1,080	1,000
Postage & Freight	-	200	-
Office/Operating Supplies	18	494	300
Sm. Computer Equipment	-	-	2,046
Mileage	1,526	2,000	1,600
Travel	-	-	2,000
Total Local Emergency Planning Committee	\$ 75,154	\$ 75,914	\$ 81,769

New Projects or Initiatives

EMERGENCY PREPAREDNESS

Paging System Enhancements

Install new paging base, antenna, and feed line to bridge a gap in coverage in the northeast and southeast parts of the county. This will enhance the County's backup system and help enable pager, siren, and Know Box activation from the Mobile Command Unit



Mobile Command Unit

Complete the procurement of the new Mobile Command Unit. The Mobile Command Unit is used during large incidents or disasters where there is a need to go directly to the scene for command and control. The Mobile Command Unit is also utilized during large events, such as Apple-Scrapple Festival, Punkin Chunkin, July 4th Fireworks, and Return Day.



Engineering Administration & Technical Engineering

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

Budget Summary	
FY15 Actual	\$1,446,726
FY16 Budget	\$1,193,775
FY17 Budget	\$1,315,201

Fiscal Year 2016 Successes

Engineering Administration and Technical Engineering rarely initiates actual projects directly, but supports the efforts of all other County Departments and Divisions within Engineering with design and contract administration services. FY 2016 projects, with major Engineering Administration and Technical Engineering involvement, were:

1. Coastal Airport Taxiway B lighting and DP&L power distribution upgrades
2. Sussex Shores- conduit system for relocation of aerial utilities as a Chapter 96 Project
3. Summercrest – completed design and started construction with bond proceeds
4. Pump Station No. 210 upgrades
5. Forcemain extension contracts between Pump Station No. 210 and the Inland Bays WWF

Fiscal Year 2017 Objectives

Objective 1	Provide oversight and management of all capital improvement projects
Objective 2	Plan for the overall expansion of the County's central sewer system
Objective 3	Manage street lighting and private road improvement projects
Objective 4	Monitor bond status and complete private road and sewer bond recall projects
Objective 5	Oversee management plans of closed County landfills

Engineering Administration & Technical Engineering

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

The FY 2017 budget increased \$121,000, or 10.2 percent. The increase is from funding to replace a truck and increased funding to maintain the landfill areas.

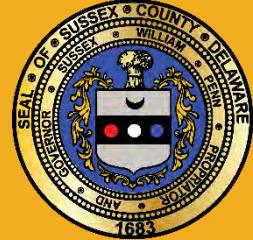
Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 767,795	\$ 680,640	\$ 670,193
Cost Reimbursement - Salaries	-	(150,000)	(150,000)
Vision Plan	824	624	624
Dental Plan	8,048	5,928	5,928
FICA Tax	56,988	54,705	52,271
Health Insurance	233,324	203,232	203,676
Pension	207,492	172,520	163,545
Engineering	7,574	-	-
Communications	5,915	6,420	8,000
Postage & Freight	6	50	50
Insurance	-	5,486	5,585
Repairs and Maintenance	1,321	1,700	3,200
Office/Operating Supplies	2,386	1,400	3,400
Fuel	3,782	4,720	5,500
Dues & Subscriptions	1,109	2,400	1,500
Uniforms	510	1,350	2,699
Maintenance & Repairs - Parts	1,289	1,300	1,700
Tools and Small Equipment	199	-	5,000
Other Supplies	632	2,000	-
Miscellaneous	33,974	48,100	49,100
Seminars/Conferences/Training	1,129	1,600	3,730
Mileage	24	-	200
Travel	933	500	1,800
Machinery and Equipment	-	-	45,000
Solid Waste			
Programs and Projects	111,472	96,100	129,500
Improvements		53,000	103,000
Total Engineering Administration / Solid Waste	\$ 1,446,726	\$ 1,193,775	\$ 1,315,201

New Projects or Initiatives

ENGINEERING ADMINISTRATION

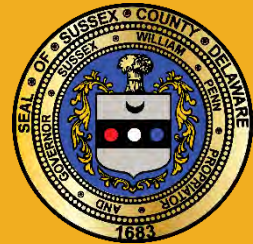
Comprehensive Land Application Permit Review

Two permits issued by DNREC for the County's land application treatment plants are up for renewal during FY 2017. Engineering Administration will assist Environmental Services in a comprehensive review and formulation of associated capital improvements.



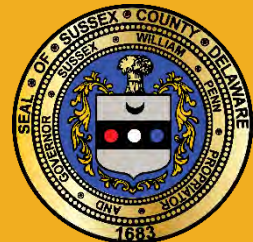
Implementation of General Labor & Equipment Contracting

The traditional design, bid, and build approach does not lend itself to the ever-growing minor capital project load associated with aging infrastructure. We will develop a competitively selected time and material contract allowing increased project load at lower cost.



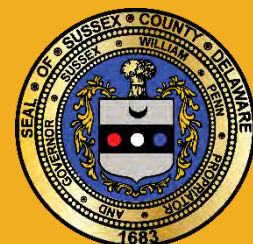
Exploration of Alternative Wastewater Treatment & Disposal Options

We want to pursue utility interconnectivity with interjurisdictional agreements allowing the exchange of free capacity. In addition, we want to research, under UD's lead, the movement of pollutants in groundwater and appropriate counter measures.



County Code Revisions Reflecting Alternative Infrastructure Funding

Develop code sections in Chapter 110 for Council's consideration allowing the installation of sewer infrastructure under public/private partnerships, as well as the review of inspection fee allocations.

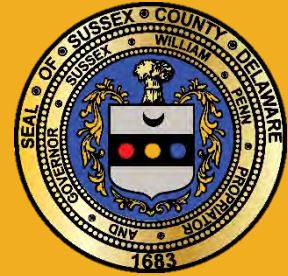


New Projects or Initiatives

SOLID WASTE

Monitoring and Sampling of Landfills - \$99,100

- NOC Sampling Program @ LF #5 Laurel
- State Superfund Sampling Program
- State Superfund Technical Support
- Cap Maintenance and Debris Removal



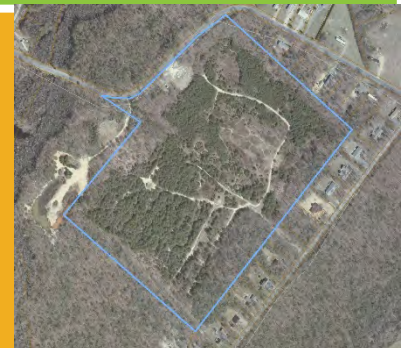
Bridgeville Landfill Property Improvements - \$103,000

Perform asbestos inspection, abatement and demolition of the existing outbuildings at LF #1 Bridgeville Consalo property.



Anderson Crossroads Property Acquisition - \$350,000

Purchase approximately 15 acres downgradient from LF #4 Anderson Crossroads.



Finance

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

Budget Summary

FY15 Actual	\$1,948,475
FY16 Budget	\$1,885,443
FY17 Budget	\$1,927,072

Fiscal Year 2016 Successes

Implemented credit card functionality in offices that used to only accept cash or checks

Implemented AutoAgent to more efficiently and accurately receive mortgage lender payments for taxes; this allowed us to download and process 43,500 payments seamlessly and accurately

During our busy tax season, all tax payments were received and processed within one working day

Awarded a bid for worker's compensation that saved the County thousands of dollars

Earned the Government Financial Officer's Award for Excellence in Financial Reporting

Fiscal Year 2017 Objectives

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

Finance

The Finance Department is led by the Finance Director who oversees the Accounting, Billing, Collections, and Treasury Divisions.

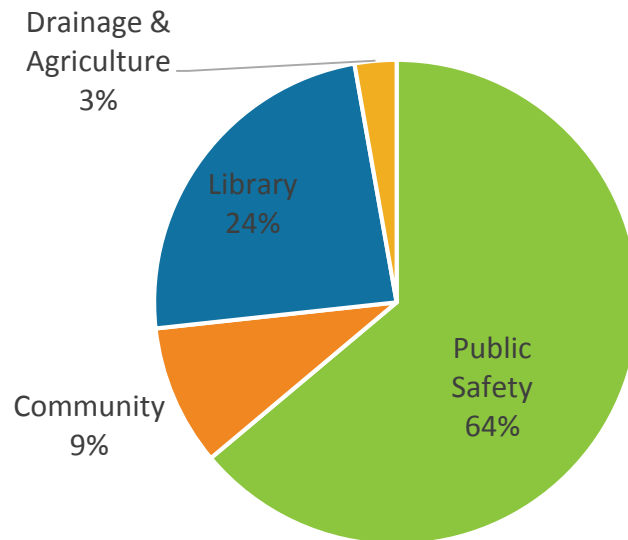
The FY 2017 budget increased \$42,000, or 2.2 percent. The net increase is from the cost of transferring a staff position from Engineering to the Finance Department, as well as a reduction of professional fees.

Account Description	2015 Actual	2016 Budget	2017 Budget
Finance Salaries	\$ 1,377,713	\$ 1,399,962	\$ 1,476,542
Cost Reimbursement - Salaries	(1,017,813)	(1,050,992)	(1,110,676)
Vision Plan	1,622	1,508	1,560
Dental Plan	17,267	14,326	14,820
FICA Tax	100,624	104,549	110,202
Health Insurance	549,105	491,144	509,153
Pension	359,083	324,049	355,891
Accounting and Auditing	120,000	120,000	116,000
Legal	45,720	59,000	45,000
Other Professional Services	99,405	125,000	65,000
Cost Reimbursement - OP	(119,281)	(136,800)	(101,700)
Communications	4,665	4,752	5,000
Postage & Freight	160,866	141,000	165,500
Rental and Leases	15,195	6,006	11,016
Insurance	195,700	260,000	237,200
Repairs and Maintenance	18,918	28,386	13,906
Advertising	2,297	1,000	1,000
Other Contractual Services	48,701	54,100	50,900
Cost Reimbursement – Contr. Services	(69,915)	(105,860)	(111,294)
Office/Operating Supplies	48,833	47,000	48,000
Dues & Subscriptions	2,064	1,835	3,004
Tools and Small Equipment	8,583	8,106	48,150
Sm. Computer Equipment	473	-	400
Cost Reimbursement Supplies	(26,979)	(25,624)	(44,799)
Seminars/Conferences/Training	5,273	3,010	9,225
Mileage	41	100	400
Travel	4,921	6,000	11,825
Cost Reimbursement T & E	(4,606)	(4,100)	(9,653)
Machinery and Equipment	-	14,520	10,000
Cost Reimbursement - Capital	-	(6,534)	(4,500)
Total Finance	\$ 1,948,475	\$ 1,885,443	\$ 1,927,072

Grant-in-Aid Program

Mission: To provide assistance to residents and property owners by partnering with nonprofits

Budget Summary	
FY15 Actual	\$11,391,790
FY16 Budget	\$9,487,194
FY17 Budget	\$9,832,254



Grant-in-Aid Program

The County is, once again, partnering with local agencies and nonprofits to provide assistance to residents and property owners. These grants include funding for emergency services provided by local volunteer fire companies, which include fire protection and ambulance services, as well as local and State Police. Grants are also given to various community organizations that help the youth, seniors, and other county residents who are in need. The county has 11 independent locally operated libraries that also receive funding. These funds help the libraries maintain their operations.

The FY 2017 budget increased \$345,000, or 3.6 percent. The majority of the increase is a result of additional funding for the State Police, fire service enhancement fee, drainage and soil conservation, and housing assistance grants.

Account Description	2015 Actual	2016 Budget	2017 Budget
Fire Company Grants	\$ 1,072,271	\$ 519,265	\$ 519,265
Rescue Truck	64,909	64,909	64,909
Aerial Device	60,379	60,379	60,379
Fire Service Discretionary	1,549,796	1,557,000	1,557,000
Fire Service Enhancement	1,280,085	1,000,000	1,100,000
Fire Service Special Grant	103,137	113,283	113,000
Ambulance Grants	94,797	94,797	94,797
Local Law Enforcement Grants	807,349	575,000	575,000
University of Delaware	69,049	69,049	79,049
Conservation District - Tax Ditches	95,000	105,000	115,000
Drainage Grants	50,195	50,195	80,195
CHEER & Senior Center Grants	21,600	21,600	21,600
Community Action Agency	34,600	9,600	9,600
Human Service Grants	292,920	200,000	200,000
Housing Assistance Grant	297,750	110,000	165,000
Council Grants	177,213	175,000	175,000
Local Library Grants	2,512,668	2,255,000	2,255,000
Local Library Placement Fees	107,719	92,000	98,000
Assistance Relief Fund	66,530	100,000	75,000
Payment in Lieu of Tax	6,715	6,715	6,715
Economic Assistance Grants	292,310	45,000	45,000
Miscellaneous Grants	214,190	182,320	224,820
Economic Assistant Loan	92,000	-	-
State Police Grants	2,028,608	2,081,082	2,197,925
Total Grant-in-Aid Program	\$ 11,391,790	\$ 9,487,194	\$ 9,832,254

Human Resources

& General Employment

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

Budget Summary	
FY15 Actual	\$783,070
FY16 Budget	\$823,292
FY17 Budget	\$974,216

Fiscal Year 2016 Successes

Created Mentoring Program linking senior leadership with LDP class, completed the County's second Leadership Development class

LMS Training & Performance System

Partnered with I.T. and Organizational Excellence Team in the creation and implementation of the OE Website

Brought Medicare prescription reporting in-house, which saved the County \$23,500

Created worker's compensation savings by decreasing total lost days from previous year 96%

Fiscal Year 2017 Objectives

Objective 1	Upgrade to Kronos Workforce Version 8
Objective 2	Foster collaboration through County Intranet Site/Workshops/Meetings/Organizational Excellence Campaign
Objective 3	Conduct Compensation/Benefits Study for focus group
Objective 4	Distribute Total Compensation Statements to Employees
Objective 5	Launch and administer Performance Management System through LMS

Human Resources

& General Employment

The Human Resource Department is a support office to the County's departments, constitutional offices, and the County Council. There are 501 full-time employees and 42 part-time employees in this budget. The department also supports 200 pensioners. The office's functions include recruitment, training, leave and payroll administration, employee grievances, discipline procedures, training and development, and administration of benefits.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 309,130	\$ 331,296	\$ 351,469
Cost Reimbursement - Salaries	(100,355)	(106,780)	(111,023)
Vision Plan	344	312	364
Dental Plan	3,392	2,964	3,458
FICA Tax	22,462	24,971	27,092
Health Insurance	93,764	84,716	84,865
Pension	79,412	72,740	87,867
Legal	5,063	35,000	30,000
Other Professional Services	60,694	26,025	83,465
Cost Reimbursement - OP	(13,151)	(12,205)	(35,844)
Communications	3,040	3,300	3,336
Postage & Freight	1,839	1,700	1,700
Repairs and Maintenance	3,814	3,408	5,928
Printing & Binding	1,066	1,600	325
Advertising	1,380	2,500	3,000
Cost Reimbursement - Cont Sr	(2,228)	(2,502)	(2,858)
Office/Operating Supplies	4,998	6,600	5,500
Dues & Subscriptions	5,244	5,070	5,298
Tools and Small Equipment	1,426	-	2,296
Cost Reimbursement Supplies	(2,334)	(2,334)	(2,619)
Programs and Projects	16,293	18,460	25,100
Cost Reimbursement Misc.	(3,002)	(3,692)	(5,020)
Seminars/Conferences/Training	14,757	5,200	15,250
In-house Training	-	20,500	22,750
Mileage	177	500	500
Travel	-	2,000	-
Cost Reimbursement T & E	(2,987)	(5,640)	(7,700)
Machinery and Equipment	8,941	-	-
Salaries & Benefits – General Empl.	-	10,765	75,000
Worker's Compensation	162,319	170,000	162,300
Unemployment Compensation	4,220	5,000	15,500
Other Professional Services	23,451	31,000	-
Tuition	8,718	10,000	15,000
Salaries - Boards & Commissions	71,183	80,818	111,917
Total Human Resources and Gen. Empl	\$ 783,070	\$ 823,292	\$ 974,216

New Projects or Initiatives

HUMAN RESOURCES

Kronos Upgrade

Upgrade to Workforce Version 8 in Kronos that will allow software to operate without the Java platform.



Collaboration

Foster collaboration through County Intranet site, workshops, meetings, Organizational Excellence Campaign.



Communication

Administer the Organizational Excellence SharePoint site by providing up-to-date information and resources for County employees to utilize.



Information Technology

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

Budget Summary

FY15 Actual	\$1,446,380
FY16 Budget	\$1,712,157
FY17 Budget	\$1,633,967

Fiscal Year 2016 Successes

Completion of the Georgetown Fiber Ring

Completion of the Council Chamber A/V Upgrades/Broadcasting of County-wide staff meetings

Completion of a Disaster Recover Site

Integration of County owned libraries to County network

New County Intranet Portal (SharePoint) | New Economic Development/Airport Website

Fiscal Year 2017 Objectives

Objective 1	Extend a sustainable and secure infrastructure by analyzing the current environment on an ongoing basis against emerging issues that generate new challenges to supporting the county network infrastructure
Objective 2	Continue enhancing the I.T. Disaster Recovery Plan and coordinate future business continuity plans with other departments/offices
Objective 3	Ensure network downtime is minimized, especially during working hours
Objective 4	I.T. will promote fiscally responsible recommendations for all County I.T. expenditures.
Objective 5	Review and validate our service areas and focus on the areas in which we need to enhance our services

Information Technology

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

The FY 2017 budget decreased \$78,000, or 4.6 percent. The decrease is a result of less machinery and equipment being bought this year as compared to last year.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 612,300	\$ 683,252	\$ 707,984
Cost Reimbursement - Salaries	(382,144)	(397,312)	(355,614)
Vision Plan	730	728	780
Dental Plan	7,397	6,916	7,410
FICA Tax	44,670	50,631	56,128
Health Insurance	242,075	237,104	237,622
Pension	186,140	156,547	175,455
Other Professional Services	13,464	11,900	12,100
Communications	76,593	147,060	95,100
Postage & Freight	65	300	150
Rental and Leases	-	24,500	4,500
Insurance	2,775	2,964	3,112
Repairs and Maintenance	456,469	424,367	408,560
Office/Operating Supplies	4,153	4,000	3,600
Fuel	2,056	1,800	2,100
Dues & Subscriptions	654	500	730
Uniforms	747	-	1,000
Maintenance & Repairs – Parts	618	1,200	7,700
Tools and Small Equipment	16,020	2,000	2,000
Sm. Computer Equipment	78,153	73,500	83,000
Seminars/Conferences/Training	16,669	14,000	19,000
Mileage	390	500	500
Travel	7,922	10,500	10,500
Machinery and Equipment	58,464	255,200	150,550
Total Information Technology	\$ 1,446,380	\$ 1,712,157	\$ 1,633,967

New Projects or Initiatives

INFORMATION TECHNOLOGY

Digital Signage - \$65,000

Implement digital signage technology in order to update the county's current signage, and deliver up-to-the minute information and content to employees and constituents.



Upgrade Wireless Infrastructure - \$80,000

Much of the County's current wireless infrastructure is almost 10 years old, and needs to be updated with faster, more reliable wireless connectivity at all facilities, and expand the wireless footprint where needed.



County Phone System Upgrade - \$85,000

Upgrade the existing Cisco IP Telephony System to utilize functionalities, such as SIP circuits, support video conferencing services, and manage inbound traffic more efficient, thereby increasing workforce productivity.



Legal

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

Account Description	2015 Actual	2016 Budget	2017 Budget
Legal	\$ 601,098	\$ 500,000	\$ 600,000

Library Administration

Mission: To directly fulfill the County mission by guiding self-directed education, providing research assistance, offering instructive, and enlightening experiences

Budget Summary	
FY15 Actual	\$576,033
FY16 Budget	\$643,378
FY17 Budget	\$714,539

Fiscal Year 2016 Successes

Completed a multi-year project to provide access to the County network and to install time clocks in the brick-and-mortar libraries

Worked closely with Safety and Security, I.T., and local law enforcement to establish standards and service expectations that help guarantee protection of patrons, staff, and property

Increased social media and web presence, expanded new technology “sandboxes,” and collaborated with I.T. to build a state-of-the-art library website that aligns with the County branding

Accepted invitations to serve on key statewide committees for informal learning, professional development, and cataloging. These committees will shape our initial interactions with the new governor

Launched the Core Library Skill “Stepping Stones” certification program for all Sussex library staff

Fiscal Year 2017 Objectives

Objective 1: To continue to develop Board of Trustees management of the independent libraries via a minimum of two (2) county-wide summits to: establish common goals, collaborate toward those goals, share resources, and create an open dialogue for problem-solving

Objective 2: To work closely with and support the Leadership and Organizational Excellence teams to grow subject-matter experts within the Department of Libraries, including two (2) staff enrolled in the Leadership Development Program in 2016

Objective 3: To continue to advance our position at the state and national level as the “voice of Sussex County libraries,” including participation in DE Library Legislative Day

Objective 4: To launch the revitalized Department of Libraries website

Objective 5: To expand the Core Library Skill curriculum for the certification program

Library Administration

The Library Administration Department serves the County and independent libraries by working closely with the Delaware Division of Libraries and other participants in the Delaware Library Catalog to ensure efficient operation of the automated statewide system. Library Administration is responsible for general administration and overseeing the County-operated libraries.

The FY 2017 budget increased \$71,000, or 11.1 percent. The increase is due to the hiring of a youth services librarian.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 239,395	\$ 280,618	\$ 313,117
Vision Plan	243	312	416
Dental Plan	2,951	2,964	3,952
FICA Tax	17,549	20,974	23,725
Health Insurance	114,367	101,616	135,747
Pension	62,609	59,062	77,744
Other Professional Services	56	-	-
Communications	4,071	3,960	4,400
Postage & Freight	3,965	3,300	3,600
Repairs and Maintenance	5,497	5,432	4,300
Printing & Binding	-	-	2,500
Advertising	-	-	550
Other Contractual Services	2,297	10,225	4,600
Office/Operating Supplies	5,346	5,000	4,000
Fuel	37	-	-
Dues & Subscriptions	47,088	41,605	26,260
Permanent Record Books	6,500	7,250	8,500
Uniforms	-	-	950
Maintenance & Repairs - Parts	-	100	50
Tools and Small Equipment	3,604	500	4,000
Sm. Computer Equipment	1,642	-	1,500
Other Supplies	1,500	1,500	1,000
Programs and Projects	10,512	9,990	6,163
Miscellaneous	37,400	75,000	75,000
Seminars/Conferences/Training	480	6,266	1,435
In-house Training	3,936	3,900	4,000
Mileage	2,229	1,700	2,770
Travel	2,759	2,104	4,260
Total Library Administration	\$ 576,033	\$ 643,378	\$ 714,539

New Projects or Initiatives

LIBRARY ADMINISTRATION

Outreach Service Evaluation

Assess outreach services to determine:

- * Alignment of existing services with current needs and wants of communities across the county
- * Maximum service capacity for Department of Libraries personnel and resources.
- * Service priorities based on results of assessment



Youth Services Study and Analysis

Traditional programs central to serving children and teens are undergoing rapid change nationwide. How are we currently supporting brain development and early literacy? How are we building a lifelong love of reading? An analysis is necessary to answer these questions and more in order to set a countywide path forward.



Informal Surveys

Distribute, collect and analyze a minimum of four informal surveys of patrons, community members, and leaders concerning reading, public events, technology, and civic engagement in preparation for a formal needs assessment in FY 2018.



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

Library Operations

Budget Summary	
FY15 Actual	\$1,890,263
FY16 Budget	\$2,031,326
FY17 Budget	\$2,085,155

Fiscal Year 2016 Successes

Greenwood: in answer to community requests for basic computer classes, staff have been working with our local Job Center manager to offer monthly courses; the program is now so successful that additional classes are needed to meet the demand

Milton: truly the “heart of the community, the library partnered with the Milton Chamber of Commerce and local businesses to offer Milton’s Movies in the Park and the Hispanic Festival; both will be expanded in FY 2017 in response to public demand (the events were partially-funded with grants).

Mobile Library: the library now serves as the “school library” for two (2) local schools; but, for the 336 students of the Georgetown Kindergarten Center, the Mobile Library is their sole library resource and has been a key partner in the development of their reading skills and of the joy that reading provides

South Coastal: based on data collected from patrons, the library transitioned from basic computer skill classes to advanced classes in the use of Prezi, Pinterest, photo applications, etc.; the transition was a huge success

Virtual Library: the Libraries’ website design and content development was completed

Fiscal Year 2017 Objectives

- | | |
|--------------|---|
| Objective 1: | Greenwood will hold a networking Open House to connect community leaders, service agencies, and the library to create partnership opportunities |
| Objective 2: | Milton will survey teens and tweens to determine the materials, programs and interactive events that will enhance their user experience |
| Objective 3: | The Mobile Library will work to increase services offered for adults by 25% |
| Objective 4: | South Coastal will increase the number of library card holders by 5% |
| Objective 5: | The Virtual Library will be highlighted in a formal presentation to Council |

Library Operations

BOOKMOBILE

The Bookmobile is a mobile library that visits various locations throughout the county. It provides public library materials and services to area individuals in residential facilities, schools, and daycare centers who would otherwise have limited access to these valuable community services.

The FY 2017 budget increased \$8,800, or 8.6 percent. The increase is due to the expansion of their book collection.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 35,192	\$ 42,762	\$ 46,091
Vision Plan	42	52	52
Dental Plan	396	494	494
FICA Tax	2,479	3,219	3,523
Health Insurance	17,407	16,936	16,973
Pension	11,796	6,607	7,350
Communications	1,154	1,500	1,550
Insurance	1,649	1,761	1,849
Repairs and Maintenance	3,121	3,500	2,500
Printing & Binding	480	1,000	1,000
Office/Operating Supplies	309	250	250
Fuel	1,984	3,000	3,000
Dues & Subscriptions	93	249	397
Permanent Record Books	12,230	8,500	10,000
Uniforms	-	-	500
Maintenance & Repairs - Parts	467	500	500
Tools and Small Equipment	470	1,250	750
Sm. Computer Equipment	-	-	2,900
Other Supplies	7,729	4,000	4,000
Programs and Projects	1,244	2,988	3,200
Seminars/Conferences/Training	160	595	1,400
In-house Training	-	200	300
Mileage	52	50	350
Travel	40	2,605	1,930
Total Bookmobile	\$ 98,494	\$ 102,018	\$ 110,859

Library Operations

GREENWOOD LIBRARY

The Greenwood Library continues to be an educational and cultural center for the Town of Greenwood.

The FY 2017 budget increased \$30,000, or 5.8 percent. The increase is due to the maintenance costs appearing in this department's budget rather than the Buildings and Grounds' budget.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 226,679	\$ 240,072	\$ 255,346
Vision Plan	311	312	364
Dental Plan	3,058	2,964	3,458
FICA Tax	16,253	17,713	19,850
Health Insurance	106,422	101,616	101,838
Pension	63,400	48,251	52,078
Communications	794	876	2,580
Utilities - Electric	18,259	19,500	17,000
Utilities - Fuel	9,030	9,000	9,250
Rental and Leases	2,348	326	713
Insurance	840	930	977
Repairs and Maintenance	1,712	3,200	18,247
Other Contractual Services	1,148	2,900	788
Office/Operating Supplies	8,598	8,000	9,200
Dues & Subscriptions	7,218	7,010	7,315
Permanent Record Books	20,302	20,000	22,800
Uniforms	-	-	1,000
Maintenance & Repairs – Parts	1,376	1,000	1,300
Tools and Small Equipment	13,501	14,800	6,835
Sm. Computer Equipment	-	-	2,000
Other Supplies	9,615	9,000	9,000
Programs and Projects	6,525	8,000	9,000
Seminars/Conferences/Training	946	6,460	1,340
Inhouse Training	-	-	200
Mileage	1,335	1,600	1,965
Travel	240	624	360
Total Greenwood Library	\$ 519,910	\$ 524,154	\$ 554,804

Library Operations

MILTON LIBRARY

The Milton Library is a focal point in downtown Milton providing a variety of activities and valuable resources for the community.

The FY 2017 budget decreased \$35,000, or 5 percent. The decrease is due a result of a reduction in funding for library furniture.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 278,127	\$ 285,874	\$ 290,701
Vision Plan	347	364	364
Dental Plan	3,957	3,458	3,458
FICA Tax	20,599	21,379	22,005
Health Insurance	114,324	118,552	118,811
Pension	65,715	56,939	58,508
Communications	990	1,080	2,592
Utilities	1,529	2,600	1,600
Utilities - Electric	16,385	16,000	16,400
Utilities - Fuel	6,446	9,800	7,000
Rental and Leases	-	375	375
Insurance	19,970	20,000	21,000
Repairs and Maintenance	30,759	55,277	32,317
Office/Operating Supplies	7,369	8,129	9,500
Dues & Subscriptions	7,653	10,500	10,285
Permanent Record Books	21,500	21,500	22,800
Uniforms	-	-	1,100
Maintenance & Repairs - Parts	4,271	2,000	2,000
Tools and Small Equipment	6,889	29,295	2,050
Sm. Computer Equipment	-	-	1,000
Other Supplies	10,942	11,200	11,700
Programs and Projects	8,596	8,000	9,000
Seminars/Conferences/Training	1,390	14,438	2,090
Mileage	1,069	1,100	1,300
Travel	480	700	560
Improvements	-	-	15,000
Total Milton Library	\$ 629,307	\$ 698,560	\$ 663,516

Library Operations

SOUTH COASTAL LIBRARY

The South Coastal Library, located in Bethany Beach, remains one of the most active libraries in the county. It provides materials and services on current topics and titles, lifelong learning, and general information for the community. The library also provides cultural and educational programs for patrons.

The FY 2017 budget increased \$49,000, or 6.9 percent. The increase is due to the maintenance costs appearing in this department's budget rather than the Buildings and Grounds' budget.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 302,182	\$ 331,217	\$ 353,798
Vision Plan	321	364	364
Dental Plan	2,681	3,458	3,458
FICA Tax	22,732	25,281	26,913
Health Insurance	93,767	118,552	118,811
Pension	64,423	56,968	60,463
Communications	1,509	1,500	3,216
Utilities	1,668	1,920	1,800
Utilities - Electric	26,803	27,250	29,500
Utilities - Fuel	10,019	12,500	11,000
Insurance	3,612	3,740	3,927
Repairs and Maintenance	11,441	17,931	30,430
Advertising	-	-	1,000
Office/Operating Supplies	10,975	9,000	13,000
Fuel	338	500	400
Dues & Subscriptions	10,737	10,810	11,495
Permanent Record Books	35,771	32,000	33,000
Maintenance & Repairs - Parts	2,884	4,000	4,000
Tools and Small Equipment	8,893	11,000	9,000
Sm. Computer Equipment	-	-	1,000
Other Supplies	20,150	15,000	16,000
Programs and Projects	6,319	15,000	16,000
Seminars/Conferences/Training	2,248	2,430	2,650
In-house Training	-	100	300
Mileage	798	700	1,718
Travel	2,281	5,373	2,733
Total South Coastal Library	\$ 642,552	\$ 706,594	\$ 755,976

New Projects or Initiatives

LIBRARY OPERATIONS

Leadership Development and Succession Planning

Our libraries require expertise in such a wide range of subject areas that this remains a “new” project for FY 2017 and FY 2018. In addition, several current library leaders are quickly approaching retirement age; this makes effective succession planning even more important.



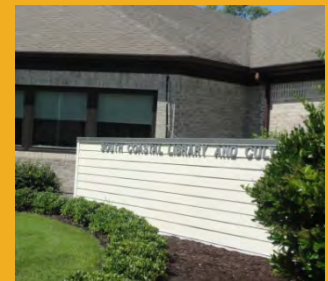
Library Material Collections Analysis

The libraries have been conducting intense evaluations of their materials in FY 2016 using established criteria from the American Library Association. The next step is a comparative analysis to determine areas of special interest, unique objects, and gaps that need filling. This is in preparation for a formal needs assessment in FY 2018.



Facilities Management Schedule and Plan

Formalize the work started with the Building and Grounds Manager in FY 2016 to establish documented schedules of maintenance, repair and replacement of materials, and equipment; and long-term plans for capital improvements for each of the libraries.



Mapping & Addressing

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

Budget Summary

FY15 Actual	\$711,817
FY16 Budget	\$748,410
FY17 Budget	\$856,536

Fiscal Year 2016 Successes

Most recent match rate in excess of 96%

Successful launch of Planning and Zoning web mapping application

Successful launch of County Online Mapping application

Successful transfer of 911 database to new editing software for Next Gen 911 Preparations

In final stages of Zoning digitization project to be released in FY17

Fiscal Year 2017 Objectives

Objective 1 Maintain a 96% match

Objective 2 Oversee/assist with Engineering Asset Management GIS conversion

Objective 3 Create new workflows for CAMA implantation reducing duplicate efforts

Objective 4 Begin maintenance of physical parcel history to tie to CAMA

Objective 5 Maintain County web applications and implement additional applications where possible

Mapping & Addressing

The Mapping and Addressing Department creates, draws, and maintains County parcel maps, as well as provides street addresses to County parcels.

The FY 2017 budget increased \$108,000, or 14.4 percent. The increase is due to the cost of a staff member being transferred to the department and the cost of a consultant to help with data mapping for the County's GIS system.

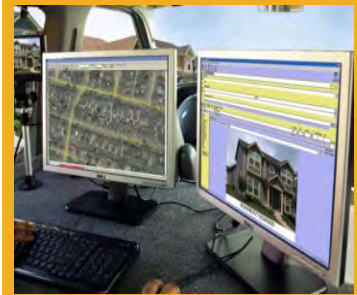
Account Description	2015 Actual	2016 Budget	2017 Budget
Mapping & Addressing Salaries	\$ 317,221	\$ 332,205	\$ 386,501
Vision Plan	284	416	468
Dental Plan	2,261	3,952	4,446
FICA Tax	23,049	25,414	28,607
Health Insurance	129,575	135,488	152,757
Pension	90,004	76,175	92,859
Other Professional Services	83,632	83,632	83,632
Communications	3,306	1,506	4,500
Postage & Freight	60	200	100
Insurance	2,120	2,978	3,127
Repairs and Maintenance	41,586	43,500	44,814
Printing & Binding	-	100	-
Other Contractual Services	-	-	30,000
Office/Operating Supplies	4,199	5,430	5,500
Fuel	3,445	5,600	3,500
Dues & Subscriptions	-	250	-
Uniforms	172	-	200
Maintenance & Repairs – Parts	1,122	1,500	1,000
Tools and Small Equipment	-	-	800
Programs and Projects	4,747	3,250	4,200
Seminars/Conferences/Training	915	3,754	2,765
Mileage	31	1,000	500
Travel	4,088	4,060	6,260
Machinery and Equipment	-	18,000	-
Total Mapping and Addressing	\$ 711,817	\$ 748,410	\$ 856,536

New Projects or Initiatives

MAPPING & ADDRESSING

CAMA Implementation

The creation of the parcel starts in Mapping. CAMA implementation will allow for reduction of duplicated efforts as we push data directly from our GIS platform into the CAMA library. The data can easily be enriched and prepopulated with data including school, council, sewer, and fire districts allowing for those rates to automatically tie to the parcel.



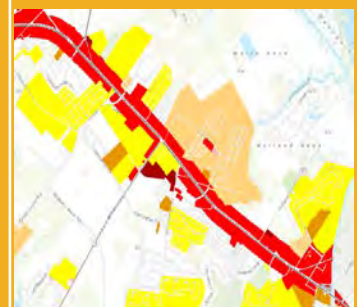
Engineering GIS Conversion - \$30,000

The GIS group in the Mapping and Addressing Department will be assisting and overseeing the CAD drawing data conversion into our GIS platform. We will migrate and store the data as well as serve it out to internal users, as well as the public where appropriate. Integration of sewer data into the CAMA to follow conversion.



Zoning Maps Online

The quality control of data for the planning and zoning maps is almost complete. Once this data is signed off on and approved, the GIS group will assist in presenting this in web format for easy access for our constituents and staff.



New Projects or Initiatives

MAPPING & ADDRESSING

Hazard Mitigation

The GIS Department will assist in rewriting the Hazard Mitigation Plan for Sussex County. Goals are tier 2 Hazus data runs using local data for the first time versus FEMA defaults. Public engagement will include web map/applications to assist in constituent engagement.



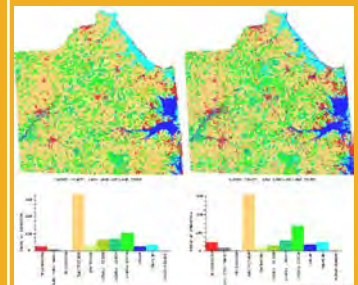
Damage Reporting

Increase performance of damage reporting system including, but not limited to: implementing assessment to sales ratio information bringing loss values to realistic figures to report; tying parcel information to the CAMA for before and after photos of damaged property.



Comprehensive Plan

The GIS group in the Mapping and Addressing Department will assist in development of map products and analysis for the comprehensive plan. Goals are to enable stronger citizen engagement through web access of critical decision-making information.



Marriage Bureau

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

Budget Summary

FY15 Actual	\$193,068
FY16 Budget	\$183,292
FY17 Budget	\$194,246

Fiscal Year 2016 Successes

Implementation of 7 day-a-week license issuance and ceremonies at no additional cost to the County

Created Spanish versions of all forms used in the Marriage Bureau

Created a new folder for an improved license delivery system to all applicants and name change information sheet

Implemented marriage license updates

Introduced new Chief Deputy into the Marriage Bureau and County program

Fiscal Year 2017 Objectives

Objective 1 Upgrade computer programs utilized in the Marriage Bureau

Objective 2 Additional training for staff on wedding planning and preparation

Objective 3 Create Haitian versions of all forms used in the Marriage Bureau

Marriage Bureau

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

The FY 2017 budget increased \$11,000, or 6.0 percent.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 95,179	\$ 88,252	\$ 96,767
Vision Plan	172	156	156
Dental Plan	1,696	1,482	1,482
FICA Tax	6,810	6,474	6,994
Health Insurance	55,818	50,772	50,882
Pension	23,392	21,836	23,295
Communications	873	1,000	500
Postage & Freight	428	300	450
Insurance	100	120	120
Repairs and Maintenance	5,000	5,000	5,000
Printing & Binding	-	300	1,700
Office/Operating Supplies	1,062	1,700	1,700
Dues & Subscriptions	150	250	200
Tools and Small Equipment	-	1,850	1,500
Other Supplies	-	400	-
Seminars/Conferences/Training	-	1,200	1,000
Mileage	333	200	1,000
Travel	2,055	2,000	1,500
Total Marriage Bureau	\$ 193,068	\$ 183,292	\$ 194,246

New Projects or Initiatives

MARRIAGE BUREAU

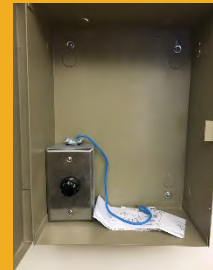
Marriage License Folders

Creation of the new folder to hold all marriage licenses issued for Sussex County.



Updates to Clerk's Chapel

Renovations to the Clerk's Chapel to make it a more secluded room for those couples using the chapel, including sound system that will hook up to phone or iPod allowing a special song to be played during their ceremony.



Updates to Website

Upgraded Marriage Bureau website with the help of the Information Technology Department to include more information about the process of obtaining marriage license, certified copies, and contacting current staff in the office. Also added information for Officiators and the Spanish forms to the site.



Sussex County EMS is:

A nationally recognized leader in mobile health care services committed to improving your quality of life.

We will accomplish this through:

- Quality, compassionate patient care
- Continuous quality improvement
- Proactive planning
- Innovative technologies and procedures
- The full spectrum of emergency medical services
- Comprehensive education and training for our personnel and the public

We Value:

- Kindness
- Professionalism in action and in attitude
- Respect, dignity & politeness
- A supportive, productive work environment
- Continuing education for personal and professional growth
- Honesty, trust, integrity in all our actions
- Individual creativity, initiative, and responsibility
- Fiscal responsibility
- Public trust and support

Paramedics Emergency Medical Services

Budget Summary

FY15 Actual	\$13,642,338
FY16 Budget	\$13,625,093
FY17 Budget	\$14,786,984

Fiscal Year 2016 Successes

Responded 23,275 times to calls for service, an 11% increase, without adding additional personnel

All frontline supervisors completed the Leadership Development Program

Completed Simulation Lab enhancements with the installation of cabinetry and an audio and video recording system

Started site and architectural work on the new Station 104/100 and dedicated new Station 105

Replaced three significantly aged vehicles

Fiscal Year 2017 Objectives

Objective 1	By the close of FY 2017, replace 5 response vehicles with lower mileage vehicles in an effort to improve overall reliability and reduce critical failures
Objective 2	By the end of the third quarter of FY2017, begin the accreditation application process with CAAS or CAMES
Objective 3	In FY 2017, hold semiannual new employee interviews in an effort to keep pace with attrition from a workforce that is being impacted by retirements
Objective 4	Decrease the mean response time to the Seaford/Blades area by 10% between the hours of 1900-0700 with the implementation of 24-hour coverage
Objective 5	By the close of 2016, 80% of licensed paramedics will have participated in an annual patient care simulation experience

Paramedics

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

The FY 2017 budget increased \$1,161,000, or 8.5 percent. The increase is due to funding a Deputy Director position and two new street medic positions for the Seaford area. Also included are five medic vehicles costing \$350,000, and \$101,000 for 800 MHz radios.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 7,138,163	\$ 7,401,637	\$ 7,909,095
Vision Plan	6,032	5,636	5,980
Dental Plan	50,843	53,880	56,810
FICA Tax	523,742	555,717	612,579
Health Insurance	2,033,671	1,795,468	1,934,737
Worker's Compensation	567,033	568,000	557,000
Pension	1,620,229	1,444,444	1,604,757
Legal	4,485	25,000	10,000
Other Professional Services	46,189	47,775	48,515
Communications	65,957	94,473	117,913
Postage	153	600	600
Utilities	55,602	51,980	60,140
Rent	122,111	106,740	101,490
Insurance	138,110	145,016	152,267
Maintenance and Repair	328,359	338,490	367,951
Printing & Binding	513	1,000	1,000
Advertising	976	5,000	5,000
Contractual Services	5,934	6,000	7,200
Office Supplies	6,313	9,000	8,000
Fuel	116,059	158,089	121,023
Janitorial	6,191	6,750	6,750
Dues & Subscription	313	500	1,000
Uniforms	30,259	46,744	47,132
Repair and Maintenance - Parts	72,760	81,679	89,269
Tools and Small Equipment	228,641	183,021	268,297
Other Supplies	232,713	182,544	182,044
Programs and Projects	5,716	13,250	20,175
Miscellaneous	18	1,000	1,000
Seminars and Conferences	7,705	7,225	7,225
Travel	20,744	22,435	22,435
Tuition & Training	17,894	25,000	33,000
Machinery and Equipment	188,910	241,000	426,600
Total Paramedics	\$ 13,642,338	\$ 13,625,093	\$ 14,786,984

New Projects or Initiatives

PARAMEDICS

Seaford/Blades Medic Unit

Increase coverage on Medic 110 to 24 hours/day

- Hire two new paramedics to offset existing overtime for daytime hours



Mobile Radio Replacement

Continue a multiyear program to replace aging Motorola portable radios that are rapidly approaching "End of Life"



Deputy Director

Restore funding for vacant Deputy Director's position

- Chief Financial Officer
- Assists the EMS Director with all administrative functions and special projects
- Succession planning for future administrative retirements



Accreditation - \$15,000

Pursue accreditation with a national accrediting organization like the Commission on Accreditation of Ambulance Services (CAAS) or the Commission on Accreditation of Medical Transport Systems (CAMES)



New Projects or Initiatives

PARAMEDICS

Fleet Replacement - \$390,000

Five response units and one staff vehicle

- All vehicles are projected to have mileages in excess of 170,000 miles at time of replacement with two in excess of 190,000 miles
- These replacements still leave two response vehicles in excess of 150,000 miles



Special Operations

Relocate Special Operations to County-owned facility

- Include facilities for Special Operations equipment in newly constructed Station 103 or in new County Maintenance Facility at Delaware Coastal Airport



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

Planning & Zoning

Budget Summary	
FY15 Actual	\$1,206,406
FY16 Budget	\$1,355,276
FY17 Budget	\$1,688,274

Fiscal Year 2016 Successes

Processed 19 change of zones, 35 conditional uses, 10 subdivisions and 155 Board of Adjustment applications

All Planning & Zoning application forms are available on the County's website

The updated FEMA Firm Maps are being utilized for assistance to the public and in the permit processes

Fiscal Year 2017 Objectives

Objective 1	To provide the community with personal attention, and accurate and detailed information
Objective 2	Assist the Building Code and Building Permits Divisions in the issuance of building permits and certificates of occupancy and compliance
Objective 3	Perform site plan reviews of business, commercial, and industrial proposals, flood regulations, and subdivision and residential planned communities
Objective 4	Prepare, schedule, advertise, and post public hearing notices for change of zones, conditional uses, subdivisions, variances, and special use exceptions
Objective 5	To perform site visits to inspect property and development as it relates to setbacks, separations, and flood elevation requirements

Planning & Zoning

The Planning and Zoning Department is responsible for overseeing land use in the unincorporated areas of Sussex County. It is the public point of entry for subdivisions, zoning changes, conditional uses, special use exceptions, and accessory use requests.

Planning and Zoning staff support the County's Planning and Zoning Commission and Board of Adjustment, as well as County Council, by managing land use applications and scheduling public hearings on subdivision, zoning, and other requests.

The FY 2017 budget increased \$333,000, or 24.6 percent. The largest part of the increase is to update the County's Comprehensive Land Use Plan.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 498,068	\$ 575,583	\$ 587,671
Vision Plan	575	624	676
Dental Plan	5,716	5,928	6,422
FICA Tax	36,146	44,501	44,035
Health Insurance	193,529	203,232	220,612
Pension	159,439	133,966	145,154
Legal	203,582	189,000	200,000
Other Professional Services	2,000	75,000	300,000
Communications	6,422	6,696	7,044
Postage & Freight	8,390	8,000	8,500
Insurance	4,199	4,486	4,710
Repairs and Maintenance	3,374	3,900	4,000
Printing & Binding	807	1,300	2,000
Advertising	54,676	75,000	55,000
Office/Operating Supplies	4,475	5,000	5,000
Fuel	5,092	7,800	5,100
Dues & Subscriptions	5,690	600	6,150
Permanent Record Books	52	2,200	2,200
Uniforms	994	-	2,000
Tools and Small Equipment	12,153	3,600	20,000
Seminars/Conferences/Training	925	800	5,000
Travel	102	800	5,000
Machinery and Equipment	-	7,260	52,000
Total Planning and Zoning	\$ 1,206,406	\$ 1,355,276	\$ 1,688,274

New Projects or Initiatives

PLANNING & ZONING

Large Format Plotter/Scanner - \$10,000

Purchase of a large format plotter/scanner to allow for printing and scanning of documents and applications to help reduce customer waiting times and staff time making the copies, reduce paper in the office, and provide a more permanent storage of files.



New Vehicle - \$22,500

Vehicle for use by the Managers and Planner to attend meetings throughout the County and State.



Comprehensive Plan/Planning Services - \$300,000

Create a new Comprehensive Plan to provide a plan for the future development of the County as required by the State every ten (10) years.

Continued work with consultants to assist with potential Code changes.



Mission: Committed to delivering professional services to Sussex County citizens in an efficient and cost effective manner. We are focused on providing a high level of service for land developments, from construction administration to project completion. Our goal is to maintain a unified team, dedicated to providing services in an increasingly effective manner.

Public Works

Budget Summary	
FY15 Actual	\$630,203
FY16 Budget	\$705,357
FY17 Budget	\$715,686

Fiscal Year 2016 Successes

Approval of over 60 development construction plans for private roads and County and private sanitary sewer systems, representing more than 3,000 residential units

Inspection of 225 development projects

Processing and tracking of developers' performance securities for over 200 developments

Construction inspection and cost analysis for County projects

Employment of a new private roads inspector has significantly enhanced the team's efforts

Fiscal Year 2017 Objectives

Objective 1 Continue review and approval of construction plans for private roads, County and private sanitary sewer systems, and to provide reviews for P & Z applications and the Technical Advisory Committee

Objective 2 To continue private road construction inspection, administration for pre-construction, and the processing of performance securities

Objective 3 To improve the regulation of private road developments to decrease project time of completion; improve plan review for private roads, sanitary sewer and storm water designs; improve private road standards and specifications; improve the quality and operation of construction inspection; improve administration and tracking of performance securities, and creating standard operating procedures for each of the Division's positions

Objective 4 To assist the County Engineer in performing project engineering, project management, and inspection of County improvement projects

Objective 5 To update ordinances and establish engineering design criteria and standards, and present those in published format

Public Works

The Public Works Division is responsible for the regulation of private road and private sewer system design review and construction inspection.

The FY 2017 budget increased \$10,000, or 1.5 percent.

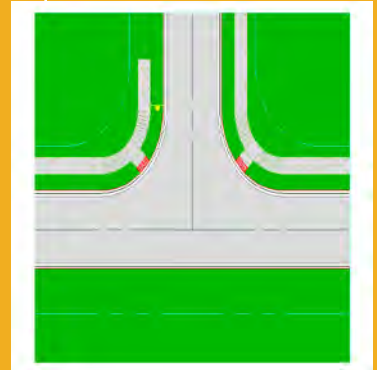
Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 349,762	\$ 388,339	\$ 401,772
Vision Plan	447	416	468
Dental Plan	4,420	3,952	4,446
FICA Tax	26,098	29,381	30,602
Health Insurance	128,654	135,488	152,720
Pension	92,677	85,661	100,173
Engineering	-	5,000	-
Other Professional Services	48	-	-
Communications	4,908	5,160	6,456
Postage & Freight	446	400	450
Insurance	3,540	3,780	3,969
Repairs and Maintenance	1,489	1,800	1,500
Office/Operating Supplies	1,500	1,200	1,900
Fuel	6,526	9,000	7,000
Dues & Subscriptions	184	230	230
Uniforms	224	300	400
Maintenance & Repairs - Parts	3,641	3,000	3,000
Tools and Small Equipment	170	200	600
Other Supplies	-	180	-
Machinery and Equipment	5,469	31,870	-
Total Public Works	\$ 630,203	\$ 705,357	\$ 715,686

New Projects or Initiatives

PUBLIC WORKS

Standards and Specifications

In collaboration with other Sussex County Engineering Divisions, this initiative is to complete revised standards and specifications for sanitary sewer, potable water, and private roads in FY 2017.



Drainage Workshop

The drainage workshop initiative has been formed to address development issues related to bulk grading, lot grading, drainage, and HOA education for maintenance of drainage facilities. The initiative is lead by the Sussex Conservation District, County Engineering, and a group of developers, engineers, site contractors, home builders and HOA representatives.



Agency Coordination Effort

As development continues to increase throughout Sussex County, the need for inter-Departmental and government agency coordination has increased significantly. Coordination between the County's departments and other government agencies is crucial to organized regulation of land development.



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

Recorder of Deeds

Budget Summary	
FY15 Actual	\$1,063,173
FY16 Budget	\$1,072,415
FY17 Budget	\$1,101,970

Fiscal Year 2016 Success

The office began accepting electronic documents for recording in August 2014 and the number of electronic documents has been increasing steadily; the approximate number of e-recordings totaling over 8,500 to date

Fiscal Year 2017 Objectives

Objective 1	Preserving present day and historical land records for all Sussex County real estate
Objective 2	Make land records for Sussex County accessible to the public by being responsive to the needs of the public and the legal community
Objective 3	Collect real estate transfer taxes for the State of Delaware, Sussex County, and a number of Sussex County municipalities
Objective 4	Maintain expenses while continuing to accommodate the additional work flow produced by an improving economy
Objective 5	Complete work on online recording system with the County's Information Technology Department

Recorder of Deeds

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

The FY 2017 budget increased \$30,000, or 2.8 percent. The increase is from the back scanning project that is to digitize prior year deeds and mortgages.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 488,657	\$ 471,910	\$ 481,877
Vision Plan	789	728	728
Dental Plan	7,839	6,916	6,916
FICA Tax	35,503	35,908	36,181
Health Insurance	251,286	220,168	237,585
Pension	133,402	119,015	116,783
Communications	2,878	2,880	3,150
Postage & Freight	16,425	16,800	16,800
Rental and Leases	17,050	21,000	20,000
Insurance	100	100	100
Repairs and Maintenance	1,739	1,800	1,900
Other Contractual Services	81,729	85,000	85,000
Office/Operating Supplies	13,914	17,000	16,800
Dues & Subscriptions	62	190	150
Sm. Computer Equipment	-	5,000	-
Programs and Projects	11,800	68,000	78,000
Total Recorder of Deeds	\$ 1,063,173	\$ 1,072,415	\$ 1,101,970

Records Management

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

Records Management

Budget Summary

FY15 Actual	\$154,615
FY16 Budget	\$194,224
FY17 Budget	\$192,624

Fiscal Year 2016 Successes – Records Management

Transported approximately 800 cubic ft. of records for destruction and 300 cubic ft. for permanent retention to the DPA

Continuing the digitization of Planning & Zoning Building permits, as well as other files when requested

Worked directly with Register of Wills, Clerk of Peace, Recorder of Deeds, Assessment, Economic Development, Engineering, Finance, Human Resources, and Planning & Zoning to determine proper retention and filing of records

Continued indexing of permanent files of Assessment, County Administration, Engineering, and Planning & Zoning departments respectively

Continued collaboration with archivists from the DPA regarding Sussex County files

Fiscal Year 2016 Successes – Historic Preservation

Section 106 review of Angola North, Blades, and SR 54 Sewer Expansion

Completion of the Corridor Management Plans for Nanticoke Heritage Byway and Lewes Byway – continued promotion of the routes (travel writer FAM NHB tour) – continued work for improvements of public amenities along both byway corridors

Secured funding for a Trails Planning Grant for the Cannon Maston property

Continued outreach for the historic sites: Richard Allen School, Woodland School, Blackwater Presbyterian Church, Blackwater Colored School (National Register Nomination), T.S. Smith and Sons farm (draft NR Nomination), Sailor's Bethel Church (cemetery grant), Hearn & Rawlins Mill, as well as collaboration with the Laurel Ramble and Imaging project, and Seaford Community Vision project

Presentations in Woodland, Seaford, Salisbury, Lewes, Georgetown, Laurel and Dover regarding preservation initiatives in Sussex County – continued historic preservation training

Historic Preservation

Mission: To assist departments in following federal and state regulations when Sussex County uses federal funding for projects, including the National Preservation Act and Community Housing and Development, as well as provide assistance to citizens and organizations interested in preserving historic and cultural resources in Sussex County.

Records Management

Fiscal Year 2017 Objectives – Records Management

Objective 1	Continue to digitize and index Sussex County files
Objective 2	Implement a standard system for all County records created by the various departments – beginning of formal records management training for County employees
Objective 3	Continue to process and prepare County records that are not regularly accessed for permanent storage at the DPA
Objective 4	Continue to improve services to internal departments and enhance cooperation between the DPA and County departments
Objective 5	Continue to organize records that have met their legal retention to maximize space at the Sussex County Records Management Center

Fiscal Year 2017 Objectives – Historic Preservation

Objective 1	Continue review of Engineering projects, including Fenwick Island, Ellendale, and Herring Creek SSD
Objective 2	Continue work with the Nanticoke Heritage Byway and Lewes Byway
Objective 3	Continue to work with groups and citizens interested in preserving historic sites in Sussex County
Objective 4	Continue public outreach to educate citizens about the history of Sussex County
Objective 5	Continue outreach and collaboration with preservation groups, municipalities, and local Universities to document and preserve historic sites, as well as continued development of heritage tourism initiatives in Sussex County

Records Management

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

The County's Historic Preservation Planner oversees Records Management. Besides managing the County's records, the planner assists with heritage tourism initiatives throughout Sussex County.

The FY 2017 budget decreased \$1,600, or 1.0 percent.

Account Description	2014 Actual	2015 Budget	2016 Budget
Salaries	\$ 99,203	\$ 116,848	\$ 114,506
Vision Plan	57	104	104
Dental Plan	565	988	988
FICA Tax	7,365	9,121	8,724
Health Insurance	18,702	33,872	33,946
Pension	22,243	20,873	22,038
Repairs and Maintenance	1,958	2,468	4,668
Office/Operating Supplies	2,216	7,600	5,000
Fuel	-	-	50
Maintenance & Repairs – Parts	416	500	500
Tools and Small Equipment	665	800	-
Other Supplies	-	1,000	-
Seminars/Conferences/Training	444	-	2,050
Mileage	35	50	50
Travel	746	-	-
Total Records Management	\$ 154,615	\$ 194,224	\$ 192,624

New Projects or Initiatives

RECORDS MANAGEMENT

Indexing Permanent Records

Indexing permanent files is a time-consuming project. When we began working with County records in 2010, the Records Center held almost 4,000 cubic feet of permanent records. Today, that amount is less than 3,000. Last year, we were able to index nearly 300 boxes for permanent transfer to the DPA. With our current staff level, we hope to increase that amount to continue to make more space at the Records Center.



Working with Departments

Work with County departments to identify which of their records are permanent and vital. This project is ongoing as we continue the process of establishing a file management system that is in accordance with the Delaware Government Records Retention Schedule.



Continued Training - \$2,050

Begin offering Records Management Training on the new County Cornerstone Training System and continue to offer training sessions offered by the DPA for County employees. Funds are requested to attend the 2017 NAGARA Conference.



New Projects or Initiatives

HISTORIC PRESERVATION

Continued Collaboration

Continue to work with municipalities, organizations, and citizens interested in preservation of the historic and cultural resources of Sussex County. Collaboration and presentations will continue with communities in and along the Nanticoke Heritage Byway corridor and throughout the County. Continued support will be given to aiding groups in the preservation of historic properties and oral history projects in different communities throughout Sussex County.



Section 106

Sussex County continues to expand sewer infrastructure and the Sussex County Historic Preservation Officer continues to work with the state agencies to ensure that all requirements are met for Section 106 of the National Preservation Act and the Housing & Urban Development Community Block Grant.



Register of Wills

Mission: The mission of the Sussex County Register of Wills Office is to continue to promote a friendly, caring environment for the customers we serve on a daily basis. Our customers are facing an emotional time when they enter our office and they should be served with sincere and caring staff

Budget Summary

FY15 Actual	\$540,709
FY16 Budget	\$541,958
FY17 Budget	\$586,150

Fiscal Year 2016 Successes

Implemented the File & Serve electronic filing system required by the Court of Chancery

Completed another portion of our back-scanning project, years 1977-1983

We will be installing the County credit card system in our office in April 2016

Discontinued the use of the Admin and Inheritance Books per direction of our Chief Deputy. These books were quite expensive so we are pleased to be able to remove them from our budget

Fiscal Year 2017 Objectives

Objective 1	Continue moving forward with the back-scanning project; our goal is to finish this project within this fiscal year
Objective 2	To meet with I.T. to create fill-in forms on our website
Objective 3	Look into a new Wills database and are hopeful to find something to assist with the update of our system

Register of Wills

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

The FY 2017 budget increased \$44,000, or 8.2 percent. The increase is result of salary increases and additional funding for the back scanning project that digitizes prior year documents.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 245,364	\$ 255,088	\$ 273,207
Vision Plan	374	364	364
Dental Plan	3,749	3,458	3,458
FICA Tax	17,786	19,038	21,021
Health Insurance	124,121	118,516	118,737
Pension	66,084	54,084	59,579
Communications	951	1,000	900
Postage & Freight	2,794	2,400	2,480
Rental and Leases	12,180	23,760	12,000
Insurance	100	100	100
Repairs and Maintenance	1,073	1,100	1,344
Printing & Binding	85	-	1,800
Advertising	34,874	31,200	35,800
Other Contractual Services	25,520	25,000	50,000
Office/Operating Supplies	5,432	5,500	5,000
Dues & Subscriptions	210	150	210
Sm. Computer Equipment	-	1,000	-
Mileage	12	200	150
Total Register of Wills	\$ 540,709	\$ 541,958	\$ 586,150

New Projects or Initiatives

REGISTER WILLS

Back-Scanning Project - \$50,000

We are underway with another portion of our back-scanning project being sent to Delaware Archive.



Back-Scanning Project

This are a few of our full filing cabinets which we are working on to scan and send to Delaware Archive.



Discontinued Use of Books

These are samples of the books we have been using for years. Since this information is now available in electronic format, the purchase of these books can now be removed from the budget.



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

Safety & Security

Budget Summary	
FY15 Actual	\$434,873
FY16 Budget	\$445,803
FY17 Budget	\$457,482

Fiscal Year 2016 Successes

Workers' Compensation Case Management yielded approximately \$120, 000 in annual medical cost savings compared to 2014 benchmark

Reduction of Countywide lost or restricted workdays by 38%, and 59% (excluding EMS) compared to 2014 benchmark

Kicked-off Interactive Safety Training and Learning utilizing Cornerstone and JJ Keller Software Suite

Conducted countywide ladder inspection and training resulting in the disposal and replacement of approximately 25% of all county ladders that were deemed to be broken, degraded, and unsafe

Implemented policies to further Safety and Security, Electronic Near Miss reporting , and abbreviated emergency action plans on target for FY16 completion

Fiscal Year 2017 Objectives

Objective 1 Expand safety and WC case management focus to EMS Division to reduce costs and lost and restricted workdays

Objective 2 Continue with policy development and training initiatives to meet established four-year safety improvement plan

Objective 3 Upgrade general security focus and responsibilities to provide an increasingly greater level of security for our employees and general public

Objective 4 Continue to address high-risk activities and see through proper mitigation activities, such as crane/hoist safety and fall protection

Objective 5 Continue to build the safety culture through management of the near miss reporting data base and other proactive metrics

Safety & Security

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

The FY 2017 budget increased \$12,000, or 2.6 percent.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 236,532	\$ 256,222	\$ 263,511
Vision Plan	287	260	260
Dental Plan	2,827	2,470	2,470
FICA Tax	17,459	18,034	19,775
Health Insurance	93,223	84,680	84,865
Pension	55,508	42,153	46,214
Communications	941	984	960
Insurance	669	714	750
Repairs and Maintenance	845	4,706	227
Other Contractual Services	6,016	7,680	6,900
Office/Operating Supplies	732	1,000	750
Fuel	4,078	7,000	5,000
Dues & Subscriptions	150	500	1,500
Uniforms	-	2,000	3,200
Maintenance & Repairs - Parts	7,802	4,000	4,600
Tools and Small Equipment	7,025	10,000	10,000
Sm. Computer Equipment	158	-	-
Other Supplies	-	-	1,500
Seminars/Conferences/Training	621	3,400	5,000
Total Safety and Security	\$ 434,873	\$ 445,803	\$ 457,482

New Projects or Initiatives

SAFETY & SECURITY

Building Safety Culture and Success

Continue to expand evaluation, policy, and training initiatives to all divisions, as needed, to address the primary hazards associated with the individual job duties.



Reduce Work-related Injuries and Costs

Continue to expand current Medical Case Management initiatives into FY 2017.

Special focus on hazard elimination within EMS. Work to address safety hurdles that deal with complex nature of department's high physical requirements for full duty, examine weight of equipment, and current medical provider and practices.



Sheriff

Mission: To provide excellent, detail-oriented customer service regarding document service and Sheriff Sales to the public, internal departments, courts and attorneys

Budget Summary

FY15 Actual	\$595,269
FY16 Budget	\$586,052
FY17 Budget	\$622,847

Fiscal Year 2016 Successes

Legal process servicing is up-to-date and current

All staff certifications and training are up-to-date and current

Curtailed excess spending in the budget

Stayed current in our workflow with minimal staffing

Perfected conflict resolution

Fiscal Year 2017 Objectives

Objective 1 Continue to be thrifty and budget-minded in our spending

Objective 2 Continue to keep certifications and training current

Objective 3 Update our fleet with appropriate vehicles

Objective 4 Add a community service program through a temporary position

Objective 5 Continue to have a harmonious relationship with the County Council

Sheriff

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

The FY 2017 budget increased \$37,000, or 6.3 percent. The increase is due to the purchase of a vehicle and an increase in salaries.

Account Description	2015 Actual	2016 Budget	2017 Budget
Salaries	\$ 329,480	\$ 303,527	\$ 316,553
Vision Plan	360	416	416
Dental Plan	4,509	3,952	3,952
FICA Tax	23,998	22,474	25,181
Health Insurance	94,180	101,652	118,811
Pension	87,682	73,645	77,831
Other Professional Services	591	-	-
Communications	4,234	4,596	4,900
Postage & Freight	8,803	10,000	8,500
Insurance	5,970	6,340	6,268
Repairs and Maintenance	5,333	6,000	4,520
Advertising	-	300	-
Other Contractual Services	10,679	12,000	12,000
Office/Operating Supplies	4,191	6,500	4,450
Fuel	10,748	15,000	10,800
Dues & Subscriptions	530	200	165
Uniforms	1,078	2,000	2,000
Maintenance & Repairs - Parts	734	2,800	1,000
Tools and Small Equipment	-	10,000	1,500
Other Supplies	1,963	3,000	3,000
Miscellaneous	-	500	-
Seminars/Conferences/Training	206	750	-
Mileage	-	200	-
Travel	-	200	-
Machinery and Equipment	-	-	21,000
Total Sheriff	\$ 595,269	\$ 586,052	\$ 622,847

Capital Improvements

Governmental Fund

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

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

Budget Summary	
FY15 Actual	\$3,563,636
FY16 Budget	\$8,600,705
FY17 Budget	\$11,258,100

Fiscal Year 2016 Successes

Continued to improve Administration building to better serve the public

Upgraded the Airport electrical and pavement systems

Completed Woodland Park Trail

Upgraded audio visual system at Emergency Operations Center

Completed design, permitting, and site work at Medic Unit #104.

Fiscal Year 2017 Objectives

Objective 1 Build a paramedic building and purchase land for a future paramedic building to best serve the residents and visitors of Sussex County

Objective 2 Continue to improve the Airport and Industrial park

Objective 3 Construction a maintenance building at the airport, which will house the County vehicle maintenance garage, as well the Paramedic special operations equipment

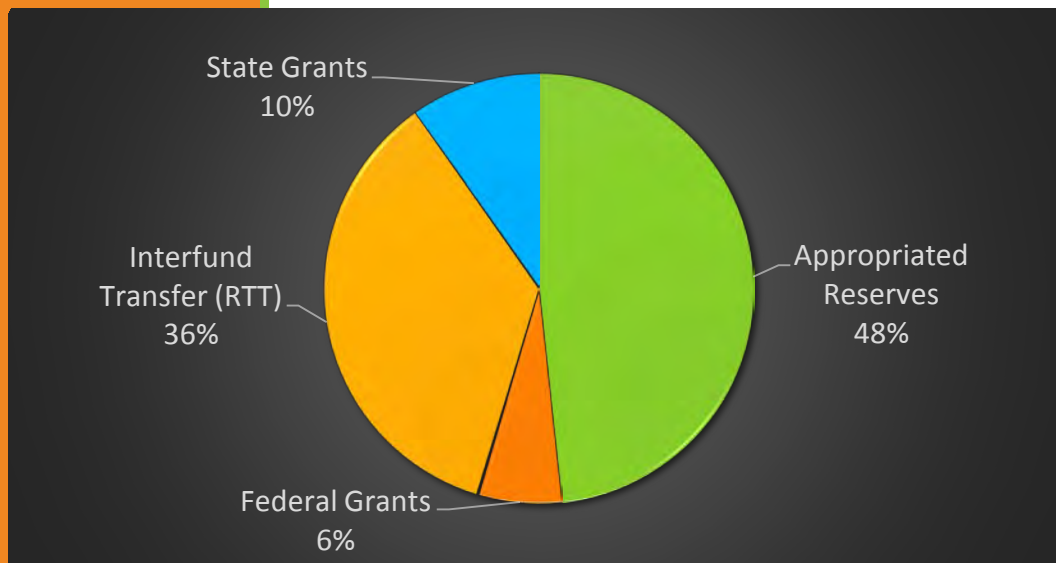
Objective 4 Complete the implementation of the Computer Assisted Mass Appraisal System to automate the County's assessment process

Objective 5 Purchase a new emergency operations mobile command unit and continue to upgrade the Emergency Operation Center's audio visual system

Capital Improvements

Funding Sources

The FY 2017 Budget, once again, is using appropriated reserves (prior year available funds) to fund the current year's projects. The goal is to use available funds to develop these projects instead of borrowing through bond issues. The budget uses \$5.4 million of appropriated reserves. Delaware Emergency Management, with grant funding from FEMA, will be used to cover 50 percent, or \$700,000, of the Mobile Command Unit. The State of Delaware also funds 30 percent, or \$300,000, of the paramedic projects. The current year's budget also includes \$4 million of realty transfer tax, which are the funds anticipate to exceed the general budget of \$19 million.



	2017	2018	2019	2020	2021
Appropriated Reserves	\$ 5,438,100	\$ -	\$ -	\$ -	\$ 325,000
Federal Grants	700,000	315,000	1,800,000	1,800,000	450,000
Investment Income	20,000	15,000	15,000	15,000	15,000
Interfund Transfer (RTT)	4,000,000	1,460,800	1,123,300	1,275,000	3,000,000
State Grants	1,100,000	217,500	100,000	100,000	25,000
Total Funding Sources	\$11,258,100	\$ 2,008,300	\$ 3,038,300	\$ 3,190,000	\$ 3,815,000

Capital Improvements

Expenditures

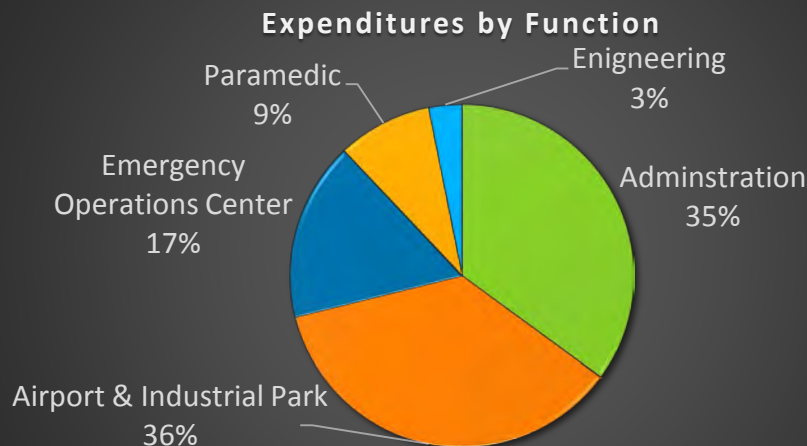
The Delaware Coastal Airport and Industrial Park is a vital part of the County's economy; therefore, \$4.0 million is appropriated for improvements and represents 36 percent of the Capital Budget. Improvements to the Airport's existing facilities will, hopefully, retain and attract new customers to the Airport. The improvements include electrical system, drainage, and pavement. Funding is also included for land acquisition for property surrounding the airport.

The Administration expenditures are 35 percent of the Capital Budget; this includes upgrading both the Administration Offices and West Complex buildings, building a multi-use maintenance facility, completing the Computer Assisted Mass Appraisal System (CAMA), which was stated in FY 2016, and beginning a possible fiber optics project.

The Emergency Operations Center expenditures are 16.8 percent, or \$1.9 million; this funding includes a replacement mobile command unit and upgrading the Emergency Operation Center audio visual system.

The Paramedic Department makes up 8.8 percent of the Capital Improvements Fund. It is anticipated Station 104 will be built in FY 2017. Funds to acquire land for Stations 200 and 110 are in the budget, which continues the goal to own medic stations rather than entering into lease agreements.

Engineering expenditures include purchasing of property around County landfills.



Capital Improvements

Expenditures - continued

	2017	2018	2019	2020	2021
Administrative					
Admin Building Improvements	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Maintenance Building	1,500,000	-	-	-	-
Fiber Optics	1,600,000	-	-	-	-
West Complex Improvements	300,000	-	-	-	-
CAMA System	400,000	-	-	-	-
Airpark					
RW 4-22 - 6000' Expansion	-	-	250,000	750,000	3,115,000
Stormwater Improvements	130,000	120,000	132,000	40,000	-
Electrical Upgrades	1,189,100	-	-	-	-
Electrical Upgrades - Fuel Farm	28,000	-	-	-	-
Taxiway A Improvements	-	50,000	-	-	-
Taxiway B Improvements	116,000	-	-	-	-
Taxiway C Improvements	650,000	-	-	-	-
Restaurant Improvements	95,000	-	-	-	-
Land Acquisition	300,000	-	-	-	-
Building Improvements	25,000	-	-	-	-
Tie-Down Apron	225,000	-	-	-	-
RW 10-28 Parallel Taxiway	-	350,000	2,000,000	2,000,000	-
13 Spot Tie down Apron	-	180,000	200,000	200,000	500,000
Industrial Park Improvements	1,300,000	-	-	-	-
Pavement Improvements	-	108,300	256,300	-	-
Emergency Operations Center					
Mobile Command Unit	1,400,000	-	-	-	-
Audio Visual System	500,000	-	-	-	-
Engineering					
Landfill Property Acquisition	350,000	200,000	200,000	200,000	200,000
Paramedic					
Stations	1,000,000	1,000,000	-	-	-
Total Capital Improvement Expenditures	\$11,258,100	\$2,008,300	\$3,038,300	\$3,190,000	\$3,815,000

Capital Improvements

AIRPORT - Airfield Electrical Upgrade - \$1,189,100

Complete FY16 effort to install new electrical equipment vaults and upgrade taxiway lighting to FAA standards.



AIRPORT - Rehabilitate Taxiway C - \$650,000

Mill & pave Taxiway C. Pavement surface is deteriorating and could cause foreign object damage to Boeing Business Jets using the taxiway. Project will complete emergency repairs made in 2015.



EOC - Mobile Command Unit

Complete the procurement of the new Mobile Command Unit. The Mobile Command Unit is used during large incidents or disasters where there is a need to go directly to the scene for command and control. The Mobile Command Unit is also utilized during large events, such as Apple-Scrapple Festival, Punkin Chunkin, July 4th Fireworks, and Return Day.



Capital Improvements

PARAMEDICS - Station 104/100

Completion of station construction to house Medic 104 and EMS 100

- Located on County-owned land purchased in FY 2015 on Plantations Road in Lewes



Paramedics - Station 108

Add garage bay to existing garage at Station 108 in Georgetown

- House the second response vehicle for Medic 108 in a conditioned space



Paramedics - Station 103

Relocate Station 103 to County-owned facility

- Purchase land for the construction of a new station to house Medic 103



Enterprise Fund

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

Budget Summary	
FY15 Actual	\$ 40,101,262
FY16 Budget	\$37,044,046
FY17 Budget	\$37,429,740

Fiscal Year 2016 Successes

Utility Engineering Division completed 30,160 utility locates, inspected 1,792 utility connections, and inspected 56 large sewer projects and 274 special and small projects.

Utility Permits Division issued 1,527 permits, scheduled 1,792 inspections, and established 1,713 sewer/water accounts. The staff also scanned and electronically filed 48,500 prior connection permits

Utility Planning Division reviewed and approved 17 concept sewer plans, 76 conditional use and change of zone comments, completed 12 annexations, and held public hears for a water and sewer district.

Environmental Services Division replaced two irrigation systems at Wolfe Neck Treatment Facility, completed nine electrical rebuilds, and replaced seven generators

Environment Services Division completed Henlopen Acres wire replacement, purchased and installed septage receiving station at South Coastal Facility

Fiscal Year 2017 Objectives - Environment Services Division

Objective 1	Proceed with increasing the disposal and treatment capacity of the Inland Bays Facility
Objective 2	Complete design and begin construction of Class A solids handling equipment for the Inland Bays Facility
Objective 3	Continue to replace aging infrastructure and equipment in the water/sewer systems
Objective 4	Continue the arc flash hazard analysis guidance based on the electrical equipment analyses
Objective 5	Upgrade 106 connections within the Dewey Water District

Enterprise Fund

Fiscal Year 2017 Objectives – Utility Engineering

Objective 1	Maintain accuracy and response time for utility locates while accommodating call volume of approximately 30,000 annually
Objective 2	Continue 24/7 coverage for emergency utility locates
Objective 3	Provide consistent and timely water and sewer connection inspections while accommodating call volume of approximately 2,000 annually
Objective 4	Maintain quality standards of utility design and construction while continuing to pursue innovative materials and methods
Objective 5	Assist in emergency response and recovery operations as requested by our EOC

Fiscal Year 2017 Objectives – Utility Permits

Objective 1	Ensure the conversion to MUNIS is a successful transition by training of staff in order to promote exemplary customer service
Objective 2	Support Utility Planning with the establishment of new sewer districts and expansions in order to protect our environment and serve our residents/visitors
Objective 3	Reduce the number of properties that are in violation for failure to connect
Objective 4	Create new billing accounts in a timely manner in order to maintain the County's strong financial position
Objective 5	Utilize Cornerstone to educate staff and strive for Organizational Excellence

Fiscal Year 2017 Objectives – Utility Planning

Objective 1	Continue to review and approve all Concept Sewer Plans, provide CU/CZ, PLUS and TAC comments
Objective 2	Complete Phase I of the Asset Management Plan and a pilot study for the Fenwick Island Sanitary Sewer District
Objective 3	Examine the potential for establishing a water district for Rural Ellendale
Objective 4	Complete the Dewey Beach Sewer modeling and mapping
Objective 5	Complete and Notice of Intent for the affordable funding of future projects

Enterprise Fund

Summary

The Enterprise Fund is made up of Sussex County's water and sewer funds. They operate in a manner similar to private business enterprises. However, they are not profit driven, and they are intended to break even.

Enterprise Revenue and Other Financing Sources

Account Description	2015 Actual	2016 Budget	2017 Budget
Operating Revenues			
Service Charges	\$ 19,859,212	\$ 20,512,148	\$ 20,808,803
Holding Tank Fees	385,303	292,000	300,000
Licenses, Permit, and Review Fees	1,051,248	740,380	740,780
Miscellaneous Fees	177,276	204,861	219,273
Non-Operating Revenues			
Assessment Charges	8,685,910	9,234,648	8,941,372
Capital Grants	269,099	-	-
Capitalized Ord. 38 Fees	2,908,432	1,600,000	1,600,000
Connection Fees	5,488,048	3,472,853	3,810,889
Investment Results	986,680	232,100	300,075
Miscellaneous Revenues	204,554	202,500	50,000
Other Financing Sources			
Transfers	85,500	85,500	85,500
Available Funds	-	467,056	573,048
Total Revenue and Other Sources	\$ 40,101,262	\$ 37,044,046	\$ 37,429,740

Enterprise expenditures are categorized into four general areas. Administrative costs, which include clerical and engineering support, are incurred to assist the sewer and water operations staff, as well as the Utility Planning, Utility Engineering, and Utility Permitting Divisions. Operations and maintenance costs are expenses associated with maintaining and operating the physical sewer and water systems. These systems include four wastewater treatment facilities, one water facility and tower, over 485 pump stations, and over 865 miles of pipe. Capital expenditures include routine capital items, such as pumping equipment, laboratory equipment, vehicles, generators, and improvements to the facilities. The budgetary debt service costs include both the interest and principal portion of the debt payment for assessment and treatment loan payments. The FY 2015 actual numbers only include the interest portion of the debt payment, which will correspond to the County's audited financial statements. The interest and principal payments are included in the budgetary numbers to assure that sufficient revenues are being charged to cover the debt payments.

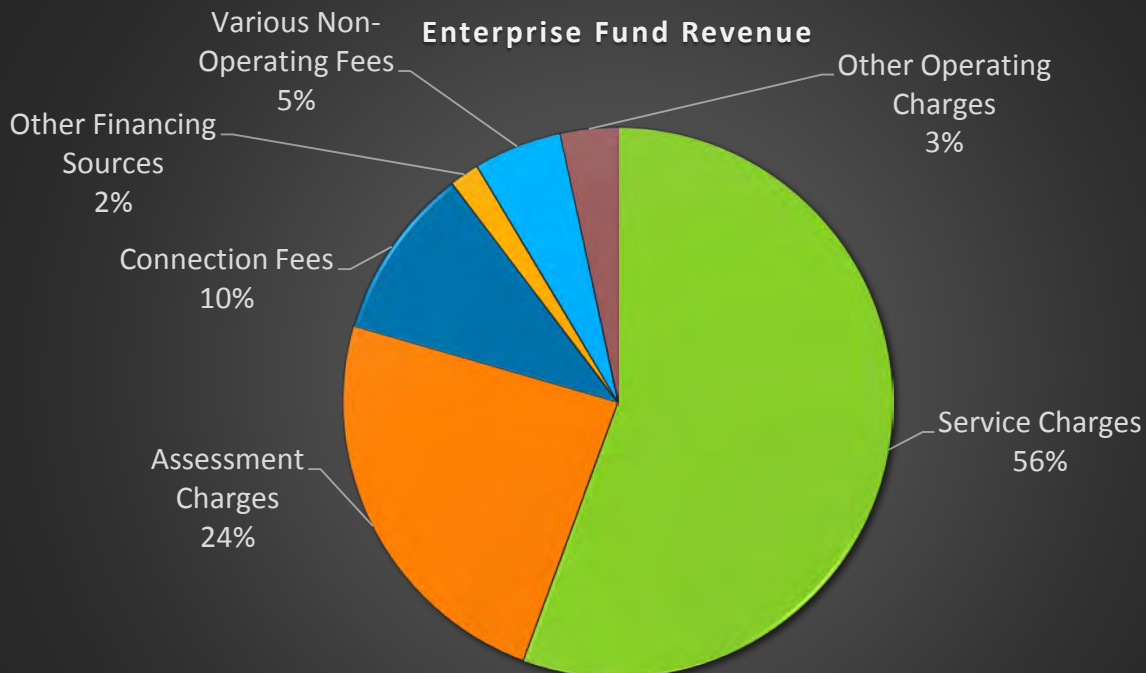
Enterprise Fund

Summary - continued

Enterprise Fund Expenditure and Debt Service

Account Description	2015 Actual	2016 Budget	2017 Budget
Administrative Costs	\$ 5,624,059	\$ 6,452,496	\$ 6,798,205
Operations and Maintenance Costs	11,111,066	12,697,525	12,689,613
Capital Expenditures	463,155	5,122,525	5,623,777
Debt Service	4,653,191	12,771,500	12,318,145
Total Expenditures and Debt Service	\$ 21,851,471	\$ 37,044,046	\$ 37,429,740

Enterprise Fund revenue and funding sources are primarily derived from assessment charges, connection fees, and service charges. The next three pages include descriptions of the three main types of funding charges.



Enterprise Fund

Funding Sources

Service Charges recover the cost of operating and maintaining the enterprise systems. These fees are billed using the Equivalent Dwelling Unit (EDU's) unit of measure. Service charge revenues are projected to increase \$297,000, or 1.5 percent, the increase is due to new users on the systems. After six years of working to phase-in a uniform sewer service charge program this is the final year that all customers will be charged the unified rate. Listed below are the annual service charge rates.

Service Charges per Equivalent Dwelling Unit (EDU)

Dewey Water	\$ 305.76
Unified Sewer	\$ 286.00

Connection fees are a one-time fee charged to new users connecting to the sewer or water system. The purpose of these charges is to recover the cost of transmission and treatment expenses related to growth. In keeping with a unified district, the connection fees will also become unified for all users who are connected to County owned treatment plants. The users who are connected to other municipality systems will continue to pay a different rate. Listed below are the connection fees for FY 2017.

Connection Fees per Equivalent Dwelling Unit (EDU)

Dewey Water	\$1,155
Unified Sewer	\$5,775
Blades Sewer	\$3,570
Ellendale Sewer	\$8,000
Septic Installation Charge	\$2,889

Golf Village connection fees are based on the town impact fee charged by the Town of Georgetown

Woodlands of Millsboro connection fees are based on the impact fees charged by the Town of Millsboro

Enterprise Fund

Funding Sources - continued

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

Sewer Area	Assessment Rate Per Front Foot	Average Annual Assessment
Angola Sewer	\$ 6.58	\$ 565.88
Bayview Estates Sewer	7.18	588.76
Bethany Sewer - Cedar Neck	3.39	298.32
Bethany Sewer - Millville	5.18	419.58
Bethany Sewer - Ocean View	3.68	338.56
Bethany Sewer - Ocean Way Estates	2.29	190.07
Bethany Sewer - Sussex Shores	2.83	192.44
Dagsboro - Frankford Sewer	0.60	60.00
Dagsboro - Frankford Sewer - Prince Georges Acres	4.85	421.95
Dewey Sewer - Proper	0.71	47.57
Dewey Sewer - West Rehoboth	2.55	206.55
Ellendale Sewer	1.88	188.00
Ellendale Sewer - New Market	4.89	322.74
Fenwick Sewer	0.32	22.72
Golf Village	1.47	147.00
Holts Landing - The Greens Sewer	7.81	781.00
Holts Landing Sewer	3.26	316.22
Johnson Corner Sewer	4.55	455.00
Long Neck Sewer	3.57	260.61
Miller Creek Sewer	6.92	622.80
Oak Orchard Sewer	4.35	304.50
Oak Orchard Expansion Sewer	4.19	419.00
Sea Country Estates Sewer	4.83	483.00
South Ocean View Sewer	5.47	541.53
Woodlands Of Millsboro	0.42	42.00

Enterprise Fund

SEWER

Sewer Revenues and Other Financing Sources

The FY 2017 sewer operating revenues budget increased \$295,000, or 1.4 percent. Assessment charges decreased by \$293,000 due the County's debt obligation being paid down. As shown below, available funds are being used to cover expenses.

Account Description	2015 Actual	2016 Budget	2017 Budget
Operating Revenues			
Service Charges	\$ 18,733,162	\$ 19,388,528	\$ 19,675,656
Holding Tank Fees	385,303	292,000	300,000
Licenses, Permit, and Review Fees	1,050,743	740,380	740,380
Miscellaneous Fees	79,530	127,861	127,273
Non-Operating Revenues			
Assessment Charges	8,684,902	9,234,648	8,941,372
Capital Grants	269,099		
Capitalized Ord. 38 Fees	2,908,432	1,600,000	1,600,000
Connection Fees	5,470,489	3,472,853	3,799,889
Investment Results	975,357	232,100	297,500
Miscellaneous Revenues	204,554	202,500	50,000
Other Financing Sources			
Transfers	85,500	85,500	85,500
Available Funds	-	467,056	345,000
Total Revenue and Other Financing Sources	\$ 38,847,071	\$ 35,843,426	\$ 35,962,570

Enterprise Fund

SEWER

Sewer Expenditures

Account Description	2015 Actual	2016 Budget	2017 Budget
Administrative			
Salaries	\$ 1,467,398	\$ 1,638,503	\$ 1,699,409
Vision Plan	2,027	2,080	1,976
Dental Plan	20,098	20,065	18,772
FICA Tax	107,682	135,374	128,277
Health Insurance	667,056	677,404	644,974
Worker's Compensation	-	-	61,414
Pension	366,169	443,435	413,581
Legal	83,662	85,000	85,000
Engineering	140,274	-	237,000
Other Professional Services	116,161	147,500	15,060
Communications	24,873	83,165	38,420
Postage & Freight	3,519	3,200	3,125
Rental and Leases	26,849	26,460	26,256
Insurance	421,662	439,255	439,255
Repairs and Maintenance	83,448	105,474	174,411
Advertising	14,899	8,400	15,000
Other Contractual Services	-	-	86,000
Office/Operating Supplies	39,917	46,800	14,615
Fuel	-	-	27,085
Dues & Subscriptions	-	-	350
Uniforms	6,749	2,300	5,180
Tools and Small Equipment	7,448	16,000	22,200
Other Supplies	14,851	9,700	12,000
Shared Cost	1,905,716	2,037,282	2,110,796
Seminars/Conferences/Training	1,655	1,950	2,790
Tuition	-	1,850	1,000
Mileage	58	200	50
Travel	360	6,450	3,450
Machinery and Equipment	779	97,178	70,800
Compensated Absences	(17,934)	-	-
Contingency	-	200,000	200,000
Capital Reserves	-	-	46,782
Total Administrative	\$ 5,505,376	\$ 6,235,025	\$ 6,605,028

Enterprise Fund

SEWER

Sewer Expenditures - continued

Account Description	2015 Actual	2016 Budget	2017 Budget
Operations and Maintenance			
Salaries	\$ 3,503,015	\$ 3,548,858	\$ 3,499,732
Vision Plan	4,488	4,212	4,160
Dental Plan	46,298	40,014	39,520
FICA Tax	266,529	271,655	265,504
Health Insurance	1,569,460	1,371,816	1,391,786
Worker's Compensation	333,901	334,000	273,000
Pension	407,737	842,936	843,260
Other Professional Services	56,004	972,539	625,500
Communications	83,202	79,200	85,000
Postage & Freight	585	1,000	4,000
Utilities	2,174,119	2,288,000	2,508,000
Maintenance & Repairs	899,989	938,000	999,700
Other Contractual Services	61,250	61,250	61,250
Office/Operating Supplies	116,502	125,000	120,000
Supplies – Safety	-	81,281	57,384
Chemicals	332,203	365,000	375,000
Fuel	218,684	200,000	172,915
Uniforms	62,508	64,760	96,750
Small Tools and Equipment	126,443	117,355	56,800
Seminars/Conferences/Training	3,918	10,000	6,000
Travel	7,722	6,500	5,000
Total Operations and Maintenance	10,274,557	11,723,376	11,490,261
Capital			
Facility Improvements	94,079	73,000	-
Collection System Improvements	110,197	90,000	965,000
Machinery and Equipment	65,803	649,054	300,340
Pump System Improvements	139,637	3,212,161	2,400,700
Transportation Equipment	-	232,110	1,097,296
Treatment Disposal Equipment	44,367	857,200	785,800
Total Capital	454,083	5,113,525	5,549,136
Debt Service	4,653,191	12,771,500	12,318,145
Total Expenditures and Debt Service	\$ 20,887,207	\$ 35,843,426	\$ 35,962,570

Enterprise Fund

WATER

Water Revenue

The FY 2017 budget increased \$266,000, or 22.2 percent. Service charges rates will remain the same as FY 2016 rate, \$305.76 per EDU. Available funds are being used to cover major repairs to the system and to cover machinery and equipment cost.

Account Description	2015 Actual	2016 Budget	2017 Budget
Operating Revenues			
Service Charges	\$ 1,126,050	\$ 1,123,620	\$ 1,133,147
License Fees	505	-	400
Miscellaneous Fees	97,746	77,000	92,000
Non-Operating Revenues			
Assessment Charges	1,008	-	-
Connection Fees	17,556	-	11,000
Investment Results	11,323	-	2,575
Other Financing Sources			
Available Funds	-	-	228,048
Total Revenue and Other Financing Sources	\$ 1,254,188	\$ 1,200,620	\$ 1,467,170

Water Expenditures

FY 2017 water expenditures include an increase \$146,000 in repair and maintenance costs to upgrade and replace meter pits and water mains. Water purchases increased \$70,000 due a rate increase as a result of a new water contract with the City of Rehoboth. The budget also includes funding for a new tractor and a truck chassis.

Enterprise Fund

Water Expenditures - continued

Account Description	2015 Actual	2016 Budget	2017 Budget
Administrative			
Salaries	\$ 320	\$ 5,000	\$ 5,000
FICA Tax	23	386	384
Worker's Compensation	65	-	65
Pension	-	-	1,250
Legal	-	120	-
Engineering	-	500	-
Other Professional Services	1,634	3,000	-
Communications	-	300	-
Rental and Leases	-	500	-
Insurance	9,709	9,250	10,196
Repairs and Maintenance	1,156	4,005	1,250
Advertising	327	200	300
Other Contractual Services	-	500	500
Office/Operating Supplies	774	3,300	2,000
Tools and Small Equipment	-	1,500	1,500
Shared Cost	105,152	110,000	134,732
Compensated Absences	(477)		
Contingency	-	50,000	36,000
Reserves	-	28,910	-
Total Administrative	118,683	217,471	193,177
Operations and Maintenance			
Salaries	134,821	159,543	163,208
Vision Plan	-	208	208
Dental Plan	-	1,976	1,976
FICA Tax	9,888	12,123	12,277
Health Insurance	1,010	67,744	67,781
Worker's Compensation	11,699	12,000	11,286
Pension	26,323	38,948	40,056
Communications	234	396	8,000
Water Purchases	553,307	530,000	600,000
Utilities	1,514	1,560	1,560
Maintenance & Repairs	78,351	123,400	269,400
Office/Operating Supplies	4,274	5,000	5,000
Fuel	8,583	10,000	8,600
Uniforms	329	3,200	2,500
Small Tools and Equipment	6,176	7,551	7,000
Seminars/Conferences/Training	-	500	500
Total Operations and Maintenance	\$ 836,509	\$ 974,149	\$ 1,199,352

Enterprise Fund

WATER

Water Expenditures - continued

Account Description	2015 Actual	2016 Budget	2017 Budget
Capital			
Machinery and Equipment	\$ -	\$ 9,000	\$ -
Transportation Equipment	9,072	-	74,641
Total Capital	9,072	9,000	74,641
Total Expenditures	\$ 964,264	\$ 1,200,620	\$ 1,467,170

New Projects or Initiatives

UTILITY ENGINEERING

Construction Inspection

Construction administration and inspection is a significant part of our daily schedule. Ensuring utility systems meet our standards is critical to future operations.



Project Design

Several large regional sewer projects are currently under design. Recognizing construction challenges and customizing specifications is critical to project success. Funding and other agency requirements must be incorporated into the project manual to ensure compliance.



Utility Locates

Over 30,000 Miss Utility tickets were processed last year, which included over 225 afterhours emergency calls. These numbers are expected to increase in FY 2017 as we continue to expand our utility system.



System Connections

Nearly 1,800 new sewer/water system connections were performed last year. That number is expected to increase in FY 2017 as we continue to expand our utility system.



New Projects or Initiatives

UTILITY PERMITS

New Sewer Connections

Prepare for numerous new sewer connections. Projects include: Angola North Expansion, Peninsula Lakes, Ocean View Beach Club, Bishop's Landing, Sea Grove, Rt. 26 Expansion, Swan Cove, Americana Bayside, Overlook, Coastal Club, DSP Troop 7, Cape Henlopen Elementary School, The Estuary, Massey's Campground, and many more commercial properties.



Support Utility Planning with Annexations and Expansions

Utility Permits will continue to support Utility Planning with annexations, expansions, public hearings, referendums, and establish front footage and EDU assessments in new areas.



MUNIS Conversion

Implement new policies, practices, and procedures (i.e., Permits will now create the accounts) due to the conversion to MUNIS. The Utility Permits staff will need on-going education, training, and support in order to be successful.

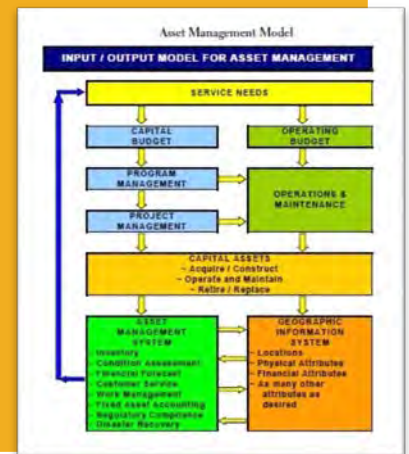


New Projects or Initiatives

UTILITY PLANNING

Phase II of the Asset Management Program

The Engineering Department has committed to a DNREC program to establish an Asset Management Plan. The project will focus on the completion of the inventory of all sewer assets and the acquisition of a software program to evaluate the condition and performance assessment of those assets. This may be a multi-year project with over 800 miles of pipe, 4 treatment plants, and over 400 pumping stations.



Chapel Greene and Oak Crest Farms - \$180,000

Develop a design and establish cost estimates to collect the flow from the community's two existing on-site treatment facilities in need of major upgrades and re-direct the flow to our Inland Bays Regional Wastewater Facility for treatment and disposal.



Herring Creek Sanitary Sewer District

Complete meeting and referendum process to establish a Herring Creek Sanitary Sewer District. If passed, proceed into the design, bidding, and construction of the project.



New Projects or Initiatives

UTILITY PLANNING

Rural Ellendale Water District

Prepare cost estimates and proposed boundary of a potential water district for Rural Ellendale. Conduct a public meeting with the residents and property owners in the area to present estimated costs and a timeline.



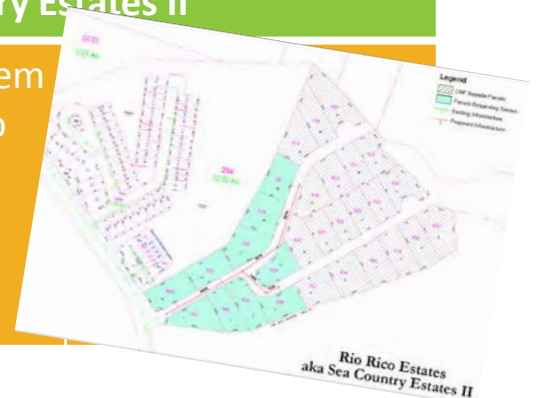
Roxana Planning Study - \$200,000

This is a roll-over project from FY2016 to establish a proposed service area boundary and undertake a planning study for Roxana and the surrounding area. We have been granted a Planning Study Grant and will select a consultant to explore how much area and what area we can serve with capacities at SCRWF.



Design Infrastructure for Sea Country Estates II

Design, bid, and construct a gravity collection system to serve the community Sea Country Estates II (Rio Rico), an existing subdivision surrounded by American Bayside.



Capital Improvements

Enterprise Fund

The Capital Project Fund for the Enterprise Fund is used for acquiring and constructing major enterprise fund capital projects. Funding sources include intergovernmental grants, as well as loans, expansion and connection fees, and reserves. The current capital project expenditures are for new, expanded, and existing sewer and water systems.

Fiscal Year 2017 Objectives

Objective 1	Continue to improve and expand the County's wastewater infrastructure in an economical and efficient manner
Objective 2	Provide existing users and future users with affordable sewer and water services by obtaining the best financing possible for infrastructure projects
Objective 3	Improve various pump stations and force mains to enhance the efficiency and safety of the sewer system
Objective 4	Continue to work on existing projects at West Rehoboth, Inland Bays Regional Wastewater Facility, Angola, Oak Orchard, Millville, Route 26 area and the Route 54 area
Objective 5	Expand the County's services to the Herring Creek area

Funding Sources

Account Description	2017	2018	2019	2020	2012
Enterprise Revenues					
Connection Fees	\$6,375,725	\$21,381,537	\$18,500,000	\$ 2,500,000	\$ -
Federal / State Funding	3,194,429	42,245,919	18,813,300	7,255,000	5,735,000
Total Funding	\$9,570,154	\$63,627,456	\$37,313,300	\$9,755,000	\$5,735,000

Capital Improvements

Enterprise Fund

Expenditures

Account Description	2017	2018	2019	2020	2012
Enterprise Fund Expenditures					
Pump Station 33 & FM Upgrade	170,000	2,500,000	1,000,000	-	-
Pump Station 210 Expansion	6,130,725	7,956,537	-	-	-
WN Treatment Expansion	75,000	425,000	2,500,000	2,500,000	-
Inland Bays Expansion #2C & 2D	-	10,000,000	10,000,000	-	-
Inland Bays Biosolid Project	-	11,866,023	1,263,300	2,935,000	1,735,000
Angola North Expansion	250,000	3,250,000	3,500,000	-	-
Ocean Outfall Contribution	500,000	4,000,000	4,000,000	4,000,000	4,000,000
Beaver Dam Expansion	900,000	670,000	-	-	-
Branch & Autumn & Tucks Roads	-	80,000	400,000	320,000	-
Goslee Creek Pump Station	719,523	4,064,896	-	-	-
Herring Creek Sewer	150,000	10,000,000	8,500,000	-	-
Concord Road Expansion	400,000	1,800,000	-	-	-
Route 26 Spur Line	74,906	1,075,000	-	-	-
South Coastal Improvement	-	500,000	5,000,000	-	-
RT. 54 Extension	200,000	1,900,000	-	-	-
Tanglewood	-	1,250,000	-	-	-
Oak Acres Sewer	-	1,500,000	-	-	-
Sea Country Estates II (RIO RICO)	-	350,000	-	-	-
Chapel Green / Oak Crest Farms	-	440,000	1,150,000	-	-
Total Expenditures	\$9,570,154	\$63,627,456	\$37,313,300	\$9,755,000	\$5,735,000

Fiduciary Fund

The Fiduciary Fund accounts for assets that are being held for a third party (pension participants) and cannot be used for activities, or obligations, of the County. The Fiduciary Fund includes the Pension Trust Fund and the Post-retirement Employee Benefit Trust Fund. Pensioners will receive a .05% cost-of-living adjustment.

Fiduciary Additions and Deductions Budget Summary	
Additions	
Employer and Employee Contributions	\$ 5,726,087
Investment Earnings (Net)	9,542,000
Total Additions	15,268,087
Deductions	
Beneficiary Payments	5,684,400
Professional Fees	165,600
Total Deductions	5,850,000
Net Increase in Plan Assets	\$ 9,418,087