The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Sussex County, Delaware for its annual budget for the fiscal year beginning July 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communication device.

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

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introductory</strong></td>
<td></td>
</tr>
<tr>
<td>Transmittal Letter</td>
<td>6</td>
</tr>
<tr>
<td>About the County</td>
<td>9</td>
</tr>
<tr>
<td>Organizational Chart</td>
<td>12</td>
</tr>
<tr>
<td>Budget Process</td>
<td>13</td>
</tr>
<tr>
<td>Financial Policies</td>
<td>18</td>
</tr>
<tr>
<td><strong>Budget Summary</strong></td>
<td></td>
</tr>
<tr>
<td>Revenue &amp; Expenditures Summary</td>
<td>22</td>
</tr>
<tr>
<td>Full-time Positions</td>
<td>26</td>
</tr>
<tr>
<td>Pay Scale</td>
<td>27</td>
</tr>
<tr>
<td><strong>General Fund</strong></td>
<td></td>
</tr>
<tr>
<td>Revenue Summary</td>
<td>29</td>
</tr>
<tr>
<td>Use of Fund Balance</td>
<td>32</td>
</tr>
<tr>
<td>Fee Schedule</td>
<td>33</td>
</tr>
<tr>
<td>Revenue Detail</td>
<td>36</td>
</tr>
<tr>
<td>Expenditure Summary</td>
<td>39</td>
</tr>
<tr>
<td>Expenditure Detail</td>
<td>40</td>
</tr>
<tr>
<td><strong>Department Expenditures</strong></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>42</td>
</tr>
<tr>
<td>Airport and Business Park</td>
<td>44</td>
</tr>
<tr>
<td>Assessment</td>
<td>46</td>
</tr>
<tr>
<td>Building Code</td>
<td>48</td>
</tr>
<tr>
<td>Community Development</td>
<td>50</td>
</tr>
<tr>
<td>Constable</td>
<td>52</td>
</tr>
<tr>
<td>County Council</td>
<td>55</td>
</tr>
<tr>
<td>Economic Development</td>
<td>57</td>
</tr>
<tr>
<td>Emergency Preparedness</td>
<td>60</td>
</tr>
<tr>
<td>Engineering Administration</td>
<td>67</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>69</td>
</tr>
<tr>
<td>Finance</td>
<td>72</td>
</tr>
<tr>
<td>Grant-in-Aid</td>
<td>75</td>
</tr>
</tbody>
</table>
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources and General Employment</td>
<td>78</td>
</tr>
<tr>
<td>Information Technology</td>
<td>81</td>
</tr>
<tr>
<td>Legal</td>
<td>84</td>
</tr>
<tr>
<td>Libraries</td>
<td>85</td>
</tr>
<tr>
<td>Mapping and Addressing</td>
<td>101</td>
</tr>
<tr>
<td>Marriage Bureau</td>
<td>103</td>
</tr>
<tr>
<td>Paramedics</td>
<td>105</td>
</tr>
<tr>
<td>Planning and Zoning</td>
<td>108</td>
</tr>
<tr>
<td>Public Works</td>
<td>112</td>
</tr>
<tr>
<td>Recorder of Deeds</td>
<td>115</td>
</tr>
<tr>
<td>Records Management</td>
<td>117</td>
</tr>
<tr>
<td>Register of Wills</td>
<td>119</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>121</td>
</tr>
<tr>
<td>Sheriff</td>
<td>124</td>
</tr>
<tr>
<td>Capital Projects – Governmental Fund</td>
<td></td>
</tr>
<tr>
<td>Summary</td>
<td>127</td>
</tr>
<tr>
<td>Funding Sources</td>
<td>128</td>
</tr>
<tr>
<td>Expenditures</td>
<td>129</td>
</tr>
<tr>
<td>Impact on Operational Expenses</td>
<td>134</td>
</tr>
<tr>
<td>Long-Term Financial Planning</td>
<td>135</td>
</tr>
<tr>
<td>Enterprise Fund</td>
<td></td>
</tr>
<tr>
<td>Summary</td>
<td>138</td>
</tr>
<tr>
<td>Charges &amp; Fees</td>
<td>141</td>
</tr>
<tr>
<td>Sewer Revenue</td>
<td>145</td>
</tr>
<tr>
<td>Sewer Expenses</td>
<td>146</td>
</tr>
<tr>
<td>Water Revenue</td>
<td>151</td>
</tr>
<tr>
<td>Water Expenses</td>
<td>152</td>
</tr>
<tr>
<td>Enterprise Capital Projects</td>
<td>154</td>
</tr>
<tr>
<td>Debt</td>
<td>159</td>
</tr>
<tr>
<td>Fiduciary Fund</td>
<td>161</td>
</tr>
<tr>
<td>Supplemental Expenses</td>
<td>163</td>
</tr>
<tr>
<td>Glossary/Acronyms</td>
<td>169</td>
</tr>
<tr>
<td>Budget Ordinances</td>
<td>176</td>
</tr>
</tbody>
</table>
INTRODUCTORY SECTION
May 19, 2020

Mr. President and Members of Council:

As required by Title 9, Chapter 70, § 7003(d)(5) of the Delaware Code, I respectfully submit the Proposed Annual Operating Budget for Sussex County for Fiscal Year (FY) 2021. The FY 2021 proposed budget was developed by the County Administrator, the Finance Director/COO, and the Deputy Finance Director. This recommended budget was drafted after receiving submissions from County departments. We greatly appreciate the efforts of the directors and their staff in assisting us in producing a baseline budget.

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

The County’s largest revenue source, Realty Transfer Tax (RTT), is projected to be approximately $2 million beyond Fiscal Year 2019; this increase is a result of large-valued transfers occurring during the fiscal year. Relying on RTT collection for operations does present a risk due to the volatile nature of the funding. Based on these trends, the budget being presented keeps RTT at the same level as the previous year. In this budget, RTT funding is used for public safety only; these expenses include fire and ambulance service support, supplemental contracted State Police troopers, local law enforcement grants, and operations of the Emergency Medical and Emergency Preparedness departments.

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

The only increases in revenue we are predicting are from the accommodation tax, improvements to property assessments, and grants from other governments. There are decreases in the economically sensitive revenues, such as building permits, interest earnings and Recorder of Deeds fees.
The budget was a collaborative effort among the budget team and department heads to prioritize expenses during an unstable economic time. I want to personally thank everyone for their understanding of the challenges we face in developing this balanced base budget.

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

<table>
<thead>
<tr>
<th>Organizational-Wide, Strategic Goal</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain the County’s strong financial position</td>
<td>G1</td>
</tr>
<tr>
<td>Implement efficiencies</td>
<td>G2</td>
</tr>
<tr>
<td>Promote initiatives for measured economic development</td>
<td>G3</td>
</tr>
<tr>
<td>Advance balanced efforts to protect our County’s environment, residents and visitors</td>
<td>G4</td>
</tr>
<tr>
<td>Provide exceptional customer service by making Organizational Excellence the cornerstone of the County’s workforce</td>
<td>G5</td>
</tr>
</tbody>
</table>

Although the demand for County’s services continues to increase, we must take a conservative approach to any expansion of the County government during this time. To ensure sustainability, the County’s budget follows these financial-related goals:

- Prepare a balanced base budget with supplemental increases based on defined revenue goals
- Maintain an operating reserve of at least 25 percent
- Operate without tax-supported debt
- Continue financial practices that maintain a ‘Aaa’ strong bond rating
- Use technology to streamline and automate business practices to help keep up with the demand for services
- Continue the pay-as-you-go philosophy for the capital projects fund
I also want to thank the County Council for its leadership and continued fiscal responsibility, which have helped build a strong foundation that has allowed this government to continue to live within its means and stay strong during economic uncertainty.

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

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

Sincerely,

Todd F. Lawson
County Administrator
Sussex County is proud of the natural beauty, mix of small towns, rich history, and popular attractions that are found throughout our county. It is a rural county in transition; a community that, in some ways, represents a microcosm of the United States with developing - more urbanized - seaside resorts to the east, and industry and agriculture dominating the central and western landscape. Our county is the largest county in Delaware, comprising a total land area of approximately 938 square miles, or 48 percent of the State’s total area, with a population estimated to be over 229,000 by the United States Census Bureau. The County is bordered on the east by the Atlantic Ocean, on the north by Kent County, Delaware, and on the south and west by that portion of the State of Maryland lying east of the Chesapeake Bay. The Town of Georgetown, the county seat, is situated in the center of the county. The county is within 200 miles of New York City, Philadelphia, Baltimore, and Washington, D.C., putting Sussex County within a four-hour drive for more than a quarter of the Country’s population.

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

Sussex County, Delaware, is an attractive destination with beaches along the Delaware Bay and Atlantic Ocean. Per the 2010 U.S. Census, Sussex County had a population increase of more than 25 percent from 2000 to 2010. The Delaware Population Consortium predicts that the population will increase 30 percent from 2010 to 2040. The next table shows demographic and economic statistics for a period of 10 years.
Local property taxes are very low, making the county a desirable destination for new residents and retirees. The State of Delaware has never had a general sales tax, inventory tax, or statewide property tax. As demonstrated in the chart, both the County’s population and age grow year after year, most likely due to low taxes and quality of life.

The eastern portion of the county is home to most of Delaware’s beaches and seaside resorts. Sussex’s central and western areas are the backbone of Delaware’s agriculture industry. Most of the county’s employment is driven by agriculture and tourism. However, both industry are being effected greatly by COVID-19. The next chart shows the top 10 employment-types in the county.

**Demographic Statistics for Sussex County for 2009 - 2019**

<table>
<thead>
<tr>
<th>Year</th>
<th>Population (1)</th>
<th>Total Personal Income (2)</th>
<th>Per Capita Personal Income (2)</th>
<th>Median Age (3)</th>
<th>Public School Enrollment (4)</th>
<th>Unemployment Rate (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>192,019</td>
<td>6,637,087</td>
<td>34,434</td>
<td>44.4</td>
<td>25,307</td>
<td>7.8%</td>
</tr>
<tr>
<td>2010</td>
<td>197,145</td>
<td>6,830,250</td>
<td>34,512</td>
<td>45.4</td>
<td>25,704</td>
<td>7.9%</td>
</tr>
<tr>
<td>2011</td>
<td>200,771</td>
<td>7,009,239</td>
<td>34,988</td>
<td>45.1</td>
<td>24,205</td>
<td>7.2%</td>
</tr>
<tr>
<td>2012</td>
<td>203,390</td>
<td>7,660,479</td>
<td>37,664</td>
<td>45.4</td>
<td>24,560</td>
<td>5.9%</td>
</tr>
<tr>
<td>2013</td>
<td>206,649</td>
<td>7,968,480</td>
<td>38,560</td>
<td>45.9</td>
<td>25,649</td>
<td>6.5%</td>
</tr>
<tr>
<td>2014</td>
<td>210,849</td>
<td>8,800,249</td>
<td>41,737</td>
<td>46.5</td>
<td>25,564</td>
<td>5.4%</td>
</tr>
<tr>
<td>2015</td>
<td>215,622</td>
<td>9,652,773</td>
<td>44,767</td>
<td>47.0</td>
<td>26,397</td>
<td>4.4%</td>
</tr>
<tr>
<td>2016</td>
<td>220,251</td>
<td>10,418,453</td>
<td>47,303</td>
<td>47.6</td>
<td>26,886</td>
<td>4.0%</td>
</tr>
<tr>
<td>2017</td>
<td>225,322</td>
<td>10,663,080</td>
<td>47,324</td>
<td>48.3</td>
<td>27,464</td>
<td>4.3%</td>
</tr>
<tr>
<td>2018</td>
<td>229,286</td>
<td>11,540,734</td>
<td>50,334</td>
<td>49.0</td>
<td>27,886</td>
<td>3.7%</td>
</tr>
<tr>
<td>2019</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>3.2%</td>
</tr>
</tbody>
</table>

Note: Total personal income is in thousands of dollars.

1. U.S. Bureau of the Census
2. U.S. Department of Commerce, Bureau of Economic Analysis
4. Delaware Department of Education
5. U.S. Bureau of Labor Statistics for June; March 2020’s rate was 5.4%

* Figures not available
Lastly, one item that sets Sussex apart from other counties is its dedication to history and tradition. One of the most unique events, of which the County is tremendously proud, is the biennial event known as Return Day. Return Day originated around 1790 and is set on The Circle in Georgetown, the County seat. Return Day is held two days after Election Day and was started so ‘voters’ could come to hear the ‘returns’, or results, of the elections. During this day, election results were read, food was served, and music was played. By the 1970s, the ceremonial act of ‘burying the hatchet’ began, symbolizing the end of the campaign season.
Budget Process

Basis of Accounting vs. Basis of Budgeting

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

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

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

The following schedule summarizes the differences:

<table>
<thead>
<tr>
<th>Fund</th>
<th>Revenues</th>
<th>Expenditures</th>
<th>Asset Depreciation</th>
<th>Capital Outlay</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget Financial Statement</td>
<td>Budget Financial Statement</td>
<td>Budget Financial Statement</td>
<td>Budget Financial Statement</td>
</tr>
<tr>
<td>General Fund</td>
<td>Modified Accrual</td>
<td>Modified Accrual</td>
<td>Modified Accrual</td>
<td>No</td>
</tr>
<tr>
<td>Enterprise Funds</td>
<td>Modified Accrual</td>
<td>Full Accrual</td>
<td>Modified Accrual</td>
<td>Full Accrual</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>Modified Accrual</td>
<td>Modified Accrual</td>
<td>Modified Accrual</td>
<td>No</td>
</tr>
</tbody>
</table>
Budget Process

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

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

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

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

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

The following schedule summarizes the relationship between the funds:

<table>
<thead>
<tr>
<th>Transfer from:</th>
<th>Capital Projects</th>
<th>Fiduciary Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Enterprise Funds</td>
<td></td>
<td>✔</td>
</tr>
</tbody>
</table>
The following chart is a cross-reference document to depict the relationships among department, function and the fund used to support the department.

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

BUDGET TIMELINE

Each year in February, the budget process begins with a set of organizational goals communicated by County Administration. The Fiscal Year 2021 goals include:

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

These goals are used by each department in setting their own goals when developing their requests. The individual department goals can be found in each department’s section.

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

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

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

The public hearing must be held no sooner than 21 days after the ordinance introduction. This is the time where the public can speak to Council regarding the proposed ordinance.

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

A budget calendar for FY 2021 can be found on the next page.
As long as the budget does not go over the appropriations approved by County Council in the adopted ordinance, departments are able to request budget transfers throughout the year. The budget transfers are approved by the Finance and Administration Departments.

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

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

Long-term Financial Policy: Each year, the County develops a Long-Term Financial Plan that forecasts operating expenses and revenue for the next 10 years for the General Fund and capital expenditures and revenues for the next 5 years for both the General and Enterprise Funds. The Long-Term Outlook is updated during the annual budget process and is included in this document starting on page 135.

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

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

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

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

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

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

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

The fiduciary funds, the Pension and OPEB Funds, have their own investment policy statements but are structured the same. Both investment policy statements were last modified by County Council in 2019. The fiduciary funds are invested in various mutual funds, corporate obligations, government agency obligations, U.S. treasuries, and real estate investment trusts. Corporate obligations are all rated A or higher, while mutual funds are unrated. The policy goal is 65 percent investment in equities and 35 percent in fixed income investments.

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

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

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

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

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

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

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

### 2021 Budget

<table>
<thead>
<tr>
<th>Revenues &amp; Financing Sources</th>
<th>General</th>
<th>Capital</th>
<th>Enterprise</th>
<th>Fiduciary</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Taxes</strong></td>
<td>$41,686,996</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$41,686,996</td>
</tr>
<tr>
<td><strong>Intergovernmental</strong></td>
<td>7,750,800</td>
<td>950,000</td>
<td>9,050,000</td>
<td>-</td>
<td>17,750,800</td>
</tr>
<tr>
<td><strong>Charges for Services</strong></td>
<td>13,160,630</td>
<td>-</td>
<td>28,216,523</td>
<td>-</td>
<td>41,377,153</td>
</tr>
<tr>
<td><strong>Miscellaneous</strong></td>
<td>1,023,200</td>
<td>20,000</td>
<td>3,931,475</td>
<td>2,760,000</td>
<td>7,734,675</td>
</tr>
<tr>
<td><strong>Assessment &amp; Connection Fees</strong></td>
<td>-</td>
<td>-</td>
<td>31,968,947</td>
<td>-</td>
<td>31,968,947</td>
</tr>
<tr>
<td><strong>Transfer In from Other Funds</strong></td>
<td>70,000</td>
<td>-</td>
<td>115,500</td>
<td>8,292,650</td>
<td>8,478,150</td>
</tr>
<tr>
<td><strong>Total Revenues &amp; Other Sources</strong></td>
<td>63,691,626</td>
<td>970,000</td>
<td>73,282,445</td>
<td>11,052,650</td>
<td>148,996,721</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures &amp; Financing Uses</th>
<th>General</th>
<th>Capital</th>
<th>Enterprise</th>
<th>Fiduciary</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td>36,330,580</td>
<td>-</td>
<td>11,550,149</td>
<td>-</td>
<td>47,880,729</td>
</tr>
<tr>
<td><strong>Operations</strong></td>
<td>28,645,656</td>
<td>-</td>
<td>10,152,609</td>
<td>8,381,650</td>
<td>47,179,915</td>
</tr>
<tr>
<td><strong>Capital &amp; Debt Service</strong></td>
<td>799,890</td>
<td>10,200,000</td>
<td>51,603,452</td>
<td>-</td>
<td>62,603,342</td>
</tr>
<tr>
<td><strong>Transfer Out to Other Funds</strong></td>
<td>115,500</td>
<td>-</td>
<td>70,000</td>
<td>-</td>
<td>185,500</td>
</tr>
<tr>
<td><strong>Total Expenditures &amp; Other Uses</strong></td>
<td>65,891,626</td>
<td>10,200,000</td>
<td>73,376,210</td>
<td>8,381,650</td>
<td>157,849,486</td>
</tr>
<tr>
<td><strong>Change in Fund Balance</strong></td>
<td>($2,200,000)</td>
<td>($9,230,000)</td>
<td>($93,765)</td>
<td>$2,671,000</td>
<td>($8,852,765)</td>
</tr>
</tbody>
</table>
# Revenue & Expenditure Summary

## 2020 Budget

**Revenues and Expenditures – All Funds**

<table>
<thead>
<tr>
<th>Revenues &amp; Financing Sources</th>
<th>General</th>
<th>Capital</th>
<th>Enterprise</th>
<th>Fiduciary</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxes</td>
<td>$40,276,000</td>
<td>$</td>
<td>$</td>
<td>-</td>
<td>$40,276,000</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>6,974,000</td>
<td>4,370,000</td>
<td>13,180,000</td>
<td>-</td>
<td>24,524,000</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>13,858,130</td>
<td>-</td>
<td>24,991,660</td>
<td>-</td>
<td>38,849,790</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,257,369</td>
<td>36,500</td>
<td>6,287,199</td>
<td>9,000,000</td>
<td>16,581,068</td>
</tr>
<tr>
<td>Assessment &amp; Connection Fees</td>
<td>-</td>
<td>-</td>
<td>30,776,664</td>
<td>-</td>
<td>30,776,664</td>
</tr>
<tr>
<td>Transfer In from Other Funds</td>
<td>70,000</td>
<td>10,000,000</td>
<td>85,500</td>
<td>12,553,724</td>
<td>22,709,224</td>
</tr>
<tr>
<td><strong>Total Revenues &amp; Other Sources</strong></td>
<td>62,435,499</td>
<td>14,406,500</td>
<td>75,321,023</td>
<td>21,553,724</td>
<td>173,716,746</td>
</tr>
</tbody>
</table>

**Expenditures & Financing Uses**

<table>
<thead>
<tr>
<th></th>
<th>General</th>
<th>Capital</th>
<th>Enterprise</th>
<th>Fiduciary</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>35,877,464</td>
<td>-</td>
<td>11,436,413</td>
<td>-</td>
<td>47,313,877</td>
</tr>
<tr>
<td>Operations</td>
<td>29,383,605</td>
<td>16,500</td>
<td>9,890,603</td>
<td>7,553,724</td>
<td>46,844,432</td>
</tr>
<tr>
<td>Capital &amp; Debt Service</td>
<td>1,113,930</td>
<td>21,350,000</td>
<td>53,986,677</td>
<td>-</td>
<td>76,450,607</td>
</tr>
<tr>
<td>Transfer Out to Other Funds</td>
<td>15,085,500</td>
<td>-</td>
<td>70,000</td>
<td>-</td>
<td>15,155,500</td>
</tr>
<tr>
<td><strong>Total Expenditures &amp; Other Uses</strong></td>
<td>81,460,499</td>
<td>21,366,500</td>
<td>75,383,693</td>
<td>7,553,724</td>
<td>185,764,416</td>
</tr>
</tbody>
</table>

| Change in Fund Balance | ($19,025,000) | ($6,960,000) | ($62,670) | $14,000,000 | ($12,047,670) |
## Revenue & Expenditure Summary

### 2019 Actual

#### Revenues and Expenditures – All Funds

<table>
<thead>
<tr>
<th></th>
<th>General</th>
<th>Capital</th>
<th>Enterprise</th>
<th>Fiduciary</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues &amp; Financing Sources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes</td>
<td>$51,665,225</td>
<td>$</td>
<td>-</td>
<td>-</td>
<td>- $51,665,225</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>7,680,233</td>
<td>1,827,896</td>
<td>-</td>
<td>-</td>
<td>9,508,129</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>15,280,305</td>
<td>-</td>
<td>22,591,759</td>
<td>-</td>
<td>37,872,064</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>3,696,384</td>
<td>572,947</td>
<td>6,031,619</td>
<td>10,034,160</td>
<td>20,335,110</td>
</tr>
<tr>
<td>Assessment &amp; Connection Fees</td>
<td>-</td>
<td>-</td>
<td>23,778,469</td>
<td>-</td>
<td>23,778,469</td>
</tr>
<tr>
<td>Capital Contributions</td>
<td>-</td>
<td>-</td>
<td>14,244,228</td>
<td>-</td>
<td>14,244,228</td>
</tr>
<tr>
<td>Transfer In from Other Funds</td>
<td>71,549</td>
<td>5,000,000</td>
<td>85,500</td>
<td>17,150,044</td>
<td>22,307,093</td>
</tr>
<tr>
<td><strong>Total Revenues &amp; Other Sources</strong></td>
<td>78,393,696</td>
<td>7,400,843</td>
<td>66,731,575</td>
<td>27,184,204</td>
<td>179,710,318</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>General</th>
<th>Capital</th>
<th>Enterprise</th>
<th>Fiduciary</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenditures &amp; Financing Uses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>42,990,171</td>
<td>-</td>
<td>7,538,781</td>
<td>-</td>
<td>50,528,952</td>
</tr>
<tr>
<td>Operations</td>
<td>23,982,205</td>
<td>35,774</td>
<td>9,781,366</td>
<td>7,342,375</td>
<td>41,141,720</td>
</tr>
<tr>
<td>Capital &amp; Debt Service</td>
<td>1,790,130</td>
<td>7,791,224</td>
<td>17,570,470</td>
<td>-</td>
<td>27,151,824</td>
</tr>
<tr>
<td>Transfer Out to Other Funds</td>
<td>5,085,500</td>
<td>-</td>
<td>71,549</td>
<td>-</td>
<td>5,157,049</td>
</tr>
<tr>
<td><strong>Total Expenditures &amp; Other Uses</strong></td>
<td>73,848,006</td>
<td>7,826,998</td>
<td>34,962,166</td>
<td>7,342,375</td>
<td>123,979,545</td>
</tr>
</tbody>
</table>

|                      |         |         |            |           |        |
| **Change in Fund Balance** | $4,545,690 | ($426,155) | $31,769,409 | $19,841,829 | $55,730,773 |

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

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

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

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

<table>
<thead>
<tr>
<th>General Fund</th>
<th>Capital Projects</th>
<th>Enterprise</th>
<th>Fiduciary</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$65,891,626</td>
<td>$10,200,000</td>
<td>$73,376,210</td>
<td>$8,381,650</td>
<td>$157,849,486</td>
</tr>
</tbody>
</table>

**Total Budgeted Expenditures**
Full-time Positions

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

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

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

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

REVENUE SUMMARY

The General Fund accounts for all financial transactions and resources in Sussex County Government, other than those required to be accounted for in another fund. Revenues in the General Fund are primarily derived from property and realty transfer taxes, constitutional office fees, intergovernmental sources, and other charges for services. General Fund revenue, excluding transfers and use of reserves, increased $1.3 million, or 2.0 percent.

<table>
<thead>
<tr>
<th>Revenue Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td>28%</td>
</tr>
<tr>
<td>Realty Transfer Tax</td>
<td>34%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2%</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>20%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>12%</td>
</tr>
<tr>
<td>Other Financing Sources</td>
<td>3%</td>
</tr>
<tr>
<td>Accommodations Tax</td>
<td>1%</td>
</tr>
</tbody>
</table>

**Property Taxes**

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

The estimated total property tax revenue has increased 3.0 percent. The increase reflects the addition of new construction placed on the tax assessment rolls.
Realty Transfer Tax (RTT) is budgeted to be $22.5 million and is equal to FY 2020. In keeping with our conservative budget approach, we plan to operate using approximately 65.0 percent of what is expected to be collected in the current fiscal year; this is down 5% from FY 2020. To sustain our Capital Projects Fund, we will need to use $9.2 million of Realty Transfer Tax Reserves to support the planned capital projects. These funds were funds transferred from the General Fund in years where the County had a surplus.

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

Intergovernmental Revenue
A grant from another government is intergovernmental revenue. There is an anticipated increase of $0.9 million in this revenue due to additional funding for both Community Development and the Paramedic Department. Most of this funding comes from the State of Delaware for our Paramedic Department. The budget assumes that the funding percentage provided by the State will be 30 percent of last year’s approved budget. As can be seen, predicting what the County will receive from the State is a challenge for future projections. The County is aware that COVID-19 is affecting the State of Delaware’s budget, but it is hopeful that they will not cut public safety funding in their budget.
Fees and Services
Most of the County fees are real estate and economy sensitive, such as building permits and private road inspections; FY 2019 was 107.9 percent higher than 2011, our lowest year. We continue to see an increase in building activity; however, this revenue can be unpredictable, especially at this time. Therefore, we have budgeted approximately 75.0 percent of what the County anticipates to be collected in FY 2020, which is 5 percent lower than the previous fiscal year. The graph below shows the change in amounts in these economic driven revenue sources. The years below are the actual audited numbers for the last 12 years. It is important to note that FY 2020’s revenue is anticipated to be higher than FY 2019’s revenue; however, with the uncertainties of the effects COVID-19 are going to have on building industries, we are budgeting conservatively anticipating a slowing economy. The second graph shows that the County did see a decrease in building permits when the pandemic became known in March.
Appropriated Reserves/Use of Fund Balance

Appropriated reserves are funds saved from prior years that are not needed to meet current expenses. These funds are represented in the County’s financial statements as Fund Balance. We budgeted $9.3 million to fund capital projects, and $2,200,000 to fund previous commitments in the General Fund. Appropriated reserves are not used for ongoing expenditures. Below is the change to Fund Balance by using these funds in the General Fund and the Capital Projects Fund. The second table shows the use of those funds.

<table>
<thead>
<tr>
<th></th>
<th>General Fund</th>
<th>Capital Projects Fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019 Audited Fund Balance</td>
<td>$110,016,576</td>
<td>$18,574,309</td>
<td>$128,590,885</td>
</tr>
<tr>
<td>Less: FY 2020 Anticipated Use</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less: FY 2021 Budgeted Use</td>
<td>2,200,000</td>
<td>9,230,000</td>
<td>11,430,000</td>
</tr>
<tr>
<td></td>
<td><strong>$107,816,576</strong></td>
<td><strong>$ 9,344,309</strong></td>
<td><strong>$117,160,885</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>General Fund</th>
<th>Capital Projects Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Space Grant</td>
<td>$ 1,700,000</td>
<td>$</td>
</tr>
<tr>
<td>Excite Sussex Loan Program</td>
<td>500,000</td>
<td>-</td>
</tr>
<tr>
<td>Airport/Business Park Improv.</td>
<td>-</td>
<td>4,130,000</td>
</tr>
<tr>
<td>Building Improvements and Land Acquisition</td>
<td>-</td>
<td>1,500,000</td>
</tr>
<tr>
<td>IT Infrastructure Projects</td>
<td>-</td>
<td>750,000</td>
</tr>
<tr>
<td>Public Safety Building</td>
<td>-</td>
<td>1,000,000</td>
</tr>
<tr>
<td>EMS Construction</td>
<td>-</td>
<td>1,850,000</td>
</tr>
<tr>
<td></td>
<td><strong>$ 2,200,000</strong></td>
<td><strong>$ 9,230,000</strong></td>
</tr>
</tbody>
</table>

Expenditures Paid by Fund Balance $ 2,200,000 $ 9,230,000
## General Fund

### FEE SCHEDULE

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

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

#### FEE SCHEDULE - CONTINUED

<table>
<thead>
<tr>
<th>Fee Description</th>
<th>Rate</th>
<th>Unit of Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Countywide - continued</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Microfilm or Microfiche, standard copies</td>
<td>$0.15</td>
<td>Per Copy</td>
</tr>
<tr>
<td>Archive Retrieval</td>
<td>$25.00</td>
<td>Per Box</td>
</tr>
<tr>
<td>Address labels</td>
<td>$0.50</td>
<td>Per Label</td>
</tr>
<tr>
<td>DVDs, CDs, other storage devices</td>
<td>Material cost</td>
<td></td>
</tr>
<tr>
<td>Employee hourly wages charged for billable services, not associated with set fees</td>
<td>Various</td>
<td>Employee hourly rate plus 65.5% overhead charge</td>
</tr>
<tr>
<td><strong>Emergency Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Event Fee - Paramedic (30 days notice)</td>
<td>$60.00</td>
<td>Per Hour</td>
</tr>
<tr>
<td>Special Events Fee - Mobile Command Unit</td>
<td>$40.00</td>
<td>Per Hour</td>
</tr>
<tr>
<td>Special Events Fee - Dispatcher coverage</td>
<td>$40.00</td>
<td>Per Hour</td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ID Cards - Annual Fee</td>
<td>$15.00</td>
<td>Each</td>
</tr>
<tr>
<td>ID Cards - Replacement Fee per Occurrence</td>
<td>$5.00</td>
<td>Each</td>
</tr>
<tr>
<td><strong>Libraries</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Late Fees: Overdue DVD's</td>
<td>$1.00</td>
<td>Per Day</td>
</tr>
<tr>
<td>Late Fees: Overdue Materials (excluding DVD's)</td>
<td>$0.10</td>
<td>Per Day</td>
</tr>
<tr>
<td>Replacement Fee Library Card</td>
<td>$2.00</td>
<td>Each</td>
</tr>
<tr>
<td>Facsimile</td>
<td>$0.25</td>
<td>Per Page - $1 minimum</td>
</tr>
<tr>
<td>Miscellaneous damaged materials</td>
<td>$1.00</td>
<td>Per Item</td>
</tr>
<tr>
<td>Laminating</td>
<td>$0.50</td>
<td>Per Foot</td>
</tr>
<tr>
<td>Lost or damaged book covers or media cases</td>
<td>$3.00</td>
<td>Per Item</td>
</tr>
<tr>
<td>Photocopy</td>
<td>$0.25</td>
<td>Per Page</td>
</tr>
<tr>
<td><strong>Mapping &amp; Addressing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GIS 911 Address Point Data File</td>
<td>$25.00</td>
<td>Each</td>
</tr>
<tr>
<td>Custom Mapping Fees</td>
<td>Varies</td>
<td>Employee hourly rate plus 65.5% overhead charge</td>
</tr>
<tr>
<td>Street Signage</td>
<td>Cost basis</td>
<td>Each</td>
</tr>
<tr>
<td>Street Signage Installation - (excludes cost of sign)</td>
<td>Varies</td>
<td>Employee hourly rate plus 65.5% overhead charge</td>
</tr>
</tbody>
</table>
### General Fund

**FEE SCHEDULE - CONTINUED**

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

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2019 Actual</th>
<th>2020 Budget</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Taxes</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property – County</td>
<td>$14,257,370</td>
<td>$14,442,600</td>
<td>$14,880,000</td>
</tr>
<tr>
<td>Property – Library</td>
<td>1,673,998</td>
<td>1,693,400</td>
<td>1,744,600</td>
</tr>
<tr>
<td>Realty Transfer</td>
<td>33,501,282</td>
<td>22,500,000</td>
<td>22,500,000</td>
</tr>
<tr>
<td>Fire Service</td>
<td>2,070,724</td>
<td>1,500,000</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Accommodations Tax</td>
<td>-</td>
<td>-</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Penalties and Interest</td>
<td>161,851</td>
<td>140,000</td>
<td>62,396</td>
</tr>
<tr>
<td><strong>Total Taxes</strong></td>
<td>51,665,225</td>
<td>40,276,000</td>
<td>41,686,996</td>
</tr>
<tr>
<td><strong>Intergovernmental</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Federal Grants</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Operations</td>
<td>120,773</td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>5,501</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Housing and Urban Develop.</td>
<td>1,591,347</td>
<td>1,880,000</td>
<td>2,045,000</td>
</tr>
<tr>
<td>Housing Project Income</td>
<td>3,626</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Payment in Lieu of Taxes</td>
<td>5,832</td>
<td>5,400</td>
<td>5,800</td>
</tr>
<tr>
<td><strong>Total Intergovernmental</strong></td>
<td>7,680,233</td>
<td>6,974,000</td>
<td>7,750,800</td>
</tr>
<tr>
<td><strong>State Grants</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department of Health</td>
<td>82,612</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Library</td>
<td>350,830</td>
<td>340,000</td>
<td>330,000</td>
</tr>
<tr>
<td>Local Emergency Plan Comm.</td>
<td>69,195</td>
<td>70,000</td>
<td>70,000</td>
</tr>
<tr>
<td>Outdoor Recreation</td>
<td>83,753</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Paramedics</td>
<td>5,353,500</td>
<td>4,478,600</td>
<td>5,100,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>13,264</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Intergovernmental</strong></td>
<td>7,680,233</td>
<td>6,974,000</td>
<td>7,750,800</td>
</tr>
<tr>
<td><strong>Charges for Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constitutional Offices' Fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marriage Bureau</td>
<td>171,832</td>
<td>160,000</td>
<td>170,000</td>
</tr>
<tr>
<td>Prothonotary</td>
<td>145</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

CONTINUED
# General Fund Revenues

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2019 Actual</th>
<th>2020 Budget</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Charges for Services – continued</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constitutional Offices’ Fees – continued</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recorder of Deeds</td>
<td>4,200,306</td>
<td>3,811,000</td>
<td>3,577,000</td>
</tr>
<tr>
<td>Register of Wills</td>
<td>1,229,580</td>
<td>1,150,000</td>
<td>1,200,000</td>
</tr>
<tr>
<td>Sheriff</td>
<td>1,793,289</td>
<td>2,000,000</td>
<td>1,800,000</td>
</tr>
<tr>
<td>General Government Fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building Permit and Zoning Fees</td>
<td>2,579,141</td>
<td>2,100,000</td>
<td>2,000,000</td>
</tr>
<tr>
<td>9-1-1 System Fees</td>
<td>559,637</td>
<td>559,630</td>
<td>559,630</td>
</tr>
<tr>
<td>Manufactured Home Placement</td>
<td>137,371</td>
<td>130,000</td>
<td>130,000</td>
</tr>
<tr>
<td>Building Inspection Fees</td>
<td>2,170,364</td>
<td>1,640,000</td>
<td>1,640,000</td>
</tr>
<tr>
<td>Airport/Economic Development</td>
<td>624,962</td>
<td>626,500</td>
<td>623,000</td>
</tr>
<tr>
<td>Miscellaneous Fees</td>
<td>103,332</td>
<td>66,000</td>
<td>61,000</td>
</tr>
<tr>
<td>Private Road and Inspection Fees</td>
<td>1,710,346</td>
<td>1,615,000</td>
<td>1,400,000</td>
</tr>
<tr>
<td><strong>Total Charges for Services</strong></td>
<td><strong>15,280,305</strong></td>
<td><strong>13,858,130</strong></td>
<td><strong>13,160,630</strong></td>
</tr>
<tr>
<td><strong>Miscellaneous Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fines and Forfeits</td>
<td>130,750</td>
<td>40,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Investment Income</td>
<td>3,304,948</td>
<td>1,000,000</td>
<td>764,200</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>213,518</td>
<td>217,369</td>
<td>199,000</td>
</tr>
<tr>
<td><strong>Total Miscellaneous Revenue</strong></td>
<td><strong>3,649,216</strong></td>
<td><strong>1,257,369</strong></td>
<td><strong>1,023,200</strong></td>
</tr>
<tr>
<td><strong>Other Financing Sources</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interfund Transfers In</td>
<td>71,549</td>
<td>70,000</td>
<td>70,000</td>
</tr>
<tr>
<td>Proceeds from Sale of Assets</td>
<td>47,168</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Appropriated Reserves</td>
<td>-</td>
<td>19,025,000</td>
<td>2,200,000</td>
</tr>
<tr>
<td><strong>Total Other Financing Sources</strong></td>
<td><strong>118,717</strong></td>
<td><strong>19,095,000</strong></td>
<td><strong>2,270,000</strong></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$78,393,696</strong></td>
<td><strong>$81,460,499</strong></td>
<td><strong>$65,891,626</strong></td>
</tr>
</tbody>
</table>
The total FY 2021 General Fund budget is $65.9 million. The pie chart below indicates which services County revenues support for the citizens of Sussex County. Public safety is 33 percent of the County’s expenditures. This percentage excludes other public safety grants that are given to fire and ambulance companies, as well as law enforcement agencies, which can be found in the Grant-in-Aid section of the chart. The second largest functional categories are Grant-in-Aid and General Government at 24 percent and 22 percent, respectively. Grant-in-Aid for public safety makes up 53 percent of the County’s grants. General Government expenditure includes County Council, Administration, Finance, Human Resources, Building Code, Assessment and Information Technology.
General Fund

EXPENDITURE SUMMARY

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

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

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

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

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

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

Department Summary

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

Mission

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

Fiscal Year 202 Goals – Organizational-Wide, Strategic Goals

Goal 1  Maintain the County’s strong financial position

Goal 2  Implement efficiencies that promote exemplary internal and external customer service

Goal 3  Promote initiatives for measured economic development and economic growth

Goal 4  Advance balanced efforts to protect our County’s environment, residents and visitors

Goal 5  Make Organizational Excellence the cornerstone of the County’s workforce culture
County Administration decreased $17,000, or 3.3 percent. The decrease is due to employment costs and purchase of a copier in last year’s budget.

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

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2019 Actual</th>
<th>2019 Budget</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contingency</td>
<td>$450,143</td>
<td>$600,000</td>
<td>$600,000</td>
</tr>
<tr>
<td>Contingency Surplus</td>
<td>811,053</td>
<td>1,000,000</td>
<td>500,000</td>
</tr>
<tr>
<td><strong>Total Administration</strong></td>
<td><strong>$1,261,196</strong></td>
<td><strong>$1,600,000</strong></td>
<td><strong>$1,100,000</strong></td>
</tr>
</tbody>
</table>
# Airport & Business Park

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

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

## Activity Measure: Number of Estimated Landings by Calendar Year

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>34,401</td>
<td>34,965</td>
<td>35,529</td>
</tr>
</tbody>
</table>

## Fiscal Year 2020 Successes

- Completed construction of Runway 10-28 parallel taxiway, Taxiway D
- Provided complete responses to the FAA’s Land Use Inspection to include required deliverables and received word that the Airport is “in compliance” with federal obligations
- Received a $500,000 FAA grant to update the airport’s Master Plan
- Represented Delaware Coastal Airport on the Delaware Aviation Advisory Committee
- Utilized electronic CAD files and high accuracy GPS; the GIS team successfully completed the migration of Airport utilities into the County’s GIS

## Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Complete Airport Master Plan Update</td>
<td>G3</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Select Consultant and begin design phase of main apron expansion project</td>
<td>G3</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Promote development initiatives for economic development and growth for the airport and business park</td>
<td>G3</td>
</tr>
<tr>
<td>Goal 4</td>
<td>Continue working to bring our Industrial Park leases to FMV</td>
<td>G3</td>
</tr>
<tr>
<td>Goal 5</td>
<td>Continue investment in airport infrastructure to support general aviation while enticing corporate operators to base flight operations at the Airport</td>
<td>G3</td>
</tr>
</tbody>
</table>
The FY 2021 budget decreased $153,000, or 15.6 percent. The decrease is due to lower employment costs, less repairs at the airport and no improvements in FY 2021.

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

Department Summary

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

Mission

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

Activity Measure: Taxable Assessments Added by Fiscal Year

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$100 Million</td>
<td>$97 Million</td>
<td>$113 Million</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes

Went “Live” with One Note Sketch Program

Implemented new Electronic Deeds Program (EDP)

Went “Live” with Field Mobile Workflow

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Org. Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Strengthen the use of technology in order to improve quality, accuracy and timeliness of all tasks with a financial impact</td>
<td>G1</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Enhance uniformity and consistency of information throughout the Assessment Department</td>
<td>G5</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Create a customer centric department</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 4</td>
<td>Perform with less than 10 percent of tax corrections after billings have occurred</td>
<td>G2</td>
</tr>
</tbody>
</table>
The FY 2021 budget decreased $160,000, or 8.1 percent. The decrease is due to the transfer of a position to the Finance Department and a vehicle purchase in FY 2020.

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

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

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

Activity Measure: Number of Inspections by Fiscal Year

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14,677</td>
<td>15,086</td>
<td>16,135</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes
Checked “setbacks” for zoning compliance at time of footings to reduce the number of variances for the Board of Adjustment.
Reduced the number of open permits of 25,762 to less than 900.
Eliminated paper copy of master plans for “Fast Track” and require all electronic plan submittal to an internal share-file.
Reorganized zoning inspectors and inspections within the Building Code Office to streamline inspections by better scheduling and monitoring.

Fiscal Year 2021 Goals

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

Budget Detail

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

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

Department Summary

It is the responsibility of Community Development Department to administer county, state, and federal grants for housing rehabilitation and small infrastructure projects, which benefit to low-to-moderate income residents in Sussex County.

Mission

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

Activity Measure: Number of Households Repaired by Federal Grant Year

<table>
<thead>
<tr>
<th>Grant Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homes Assisted</td>
<td>202</td>
<td>229</td>
<td>In Progress</td>
</tr>
<tr>
<td>Total Grant Funding</td>
<td>$1,699,799</td>
<td>$1,930,000</td>
<td>$2,253,485</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes

Assisted more than 220 households with housing repairs

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

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

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

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Successfully administer housing programs, including CDBG, HOME, HPG and County Council Emergency Repair Funds</td>
<td>G1</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Oversee continued fair housing efforts, outreach and training</td>
<td>G4</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Assist at least 220 households with housing repairs</td>
<td>G4</td>
</tr>
</tbody>
</table>
FY 2021 budget reflects the department’s commitment in assisting County residents with safe, affordable and fair housing. There is a $160,000 increase, or 6.6 percent, in the budget due to federal funding for housing rehabilitation.

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

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

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

Activity Measure: Number of Complaints Inspected

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>734</td>
<td>891</td>
<td>904</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes
Supported other departments through the reorganization of Planning & Zoning by expanding our enforcement capabilities.

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

Continued success in prosecuting cases with a 100 percent conviction rate.

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

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

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Org. Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Have eligible field staff ICC certified in IPMC to support Housing Code enforcement</td>
<td>G5</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Propose a more efficient civil ticketing procedure to simplify the current enforcement process</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Successfully adopt a zoning enforcement process within our department due to reorganization</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 4</td>
<td>Implement a more efficient inspection process by assigning the additional Code Enforcement Officers to a more condensed inspection area to reduce costs</td>
<td>G1</td>
</tr>
</tbody>
</table>
The FY 2021 budget increased $163,000, or 14.0 percent. This increase is due to the reorganization of inspection staff. There were two positions transferred to this department from the Planning & Zoning Department.
# Constable

## Projects and Initiatives

### Civil Ticketing

Propose a civil ticketing procedure to simplify the current enforcement process

![Image of Civil Ticketing](image1.jpg)

### Powerline clean up

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

![Image of Powerline clean up](image2.jpg)

### Voluntary Demolitions

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

![Image of Voluntary Demolitions](image3.jpg)
County Council

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

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

Fiscal Year 2020 Goals – Organizational-Wide, Strategic Goals

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Maintain the County’s strong financial position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 2</td>
<td>Implement efficiencies that promote exemplary internal and external customer service</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Promote initiatives for measured economic development and economic growth</td>
</tr>
<tr>
<td>Goal 4</td>
<td>Advance balanced efforts to protect our County’s environment, residents and visitors</td>
</tr>
<tr>
<td>Goal 5</td>
<td>Make Organizational Excellence the cornerstone of the County’s workforce culture</td>
</tr>
</tbody>
</table>
The FY 2021 budget is relatively flat compared to FY 2020.

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

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

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

Activity Measure: Amount of ExiteSussex Loan Awarded

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>$3,620,000</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes
Granted Foreign Trade Zone status for the Delaware Coastal Business Park

ExciteSussex Loan Program- Approved and closed loan of $985,000 Peninsula Paving
Approved the following loans:
   Jaykal - $850,000
   Tail Banger - $1,105,000
   Showtime Powersports, LLC - $680,000

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

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

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Promote the Delaware Coastal Business Park as shovel ready sites and as a Foreign Trade Zone</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Lead County efforts for the economic development in the 5 Opportunity Zones created by the Federal Tax/Cuts and Jobs Act of 2017</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Showcase Sussex County, Delaware at conferences as a place with an entrepreneurial culture and good place to do business</td>
</tr>
</tbody>
</table>
The FY 2021 budget decreased $89,000, or 23.2 percent. The decrease is due to less trade shows and conferences than in FY 2020. These items will be fully reinstated once the impact of COVID-19 is determined.

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

### Projects and Initiatives

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>12 Short Video’s - $12,100</strong></td>
<td></td>
</tr>
<tr>
<td>Description: Business Video - includes shooting, production and editing of 12 short video of up to 70 seconds each in length with Sussex County owning all footage. All photos and b-roll video footage will be provided to Sussex County for social media and other uses.</td>
<td></td>
</tr>
<tr>
<td><strong>Virtual 3D Building Delaware Coastal Business Park - $15,000</strong></td>
<td></td>
</tr>
<tr>
<td>Description: Virtual Building and design of the Delaware Coastal Business Park</td>
<td></td>
</tr>
</tbody>
</table>
Emergency Preparedness

Department Summary

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

Mission

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

Budget Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Budget</th>
<th>FY 2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$3,554,384</td>
<td>$3,826,803</td>
<td>$4,415,020</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calls</td>
<td>103,108</td>
<td>101,554</td>
<td>103,303</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calls</td>
<td>34,627</td>
<td>35,786</td>
<td>36,281</td>
</tr>
</tbody>
</table>
Emergency Preparedness

Fiscal Year 2020 Successes

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

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

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

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

Fiscal Year 2021 Goals

| Goal 1 | Advance efforts to provide and sustain first-class, comprehensive emergency communications services | G4 |
| Goal 2 | Coordinate efforts across the Emergency Preparedness Department to create an organization of excellence | G5 |
| Goal 3 | Maintain a highly skilled workforce | G4 |
| Goal 4 | Promote outreach activities that educate the public on services and support provided by the Emergency Preparedness Department, including signing up at least 50 individuals to Smart 911 | G4 |
The FY 2021 budget decreased $26,000, or 4.4 percent. The decrease is due to no travel and major purchases in this fiscal year.

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

Emergency Operations - Budget Detail

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

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2019 Actual</th>
<th>2020 Budget</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$1,366,233</td>
<td>$1,447,527</td>
<td>$1,935,763</td>
</tr>
<tr>
<td>Vision Plan</td>
<td>1,516</td>
<td>1,690</td>
<td>2,520</td>
</tr>
<tr>
<td>Dental Plan</td>
<td>14,219</td>
<td>14,950</td>
<td>21,840</td>
</tr>
<tr>
<td>FICA Tax</td>
<td>100,025</td>
<td>108,908</td>
<td>148,086</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>436,713</td>
<td>425,405</td>
<td>588,000</td>
</tr>
<tr>
<td>Pension</td>
<td>331,467</td>
<td>344,260</td>
<td>433,475</td>
</tr>
<tr>
<td>Communications</td>
<td>34,071</td>
<td>29,460</td>
<td>33,840</td>
</tr>
<tr>
<td>Utilities</td>
<td>-</td>
<td>350</td>
<td>-</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>100,413</td>
<td>132,000</td>
<td>109,700</td>
</tr>
<tr>
<td>Advertising</td>
<td>32,848</td>
<td>30,000</td>
<td>-</td>
</tr>
<tr>
<td>Office/Operating Supplies</td>
<td>1,947</td>
<td>2,000</td>
<td>2,500</td>
</tr>
<tr>
<td>Fuel</td>
<td>21</td>
<td>-</td>
<td>300</td>
</tr>
<tr>
<td>Dues &amp; Subscriptions</td>
<td>2,234</td>
<td>2,245</td>
<td>2,365</td>
</tr>
<tr>
<td>Uniforms</td>
<td>-</td>
<td>3,000</td>
<td>5,950</td>
</tr>
<tr>
<td>Maintenance &amp; Repairs - Parts</td>
<td>2,179</td>
<td>-</td>
<td>1,000</td>
</tr>
<tr>
<td>Tools and Small Equipment</td>
<td>14,768</td>
<td>128,400</td>
<td>6,100</td>
</tr>
<tr>
<td>Programs and Projects</td>
<td>3,239</td>
<td>5,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Seminars/Conferences/Training</td>
<td>17,673</td>
<td>25,300</td>
<td>19,250</td>
</tr>
<tr>
<td>Mileage</td>
<td>723</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Travel</td>
<td>5,066</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Machinery and Equipment</td>
<td>-</td>
<td>9,200</td>
<td>23,600</td>
</tr>
<tr>
<td><strong>Total Emergency Operations</strong></td>
<td><strong>$2,465,355</strong></td>
<td><strong>$2,718,095</strong></td>
<td><strong>$3,348,689</strong></td>
</tr>
</tbody>
</table>
The FY 2021 budget decreased $15,000, or 3.6 percent. The decrease is due to a decrease in parts for radios and towers.

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

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

### Projects and Initiatives

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

<table>
<thead>
<tr>
<th>Tower Upgrade - $23,550</th>
</tr>
</thead>
</table>
Installing new antennas and feedline on the State of Delaware tower at SCRWF in order to relocate County owned radio equipment. Once complete, the existing County owned tower at SCRWF can be dismantled.
## Department Summary
The Engineering Administration is responsible for all engineering design, right-of-way acquisition, permitting and construction of County owned utilities as well as facilities in the unincorporated areas of Sussex County; this includes wastewater treatment and disposal plants, water systems, Delaware Coastal Airport, libraries, EMS stations, closed County-owned legacy landfills, lighting districts and suburban community improvements.

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

## Fiscal Year 2020 Successes
Engineering Administration rarely initiates actual projects other than septic remediation projects, but supports the efforts of other County departments and divisions within the Engineering Department with design and contract administration services; FY 2020 projects, with major Engineering Administration involvement, were:
1. Coastal Airport Taxiway D construction
2. The Ellendale Water District extension design
3. GIS based work order system for Miss Utility locates & lateral inspections
4. Proposed revisions to County Code, Chapter 99 regarding resource buffers
5. Omar Landfill wetland creation
6. Agricultural partnership agreements at the IBRW
7. Greenwood Library sewer forcemain relocation; as well as, building reconditioning

## Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Org Goal Reference</th>
<th>Goal</th>
<th>Org Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Provide oversight of Environmental Services’ capital improvement projects</td>
<td>G4</td>
<td>Goal 2</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Manage street lighting (Chapter 95) and private road improvement projects (Chapter 96)</td>
<td>G4</td>
<td>Goal 4</td>
</tr>
<tr>
<td>Goal 5</td>
<td>Load and track 90 percent of County’s vertical sewer assets, i.e. pump stations in the GIS/Asset Management System</td>
<td>G4</td>
<td></td>
</tr>
</tbody>
</table>
The FY 2021 budget increased $139,000, or 14.5 percent. The increase is due to the addition of the position of an Assistant County Engineer and $44,000 for a GeoTechnical Engineering/Land services.

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

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

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

Activity Measure: Number of Buildings Maintained

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
</tbody>
</table>

Activity Measure: Number of Vehicles Maintained

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NA</td>
<td>NA</td>
<td>220</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes
Completed window replacement in the Administration Building
Replaced cooling tower on the Administration Building
Completed basement renovations
Continue energy efficient lighting upgrades at West Complex and Administration Buildings

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Maintain a clean, comfortable and attractive environment for employees and visitors to Sussex County facilities</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Implement two processes that will save the County money on electricity</td>
</tr>
</tbody>
</table>
Facilities Management

Budget Detail

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

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

### Projects and Initiatives

<table>
<thead>
<tr>
<th>HVAC - $30,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replace HVAC unit at West Complex</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HVAC - $30,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>HVAC Control System Upgrades at South Coastal Library</td>
</tr>
</tbody>
</table>
Finance

Department Summary

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

Mission

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

Activity Measure: Number of Bills Processed by Fiscal Year

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>454,497</td>
<td>456,180</td>
<td>466,736</td>
</tr>
</tbody>
</table>

Activity Measure: Number of Invoices Paid by Fiscal Year

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>20,638</td>
<td>20,799</td>
<td>21,345</td>
</tr>
</tbody>
</table>

Activity Measure: Number of Delinquent Accounts by Calendar Year

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>16,849</td>
<td>17,960</td>
<td>12,657</td>
</tr>
</tbody>
</table>
## Finance

### Fiscal Year 2020 Successes

<table>
<thead>
<tr>
<th>Success</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earned the Budget Reporting Excellence Award</td>
<td></td>
</tr>
<tr>
<td>Earned Aaa Bond Rating from Moody’s Investment Services</td>
<td></td>
</tr>
<tr>
<td>Received and processed all tax payments within one working day during the busy tax season</td>
<td></td>
</tr>
<tr>
<td>Submitted grant and loan applications for Winding Creek Water, Ellendale Water, IBRWF spray loop, Joy Beach, Mallard Creek and Western Sussex</td>
<td></td>
</tr>
<tr>
<td>Earned the Government Financial Officers Association’s Award for Excellence in Financial Reporting</td>
<td></td>
</tr>
</tbody>
</table>

### Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Org. Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Increase efficiency with the use of technology by signing up 50 vendors and 50 customers in electronic banking</td>
<td>G2</td>
</tr>
<tr>
<td>2</td>
<td>Maintain a highly functioning work team by promoting training, including cross-training, among staff</td>
<td>G2</td>
</tr>
<tr>
<td>3</td>
<td>Invoice customers in a timely manner followed with at least three notices of delinquency per invoices customer</td>
<td>G1</td>
</tr>
<tr>
<td>4</td>
<td>Monitor revenues and expenditures throughout the year, as well as provide financial reports to Council on a quarterly basis</td>
<td>G1</td>
</tr>
<tr>
<td>5</td>
<td>Maintain high standards of excellence in order to provide the highest level of service to all customers</td>
<td>G5</td>
</tr>
</tbody>
</table>
The FY 2021 budget increased $50,000, or 2.4 percent. The increase is a result of a transfer of a position to the Billing Division from the Assessment Department.

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2019 Actual</th>
<th>2020 Budget</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance Salaries</td>
<td>$1,548,845</td>
<td>$1,613,664</td>
<td>$1,721,215</td>
</tr>
<tr>
<td>Cost Reimbursement - Salaries</td>
<td>(1,178,423)</td>
<td>(1,225,866)</td>
<td>(1,279,209)</td>
</tr>
<tr>
<td>Vision Plan</td>
<td>1,948</td>
<td>2,015</td>
<td>2,304</td>
</tr>
<tr>
<td>Dental Plan</td>
<td>17,326</td>
<td>17,825</td>
<td>19,968</td>
</tr>
<tr>
<td>FICA Tax</td>
<td>111,386</td>
<td>123,893</td>
<td>131,673</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>511,553</td>
<td>520,800</td>
<td>537,600</td>
</tr>
<tr>
<td>Pension</td>
<td>442,818</td>
<td>450,540</td>
<td>430,304</td>
</tr>
<tr>
<td>Accounting and Auditing</td>
<td>122,000</td>
<td>130,000</td>
<td>109,950</td>
</tr>
<tr>
<td>Legal</td>
<td>63,988</td>
<td>50,000</td>
<td>65,000</td>
</tr>
<tr>
<td>Other Professional Services</td>
<td>203,567</td>
<td>150,000</td>
<td>230,000</td>
</tr>
<tr>
<td>Cost Reimbursement - OP</td>
<td>(149,400)</td>
<td>(148,500)</td>
<td>(196,736)</td>
</tr>
<tr>
<td>Communications</td>
<td>3,537</td>
<td>4,200</td>
<td>3,360</td>
</tr>
<tr>
<td>Postage &amp; Freight</td>
<td>143,882</td>
<td>158,000</td>
<td>165,000</td>
</tr>
<tr>
<td>Rental and Leases</td>
<td>5,007</td>
<td>5,016</td>
<td>5,007</td>
</tr>
<tr>
<td>Insurance</td>
<td>154,303</td>
<td>203,000</td>
<td>203,000</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>15,890</td>
<td>16,292</td>
<td>17,750</td>
</tr>
<tr>
<td>Advertising</td>
<td>933</td>
<td>1,500</td>
<td>1,000</td>
</tr>
<tr>
<td>Other Contractual Services</td>
<td>34,382</td>
<td>95,000</td>
<td>41,000</td>
</tr>
<tr>
<td>Cost Reimbursement - Contractual</td>
<td>(91,634)</td>
<td>(126,004)</td>
<td>(104,904)</td>
</tr>
<tr>
<td>Office/Operating Supplies</td>
<td>12,740</td>
<td>14,000</td>
<td>13,500</td>
</tr>
<tr>
<td>Dues &amp; Subscriptions</td>
<td>3,666</td>
<td>5,290</td>
<td>4,688</td>
</tr>
<tr>
<td>Tools and Small Equipment</td>
<td>9,359</td>
<td>2,600</td>
<td>1,200</td>
</tr>
<tr>
<td>Sm. Computer Equipment</td>
<td>1,859</td>
<td>-</td>
<td>4,700</td>
</tr>
<tr>
<td>Cost Reimbursement Supplies</td>
<td>(12,430)</td>
<td>(9,851)</td>
<td>(10,840)</td>
</tr>
<tr>
<td>Seminars/Conferences/Training</td>
<td>2,709</td>
<td>9,100</td>
<td>1,250</td>
</tr>
<tr>
<td>Mileage</td>
<td>319</td>
<td>800</td>
<td>500</td>
</tr>
<tr>
<td>Travel</td>
<td>2,907</td>
<td>13,200</td>
<td>1,000</td>
</tr>
<tr>
<td>Cost Reimbursement - Training</td>
<td>(2,671)</td>
<td>(10,395)</td>
<td>(1,238)</td>
</tr>
<tr>
<td>Machinery and Equipment</td>
<td>5,600</td>
<td>14,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Cost Reimbursement - Capital</td>
<td>(2,250)</td>
<td>(6,300)</td>
<td>(4,500)</td>
</tr>
<tr>
<td><strong>Total Finance</strong></td>
<td>$1,983,716</td>
<td>$2,073,819</td>
<td>$2,123,542</td>
</tr>
</tbody>
</table>
The County’s Grant-in-Aid program provides assistance to residents and property owners by partnering with nonprofits. Most of the County’s grants fund public safety efforts. Below is a graph that shows the grant breakdown by category.

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

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

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

Summary - continued

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

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

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

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

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

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

## Budget Detail

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2019 Actual</th>
<th>2020 Budget</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Company Grants</td>
<td>$ 519,265</td>
<td>$ 519,265</td>
<td>$ 519,265</td>
</tr>
<tr>
<td>Rescue Truck</td>
<td>64,909</td>
<td>64,909</td>
<td>64,909</td>
</tr>
<tr>
<td>Aerial Device</td>
<td>60,379</td>
<td>60,379</td>
<td>60,379</td>
</tr>
<tr>
<td>Fire Service Discretionary</td>
<td>2,050,692</td>
<td>2,057,000</td>
<td>2,057,000</td>
</tr>
<tr>
<td>Fire Service Enhancement</td>
<td>2,070,724</td>
<td>1,500,000</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Fire Service Special Grant</td>
<td>143,961</td>
<td>80,000</td>
<td>80,000</td>
</tr>
<tr>
<td>Ambulance Grants</td>
<td>94,797</td>
<td>94,797</td>
<td>94,797</td>
</tr>
<tr>
<td>Local Law Enforcement Grants</td>
<td>562,371</td>
<td>675,000</td>
<td>690,000</td>
</tr>
<tr>
<td>University of Delaware – Ag Program</td>
<td>109,049</td>
<td>109,049</td>
<td>109,049</td>
</tr>
<tr>
<td>Soil Conservation District Tax Ditch</td>
<td>125,000</td>
<td>125,000</td>
<td>125,000</td>
</tr>
<tr>
<td>Drainage &amp; Conservation Grants</td>
<td>150,000</td>
<td>175,000</td>
<td>175,000</td>
</tr>
<tr>
<td>Open Space &amp; Farmland Preserv.</td>
<td>1,019,531</td>
<td>1,000,000</td>
<td>1,700,000</td>
</tr>
<tr>
<td>Accommodation Tax Eligible Exp</td>
<td>-</td>
<td>-</td>
<td>1,000,000</td>
</tr>
<tr>
<td>CHEER &amp; Senior Center Grants</td>
<td>21,600</td>
<td>71,600</td>
<td>71,600</td>
</tr>
<tr>
<td>Community Action Agency</td>
<td>9,600</td>
<td>9,600</td>
<td>9,600</td>
</tr>
<tr>
<td>Human Service Grants</td>
<td>222,510</td>
<td>225,000</td>
<td>225,000</td>
</tr>
<tr>
<td>Housing Assistance Grant</td>
<td>237,896</td>
<td>270,000</td>
<td>270,000</td>
</tr>
<tr>
<td>Community/Councilmanic Grants</td>
<td>168,041</td>
<td>175,000</td>
<td>175,000</td>
</tr>
<tr>
<td>Local Library Grants</td>
<td>2,279,373</td>
<td>2,500,000</td>
<td>2,551,200</td>
</tr>
<tr>
<td>Local Library Placement Fees</td>
<td>137,371</td>
<td>130,000</td>
<td>130,000</td>
</tr>
<tr>
<td>Assistance Relief Fund</td>
<td>60,450</td>
<td>55,000</td>
<td>61,000</td>
</tr>
<tr>
<td>Payment in Lieu of Taxes</td>
<td>6,715</td>
<td>6,715</td>
<td>6,715</td>
</tr>
<tr>
<td>Economic Assistance Grants</td>
<td>-</td>
<td>30,000</td>
<td>15,000</td>
</tr>
<tr>
<td>CIB – James Farm</td>
<td>25,000</td>
<td>83,200</td>
<td>83,200</td>
</tr>
<tr>
<td>Economic Development</td>
<td>53,500</td>
<td>40,000</td>
<td>52,000</td>
</tr>
<tr>
<td>Youth</td>
<td>20,940</td>
<td>22,000</td>
<td>22,000</td>
</tr>
<tr>
<td>DTCC</td>
<td>60,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Community Outreach</td>
<td>25,842</td>
<td>22,000</td>
<td>22,000</td>
</tr>
<tr>
<td>Public Safety</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td>Health Services</td>
<td>80,000</td>
<td>80,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Economic Assistance Loan</td>
<td>145,482</td>
<td>500,000</td>
<td>500,000</td>
</tr>
<tr>
<td>Sports Complex Loan</td>
<td>-</td>
<td>1,500,000</td>
<td>-</td>
</tr>
<tr>
<td>DDD Grant</td>
<td>61,893</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>State Police Grant</td>
<td>3,239,963</td>
<td>3,318,501</td>
<td>3,413,922</td>
</tr>
<tr>
<td>DOC Grant</td>
<td>39,800</td>
<td>91,500</td>
<td>91,500</td>
</tr>
<tr>
<td><strong>Total Grant-in-Aid</strong></td>
<td><strong>$ 13,881,654</strong></td>
<td><strong>$ 15,705,515</strong></td>
<td><strong>$ 16,050,136</strong></td>
</tr>
</tbody>
</table>
Human Resources

Department Summary
The Human Resource Department is a support office to the County’s departments, constitutional offices and the County Council. There are over 500 full-time employees and over 40 part-time employees included in this budget as well as 265 pensioners. The office’s functions include recruitment, training, leave and payroll administration, employee grievances, discipline procedures, training and development, and administration of benefits.

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

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

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>474</td>
<td>490</td>
<td>503</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes
Successful Internal Policy & Practice Audit with Glatfelter
Completed Pharmacy Benefit Manager RFP – Potential Savings of $350,000
Implemented Shining Star Program to recognize and reward employees
Distributed bi-annual total compensation statements and held meetings
Implemented alternative work schedule policy and schedules

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Implement Learning Pathways for managers &amp; non-managerial staff certificate programs in Cornerstone</td>
<td>G5</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Implement and facilitate management training to include instructor led and online training courses</td>
<td>G5</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Enhance performance evaluation process for managers and non-managers</td>
<td>G5</td>
</tr>
<tr>
<td>Goal 4</td>
<td>Set up self-service for pensioner; eliminating the need to mail check advices and other mailings</td>
<td>G1</td>
</tr>
</tbody>
</table>
# Human Resources

## Budget Detail

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

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2019 Actual</th>
<th>2020 Budget</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$385,434</td>
<td>$417,019</td>
<td>$401,327</td>
</tr>
<tr>
<td>Cost Reimbursement Salaries</td>
<td>(127,027)</td>
<td>(133,553)</td>
<td>(127,468)</td>
</tr>
<tr>
<td>Vision Plan</td>
<td>404</td>
<td>390</td>
<td>432</td>
</tr>
<tr>
<td>Dental Plan</td>
<td>3,598</td>
<td>3,450</td>
<td>3,744</td>
</tr>
<tr>
<td>FICA Tax</td>
<td>27,366</td>
<td>31,953</td>
<td>30,702</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>105,126</td>
<td>100,800</td>
<td>100,800</td>
</tr>
<tr>
<td>Pension</td>
<td>116,321</td>
<td>116,193</td>
<td>100,333</td>
</tr>
<tr>
<td>Legal</td>
<td>10,725</td>
<td>25,000</td>
<td>35,000</td>
</tr>
<tr>
<td>Other Professional Services</td>
<td>56,421</td>
<td>108,328</td>
<td>67,140</td>
</tr>
<tr>
<td>Cost Reimbursement - OP</td>
<td>(13,429)</td>
<td>(26,666)</td>
<td>(20,428)</td>
</tr>
<tr>
<td>Communications</td>
<td>3,009</td>
<td>3,900</td>
<td>3,120</td>
</tr>
<tr>
<td>Postage &amp; Freight</td>
<td>674</td>
<td>1,700</td>
<td>1,100</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>4,209</td>
<td>7,125</td>
<td>8,425</td>
</tr>
<tr>
<td>Printing &amp; Binding</td>
<td>-</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Advertising</td>
<td>2,019</td>
<td>6,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Cost Reimbursement - Contractual</td>
<td>(1,982)</td>
<td>(3,825)</td>
<td>(3,609)</td>
</tr>
<tr>
<td>Office/Operating Supplies</td>
<td>2,336</td>
<td>9,942</td>
<td>4,000</td>
</tr>
<tr>
<td>Dues &amp; Subscriptions</td>
<td>5,547</td>
<td>5,780</td>
<td>5,830</td>
</tr>
<tr>
<td>Tools and Small Equipment</td>
<td>300</td>
<td>-</td>
<td>2,000</td>
</tr>
<tr>
<td>Cost Reimbursement Supplies</td>
<td>(1,637)</td>
<td>(3,144)</td>
<td>(2,366)</td>
</tr>
<tr>
<td>Programs and Projects</td>
<td>8,489</td>
<td>18,600</td>
<td>17,100</td>
</tr>
<tr>
<td>Cost Reimbursement Misc.</td>
<td>(1,698)</td>
<td>(3,720)</td>
<td>(3,720)</td>
</tr>
<tr>
<td>Seminars/Conferences/Training</td>
<td>2,770</td>
<td>6,600</td>
<td>500</td>
</tr>
<tr>
<td>In-house Training</td>
<td>5,303</td>
<td>10,900</td>
<td>5,305</td>
</tr>
<tr>
<td>Travel and Mileage</td>
<td>4,484</td>
<td>6,200</td>
<td>500</td>
</tr>
<tr>
<td>Cost Reimbursement - Training</td>
<td>(2,512)</td>
<td>(4,740)</td>
<td>(1,576)</td>
</tr>
<tr>
<td>Machinery &amp; Equipment</td>
<td>-</td>
<td>8,000</td>
<td>8,000</td>
</tr>
<tr>
<td>Cost Reimbursement - Equipment</td>
<td>-</td>
<td>(1,600)</td>
<td>(1,600)</td>
</tr>
<tr>
<td>Salaries &amp; Benefits General Empl.</td>
<td>-</td>
<td>60,556</td>
<td>-</td>
</tr>
<tr>
<td>Worker's Compensation</td>
<td>58,615</td>
<td>116,790</td>
<td>90,000</td>
</tr>
<tr>
<td>Unemployment Compensation</td>
<td>-</td>
<td>5,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Other Services, Benefits &amp; Programs</td>
<td>2,500</td>
<td>2,500</td>
<td>2,500</td>
</tr>
<tr>
<td>Tuition</td>
<td>4,720</td>
<td>12,000</td>
<td>12,500</td>
</tr>
<tr>
<td>Salaries - Boards &amp; Commissions</td>
<td>66,151</td>
<td>80,740</td>
<td>71,200</td>
</tr>
<tr>
<td>Pension Contribution</td>
<td>10,000,000</td>
<td>5,000,000</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total Human Resources**  $10,728,236  $5,988,618  $826,191
# Human Resources
## Projects and Initiatives

### Training
- Implement Manager & Non-Managerial Training & Certificate Programs

### Pensioner Self-Service Portal

### Enhance Performance Evaluations
- Managers Surveys, Manager Evaluation, Non-Managerial Evaluation.
Information Technology

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

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

<table>
<thead>
<tr>
<th>Activity Measure: Number of Devices Managed by Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes
Lead the technology efforts to allow staff to work from home during the COVID-19 pandemic
Implemented a virtual platform for all public County meetings
Lead the purchase and negotiation of the fiber ring in Georgetown
Continued assistance in providing wireless broadband to underserved locations in Sussex County
Implemented new firewalls providing more into depth insight of traffic going in and out, allowing to block unwanted intruders.

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Continue enhancing the I.T. Disaster Recovery Plan and coordinate future business continuity plans with other departments/offices</td>
<td>G4</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Minimize network downtime during working hours where work is disrupted less than 7 hours a year</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Promote fiscally responsible recommendations for all County I.T. expenditures by finding savings in at least one recurring cost</td>
<td>G1</td>
</tr>
<tr>
<td>Goal 4</td>
<td>Review and validate service areas and focus on the areas in which there is need to enhance services, which includes installing at least 4 monopoles or towers in underserved areas</td>
<td>G3</td>
</tr>
</tbody>
</table>
The FY 2021 budget decreased $228,000, or 10.8 percent. The decrease is due to not having the recurring cost of the fiber ring and not purchasing as much technology equipment as the previous year.

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

### Projects and Initiatives

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virtual Desktop Server Upgrade - $22,000 ($40,000 total)</td>
<td></td>
</tr>
</tbody>
</table>

Upgrade our virtual desktop server hardware at the Records Management datacenter to match what we have in our primary datacenter at the West Complex. This redundancy will ensure adequate system performance in case of a failover.
Moore and Rutt, P.A., is the legal firm appointed by the County Council; they represent the Council and the Board of Adjustment. Parkowski, Guerke and Swayze, P.A., is the appointed Assistant County Attorney and represents the Planning and Zoning Commission. Young, Conaway, Stargatt and Taylor represents the County on personnel and housing matters. Ballard Spahr, LLP, provides assistance with financial matters, including bond issuances.

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2019 Actual</th>
<th>2020 Budget</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal</td>
<td>$ 479,508</td>
<td>$ 500,000</td>
<td>$ 550,000</td>
</tr>
</tbody>
</table>
Library Administration

Department Summary

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

Mission

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

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

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

Fiscal Year 2020 Successes

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

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

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

Established formal Department of Libraries Leadership Team with performance expectations of County library directors and assistant directors to further systemize succession planning.
<table>
<thead>
<tr>
<th>Fiscal Year 2021 Goals</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1</strong></td>
<td>To use the new Trustee Manual and current Council on Libraries initiatives to complete long-awaited efforts to update the Delaware and Sussex Codes regarding Board of Trustee accountability and the County Library System</td>
</tr>
<tr>
<td></td>
<td>G2</td>
</tr>
<tr>
<td><strong>Goal 2</strong></td>
<td>To institute an up-to-date new member orientation for Library Advisory Board members and Trustees and establish closer working relationships with same</td>
</tr>
<tr>
<td></td>
<td>G5</td>
</tr>
<tr>
<td><strong>Goal 3</strong></td>
<td>To devote time, energy and funds to push the Department standard of “Leading From Any Position” down into all library staff positions</td>
</tr>
<tr>
<td></td>
<td>G2</td>
</tr>
</tbody>
</table>
Computer sessions time = approximately 5 years, 3 weeks, 5 days and 15 hours

Program attendance = Shorebirds stadium filled to capacity 6.5 times

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

Visits = 22 percent more to the 3 County libraries than the entire Sussex County population (U.S. Census 2018 estimate)
The FY 2021 budget decreased $8,000, or 1.1 percent.

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

**Total Library Administration** | **$718,857** | **$744,853** | **$736,820**
Library Administration

Projects and Initiatives

<table>
<thead>
<tr>
<th>Health Ready, School Ready, Employment Ready</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working closely with FY 2020 established library partnerships, we will formalize our approach to traditionally-provided and new services with particular focus on those that help customers: 1) gain/maintain mental and physical health, 2) prepare for academic success, and 3) secure and retain employment, including the newly contracted Dolly Parton Imagination Library pilot program. The theme of “Health Ready, School Ready, Employment Ready” is a general statewide effort by libraries.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Civics 101</th>
</tr>
</thead>
<tbody>
<tr>
<td>The success of the FY 2020 Community Conversations indicated a desire in the community for a forum of structured public dialogue that provides a tool to build bridges across individual viewpoints. This dialogue can be guided by learning sessions about civics in the United States. Described as “the cornerstone of democracy,” the public libraries are the most appropriate place for this to happen.</td>
</tr>
</tbody>
</table>

Hispanic Heritage Day at the Milton Library
Library Operations

Department Summary

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

Mission

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

Budget Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Budget</th>
<th>FY 2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$2,256,971</td>
<td>$2,581,508</td>
<td>$2,604,818</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes

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

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

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

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

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

All 3 libraries partnered with the Delaware Community Foundation on the statewide “Our Towns” project including on-site book discussions.
### Fiscal Year 2021 Goals

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

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

Bookmobile/Mobile Library – Budget Detail

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

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

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

The Baby Bookmobile

Bookmobile/ Mobile Library

TimeSlips: the dementia prevention program at work
The Greenwood Library continues to be the hub for job searches, computer training, and educational, cultural, and recreational activities for the Town of Greenwood.

The FY 2020 budget increased $6,800, or 1.1 percent, due to employment costs.

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2019 Actual</th>
<th>2020 Budget</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$276,001</td>
<td>$308,492</td>
<td>$328,359</td>
</tr>
<tr>
<td>Vision Plan</td>
<td>394</td>
<td>390</td>
<td>432</td>
</tr>
<tr>
<td>Dental Plan</td>
<td>3,489</td>
<td>3,450</td>
<td>3,744</td>
</tr>
<tr>
<td>FICA Tax</td>
<td>19,668</td>
<td>23,678</td>
<td>25,116</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>103,544</td>
<td>100,800</td>
<td>100,800</td>
</tr>
<tr>
<td>Pension</td>
<td>63,683</td>
<td>64,638</td>
<td>61,525</td>
</tr>
<tr>
<td>Communications</td>
<td>2,669</td>
<td>2,760</td>
<td>2,760</td>
</tr>
<tr>
<td>Utilities</td>
<td>901</td>
<td>900</td>
<td>1,332</td>
</tr>
<tr>
<td>Utilities - Electric</td>
<td>13,077</td>
<td>14,100</td>
<td>13,500</td>
</tr>
<tr>
<td>Utilities - Fuel</td>
<td>5,148</td>
<td>7,700</td>
<td>6,000</td>
</tr>
<tr>
<td>Rental and Leases</td>
<td>2,597</td>
<td>2,722</td>
<td>120</td>
</tr>
<tr>
<td>Insurance</td>
<td>-</td>
<td>980</td>
<td>-</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>23,664</td>
<td>32,047</td>
<td>33,736</td>
</tr>
<tr>
<td>Printing and Binding</td>
<td>1,075</td>
<td>550</td>
<td>850</td>
</tr>
<tr>
<td>Other Contractual Services</td>
<td>285</td>
<td>675</td>
<td>700</td>
</tr>
<tr>
<td>Office/Operating Supplies</td>
<td>10,191</td>
<td>9,000</td>
<td>9,000</td>
</tr>
<tr>
<td>Dues &amp; Subscriptions</td>
<td>6,682</td>
<td>6,651</td>
<td>6,479</td>
</tr>
<tr>
<td>Permanent Record Books</td>
<td>23,615</td>
<td>23,800</td>
<td>23,800</td>
</tr>
<tr>
<td>Uniforms</td>
<td>-</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Maintenance &amp; Repairs – Parts</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Tools and Small Equipment</td>
<td>2,067</td>
<td>7,200</td>
<td>7,000</td>
</tr>
<tr>
<td>Sm. Computer Equipment</td>
<td>-</td>
<td>350</td>
<td>350</td>
</tr>
<tr>
<td>Other Supplies</td>
<td>7,998</td>
<td>8,500</td>
<td>8,500</td>
</tr>
<tr>
<td>Programs and Projects</td>
<td>9,613</td>
<td>11,000</td>
<td>11,000</td>
</tr>
<tr>
<td>Seminars/Conferences/Training</td>
<td>675</td>
<td>2,395</td>
<td>-</td>
</tr>
<tr>
<td>Mileage</td>
<td>1,225</td>
<td>1,050</td>
<td>1,200</td>
</tr>
<tr>
<td>Travel</td>
<td>250</td>
<td>5,950</td>
<td>275</td>
</tr>
<tr>
<td>Machinery and Equipment</td>
<td>5,770</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Greenwood Library</strong></td>
<td><strong>$585,281</strong></td>
<td><strong>$640,878</strong></td>
<td><strong>$647,678</strong></td>
</tr>
</tbody>
</table>
The “Greenwood Visionaries” group grew out of library-led community conversations in FY 2019.
The Milton Library is a focal point in downtown Milton and an active partner with local government, businesses and community organizations. Through a wide variety of activities and valuable resources, Milton Library is the heart of their community.

The FY 2020 budget increased $29,000, or 3.6 percent, due to post-foundation repairs.

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

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

Favorite children’s book characters…

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

The FY 2021 budget decreased $7,000, or 0.7 percent.

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2019 Actual</th>
<th>2020 Budget</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$ 368,345</td>
<td>$ 506,153</td>
<td>$ 497,229</td>
</tr>
<tr>
<td>Vision Plan</td>
<td>701</td>
<td>520</td>
<td>576</td>
</tr>
<tr>
<td>Dental Plan</td>
<td>3,562</td>
<td>4,600</td>
<td>4,992</td>
</tr>
<tr>
<td>FICA Tax</td>
<td>27,434</td>
<td>38,885</td>
<td>38,038</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>112,251</td>
<td>134,400</td>
<td>134,400</td>
</tr>
<tr>
<td>Pension</td>
<td>61,630</td>
<td>80,640</td>
<td>80,175</td>
</tr>
<tr>
<td>Communications</td>
<td>3,311</td>
<td>3,420</td>
<td>3,660</td>
</tr>
<tr>
<td>Utilities</td>
<td>1,752</td>
<td>1,760</td>
<td>1,800</td>
</tr>
<tr>
<td>Utilities - Electric</td>
<td>21,171</td>
<td>25,000</td>
<td>23,000</td>
</tr>
<tr>
<td>Utilities - Fuel</td>
<td>8,996</td>
<td>15,000</td>
<td>12,000</td>
</tr>
<tr>
<td>Insurance</td>
<td>4,228</td>
<td>4,350</td>
<td>4,655</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>26,615</td>
<td>22,972</td>
<td>27,677</td>
</tr>
<tr>
<td>Other Contractual Services</td>
<td>528</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>Office/Operating Supplies</td>
<td>12,738</td>
<td>13,000</td>
<td>13,000</td>
</tr>
<tr>
<td>Fuel</td>
<td>566</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Dues &amp; Subscriptions</td>
<td>9,901</td>
<td>12,141</td>
<td>12,463</td>
</tr>
<tr>
<td>Permanent Record Books</td>
<td>32,644</td>
<td>33,000</td>
<td>33,000</td>
</tr>
<tr>
<td>Uniforms</td>
<td>-</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Maintenance &amp; Repairs - Parts</td>
<td>1,718</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Tools and Small Equipment</td>
<td>4,698</td>
<td>1,200</td>
<td>2,480</td>
</tr>
<tr>
<td>Sm. Computer Equipment</td>
<td>2,695</td>
<td>2,750</td>
<td>1,500</td>
</tr>
<tr>
<td>Other Supplies</td>
<td>15,883</td>
<td>16,000</td>
<td>16,000</td>
</tr>
<tr>
<td>Programs and Projects</td>
<td>9,233</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Seminars/Conferences/Training</td>
<td>2,101</td>
<td>2,115</td>
<td>-</td>
</tr>
<tr>
<td>In-house Training</td>
<td>-</td>
<td>200</td>
<td>-</td>
</tr>
<tr>
<td>Mileage</td>
<td>1,626</td>
<td>1,100</td>
<td>1,600</td>
</tr>
<tr>
<td>Travel</td>
<td>2,049</td>
<td>5,930</td>
<td>375</td>
</tr>
<tr>
<td>Improvements</td>
<td>45,128</td>
<td>26,000</td>
<td>35,500</td>
</tr>
<tr>
<td><strong>Total South Coastal Library</strong></td>
<td>$ 781,504</td>
<td>$ 965,436</td>
<td>$ 958,420</td>
</tr>
</tbody>
</table>
The VFW Auxiliary presented the library with the Youth Activities Award for our work in support of veterans and their families, particularly Bethany’s SEAs-the-Day event. Pictured here: SEAs visitors who came looking for books during our closure. Library staff quickly gathered books, Summer Reading goodies and t-shirts for them.

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

Projects and Initiatives

### Social Infrastructure: Phase II

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

### Library Material Collections Analysis: Phase IV

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

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

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

Mission

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

Activity Measure: Number of Plots Processed by Fiscal Year

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>699</td>
<td>617</td>
<td>664</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes

- Upgraded web mapping to be device agnostic
- Increased portal use and support to 20 percent of County staff
- Completed CAD to GIS conversion of electric network at airport
- Rolled out mobile solutions for Constable team
- Upgraded ArcGIS infrastructure and associated databases to 10.7

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Effectively manage the delivery of County-wide GIS technology services</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Ensure a skilled, responsive, and innovative workforce that keeps current with evolving business-critical GIS technologies</td>
<td>G5</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Guide GIS related technology decision-making to ensure consistency with the county-wide business direction</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 4</td>
<td>Provide high quality customer service by processing plots within two weeks of receipt</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 5</td>
<td>Complete conversion of the sewer geographic network into the utility network</td>
<td>G2</td>
</tr>
</tbody>
</table>
The FY 2021 budget decreased $42,000, or 4.6 percent. The $38,000 decrease was Seaford’s 9-1-1 fees no longer being distributed since the County now is dispatching Seaford’s calls; and $23,000 decrease was from reduced training and travel cuts due to COVID-19.

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

Department Summary

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

Mission

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

Activity Measures

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marriage Licenses Issued</td>
<td>1,571</td>
<td>1,505</td>
<td>1,456</td>
</tr>
<tr>
<td>Ceremonies Officiated</td>
<td>668</td>
<td>626</td>
<td>657</td>
</tr>
<tr>
<td>Certified Copies Issued</td>
<td>1,037</td>
<td>1,433</td>
<td>1,849</td>
</tr>
<tr>
<td>Revenue</td>
<td>$144,865</td>
<td>$164,558</td>
<td>$171,832</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes

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

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

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

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Improve efficiency in the day-to-day operations of the Marriage Bureau in a proficient manner</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Provide citizens with current information on the Marriage Bureau in a high quality, user friendly manner</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Provide excellent customer service that exceeds the expectations of the citizens and visitors of the Sussex County Marriage Bureau</td>
<td>G2</td>
</tr>
</tbody>
</table>
The FY 2021 budget decreased $4,000, or 1.6 percent.

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

Total Marriage Bureau          | $212,664    | $229,962    | $226,345    |
Paramedics

Department Summary

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

Mission

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

Activity Measure: Number of Times Dispatched by Fiscal Year

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>26,337</td>
<td>26,743</td>
<td>26,936</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes

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

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

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

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

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

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Provide our customers optimal service during all interactions, emergency and non-emergency</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Research and implement system(s) that improve our Continuous Quality Improvement</td>
<td>G4</td>
</tr>
<tr>
<td>Goal 3</td>
<td>With implementation of anti-idle and climate control systems, recognize a reduction in engine hours, fuel costs and emissions by 65 percent while maintaining medication temperatures</td>
<td>G1</td>
</tr>
<tr>
<td>Goal 4</td>
<td>Navigate in a fiscally responsible manner capital projects, including Medic 110/EMS 200 in Seaford, and the Public Safety Training and Administrative Complex in Georgetown</td>
<td>G1</td>
</tr>
</tbody>
</table>
The FY 2021 operating budget decreased $193,000 or 1.1 percent, due to the reduction of the required pension contribution due to being fully funded.

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2019 Actual</th>
<th>2020 Budget</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$ 8,338,345</td>
<td>$ 9,174,820</td>
<td>$ 9,299,276</td>
</tr>
<tr>
<td>Vision Plan</td>
<td>7,286</td>
<td>7,670</td>
<td>8,496</td>
</tr>
<tr>
<td>Dental Plan</td>
<td>65,823</td>
<td>67,850</td>
<td>73,632</td>
</tr>
<tr>
<td>FICA Tax</td>
<td>609,572</td>
<td>712,489</td>
<td>710,595</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>1,958,297</td>
<td>1,982,400</td>
<td>1,982,400</td>
</tr>
<tr>
<td>Worker's Compensation</td>
<td>265,718</td>
<td>495,498</td>
<td>383,590</td>
</tr>
<tr>
<td>Pension</td>
<td>2,016,553</td>
<td>2,107,332</td>
<td>1,997,000</td>
</tr>
<tr>
<td>Legal</td>
<td>11,025</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Other Professional Services</td>
<td>68,614</td>
<td>66,329</td>
<td>51,800</td>
</tr>
<tr>
<td>Communications</td>
<td>99,512</td>
<td>96,293</td>
<td>99,624</td>
</tr>
<tr>
<td>Postage</td>
<td>105</td>
<td>600</td>
<td>400</td>
</tr>
<tr>
<td>Utilities</td>
<td>47,684</td>
<td>64,540</td>
<td>59,000</td>
</tr>
<tr>
<td>Rent</td>
<td>69,330</td>
<td>65,123</td>
<td>53,280</td>
</tr>
<tr>
<td>Insurance</td>
<td>116,830</td>
<td>158,340</td>
<td>158,340</td>
</tr>
<tr>
<td>Maintenance and Repair</td>
<td>438,851</td>
<td>654,984</td>
<td>517,748</td>
</tr>
<tr>
<td>Printing &amp; Binding</td>
<td>891</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Advertising</td>
<td>-</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>3,910</td>
<td>5,400</td>
<td>5,225</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>7,462</td>
<td>8,000</td>
<td>8,000</td>
</tr>
<tr>
<td>Fuel</td>
<td>89,770</td>
<td>103,459</td>
<td>104,658</td>
</tr>
<tr>
<td>Janitorial</td>
<td>7,298</td>
<td>6,750</td>
<td>8,250</td>
</tr>
<tr>
<td>Dues &amp; Subscriptions</td>
<td>341</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Uniforms</td>
<td>52,504</td>
<td>79,380</td>
<td>79,380</td>
</tr>
<tr>
<td>Repair and Maintenance - Parts</td>
<td>133,099</td>
<td>98,722</td>
<td>91,648</td>
</tr>
<tr>
<td>Tools and Small Equipment</td>
<td>105,300</td>
<td>228,527</td>
<td>258,010</td>
</tr>
<tr>
<td>Other Supplies</td>
<td>261,234</td>
<td>236,609</td>
<td>297,708</td>
</tr>
<tr>
<td>Programs and Projects</td>
<td>6,433</td>
<td>7,875</td>
<td>9,230</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>331</td>
<td>750</td>
<td>750</td>
</tr>
<tr>
<td>Seminars and Conferences</td>
<td>11,314</td>
<td>17,600</td>
<td>7,041</td>
</tr>
<tr>
<td>Tuition &amp; Training</td>
<td>23,812</td>
<td>31,596</td>
<td>31,595</td>
</tr>
<tr>
<td>Travel</td>
<td>31,656</td>
<td>41,770</td>
<td>17,647</td>
</tr>
<tr>
<td>Machinery and Equipment</td>
<td>367,518</td>
<td>460,869</td>
<td>474,540</td>
</tr>
<tr>
<td><strong>Total Paramedics</strong></td>
<td><strong>$15,216,418</strong></td>
<td><strong>$16,999,575</strong></td>
<td><strong>$16,806,863</strong></td>
</tr>
</tbody>
</table>
Peer chart review remains a vital part of our continuous quality improvement process. Our current method is burdensome and creates a hardship on staff. This difficulty has resulted in increased time to complete and consistently is the most complained about organizational expectation. Having discussed the possibility of writing an internal application, County IT has suggested using a third-party vendor.

Medic 111 – Milton (Staffing)

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

Department Summary

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

Mission

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

<table>
<thead>
<tr>
<th>Activity Measure: Number of Change of Zones by Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Change of Zones</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity Measure: Number of Conditional Uses by Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Conditional Uses</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity Measure: Number of Major Subdivisions by Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Major Subdivisions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity Measure: Number of Board of Adjustment Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Board of Adjustment</td>
</tr>
</tbody>
</table>

* Applications as of March 9, 2020.
Planning and Zoning

Department Information - continued

Fiscal Year 2020 Successes

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

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

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

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

Fiscal Year 2021 Goals

| Goal 1 | Provide the community with personal attention, and accurate and detailed information | G2 |
| Goal 2 | Assist the Building Code and Building Permits Divisions in the issuance of building permits and certificates of occupancy and compliance | G2 |
| Goal 3 | Prepare, schedule, advertise, and post public hearing notices for change of zones, conditional uses, subdivisions, variances, and special use exceptions | G5 |
| Goal 4 | Review all subdivision applications and administrative applications with 100 percent accuracy, within 25 business days of receipt of all necessary information | G2 |
The FY 2021 budget decreased $328,000, or 17.8 percent, due to the transfer of five inspection positions to Building Code and Constables Divisions.

### Planning and Zoning Budget Detail

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

**Projects and Initiatives**

<table>
<thead>
<tr>
<th>Project</th>
<th>Increasing the quantity and quality of online GIS data available</th>
</tr>
</thead>
</table>

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

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

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

Activity Measure: Number of Plans Reviewed by Fiscal Year

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plans Approved</td>
<td>73</td>
<td>66</td>
<td>61</td>
</tr>
<tr>
<td>Residential Units</td>
<td>2,638</td>
<td>2,681</td>
<td>1,677</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes
Processed 31 private road and sanitary sewer construction plans, representing approximately 890 residential units

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

Inspecting 376 private road development phases

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

Fiscal Year 2021 Goals

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

Budget Detail

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

<table>
<thead>
<tr>
<th>Item</th>
<th>2019 Actual</th>
<th>2020 Budget</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$ 407,257</td>
<td>$ 429,416</td>
<td>$ 230,683</td>
</tr>
<tr>
<td>Vision Plan</td>
<td>442</td>
<td>455</td>
<td>216</td>
</tr>
<tr>
<td>Dental Plan</td>
<td>3,929</td>
<td>4,025</td>
<td>1,872</td>
</tr>
<tr>
<td>FICA Tax</td>
<td>30,134</td>
<td>33,002</td>
<td>17,619</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>105,396</td>
<td>117,600</td>
<td>50,400</td>
</tr>
<tr>
<td>Pension</td>
<td>143,970</td>
<td>120,030</td>
<td>57,575</td>
</tr>
<tr>
<td>Communications</td>
<td>5,480</td>
<td>6,000</td>
<td>5,520</td>
</tr>
<tr>
<td>Postage &amp; Freight</td>
<td>434</td>
<td>1,000</td>
<td>900</td>
</tr>
<tr>
<td>Insurance</td>
<td>4,182</td>
<td>4,806</td>
<td>4,806</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>2,400</td>
<td>-</td>
<td>3,000</td>
</tr>
<tr>
<td>Office/Operating Supplies</td>
<td>1,691</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Fuel</td>
<td>6,737</td>
<td>7,000</td>
<td>7,000</td>
</tr>
<tr>
<td>Uniforms</td>
<td>422</td>
<td>1,000</td>
<td>-</td>
</tr>
<tr>
<td>Maintenance &amp; Repairs - Parts</td>
<td>1,678</td>
<td>1,000</td>
<td>2,500</td>
</tr>
<tr>
<td>Other Supplies</td>
<td>525</td>
<td>1,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Public Works</strong></td>
<td><strong>$ 714,677</strong></td>
<td><strong>$ 728,334</strong></td>
<td><strong>$ 384,091</strong></td>
</tr>
</tbody>
</table>
Increase the rate of project closeouts through an expanded approach; and ensure an efficient process for timely closeouts by: 1. improved timeline tracking and 2. improve the completion date notification process to developers.

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

Assess and propose improvements to the current County Bonding Protocols adopted in October 2013. Effective for the past 7 years, current protocols require evaluation for improvement and compatibility with current conditions.
Recorder of Deeds

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

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

Activity Measure: Number of Documents Recorded by Fiscal Year

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>46,463</td>
<td>47,355</td>
<td>47,709</td>
</tr>
</tbody>
</table>

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

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

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

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Preserving present day and historical land records for all Sussex County real estate by ensuring that all documents are filed and recorded proficiently</td>
<td>G5</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Provide property records access for the general public by maintaining the online web portal</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Implement new processes and procedures in an effort to reduce the amount of paper documents, i.e. plots stored in-house to assist in alleviating storage retention issues</td>
<td>G1</td>
</tr>
<tr>
<td>Goal 4</td>
<td>Process all recordings within 24 business hours</td>
<td>G2</td>
</tr>
</tbody>
</table>
The FY 2021 budget decreased $4,000. The decrease is less than 1 percent.

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

Department Summary

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

Mission

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

Activity Measure: Number of Documents sent to Delaware Archives

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>620</td>
<td>992</td>
<td>1,299</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes

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

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

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

Continued collaboration with archivists regarding Sussex County files and indexes

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

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Continue to digitize and index Sussex County department files</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Work with County Departments to implement a standard system for County records</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Process and prepare County records that are not regularly accessed for permanent storage at the DPA</td>
<td>G2</td>
</tr>
</tbody>
</table>
The FY 2021 Budget for Records Management decreased $23,000, or 8.1 percent, due to last year’s purchase of a new cargo van to transport County records.

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

Department Summary

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

Mission

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

Activity Measure: Number of New Estate Openings by Fiscal Year

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,365</td>
<td>2,336</td>
<td>2,348</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes

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

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

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

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Continue archiving older files to make space for future cases</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Finalize archiving red will books and ACS binders to help modernize office and allow more space</td>
<td>G2</td>
</tr>
</tbody>
</table>
Register of Wills

Budget Detail

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

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

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

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

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

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>0.68</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>3.4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes
Implemented new security measures, including onsite preplanning with local law enforcement, installation of panic buttons, new security gates at wastewater plants and other initiatives in conjunction with Capital Police recommendations.

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

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

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Goal 2</th>
<th>Goal 3</th>
<th>Goal 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to expand individual safety responsibility through completion of written policy, procedures and auditing of activity</td>
<td>Move security staff (education and attention) to next level via expanded security post orders and contractor/employee training classes</td>
<td>Continue to address high-risk activities and put in place proper mitigation activities, such as worksite safety requirements for boom-truck operators and construction zone safety</td>
<td>Continue to build the safety culture through management of the near miss reporting data base and other proactive metrics</td>
</tr>
</tbody>
</table>

Org. Goal Reference

G1
The FY 2021 budget increased $6,000, or 1.3 percent, due to contractual security.

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

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

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

- **Milton Library** - Fire Alarm System • Access Control System • Intrusion Detection System
- **Greenwood Library** - Fire Alarm System • Access Control System • Intrusion Detection System
- **South Coastal Library** - Fire Alarm System • Access Control System • Intrusion Detection System
- **Sussex County Administrative Building** - Access Control System • Intrusion Detection System
- **West Complex** - Access Control System

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

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

*Day & Night Mode Video Samples*

[www.cctvcamerapros.com/L36](http://www.cctvcamerapros.com/L36)
Sheriff

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

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

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

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Papers Served</td>
<td>12,505</td>
<td>10,098</td>
<td>8,941</td>
</tr>
<tr>
<td>Revenue</td>
<td>$3,172,542</td>
<td>$2,066,701</td>
<td>$1,793,289</td>
</tr>
</tbody>
</table>

Fiscal Year 2020 Successes

Continued improvement in turnaround time for document service
Curtailed excess spending in the budget
Stayed current in office workflow with minimal staffing

Fiscal Year 2021 Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Continue to be thrifty and budget-minded in spending by not increasing the FY 2021 budget</td>
<td>G1</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Continue to keep certifications and training current</td>
<td>G5</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Continue to operate with a part-time, instead of full-time deputy</td>
<td>G1</td>
</tr>
<tr>
<td>Goal 4</td>
<td>Continue to have a harmonious relationship with the County Council</td>
<td>G5</td>
</tr>
</tbody>
</table>
The FY 2021 budget decreased $26,000, or 3.9 percent, due to a vehicle purchase in FY 2020.

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

**Total Sheriff**  
$595,467  $670,340  $644,138
CAPITAL PROJECTS-
GOVERNMENTAL FUND
Capital Projects

Summary

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

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

<table>
<thead>
<tr>
<th>Budget Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019 Actual</td>
</tr>
<tr>
<td>FY 2020 Budget</td>
</tr>
<tr>
<td>FY 2021 Budget</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fiscal Year 2020 Successes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed RW 10-28 Taxiway</td>
</tr>
<tr>
<td>Made improvements to the Coastal Business Park</td>
</tr>
<tr>
<td>Purchased fiber ring to facilitate broadband in Georgetown</td>
</tr>
<tr>
<td>Purchased property in partnership with the Sussex County Land Trust</td>
</tr>
<tr>
<td>Completed design of EMS 200/Medic 110</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fiscal Year 2021 Goals</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Build the north Seaford paramedic station EMS 200 Medic 110</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Complete the secondary road in the Coastal Business Park</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Complete design and construction documents of the Public Safety Training and Administrative Complex</td>
</tr>
<tr>
<td>Goal 4</td>
<td>Complete the Airport Master Plan Update</td>
</tr>
<tr>
<td>Goal 5</td>
<td>Implement stormwater improvements in the Eli Walls drainage basin</td>
</tr>
</tbody>
</table>
Capital Projects

Funding Sources

The FY 2021 Budget, once again, is using appropriated reserves (prior year available funds) to pay for the current year’s projects. The goal is to use available funds to develop these projects instead of borrowing through bond issues. The budget uses $9.2 million of appropriated reserves, which are Realty Transfer Tax funds set aside from previous years in addition to bonus density funds collected from previous development projects. Some airport projects are primarily paid for by the federal government through the FAA.

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

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriated Reserves</td>
<td>$9,230,000</td>
</tr>
<tr>
<td>Federal Grants</td>
<td>900,000</td>
</tr>
<tr>
<td>Investment Income</td>
<td>20,000</td>
</tr>
<tr>
<td>State Grants</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total Funding Sources</strong></td>
<td><strong>$10,200,000</strong></td>
</tr>
</tbody>
</table>
The Delaware Coastal Airport and Business Park is a vital part of the County’s economy; therefore, $5.1 million is appropriated for improvements and represents 50.0 percent of the capital budget. Improvements to the airport and business park facilities will, hopefully, retain and attract new customers to the area. The improvements include a new master plan, stormwater improvements, and taxiway rehabilitation. In FY 2017, Sussex County purchased land adjacent to the current Industrial Park for economic development. Over the last 3 years, the County has been developing the Delaware Coastal Business Park. The budget includes another $1.3 million to finish the secondary road in the park.

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

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

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

### 5-Year Plan

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

### Administrative

<table>
<thead>
<tr>
<th>Project</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Improv.</td>
<td>$-</td>
<td>$100,000</td>
<td>$100,000</td>
<td>$100,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Administration Annex</td>
<td>-</td>
<td>1,000,000</td>
<td>10,000,000</td>
<td>10,000,000</td>
<td>-</td>
</tr>
<tr>
<td>IT Infrastructure</td>
<td>750,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Land Acq. &amp; Improv.</td>
<td>1,500,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Airport/Business Park

<table>
<thead>
<tr>
<th>Project</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>RW 4-22 - 6000' Exp.</td>
<td>-</td>
<td>300,000</td>
<td>700,000</td>
<td>3,800,000</td>
<td>-</td>
</tr>
<tr>
<td>Stormwater Improv.</td>
<td>750,000</td>
<td>500,000</td>
<td>250,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Land Acquisition</td>
<td>750,000</td>
<td>250,000</td>
<td>250,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>T-Hanger</td>
<td>-</td>
<td>500,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>RW 4-22 Taxiway B</td>
<td>300,000</td>
<td>1,250,000</td>
<td>1,750,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Airport Masterplan</td>
<td>400,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Apron Expansion</td>
<td>300,000</td>
<td>3,000,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Terminal Apron Exp.</td>
<td>-</td>
<td>-</td>
<td>300,000</td>
<td>3,000,000</td>
<td>-</td>
</tr>
<tr>
<td>Pavement Improv.</td>
<td>500,000</td>
<td>300,000</td>
<td>300,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Baltimore Connector</td>
<td>750,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Business Park Improv.</td>
<td>1,250,000</td>
<td>1,250,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Western Bus. Park</td>
<td>-</td>
<td>3,000,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Water Plant</td>
<td>100,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Engineering

<table>
<thead>
<tr>
<th>Project</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stormwater Bank</td>
<td>-</td>
<td>1,500,000</td>
<td>250,000</td>
<td>250,000</td>
<td>250,000</td>
</tr>
<tr>
<td>Property Acquisition</td>
<td>-</td>
<td>250,000</td>
<td>250,000</td>
<td>250,000</td>
<td>250,000</td>
</tr>
</tbody>
</table>

### Public Safety

<table>
<thead>
<tr>
<th>Project</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Safety Building</td>
<td>1,000,000</td>
<td>5,500,000</td>
<td>5,500,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>EMS Stations</td>
<td>1,850,000</td>
<td>450,000</td>
<td>750,000</td>
<td>300,000</td>
<td>750,000</td>
</tr>
</tbody>
</table>

**Total Expenditures** $10,200,000 $19,150,000 $20,400,000 $17,700,000 $1,350,000
Capital Projects

Project Details

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

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

This project began under a previous fiscal year but was suspended due to unexpected high construction costs associated with stormwater management. Changes in stormwater regulations and the anticipated completion of an airport stormwater bank are expected to significantly reduce the overall construction cost of this project.
Implementing the Sussex County Airport Stream Restoration Project involves the design and construction of water quality and habitat improvements along the Eli Walls Tax Ditch. This project and a bioswale along Aviation Avenue, in conjunction with impervious pavement removal, will generate sufficient stormwater credits to support the 5-year capital projects plan in this drainage basin.

| Capital Projects | Title: Stormwater Improvements - $900,000 (Not Grant Eligible) |

**Project Details**

- Implementation of the Sussex County Airport Stream Restoration Project involves the design and construction of water quality and habitat improvements along the Eli Walls Tax Ditch.
- This project and a bioswale along Aviation Avenue, in conjunction with impervious pavement removal, will generate sufficient stormwater credits to support the 5-year capital projects plan in this drainage basin.
Projects and Initiatives

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

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

Impact on the Operating Budget

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

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

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

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

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

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

The operational Long-Term Financial Outlook, found on the next page, starts with the current year’s budget and adjusts each year using a percentage determined by the Finance Department. The Finance Department looks at previous revenue, usage, inflation and department activity trends to create a percentage increase for the next 10 years. The percentage used is in the last column of the table. It is important to note that all revenues are estimated on a conservative basis. Realty Transfer Tax is budgeted at a consistent level with no growth. Property tax revenue is projected at a slightly lower increase than what was realized during the last 10 years. Because of COVID-19, the Finance Department lowered building related revenues to a 1 percent increase annually.

All other departments’ revenues are based on the activity measure as reported in each department’s section in the budget document. Expenses are projected not to exceed the same growth percentage of property taxes. In addition, the Finance Department includes any known changes that will occur during the forecast period, such as adding another service or bringing on additional infrastructure as outlined on the previous page on the table titled, “Capital Impact on Operating Budget.”

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

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

<table>
<thead>
<tr>
<th>Year</th>
<th>General Fund</th>
<th>Intergovernmental</th>
<th>Charges for Services</th>
<th>Miscellaneous Revenue</th>
<th>Other Financing Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Property - County</td>
<td>Property – Library</td>
<td>Realty Transfer</td>
<td>Fire Service</td>
<td>Lodging Tax</td>
</tr>
<tr>
<td>2021</td>
<td>$14,880</td>
<td>1,745</td>
<td>22,500</td>
<td>1,500</td>
<td>1,000</td>
</tr>
<tr>
<td>2022</td>
<td>$15,178</td>
<td>1,780</td>
<td>22,500</td>
<td>1,515</td>
<td>1,010</td>
</tr>
<tr>
<td>2023</td>
<td>$15,481</td>
<td>1,815</td>
<td>22,500</td>
<td>1,530</td>
<td>1,020</td>
</tr>
<tr>
<td>2024</td>
<td>$15,791</td>
<td>1,852</td>
<td>22,500</td>
<td>1,545</td>
<td>1,030</td>
</tr>
<tr>
<td>2025</td>
<td>$16,429</td>
<td>1,889</td>
<td>22,500</td>
<td>1,561</td>
<td>1,041</td>
</tr>
<tr>
<td>2026</td>
<td>$16,757</td>
<td>1,927</td>
<td>22,500</td>
<td>1,577</td>
<td>1,051</td>
</tr>
<tr>
<td>2027</td>
<td>$17,092</td>
<td>1,965</td>
<td>22,500</td>
<td>1,592</td>
<td>1,062</td>
</tr>
<tr>
<td>2028</td>
<td>$17,434</td>
<td>1,995</td>
<td>22,500</td>
<td>1,608</td>
<td>1,072</td>
</tr>
<tr>
<td>2029</td>
<td>$17,783</td>
<td>1,927</td>
<td>22,500</td>
<td>1,641</td>
<td>1,083</td>
</tr>
<tr>
<td>2030</td>
<td>$18,139</td>
<td>1,965</td>
<td>22,500</td>
<td>1,664</td>
<td>1,094</td>
</tr>
<tr>
<td>2031</td>
<td>$18,590</td>
<td>1,995</td>
<td>22,500</td>
<td>1,687</td>
<td>1,105</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% Increase</th>
<th>2%</th>
<th>2%</th>
<th>1%</th>
<th>1%</th>
<th>1%</th>
<th>1%</th>
<th>1%</th>
<th>2%</th>
<th>2%</th>
<th>2%</th>
<th>2%</th>
<th>2%</th>
<th>1%</th>
<th>1%</th>
<th>2%</th>
<th>2%</th>
<th>2%</th>
<th>2%</th>
<th>2%</th>
<th>2%</th>
<th>2%</th>
</tr>
</thead>
</table>
ENTERPRISE FUNDS
Enterprise Funds

Sewer and Water Funds

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

### Operating Budget Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Budget</th>
<th>FY 2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$34,962,166</td>
<td>$40,803,693</td>
<td>$42,426,210</td>
</tr>
</tbody>
</table>

### Activity Measure: Number of Sewer Accounts Created

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,424</td>
<td>832</td>
<td>1,023</td>
</tr>
</tbody>
</table>

### Activity Measure: Number of Sewer Annexations

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7</td>
<td>15</td>
<td>13</td>
</tr>
</tbody>
</table>

### Activity Measure: Number of Utility Inspections

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,111</td>
<td>2,171</td>
<td>2,529</td>
</tr>
</tbody>
</table>

### Fiscal Year 2020 Successes – Utility Administration

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

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

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

### Fiscal Year 2020 Successes – Environmental Services

- Upgraded 6 pump stations and decommissioned one; upgraded and took over existing sewer system of Oak Crest Subdivision; completed an interconnect with Artesian at Inland Bays to allow for an additional 0.45 MPD of waste disposal; repaired 5 manholes in the Inland Bay district; began a new headworks manifold piping system for the upgraded plant at South Coastal
- Constructed the new biosolids facility
- Upgraded the Inland Bay irrigation rigs for use/monitoring of the SCADA system to allow for remote monitoring and spraying
- Bid and purchased a new portable sludge press for use with the SCRWF upgrade and future use with each of the other wastewater plants

### Fiscal Year 2021 Goals – Environmental Services

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Proceed with increasing the disposal and treatment capacity of the Inland Bays and South Coastal Facilities by 6 MGD</td>
<td>G4</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Complete construction of Class A solids handling equipment for the Inland Bays Facility and implement the new 24/5 schedule for processing</td>
<td>G4</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Continue to replace aging infrastructure and equipment in the water/sewer systems</td>
<td>G4</td>
</tr>
<tr>
<td>Goal 4</td>
<td>Begin use of a new work order schedule for generators and valves</td>
<td>G1</td>
</tr>
<tr>
<td>Goal 5</td>
<td>As a multi-year project, continue replacing 40 pump station PLC’s controls with updated equipment</td>
<td>G4</td>
</tr>
</tbody>
</table>
## Enterprise Funds
### Sewer and Water Funds

<table>
<thead>
<tr>
<th>Fiscal Year 2021 Goals – Utility Engineering</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1 Maintain accuracy and response time for utility locates while accommodating an annual call volume of approximately 40,000</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 2 Provide 24-hour emergency Miss Utility coverage while accommodating an annual volume of approximately 350 afterhours emergency calls</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 3 Maintain quality standards of utility design and construction while continuing to pursue innovative materials and methods</td>
<td>G4</td>
</tr>
<tr>
<td>Goal 4 Continue integration of Chapter 99 &amp; 100 workflow and staff</td>
<td>G4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fiscal Year 2021 Goals – Utility Permits</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1 Monitor revenues, permits and inspections</td>
<td>G1</td>
</tr>
<tr>
<td>Goal 2 Complete field work and create new accounts for at least 800 customers</td>
<td>G1</td>
</tr>
<tr>
<td>Goal 3 Reduce the number of properties that are in violation for failure to connect</td>
<td>G1</td>
</tr>
<tr>
<td>Goal 4 Reconcile CAMA reports with sewer and water records</td>
<td>G1</td>
</tr>
<tr>
<td>Goal 5 Support Utility Planning with the establishment of new sewer districts and expansions</td>
<td>G1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fiscal Year 2021 Goals – Utility Planning</th>
<th>Org. Goal Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1 Complete the Preliminary Engineering Reports and Environmental Assessments for USDA funding applications</td>
<td>G4</td>
</tr>
<tr>
<td>Goal 2 Involve the Planning Technicians in the regional design projects and have them review regional plans</td>
<td>G2</td>
</tr>
<tr>
<td>Goal 3 Continue assisting in the design efforts for 9 existing sewer areas</td>
<td>G4</td>
</tr>
<tr>
<td>Goal 4 Identify 2 areas where multiple projects can utilize a cost share arrangement to minimize duplication or under-utilized infrastructure</td>
<td>G1</td>
</tr>
<tr>
<td>Goal 5 Work with existing communities and developers to provide County sewer and/or water service to their communities</td>
<td>G4</td>
</tr>
</tbody>
</table>
Enterprise Funds
Charges and Fees

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

Service Charges

Service charges recover the cost of operating and maintaining the enterprise systems. These fees are billed using the Equivalent Dwelling Unit (EDU’s) unit of measure. Sewer service charge rates will remain the same as the FY 2020 rates at $292. Water service charge rates will increase in FY 2021 to $327. Listed below are the annual service charge rates.

<table>
<thead>
<tr>
<th>Service Charges per Equivalent Dwelling Unit (EDU)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dewey Water</td>
</tr>
<tr>
<td>Unified Sewer</td>
</tr>
</tbody>
</table>

Connection Fees

Connection fees are a one-time fee charged to new users connecting to the sewer or water system. The purpose of these charges is to recover the cost of transmission and treatment expenses related to growth. The Unified Sewer connection rate is unchanged in FY 2021. The Blades and Ellendale sewer areas will now pay the Unified rates. Listed below are the connection fees for FY 2021.

<table>
<thead>
<tr>
<th>Connection Fees per Equivalent Dwelling Unit (EDU)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dewey Water</td>
</tr>
<tr>
<td>Unified Sewer</td>
</tr>
<tr>
<td>Septic Installation Charge</td>
</tr>
<tr>
<td>Golf Village connection fees are equal to the impact fee charged by the Town of Georgetown</td>
</tr>
<tr>
<td>Woodlands of Millsboro connection fees are equal to the impact fee charged by the Town of Millsboro</td>
</tr>
</tbody>
</table>
Assessment charges are primarily used to recover the cost of bond payments and can also be used for system improvements and maintenance costs. Listed below are the assessment rates and average annual assessment amounts per area. The 100 ft. cap will still be applied to non-delinquent, residential customers.

<table>
<thead>
<tr>
<th>Sewer Area</th>
<th>Assessment Rate Per Front Foot</th>
<th>Average Annual Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angola Sewer</td>
<td>$6.58</td>
<td>$565.88</td>
</tr>
<tr>
<td>Angola North Sewer</td>
<td>9.00</td>
<td>900.00</td>
</tr>
<tr>
<td>Bay View Estates Sewer</td>
<td>6.77</td>
<td>555.14</td>
</tr>
<tr>
<td>Bethany Sewer - Cedar Neck</td>
<td>3.39</td>
<td>298.32</td>
</tr>
<tr>
<td>Bethany Sewer - Millville</td>
<td>4.50</td>
<td>364.50</td>
</tr>
<tr>
<td>Bethany Sewer - Ocean View</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bethany Sewer - Ocean Way Estates</td>
<td>2.29</td>
<td>190.07</td>
</tr>
<tr>
<td>Concord Road Area Sewer Expansion</td>
<td>4.24</td>
<td>424.00</td>
</tr>
<tr>
<td>Dagsboro - Frankford Sewer</td>
<td>0.60</td>
<td>60.00</td>
</tr>
<tr>
<td>Dagsboro - Frankford Sewer - Prince Georges</td>
<td>4.85</td>
<td>421.95</td>
</tr>
<tr>
<td>Ellendale Sewer</td>
<td>1.88</td>
<td>188.00</td>
</tr>
<tr>
<td>Ellendale Sewer - New Market</td>
<td>4.89</td>
<td>322.74</td>
</tr>
<tr>
<td>Fenwick Sewer</td>
<td>0.32</td>
<td>22.72</td>
</tr>
<tr>
<td>Fenwick Route 54 Sewer Expansion</td>
<td>7.06</td>
<td>706.00</td>
</tr>
<tr>
<td>Golf Village</td>
<td>1.47</td>
<td>147.00</td>
</tr>
<tr>
<td>Holts Landing - The Greens Sewer</td>
<td>5.23</td>
<td>523.00</td>
</tr>
<tr>
<td>Holts Landing Sewer</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Johnson Corner Sewer</td>
<td>4.55</td>
<td>455.00</td>
</tr>
<tr>
<td>Long Neck Sewer</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Miller Creek Sewer</td>
<td>6.64</td>
<td>597.60</td>
</tr>
<tr>
<td>Oak Orchard Sewer</td>
<td>4.35</td>
<td>304.50</td>
</tr>
<tr>
<td>Oak Orchard Expansion Sewer</td>
<td>4.19</td>
<td>419.00</td>
</tr>
<tr>
<td>Sea Country Estates Sewer</td>
<td>4.83</td>
<td>483.00</td>
</tr>
<tr>
<td>South Ocean View Sewer</td>
<td>5.47</td>
<td>541.53</td>
</tr>
<tr>
<td>West Rehoboth</td>
<td>2.32</td>
<td>187.92</td>
</tr>
<tr>
<td>Woodlands of Millsboro</td>
<td>.42</td>
<td>42.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sewer Area</th>
<th>Assessment Rate Per EDU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Henlopen Acres and Dewey Beach Sewer</td>
<td>$317.52</td>
</tr>
<tr>
<td>Chapel Branch</td>
<td>$680.00</td>
</tr>
<tr>
<td>Western Sussex</td>
<td>$303.00</td>
</tr>
</tbody>
</table>
# Enterprise Funds

## Charges and Fees

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

<table>
<thead>
<tr>
<th>Fee Description</th>
<th>Rate</th>
<th>Unit of Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Damage to County infrastructure from outside sources</td>
<td>Varies</td>
<td>Actual Cost or Equipment rates based on FEMA Schedule</td>
</tr>
<tr>
<td>Plan Review Fees - Chapter 110 - Sussex County Sewer District - Sewer - Flat Fee including (2) reviews of submitted plans</td>
<td>$2,000.00</td>
<td>Flat Fee</td>
</tr>
<tr>
<td>Plan Review Fees - Chapter 110 - Sussex County Sewer District - Per Unit including (2) reviews of submitted plans</td>
<td>$20.00</td>
<td>Per Unit (addition to Flat Fee)</td>
</tr>
<tr>
<td>Plan Review Fees - Chapter 110 - Sussex County Water District - Water - Flat fee including (2) reviews of submitted plans</td>
<td>$1,500.00</td>
<td>Flat Fee</td>
</tr>
<tr>
<td>Plan Review Fees - Chapter 110 - Sussex County Water District - Per Unit including (2) reviews of submitted plans</td>
<td>$10.00</td>
<td>Per Unit (addition to Flat Fee)</td>
</tr>
<tr>
<td>Plan Review Fees - Chapter 110 - third additional reviews - after first (2) Sewer/Water plan review</td>
<td>60%</td>
<td>Original Plan Review fees</td>
</tr>
<tr>
<td>Plan Review Fees - Chapter 110 - fourth additional reviews - after first (3) Sewer/Water plan review</td>
<td>50%</td>
<td>Original Plan Review fees</td>
</tr>
<tr>
<td>Plan Review Fees - Chapter 110 - fifth additional reviews - after first (4) Sewer/Water plan review</td>
<td>40%</td>
<td>Original Plan Review fees</td>
</tr>
<tr>
<td>Plan Review Fees - Plan Revisions - Chapter 110 - after obtaining County approval.</td>
<td>$1,000.00</td>
<td>Each</td>
</tr>
<tr>
<td>Pump Station Review Fees – Chapter 110 – Sussex County Sewer District</td>
<td>$2,500.00</td>
<td>Flat Fee (including 2 reviews of submitted plans)</td>
</tr>
<tr>
<td>Field Inspection Fees - Chapter 110</td>
<td>15%</td>
<td>Based on Accepted Construction Cost Estimates (independently verified)</td>
</tr>
<tr>
<td>Field Inspection - Overtime</td>
<td>$50.00</td>
<td>Per Hour</td>
</tr>
<tr>
<td>Field Inspection Trip Charge – rescheduled connection inspections – each additional field inspection required due to contractor’s methods, no call/no show, or cancellation within 2 hours of scheduled appointment</td>
<td>$100</td>
<td>Per Occurrence</td>
</tr>
<tr>
<td>Sewer/Water Connection Permits</td>
<td>$ 100.00</td>
<td>Per Permit</td>
</tr>
</tbody>
</table>
## Enterprise Funds
### Charges and Fees

<table>
<thead>
<tr>
<th>Fee Description</th>
<th>Rate</th>
<th>Unit of Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability fee for Private Fire Service</td>
<td>$ 250.00</td>
<td>Annually</td>
</tr>
<tr>
<td>Waste Hauler’s Annual License Fee</td>
<td>$ 250.00</td>
<td>Annually</td>
</tr>
<tr>
<td>Waste Hauler Fee - Septage Treatment Charges</td>
<td>$ 0.076</td>
<td>Per Gallon</td>
</tr>
<tr>
<td>Wastewater Holding Tank Permit</td>
<td>$ 100.00</td>
<td>Each</td>
</tr>
<tr>
<td>Water Turn Off or On Fee</td>
<td>$ 300.00</td>
<td>Each</td>
</tr>
<tr>
<td>Bulk Water User Permit (Usage Fees charged separately)</td>
<td>$ 50.00</td>
<td>Each</td>
</tr>
<tr>
<td>Bulk Water Usage Fee - First 5,000 Gallons</td>
<td>$ 25.00</td>
<td>5,000 Gallons</td>
</tr>
<tr>
<td>Bulk Water Usage Fee - 5,001 Gallons and Up</td>
<td>$ 4.00</td>
<td>1,000 Gallons</td>
</tr>
<tr>
<td>Industrial Wastewater Discharge Permit</td>
<td>$ 500.00</td>
<td>Per Issuance</td>
</tr>
<tr>
<td>Industrial Wastewater Discharge - Permit Amendment</td>
<td>$ 250.00</td>
<td>Per Issuance</td>
</tr>
<tr>
<td>Industrial Wastewater Discharge - Permit Variance(s)</td>
<td>$ 250.00</td>
<td>Per Issuance</td>
</tr>
<tr>
<td>Industrial Wastewater Discharge - User Annual Monitoring, Inspection, and Surveillance Fee</td>
<td>$ 250.00</td>
<td>Annually</td>
</tr>
<tr>
<td>Application Fees - Extending District Boundaries - Sewer and/or Water - 2 Acres or Less</td>
<td>$ 500.00</td>
<td>Each</td>
</tr>
<tr>
<td>Application Fees - Extending District Boundaries - Sewer and/or Water - 2.1 - 9.9 Acres</td>
<td>$ 750.00</td>
<td>Each</td>
</tr>
<tr>
<td>Application Fees - Extending District Boundaries - Sewer and/or Water - 10 - 150.0 Acres</td>
<td>$ 1,500.00</td>
<td>Each</td>
</tr>
<tr>
<td>Application Fees - Extending District Boundaries - Sewer and/or Water - Over 150.0 Acres</td>
<td>$ 2,500.00</td>
<td>Each</td>
</tr>
<tr>
<td>Sewer Service Charges</td>
<td>$ 292.00</td>
<td>Per EDU - Annual</td>
</tr>
<tr>
<td>Water Service Charges</td>
<td>$ 327.00</td>
<td>Per EDU – Annual</td>
</tr>
<tr>
<td>Sewer Service Concept Evaluation Fee</td>
<td>$ 1,000.00</td>
<td>Per Evaluation</td>
</tr>
<tr>
<td>Sewer Availability Fee</td>
<td>100%</td>
<td>Annual Service Charge</td>
</tr>
<tr>
<td>Water Availability Fee</td>
<td>100%</td>
<td>Annual Service Charge</td>
</tr>
<tr>
<td>Enterprise Employee Hourly Rate for Services</td>
<td>Various</td>
<td>Employee hourly rate plus 65.5% OH charge.</td>
</tr>
<tr>
<td>Enterprise Employee Premium Hourly Rate for Services for After Hour and Holiday Hours</td>
<td>Various</td>
<td>Employee premium hourly rate plus 40.5% OH charge.</td>
</tr>
</tbody>
</table>
## Sewer Fund

### Revenue

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

### Pie Chart

- **Service Charges**: 54%
- **Assessment Charges**: 20%
- **Connection Fees**: 12%
- **Various Non-Operating Fees & Other Financing Sources**: 9%
Sewer Fund

Expenses

Enterprise expenses are categorized into four general areas. Administrative costs, which include clerical and engineering support, are incurred to assist the sewer and water operations staff, as well as the Utility Planning, Utility Engineering, and Utility Permitting Divisions. Operations and maintenance costs are expenses associated with maintaining and operating the physical sewer and water systems; these systems include four wastewater treatment facilities, one water facility and tower, over 507 pump stations, and over 949 miles of pipe. Capital expenses include routine capital items, such as pumping and laboratory equipment, vehicles, generators, and improvements to the facilities. The budgetary debt service costs include both the interest and principal portion of the debt payment for assessment and treatment loan payments. The FY 2019 actual numbers only include the interest portion of the debt payment, which will correspond to the County’s audited financial statements. The interest and principal payments are included in the budgetary numbers to assure that enough revenues are being charged to cover the debt payments.

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2019 Actual</th>
<th>2020 Budget</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administrative</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>$1,928,988</td>
<td>$2,262,759</td>
<td>$2,410,052</td>
</tr>
<tr>
<td>Vision Plan</td>
<td>4,487</td>
<td>2,860</td>
<td>3,528</td>
</tr>
<tr>
<td>Dental Plan</td>
<td>22,539</td>
<td>25,300</td>
<td>30,576</td>
</tr>
<tr>
<td>FICA Tax</td>
<td>139,091</td>
<td>173,789</td>
<td>184,369</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>677,711</td>
<td>739,200</td>
<td>823,200</td>
</tr>
<tr>
<td>Worker’s Compensation</td>
<td>26,647</td>
<td>82,638</td>
<td>47,000</td>
</tr>
<tr>
<td>Pension</td>
<td>564,055</td>
<td>631,960</td>
<td>591,750</td>
</tr>
<tr>
<td>Legal</td>
<td>66,101</td>
<td>150,000</td>
<td>70,000</td>
</tr>
<tr>
<td>Other Professional Services</td>
<td>147,612</td>
<td>140,300</td>
<td>140,300</td>
</tr>
<tr>
<td>Communications</td>
<td>36,498</td>
<td>50,300</td>
<td>28,740</td>
</tr>
<tr>
<td>Account Description</td>
<td>2019 Actual</td>
<td>2020 Budget</td>
<td>2021 Budget</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------------</td>
<td>-------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Administrative - continued</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postage &amp; Freight</td>
<td>$ 6,318</td>
<td>$ 3,800</td>
<td>$ 3,800</td>
</tr>
<tr>
<td>Rental and Leases</td>
<td>17,666</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Insurance</td>
<td>375,174</td>
<td>454,000</td>
<td>454,000</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>229,933</td>
<td>307,061</td>
<td>239,265</td>
</tr>
<tr>
<td>Advertising</td>
<td>14,961</td>
<td>11,800</td>
<td>13,500</td>
</tr>
<tr>
<td>Other Contractual Services</td>
<td>27,931</td>
<td>27,604</td>
<td>30,000</td>
</tr>
<tr>
<td>Office/Operating Supplies</td>
<td>10,169</td>
<td>17,394</td>
<td>9,245</td>
</tr>
<tr>
<td>Fuel</td>
<td>36,045</td>
<td>41,000</td>
<td>39,000</td>
</tr>
<tr>
<td>Dues &amp; Subscriptions</td>
<td>87</td>
<td>760</td>
<td>4,620</td>
</tr>
<tr>
<td>Uniforms</td>
<td>4,368</td>
<td>9,466</td>
<td>12,381</td>
</tr>
<tr>
<td>Tools and Small Equipment</td>
<td>6,827</td>
<td>8,700</td>
<td>12,300</td>
</tr>
<tr>
<td>Small Computer Equipment</td>
<td>20,000</td>
<td>16,000</td>
<td>43,716</td>
</tr>
<tr>
<td>Other Supplies</td>
<td>11,914</td>
<td>14,520</td>
<td>14,520</td>
</tr>
<tr>
<td>Shared Cost</td>
<td>2,415,633</td>
<td>2,445,467</td>
<td>2,467,786</td>
</tr>
<tr>
<td>Seminars/Conferences/Training</td>
<td>1,611</td>
<td>1,720</td>
<td>6,280</td>
</tr>
<tr>
<td>Mileage</td>
<td>18</td>
<td>200</td>
<td>240</td>
</tr>
<tr>
<td>Travel</td>
<td>57</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Machinery and Equipment</td>
<td>1,248</td>
<td>291,679</td>
<td>127,705</td>
</tr>
<tr>
<td>Compensated Absences</td>
<td>3,669</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Contingency</td>
<td>-</td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td>Transfer Out</td>
<td>71,549</td>
<td>70,000</td>
<td>70,000</td>
</tr>
<tr>
<td>Administrative Total</td>
<td>$6,868,907</td>
<td>$8,180,277</td>
<td>$8,077,873</td>
</tr>
</tbody>
</table>

CONTINUED
## Sewer Fund

### Expenses

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

CONTINUED
Expenses

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2019 Actual</th>
<th>2020 Budget</th>
<th>2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>$13,198,772</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Machinery and Equipment</td>
<td>119,819</td>
<td>297,897</td>
<td>585,000</td>
</tr>
<tr>
<td>Transportation Equipment</td>
<td>8,481</td>
<td>939,500</td>
<td>545,500</td>
</tr>
<tr>
<td>Treatment Disposal Equipment</td>
<td>-</td>
<td>45,000</td>
<td>34,000</td>
</tr>
<tr>
<td>Pumping Equipment</td>
<td>39,230</td>
<td>1,015,000</td>
<td>885,000</td>
</tr>
<tr>
<td>Engineering Admin Capital</td>
<td>-</td>
<td>3,040,000</td>
<td>4,710,393</td>
</tr>
<tr>
<td><strong>Total Capital</strong>*</td>
<td><strong>13,366,302</strong></td>
<td><strong>5,337,397</strong></td>
<td><strong>6,759,893</strong></td>
</tr>
<tr>
<td>Debt Service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Debt Service</strong></td>
<td><strong>4,055,692</strong></td>
<td><strong>13,533,601</strong></td>
<td><strong>13,367,854</strong></td>
</tr>
<tr>
<td><strong>Total Expenditures and Debt Service</strong></td>
<td><strong>$33,743,099</strong></td>
<td><strong>$39,480,183</strong></td>
<td><strong>$40,988,047</strong></td>
</tr>
</tbody>
</table>

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

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

## Projects and Initiatives

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAINLINE SEWER CAMERA W/ TRUCK</td>
<td>$300,000</td>
</tr>
<tr>
<td>ROLL OFF PUMPER TANK &amp; TRUCK</td>
<td>$250,000</td>
</tr>
</tbody>
</table>

- **Completed PS 5**
- **PS 16 Under Construction**
The FY 2021 budget revenues increased $115,000, or 8.7 percent, due to a service charge rate increase and the amount of available funds being used from savings. Rates for service charges increased to $327 per EDU, an annual increase of $15 per EDU. These funds will be used to cover the operating cost. Available funds are being used to offset the increase in cost to purchase water from the City of Rehoboth.

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

- **Service Charges**: 85%
- **Available Funds**: 7%
- **Investment Earnings**: 1%
- **Other Charges**: 7%
# Water Fund

**Expenses**

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

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

CONTINUED
## Water Fund

### Expenses

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

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

### Budget Summary

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Actual/Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019 Actual</td>
<td>$11,057,495</td>
</tr>
<tr>
<td>FY 2020 Budget</td>
<td>$34,580,000</td>
</tr>
<tr>
<td>FY 2021 Budget</td>
<td>$30,950,000</td>
</tr>
</tbody>
</table>

### Fiscal Year 2021 Goals

- **Goal 1**: Continue to improve and expand the County’s wastewater infrastructure in an economical and efficient manner
- **Goal 2**: Provide existing users and future users with affordable sewer and water services by obtaining the best financing possible for infrastructure projects
- **Goal 3**: Continue to work on existing projects at the Inland Bays Regional Wastewater Facility, South Coast Regional Wastewater Facility, and Wolfe Neck Facility
- **Goal 4**: Expand the County’s services to the Inland Bays drainage area

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

### Account Description

<table>
<thead>
<tr>
<th>Description</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>User Fees/Third Party Contributions</td>
<td>$2,950,000</td>
<td>$17,925,000</td>
<td>$22,250,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Funding</td>
<td>$30,950,000</td>
<td>$90,650,000</td>
<td>$91,600,000</td>
<td>$30,450,000</td>
<td>$ 7,000,000</td>
</tr>
</tbody>
</table>
## Capital Projects

### Enterprise Fund - Expenses

<table>
<thead>
<tr>
<th>Project Description</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>IBRWF-Spray Demand Loop</td>
<td>$8,150,000</td>
<td>$3,500,000</td>
<td>$3,000,000</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>IBRWF-Disposal Expansion</td>
<td>-</td>
<td>3,600,000</td>
<td>1,000,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>IBRWF-Regional Biosolids/Septage</td>
<td>11,000,000</td>
<td>3,700,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>IBRWF-Const. Wetlands &amp; Stormwater Improvements</td>
<td>300,000</td>
<td>2,000,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>SCRWF-Capacity Expansion</td>
<td>1,250,000</td>
<td>20,000,000</td>
<td>16,000,000</td>
<td>1,750,000</td>
<td>-</td>
</tr>
<tr>
<td>SCRWF-Compliance Upgrades</td>
<td>750,000</td>
<td>7,000,000</td>
<td>6,000,000</td>
<td>1,450,000</td>
<td>-</td>
</tr>
<tr>
<td>Piney Neck-RWF Transmission Improv</td>
<td>100,000</td>
<td>900,000</td>
<td>3,500,000</td>
<td>2,500,000</td>
<td></td>
</tr>
<tr>
<td>Piney Neck-Lagoon Conversions</td>
<td>250,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,500,000</td>
</tr>
<tr>
<td>WNRWF-Conversion</td>
<td>200,000</td>
<td>3,500,000</td>
<td>5,500,000</td>
<td>4,500,000</td>
<td></td>
</tr>
<tr>
<td>Pump Stations &amp; Transmission to RB</td>
<td>750,000</td>
<td>1,750,000</td>
<td>1,000,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Rehoboth WWTP Phase II</td>
<td>200,000</td>
<td>10,000,000</td>
<td>9,000,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>LBPW WWTP Expansion Participation</td>
<td>-</td>
<td>750,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Concord Road/Route 13 Commercial</td>
<td>-</td>
<td>800,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Western Sussex Sewer District</td>
<td>3,500,000</td>
<td>9,900,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Herring Creek Sewer Area</td>
<td>3,000,000</td>
<td>2,000,000</td>
<td>9,500,000</td>
<td>7,500,000</td>
<td>-</td>
</tr>
<tr>
<td>Winding Creek Water</td>
<td>-</td>
<td>250,000</td>
<td>250,000</td>
<td>1,500,000</td>
<td></td>
</tr>
<tr>
<td>Chapel Branch</td>
<td>500,000</td>
<td>2,750,000</td>
<td>3,750,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Joy Beach</td>
<td>-</td>
<td>500,000</td>
<td>3,000,000</td>
<td>3,000,000</td>
<td>-</td>
</tr>
<tr>
<td>Mulberry Knoll</td>
<td>100,000</td>
<td>1,800,000</td>
<td>1,600,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Ellendale Water District</td>
<td>500,000</td>
<td>3,500,000</td>
<td>3,500,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Wolfe Runne</td>
<td>250,000</td>
<td>2,100,000</td>
<td>1,900,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Holts Landing Expansion-Mallard Creek</td>
<td>100,000</td>
<td>1,500,000</td>
<td>600,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Branch/Autumn/Tucks Roads</td>
<td>-</td>
<td>500,000</td>
<td>2,500,000</td>
<td>3,500,000</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Tanglewood-Bayard PS #1</td>
<td>50,000</td>
<td>600,000</td>
<td>250,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Oak Acres-Bayard PS #5</td>
<td>-</td>
<td>250,000</td>
<td>1,500,000</td>
<td>750,000</td>
<td>-</td>
</tr>
<tr>
<td>Lochwood Sewer Area</td>
<td>-</td>
<td>500,000</td>
<td>5,000,000</td>
<td>3,500,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Bethany Forest Sewer Area</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>500,000</td>
<td>2,000,000</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$30,950,000</td>
<td>$90,650,000</td>
<td>$91,600,000</td>
<td>$30,450,000</td>
<td>$7,000,000</td>
</tr>
</tbody>
</table>
## Enterprise Capital Projects

### Ellendale Water - $7.5 million

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

### Wolfe Runne - $4.3 million

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

### Joy Beach - $6.5 million

The project consists of a wastewater collection and conveyance system that will serve the Joy Beach Community, parcels along Waterview and Bookhammer Landing Road as well as a portion off Camp Arrowhead Road. The community's small lots and proximity to the Rehoboth Bay increases the need for this project. The project is currently in the design Phase with all funding secured.
Mullberry Knoll - $3.5 million

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

Lochwood - $10.0 million

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

Sussex County’s fiscal year forecasts $161.7 million in outstanding bonds payable. This debt is backed by the full faith and credit of Sussex County Government, although revenues from sewer utility are being used to pay the debt service. There is no General Fund bonded debt; the debt is solely used to fund business-type sewer activities. The County generally issues debt to fund business-type capital improvements. Business-type operating expenses and capital improvements of a normal recurring nature are included in the calculation of the revenue requirement from rates and are financed on a “pay-as-you-go” basis.

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

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

<table>
<thead>
<tr>
<th>Projected assessed value</th>
<th>$ 3,735.8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt limit (12% of assessed value)</td>
<td>448.3</td>
</tr>
<tr>
<td>Forecasted net debt applicable to limit</td>
<td>161.7</td>
</tr>
<tr>
<td>Legal debt margin</td>
<td>$ 286.6</td>
</tr>
</tbody>
</table>

**Total Projected Business-type Debt Service (in millions of dollars)**

<table>
<thead>
<tr>
<th>Fiscal Year Ending</th>
<th>Principal</th>
<th>Interest</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>$ 8.4</td>
<td>$ 4.3</td>
<td>$ 12.7</td>
</tr>
<tr>
<td>2022</td>
<td>6.7</td>
<td>4.1</td>
<td>10.8</td>
</tr>
<tr>
<td>2023</td>
<td>6.8</td>
<td>4.0</td>
<td>10.8</td>
</tr>
<tr>
<td>2024</td>
<td>6.5</td>
<td>3.8</td>
<td>10.3</td>
</tr>
<tr>
<td>2025</td>
<td>6.0</td>
<td>3.7</td>
<td>9.7</td>
</tr>
<tr>
<td>2026-2030</td>
<td>29.2</td>
<td>16.1</td>
<td>45.3</td>
</tr>
<tr>
<td>2031-2035</td>
<td>29.3</td>
<td>12.1</td>
<td>41.4</td>
</tr>
<tr>
<td>2036-2040</td>
<td>25.4</td>
<td>8.2</td>
<td>33.6</td>
</tr>
<tr>
<td>2041-2045</td>
<td>20.3</td>
<td>4.7</td>
<td>25.0</td>
</tr>
<tr>
<td>2046-2050</td>
<td>16.4</td>
<td>1.9</td>
<td>18.3</td>
</tr>
<tr>
<td>2051-2055</td>
<td>5.2</td>
<td>.3</td>
<td>5.5</td>
</tr>
<tr>
<td>2056-2060</td>
<td>1.5</td>
<td>.1</td>
<td>1.6</td>
</tr>
</tbody>
</table>

The annual debt service amounts are projected to be paid 66 percent by assessment charges and 34 percent by service charge and connection fees.
FIDUCIARY FUND
The Fiduciary Fund accounts for assets that are being held for a third party (pension participants) and cannot be used for activities, or obligations, of the County. The Fiduciary Fund includes the Pension Trust Fund and the Post-retirement Employee Benefit Trust Fund. Pensioners will receive a 0.75% percent cost-of-living adjustment.

<table>
<thead>
<tr>
<th>Fiduciary Additions and Deductions</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget Summary</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Additions</strong></td>
<td></td>
</tr>
<tr>
<td>Employer and Employee Contributions</td>
<td>$ 8,292,650</td>
</tr>
<tr>
<td>Investment Earnings (Net)</td>
<td>2,760,000</td>
</tr>
<tr>
<td><strong>Total Additions</strong></td>
<td>11,052,650</td>
</tr>
<tr>
<td><strong>Deductions</strong></td>
<td></td>
</tr>
<tr>
<td>Beneficiary Payments</td>
<td>8,117,650</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>264,000</td>
</tr>
<tr>
<td><strong>Total Deductions</strong></td>
<td>8,381,650</td>
</tr>
<tr>
<td><strong>Net Increase in Plan Assets</strong></td>
<td>$ 2,671,000</td>
</tr>
</tbody>
</table>
Supplemental Budget

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

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

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

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

**Supplemental Expenses I Total** $1,000,000

## Supplemental Expenses II

<table>
<thead>
<tr>
<th>Department and Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration: Contingency</td>
<td>$400,000</td>
</tr>
<tr>
<td>Airport and Business Park: Advertising</td>
<td>$14,000</td>
</tr>
<tr>
<td>Airport: Improvements</td>
<td>$50,000</td>
</tr>
<tr>
<td>Airport: Miscellaneous</td>
<td>$10,000</td>
</tr>
<tr>
<td>Assessment: Tools and Small Equipment</td>
<td>$2,000</td>
</tr>
<tr>
<td>Economic Development: Advertising</td>
<td>$40,000</td>
</tr>
<tr>
<td>Economic Development: Other Contractual Services</td>
<td>$40,000</td>
</tr>
<tr>
<td>Economic Development: Repairs and Maintenance</td>
<td>$17,500</td>
</tr>
<tr>
<td>Emergency Preparedness: Advertising</td>
<td>$30,000</td>
</tr>
<tr>
<td>Emergency Preparedness: Machinery and Equipment</td>
<td>$30,500</td>
</tr>
<tr>
<td>Emergency Preparedness: Repairs and Maintenance</td>
<td>$10,000</td>
</tr>
</tbody>
</table>
## Suplemental Budget

### Supplemental Expenses II (continued)

<table>
<thead>
<tr>
<th>Department and Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering Administration: Other Contractual Services</td>
<td>$40,000</td>
</tr>
<tr>
<td>Facilities Management: Programs and Projects</td>
<td>$100,000</td>
</tr>
<tr>
<td>Facilities Management: Repairs and Maintenance</td>
<td>$10,000</td>
</tr>
<tr>
<td>Facilities Management: Tools and Small Equipment</td>
<td>$9,000</td>
</tr>
<tr>
<td>Finance: Tools and Small Equipment</td>
<td>$4,000</td>
</tr>
<tr>
<td>Human Resources: Programs and Projects</td>
<td>$8,300</td>
</tr>
<tr>
<td>Information Technology: Salaries and Benefits</td>
<td>$70,000</td>
</tr>
<tr>
<td>Information Technology: Tools and Small Equipment</td>
<td>$45,000</td>
</tr>
<tr>
<td>Library Operations: Improvements</td>
<td>$45,000</td>
</tr>
<tr>
<td>Library Operations: Programs and Projects</td>
<td>$1,200</td>
</tr>
<tr>
<td>Library Operations: Tools and Small Equipment</td>
<td>$8,000</td>
</tr>
<tr>
<td>Mapping and Addressing: Tools and Small Equipment</td>
<td>$500</td>
</tr>
<tr>
<td>Paramedics: Tools and Small Equipment</td>
<td>$10,000</td>
</tr>
<tr>
<td>Planning &amp; Zoning: Tools and Small Equipment</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

**Supplemental Expenses II Total**: $1,000,000

### Supplemental Expenses III

<table>
<thead>
<tr>
<th>Department and Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant-in Aid</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

### Supplemental Expenses IV

<table>
<thead>
<tr>
<th>Department and Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant-in Aid</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

### Supplemental Expenses V

<table>
<thead>
<tr>
<th>Department and Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Project Fund: Engineering</td>
<td>$500,000</td>
</tr>
<tr>
<td>Capital Project Fund: Business Park</td>
<td>$500,000</td>
</tr>
</tbody>
</table>

**Supplemental Expenses V Total**: $1,000,000
## Supplemental Budget

### Supplemental Expenses VI

<table>
<thead>
<tr>
<th>Department and Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Project Fund: Engineering</td>
<td>$500,000</td>
</tr>
<tr>
<td>Capital Project Fund: Business Park</td>
<td>$500,000</td>
</tr>
</tbody>
</table>

**Supplemental Expenses VI Total $1,000,000**

### Supplemental Expenses VII

<table>
<thead>
<tr>
<th>Department and Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Project Fund: Engineering</td>
<td>$500,000</td>
</tr>
<tr>
<td>Capital Project Fund: Business Park</td>
<td>$500,000</td>
</tr>
</tbody>
</table>

**Supplemental Expenses VII Total $1,000,000**

### Supplemental Expenses VIII

<table>
<thead>
<tr>
<th>Department and Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Project Fund: Engineering</td>
<td>$800,000</td>
</tr>
<tr>
<td>Grant-in-Aid</td>
<td>$200,000</td>
</tr>
</tbody>
</table>

**Supplemental Expenses VIII Total $1,000,000**

### Supplemental Expenses IX

<table>
<thead>
<tr>
<th>Department and Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund: Other Financing Uses</td>
<td>As long as there is an operational surplus, any RTT amount remaining shall be transferred to the Capital Fund for future projects</td>
</tr>
<tr>
<td>Capital Project Fund: Other Financing Sources</td>
<td></td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Department and Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration: Machinery and Equipment</td>
<td>$60,000</td>
</tr>
<tr>
<td>Administration: Seminar and Conferences</td>
<td>$2,000</td>
</tr>
<tr>
<td>Capital: Pumping Equipment</td>
<td>$450,000</td>
</tr>
<tr>
<td>Operations: Machinery and Equipment</td>
<td>$50,000</td>
</tr>
<tr>
<td>Operations: Seminars and Conferences</td>
<td>$5,000</td>
</tr>
<tr>
<td>Operations: Tools and Small Equipment</td>
<td>$58,000</td>
</tr>
<tr>
<td>Operations: Transportation Equipment</td>
<td>$125,000</td>
</tr>
</tbody>
</table>

Supplemental Sewer Expenses Total $750,000
GLOSSARY

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

Actuarial: A statistical calculation performed by actuaries.

Annual Budget: A budget covering a single fiscal year.

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

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

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

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

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

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

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

B
Balanced Budget: Revenues equal expenditures.

Basis of Accounting: The time various transitions are recorded.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Expense/Expenditure**: The cost required for something.

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

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

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

**Expense/Expenditure**: The cost required for something.

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

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

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

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

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

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

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

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

**Funding Sources:** Financial resources used to support expenses.

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

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

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

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

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

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

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

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

**Munis:** The County's enterprise software system.

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

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

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

**Realty Transfer Tax (RTT):** A tax that is levied on the transfer of ownership to real property from one entity to another. The County collects 1.5% of the value of a transfer that has occurred outside the corporate limits of a town or city.
**Reserves**: The funds set aside for future use, otherwise known as savings.

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

**Revenue Sources**: Financial resources used to support expenditures.

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

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

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

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

**Wi-Fi**: the interoperability of wireless computer networking devices
<table>
<thead>
<tr>
<th>A</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>AD&amp;D</td>
<td>Accidental Death and Dismemberment Insurance</td>
<td></td>
</tr>
<tr>
<td>ADC</td>
<td>Actuarial Determined Contribution</td>
<td></td>
</tr>
<tr>
<td>Ag.</td>
<td>Agriculture</td>
<td></td>
</tr>
<tr>
<td>AHA</td>
<td>American Health Association</td>
<td></td>
</tr>
<tr>
<td>ALS</td>
<td>Advanced Life Support</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BLS</td>
<td>Basic Life Support</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAAS</td>
<td>Commission on Accreditation of Ambulance Services</td>
<td></td>
</tr>
<tr>
<td>CAD</td>
<td>Computer-Aided Design</td>
<td></td>
</tr>
<tr>
<td>CAFR</td>
<td>Comprehensive Annual Financial Report</td>
<td></td>
</tr>
<tr>
<td>CAMA</td>
<td>Computer Assisted Mass Appraisal</td>
<td></td>
</tr>
<tr>
<td>CDBG</td>
<td>Community Development Block Grant</td>
<td></td>
</tr>
<tr>
<td>CIB</td>
<td>Center for the Inland Bays</td>
<td></td>
</tr>
<tr>
<td>COO</td>
<td>Chief Operating Officer</td>
<td></td>
</tr>
<tr>
<td>CPR</td>
<td>Cardiopulmonary Resuscitation</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DDD</td>
<td>Downtown Development District</td>
<td></td>
</tr>
<tr>
<td>DE</td>
<td>Delaware</td>
<td></td>
</tr>
<tr>
<td>DelDOT</td>
<td>Delaware Department of Transportation</td>
<td></td>
</tr>
<tr>
<td>DOC</td>
<td>Delaware Department of Corrections</td>
<td></td>
</tr>
<tr>
<td>DPA</td>
<td>Delaware Public Archives</td>
<td></td>
</tr>
</tbody>
</table>

<p>| DSHA              | Delaware State Housing Authority |                  |
| DTCC              | Delaware Technical Community College |                  |
| E                  |                  |                  |
| ED                 | Economic Development |                  |
| EDP                | Electronic Deeds Program |                  |
| EDU                | Equivalent Dwelling Unit |                  |
| EMS                | Emergency Medical Services |                  |
| EOC                | Emergency Operations Center |                  |
| F                  |                  |                  |
| FAA                | Federal Aviation Administration |                  |
| FMLA               | Family Medical Leave Act |                  |
| FY                 | Fiscal Year       |                  |
| G                  |                  |                  |
| GAAP               | Generally Accepted Accounting Principles |                  |
| GASB               | Governmental Accounting Standards Board |                  |
| GFOA               | Government Finance Officers Associations |                  |
| GIS                | Geographic Information System |                  |
| GPS                | Global Positioning System |                  |
| H                  |                  |                  |
| HPG                | Housing Preservation Grant |                  |
| I                  |                  |                  |
| IBRWF              | Inland Bays Regional Wastewater Facility |                  |
| IT                 | Information Technology |                  |
| Improv             | Improvement       |                  |</p>
<table>
<thead>
<tr>
<th><strong>ACRONYMS/ABBREVIATIONS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ICC</strong>: International Code Council</td>
</tr>
<tr>
<td><strong>IPMC</strong>: International Property Maintenance Code</td>
</tr>
<tr>
<td><strong>LEPC</strong>: Local Emergency Planning Committee</td>
</tr>
<tr>
<td><strong>MHPT</strong>: Mobile Home Placement Tax</td>
</tr>
<tr>
<td><strong>MIH</strong>: Mobile Integrated Healthcare</td>
</tr>
<tr>
<td><strong>NAICS</strong>: North American Industry Classification System</td>
</tr>
<tr>
<td><strong>OH</strong>: Overhead</td>
</tr>
<tr>
<td><strong>Ord.</strong>: Ordinance</td>
</tr>
<tr>
<td><strong>OSHA</strong>: Occupational Safety and Health Administration</td>
</tr>
<tr>
<td><strong>Org.</strong>: Organizational</td>
</tr>
<tr>
<td><strong>P</strong>: Planning and Zoning</td>
</tr>
<tr>
<td><strong>P&amp;Z</strong>: Planning and Zoning</td>
</tr>
<tr>
<td><strong>PLC</strong>: Programmable Logic Controller</td>
</tr>
<tr>
<td><strong>PS</strong>: Pump Station</td>
</tr>
<tr>
<td><strong>R</strong>: Rehoboth Beach</td>
</tr>
<tr>
<td><strong>RB</strong>: Realty Transfer Tax</td>
</tr>
<tr>
<td><strong>RW</strong>: Runway</td>
</tr>
<tr>
<td><strong>S</strong>: South Coastal Regional Wastewater Facility</td>
</tr>
<tr>
<td><strong>SCEMS</strong>: Sussex County Emergency Medical Services</td>
</tr>
<tr>
<td><strong>UD</strong>: University of Delaware</td>
</tr>
<tr>
<td><strong>UPS</strong>: Uninterruptable Power Supply</td>
</tr>
<tr>
<td><strong>WWTP</strong>: Wastewater Treatment Plant</td>
</tr>
</tbody>
</table>
BUDGET ORDINANCES
ORDINANCE NO.

AN ORDINANCE ESTABLISHING ANNUAL OPERATING BUDGET FOR
FISCAL YEAR 2021

THE COUNTY OF SUSSEX HEREBY ORDAINS:

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

<table>
<thead>
<tr>
<th>Revenues:</th>
<th>Amount Year Ending June 30, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Taxes</strong></td>
<td></td>
</tr>
<tr>
<td>Real Property - County</td>
<td>$14,880,000</td>
</tr>
<tr>
<td>Real Property - Library</td>
<td>1,744,600</td>
</tr>
<tr>
<td>Realty Transfer</td>
<td>22,500,000</td>
</tr>
<tr>
<td>Fire Service</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Lodging Tax</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Penalties and Interest</td>
<td>62,396</td>
</tr>
<tr>
<td><strong>Intergovernmental</strong></td>
<td></td>
</tr>
<tr>
<td>Federal Grants</td>
<td></td>
</tr>
<tr>
<td>Emergency Operations</td>
<td>200,000</td>
</tr>
<tr>
<td>Housing and Urban Development</td>
<td>2,045,000</td>
</tr>
<tr>
<td>Payments in Lieu of Taxes</td>
<td>5,800</td>
</tr>
<tr>
<td>State Grants</td>
<td></td>
</tr>
<tr>
<td>Paramedic</td>
<td>5,100,000</td>
</tr>
<tr>
<td>Local Emergency Planning Commission</td>
<td>70,000</td>
</tr>
<tr>
<td>Library</td>
<td>330,000</td>
</tr>
<tr>
<td><strong>Charges for Services</strong></td>
<td></td>
</tr>
<tr>
<td>Constitutional Office Fees</td>
<td></td>
</tr>
<tr>
<td>Marriage Bureau</td>
<td>170,000</td>
</tr>
<tr>
<td>Recorder of Deeds</td>
<td>3,466,000</td>
</tr>
<tr>
<td>Recorder of Deeds - Maintenance</td>
<td>41,000</td>
</tr>
<tr>
<td>Recorder of Deeds - Town Realty Transfer Tax</td>
<td>70,000</td>
</tr>
<tr>
<td>Register of Wills</td>
<td>1,200,000</td>
</tr>
<tr>
<td>Sheriff</td>
<td>1,800,000</td>
</tr>
</tbody>
</table>
General Government Fees
- Building Permits & Zoning Fees: $2,000,000
- 9-1-1 System Fee: $559,630
- Manufactured Home Placement Fee: $130,000
- Building Inspection Fees: $1,640,000
- Airport Operations/Economic Development: $623,000
- Miscellaneous Fees: $61,000
- Private Road Review & Inspection Fees: $1,400,000

Miscellaneous Revenue
- Fines and Forfeits: $60,000
- Investment Income: $764,200
- Miscellaneous Revenues: $199,000

Other Financing Sources
- Interfund Transfers In: $70,000
- Appropriated Reserve: $2,200,000

Total Revenues

$65,891,626

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

Expenditures

General Government

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

Total Expenditures

$8,499,019
<table>
<thead>
<tr>
<th>Expenditures (continued)</th>
<th>Amount Year Ending June 30, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning and Zoning</td>
<td>1,516,486</td>
</tr>
<tr>
<td>Paramedics</td>
<td>16,806,863</td>
</tr>
<tr>
<td>Emergency Preparedness</td>
<td>4,415,020</td>
</tr>
<tr>
<td>Engineering</td>
<td></td>
</tr>
<tr>
<td>Engineering Administration</td>
<td>1,097,574</td>
</tr>
<tr>
<td>Public Works</td>
<td>384,091</td>
</tr>
<tr>
<td>Library</td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>736,820</td>
</tr>
<tr>
<td>Operations</td>
<td>2,604,818</td>
</tr>
<tr>
<td>Economic Development</td>
<td></td>
</tr>
<tr>
<td>Economic Development</td>
<td>295,367</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>520,595</td>
</tr>
<tr>
<td>Airport and Business Park</td>
<td>826,772</td>
</tr>
<tr>
<td>Community Development</td>
<td>2,590,233</td>
</tr>
<tr>
<td>Grant-in-aid</td>
<td>16,050,136</td>
</tr>
<tr>
<td>Constitutional Offices</td>
<td></td>
</tr>
<tr>
<td>Marriage Bureau</td>
<td>226,345</td>
</tr>
<tr>
<td>Recorder of Deeds</td>
<td>992,363</td>
</tr>
<tr>
<td>Register of Wills</td>
<td>637,579</td>
</tr>
<tr>
<td>Sheriff</td>
<td>644,138</td>
</tr>
<tr>
<td>Other Financing Uses</td>
<td></td>
</tr>
<tr>
<td>Transfers Out</td>
<td>115,500</td>
</tr>
<tr>
<td>Reserve for Contingencies</td>
<td>1,100,000</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 65,891,626</strong></td>
</tr>
</tbody>
</table>
Section 3. The Tax Rate, Fireman’s Enhancement Funding Program, Cluster Fees and miscellaneous fee increases and new from fiscal year 2020 for the Fiscal Year Ending June 30, 2021 is as follows:

(a) County Property Tax Rate $.4450 per $100.00 of taxable assessed valuation.

(b) Firemen’s Enhancement Funding Program - Building Permit surcharge of one-quarter of one percent (.25%) of construction values. Distribution will be made to fire companies and ambulance companies who are in good standing with the Sussex County Volunteer Fire Association.

(c) Cluster Fee for density bonus.
   1.) The Town Centers and Developing Areas around Greenwood, Bridgeville, Seaford, Blades, Laurel and Delmar - $15,000 per unit in excess of two dwelling units per acre.
   2.) For the Town Centers and Developing Areas around Milford, Milton, Ellendale, Georgetown, Millsboro, Dagsboro, Frankford and Selbyville - $15,000 per unit in excess of two dwelling units per acre.
   3.) For the Environmentally Sensitive Developing Area - $20,000 per unit in excess of two dwelling units per acre.

(d) Miscellaneous Fee changes.
   1.) Utility Enterprise - Water Annual Service Charge - increased from $312 per EDU to $327.
   2.) Enterprise Fund - Sewer Assessment Charge - Dewey Beach / Henlopen Acres Area – increased $296.08 per EDU to $317.52.
   3.) Utility Enterprise - Connect Fees - Blades area - increase from $3,570 to $6,360 per EDU.
   4.) Utility Enterprise - Connect Fees - Ellendale area - decreased from $8,000 to $6,360 per EDU.

(e) New Sources of Revenue
   1.) Enterprise Fund – Sewer Assessment Charge – Chapel Branch Area - $680 per EDU.
   2.) Enterprise Fund – Sewer Assessment Charge – Western Sussex Area - $303 per EDU.

Section 4. Sussex County Code Chapter 99 and Chapter 110 Miscellaneous Fee and Charges Schedule is as follows:
<table>
<thead>
<tr>
<th>Area</th>
<th>Fee Description</th>
<th>Fee</th>
<th>Unit of Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Works</td>
<td>Plan Review Fees - Chapter 99 - Flat fee for (2) reviews of submitted plans</td>
<td>$2,500.00</td>
<td>Flat Fee</td>
</tr>
<tr>
<td>Public Works</td>
<td>Plan Review Fees - Chapter 99 - Per unit for (2) reviews of submitted plans</td>
<td>$45.00</td>
<td>Per Unit (addition to Flat Fee)</td>
</tr>
<tr>
<td>Public Works</td>
<td>Plan Review Fees - Chapter 99 - Third Additional reviews - after first (2) reviews</td>
<td>60%</td>
<td>Original Plan Review fees</td>
</tr>
<tr>
<td>Public Works</td>
<td>Plan Review Fees - Chapter 99 - Fourth Additional reviews - after first (3) reviews</td>
<td>50%</td>
<td>Original Plan Review fees</td>
</tr>
<tr>
<td>Public Works</td>
<td>Plan Review Fees - Chapter 99 - Fifth Additional reviews - after first (4) reviews</td>
<td>40%</td>
<td>Original Plan Review fees</td>
</tr>
<tr>
<td>Public Works</td>
<td>Plan Review Fees - Plan Revisions - Chapter 99 - After obtaining County approval.</td>
<td>$1,000.00</td>
<td>Each</td>
</tr>
<tr>
<td>Public Works</td>
<td>Field Inspection Fees - Chapter 99</td>
<td>8%</td>
<td>Based onAccepted Construction Cost Estimates (independently verified)</td>
</tr>
<tr>
<td>Public Works</td>
<td>Field Inspection - Overtime - Holiday or Weekend hours</td>
<td>$50.00</td>
<td>Per Hour</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Damage to County Infrastructure from outside sources.</td>
<td>Varies</td>
<td>Actual Cost or Equipment rates based on FEMA Schedule</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Plan Review Fees - Chapter 110 - Sussex County Sewer District - Sewer - Flat fee including (2) reviews of submitted plans</td>
<td>$2,000.00</td>
<td>Flat Fee</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Plan Review Fees - Chapter 110 - Sussex County Sewer District - Sewer - Per Unit including (2) reviews of submitted plans</td>
<td>$20.00</td>
<td>Per Unit (addition to Flat Fee)</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Plan Review Fees - Chapter 110 - Sussex County Water District - Water - Flat fee including (2) reviews of submitted plans</td>
<td>$1,500.00</td>
<td>Flat Fee</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Plan Review Fees - Chapter 110 - Sussex County Water District - Water – per unit including (2) reviews of submitted plans</td>
<td>$10.00</td>
<td>Per Unit (addition to Flat Fee)</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Plan Review Fees -Chapter 110 - Third Additional reviews - after first (2) Sewer/Water plan review</td>
<td>60%</td>
<td>Original Plan Review fees</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Plan Review Fees - Chapter 110 - Fourth Additional reviews - after first (3) Sewer/Water plan review</td>
<td>50%</td>
<td>Original Plan Review fees</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Plan Review Fees - Chapter 110- Fifth Additional reviews - after first (4) Sewer/Water plan review</td>
<td>40%</td>
<td>Original Plan Review fees</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Plan Review Fees - Plan Revisions - Chapter 110 - After obtaining County approval.</td>
<td>$1,000.00</td>
<td>Each</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Pump Station Review Fees – Chapter 110</td>
<td>$2,500.00</td>
<td>Flat Fee including 2 reviews of submitted plans</td>
</tr>
<tr>
<td>Department – Area</td>
<td>Fee Description</td>
<td>Fee</td>
<td>Unit of Measure</td>
</tr>
<tr>
<td>------------------</td>
<td>----------------</td>
<td>-----</td>
<td>----------------</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Field Inspection Fees - Chapter 110</td>
<td>15%</td>
<td>Based on Accepted Construction Cost Estimates (independently verified)</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Rescheduled connection inspections - each additional field inspection required due to contractor’s methods, no call/no show, or cancellation within 2 hours of scheduled appointment</td>
<td>$100.00</td>
<td>Per Occurrence</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Field Inspection - Overtime</td>
<td>$50.00</td>
<td>Per Hour</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Sewer/Water Connection Permits</td>
<td>$100.00</td>
<td>Per Permit</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Availability fee for Private Fire Service</td>
<td>$250.00</td>
<td>Annually</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Waste hauler's annual septage discharge license fee</td>
<td>$250.00</td>
<td>Annually</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Waste hauler fee - Septage Treatment Charges</td>
<td>$0.076</td>
<td>Per gallon</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Wastewater Holding Tank Permit</td>
<td>$100.00</td>
<td>Each</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Water Turn Off or On Fee</td>
<td>$300.00</td>
<td>Each</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Bulk Water User Permit (Usage Fees charged separately)</td>
<td>$50.00</td>
<td>Each</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Bulk Water Usage Fee - First 5,000 Gallons</td>
<td>$25.00</td>
<td>5,000 Gallons</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Bulk Water Usage Fee - 5,001 Gallons and Up</td>
<td>$4.00</td>
<td>1,000 Gallons</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Industrial Wastewater Discharge Permit</td>
<td>$500.00</td>
<td>Per Issuance</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Industrial Wastewater Discharge - Permit Amendment</td>
<td>$250.00</td>
<td>Per Issuance</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Industrial Wastewater Discharge - Permit Variance(s)</td>
<td>$250.00</td>
<td>Per Issuance</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Industrial Wastewater Discharge - User Annual Monitoring Fee</td>
<td>$250.00</td>
<td>Annually</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Application Fees - Extending District Boundaries - Sewer and/or Water - 2 Acres or Less</td>
<td>$500.00</td>
<td>Each</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Application Fees - Extending District Boundaries - Sewer and/or Water - 2.1 - 9.9 Acres</td>
<td>$750.00</td>
<td>Each</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Application Fees - Extending District Boundaries - Sewer and/or Water - 10 - 150.0 Acres</td>
<td>$1,500.00</td>
<td>Each</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Application Fees - Extending District Boundaries - Sewer and/or Water - Over 150.0 Acres</td>
<td>$2,500.00</td>
<td>Each</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Sewer Service Concept Evaluation Fee</td>
<td>$1,000.00</td>
<td>Each</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Sewer Availability Fee</td>
<td>100%</td>
<td>Annual Service Charges</td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td>Sewer Availability Fee</td>
<td>100%</td>
<td>Annual Service Charges</td>
</tr>
</tbody>
</table>
Section 5. The Statement of Anticipated Capital Project Fund Revenues and Expenditures for the Fiscal Year Ending June 30, 2021 is as follows:

<table>
<thead>
<tr>
<th>Revenues and Other Financing Sources</th>
<th>Amount Year Ending June 30, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriated Reserves</td>
<td>$ 9,230,000</td>
</tr>
<tr>
<td>Federal Grant</td>
<td>900,000</td>
</tr>
<tr>
<td>Investment Income (net)</td>
<td>20,000</td>
</tr>
<tr>
<td>State Grant</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total Revenues and Other Financing Sources</strong></td>
<td><strong>$ 10,200,000</strong></td>
</tr>
</tbody>
</table>

Expenditures:

Administrative
- Information Technology Infrastructure: 750,000
- Land Acquisition/Improvements: 1,500,000

Airport and Business Park
- Stormwater Improvements: 750,000
- Airport Masterplan: 400,000
- Water Plant Improvements: 100,000
- Apron Expansion: 300,000
- Land Acquisition: 750,000
- RW 4-22 Taxiway B: 300,000
- Pavement Improvements: 500,000
- Business Park Improvements: 1,250,000
- Baltimore Avenue Connector: 750,000

Public Safety
- Public Safety Building: 1,000,000
- Stations and Property Acquisition: 1,850,000

**Total Capital Improvement Expenditures** | **$ 10,200,000**
Section 6. The Statement of Anticipated Enterprise Fund Revenues and Expenses for the Fiscal Year Ending June 30, 2021 is as follows:

<table>
<thead>
<tr>
<th>Revenues and Other Financing Sources</th>
<th>Amount Year Ending June 30, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenues</td>
<td></td>
</tr>
<tr>
<td>Service Charges</td>
<td>$ 23,505,523</td>
</tr>
<tr>
<td>Holding Tank Fees</td>
<td>500,000</td>
</tr>
<tr>
<td>Licenses, Permit, and Review Fees</td>
<td>1,134,000</td>
</tr>
<tr>
<td>Miscellaneous Fees</td>
<td>496,000</td>
</tr>
<tr>
<td>Non-Operating Revenues</td>
<td></td>
</tr>
<tr>
<td>Assessment Charges</td>
<td>8,337,260</td>
</tr>
<tr>
<td>Capitalized Ord. 38 Fees</td>
<td>2,300,000</td>
</tr>
<tr>
<td>Connection Fees</td>
<td>4,691,687</td>
</tr>
<tr>
<td>Investment Results</td>
<td>1,062,475</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>190,000</td>
</tr>
<tr>
<td>Other Financing Sources</td>
<td></td>
</tr>
<tr>
<td>Available Funds</td>
<td>93,765</td>
</tr>
<tr>
<td>Transfers</td>
<td>115,500</td>
</tr>
<tr>
<td><strong>Total Revenues and Other Financing Sources</strong></td>
<td><strong>$ 42,426,210</strong></td>
</tr>
</tbody>
</table>

**Expenses:**

<table>
<thead>
<tr>
<th>Expensing Category</th>
<th>Amount Year Ending June 30, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Costs</td>
<td>$ 8,253,126</td>
</tr>
<tr>
<td>Operations and Maintenance Costs</td>
<td>14,045,337</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>6,759,893</td>
</tr>
<tr>
<td>Debt Service</td>
<td>13,367,854</td>
</tr>
<tr>
<td><strong>Total Expenses and Debt Service</strong></td>
<td><strong>$ 42,426,210</strong></td>
</tr>
</tbody>
</table>

Section 7. Unappropriated or unobligated General Fund expenditures requiring a transfer from the General Fund Undesignated Fund Balance require approval by not less than four-fifths of the members of Sussex County Council concurring.
Section 8. The County Pay Plan and Salary Structure for Fiscal Year Ending June 30, 2021 shall be adopted by this Ordinance.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$21,536</td>
<td>$26,921</td>
<td>$32,304</td>
</tr>
<tr>
<td>2</td>
<td>$22,613</td>
<td>$28,266</td>
<td>$33,919</td>
</tr>
<tr>
<td>3</td>
<td>$23,744</td>
<td>$29,679</td>
<td>$35,616</td>
</tr>
<tr>
<td>4</td>
<td>$24,931</td>
<td>$31,164</td>
<td>$37,396</td>
</tr>
<tr>
<td>5</td>
<td>$26,178</td>
<td>$32,722</td>
<td>$39,267</td>
</tr>
<tr>
<td>6</td>
<td>$27,486</td>
<td>$34,359</td>
<td>$41,229</td>
</tr>
<tr>
<td>7</td>
<td>$28,862</td>
<td>$36,075</td>
<td>$43,291</td>
</tr>
<tr>
<td>8</td>
<td>$30,303</td>
<td>$37,880</td>
<td>$45,456</td>
</tr>
<tr>
<td>9</td>
<td>$31,819</td>
<td>$39,773</td>
<td>$47,728</td>
</tr>
<tr>
<td>10</td>
<td>$33,410</td>
<td>$41,762</td>
<td>$50,115</td>
</tr>
<tr>
<td>11</td>
<td>$35,080</td>
<td>$43,851</td>
<td>$52,622</td>
</tr>
<tr>
<td>12</td>
<td>$36,835</td>
<td>$46,042</td>
<td>$55,251</td>
</tr>
<tr>
<td>13</td>
<td>$38,677</td>
<td>$48,345</td>
<td>$58,014</td>
</tr>
<tr>
<td>14</td>
<td>$40,610</td>
<td>$50,762</td>
<td>$60,915</td>
</tr>
<tr>
<td>15</td>
<td>$42,641</td>
<td>$53,300</td>
<td>$63,960</td>
</tr>
<tr>
<td>16</td>
<td>$44,773</td>
<td>$55,965</td>
<td>$67,157</td>
</tr>
<tr>
<td>17</td>
<td>$47,011</td>
<td>$58,763</td>
<td>$70,516</td>
</tr>
<tr>
<td>18</td>
<td>$49,361</td>
<td>$61,702</td>
<td>$74,041</td>
</tr>
<tr>
<td>19</td>
<td>$51,830</td>
<td>$64,787</td>
<td>$77,744</td>
</tr>
<tr>
<td>20</td>
<td>$54,421</td>
<td>$68,025</td>
<td>$81,631</td>
</tr>
<tr>
<td>21</td>
<td>$57,141</td>
<td>$71,428</td>
<td>$85,713</td>
</tr>
<tr>
<td>22</td>
<td>$59,999</td>
<td>$74,998</td>
<td>$89,999</td>
</tr>
<tr>
<td>23</td>
<td>$62,999</td>
<td>$78,748</td>
<td>$94,500</td>
</tr>
<tr>
<td>24</td>
<td>$66,150</td>
<td>$82,686</td>
<td>$99,223</td>
</tr>
<tr>
<td>25</td>
<td>$69,456</td>
<td>$86,820</td>
<td>$104,185</td>
</tr>
<tr>
<td>26</td>
<td>$72,929</td>
<td>$91,162</td>
<td>$109,394</td>
</tr>
<tr>
<td>27</td>
<td>$76,575</td>
<td>$95,720</td>
<td>$114,863</td>
</tr>
<tr>
<td>28</td>
<td>$80,404</td>
<td>$100,506</td>
<td>$120,606</td>
</tr>
<tr>
<td>29</td>
<td>$84,425</td>
<td>$105,532</td>
<td>$126,636</td>
</tr>
<tr>
<td>30</td>
<td>$88,645</td>
<td>$110,809</td>
<td>$132,969</td>
</tr>
<tr>
<td>31</td>
<td>$93,079</td>
<td>$116,348</td>
<td>$139,617</td>
</tr>
<tr>
<td>32</td>
<td>$97,732</td>
<td>$122,165</td>
<td>$146,597</td>
</tr>
<tr>
<td>33</td>
<td>$102,619</td>
<td>$128,273</td>
<td>$153,928</td>
</tr>
<tr>
<td>34</td>
<td>$107,750</td>
<td>$134,687</td>
<td>$161,625</td>
</tr>
</tbody>
</table>
Section 9. The County has invested $10 million of Appropriated Reserves from Realty Transfer Tax funds with a goal to earn five percent per year. The fire companies are to receive a grant for the annual investment income from this investment up to four percent per year; these fire service grants are to be awarded annually based on recommendations from the Fire Resource Committee of the Sussex County Volunteer Fire Association, but at the discretion of the Sussex County Council. Sussex County will receive the first one percent of the investment income earned. The fire service would receive investment income of up to four percent after Sussex County receives one percent. A four-fifths vote of the County Council is required to use principal for any other purpose. If there is a loss from the investments, then the principal balance must be restored before any additional grants are made from investment income in the future to the County or fire service. Sussex County is to receive the investment income over five percent per year. These grants to the fire service will be awarded annually, based on the previous calendar year’s annual investment results.

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

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount #1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development</td>
<td>15,000</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>4,500</td>
</tr>
<tr>
<td>Airport and Business Park</td>
<td>36,175</td>
</tr>
<tr>
<td>Community Development</td>
<td>3,000</td>
</tr>
</tbody>
</table>

### Constitutional Offices

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount #1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recorder of Deeds</td>
<td>4,000</td>
</tr>
</tbody>
</table>

### Other Financing Uses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount #1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserve for Contingencies</td>
<td>200,000</td>
</tr>
</tbody>
</table>

**Total Expenditures**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

### Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount #2</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Government</td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>4,000</td>
</tr>
<tr>
<td>Assessment</td>
<td>2,000</td>
</tr>
<tr>
<td>Mapping and Addressing</td>
<td>500</td>
</tr>
<tr>
<td>Human Resources</td>
<td>8,300</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>119,000</td>
</tr>
<tr>
<td>Information Technology</td>
<td>115,000</td>
</tr>
</tbody>
</table>

| Planning and Zoning             |          |
| Paramedics                      | 10,000    |

| Emergency Preparedness          |          |
|                                 | 70,500    |

| Engineering                     |          |
| Administration                  | 40,000    |

| Library                          |          |
| Operations                      | 54,200    |

| Economic Development            |          |
| Economic Development            | 97,500    |
| Airport and Business Park       | 74,000    |

| Other Financing Uses            |          |
| Reserve for Contingencies       | 400,000   |

**Total Expenditures**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Expenditures</td>
<td>Supplemental Amount #3</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Grant-in-Aid</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Supplemental Amount #4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant-in-Aid</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Supplemental Amount #5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Projects Fund: Engineering</td>
<td>$500,000</td>
</tr>
<tr>
<td>Capital Projects Fund: Business Park</td>
<td>$500,000</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$1,000,000</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Supplemental Amount #6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Projects Fund: Engineering</td>
<td>$500,000</td>
</tr>
<tr>
<td>Capital Projects Fund: Business Park</td>
<td>$500,000</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$1,000,000</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Supplemental Amount #7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Projects Fund: Engineering</td>
<td>$500,000</td>
</tr>
<tr>
<td>Capital Projects Fund: Business Park</td>
<td>$500,000</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$1,000,000</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Supplemental Amount #8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Projects Fund: Engineering</td>
<td>$800,000</td>
</tr>
<tr>
<td>General Fund: Grant-in-Aid</td>
<td>$200,000</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$1,000,000</strong></td>
</tr>
</tbody>
</table>

So long as there is an operational surplus after supplemental amount #8, any Realty Transfer Tax amount remaining shall be transferred to the Capital Projects Fund for future projects.
Section 10. This Ordinance shall become effective on July 1, 2020.


ROBIN A. GRIFFITH
CLERK OF THE COUNCIL
AN ORDINANCE ESTABLISHING ANNUAL SERVICE CHARGES, ANNUAL ASSESSMENT RATES FOR COLLECTION AND TRANSMISSION AND/OR TREATMENT, AND CONNECTION CHARGES FOR ALL SUSSEX COUNTY WATER AND SANITARY SEWER DISTRICTS

THE COUNTY OF SUSSEX HEREBY ORDAINS:

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

A. For an annual service charge: $327.00 per EDU;

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

A. For an annual service charge: $292.00 per EDU;

B. For distribution, an assessment rate per billable front foot: see below; and

C. For transmission and/or treatment, an assessment rate per billable front foot: see below; and

D. An assessment rate per equivalent dwelling unit: see below.

<table>
<thead>
<tr>
<th>Area</th>
<th>Annual Assessment Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Distribution Or Collection $/foot</td>
</tr>
<tr>
<td>OCEAN WAY ESTATES I &amp; II</td>
<td>2.29</td>
</tr>
<tr>
<td>CEDAR NECK EXPANSION</td>
<td>2.61</td>
</tr>
<tr>
<td>NORTH MILLVILLE EXPANSION</td>
<td>3.92</td>
</tr>
<tr>
<td>FENWICK ISLAND SEWER</td>
<td>.28</td>
</tr>
<tr>
<td>FENWICK ISLAND ROUTE 54 AREA</td>
<td>1.04</td>
</tr>
<tr>
<td>THE GREENS AT INDIAN RIVER SUBDISTRICT²</td>
<td>5.23</td>
</tr>
<tr>
<td>Area</td>
<td>Distribution or Collection $/foot</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>DAGSBORO-FRANKFORD SEWER</td>
<td>.38</td>
</tr>
<tr>
<td>PRINCE GEORGE'S ACRES SUBDISTRICT(^3)</td>
<td>4.63</td>
</tr>
<tr>
<td>WEST REHOBOTH SEWER EXPANSION</td>
<td>1.48</td>
</tr>
<tr>
<td>MILLER CREEK SEWER</td>
<td>6.07</td>
</tr>
<tr>
<td>ELLENDALE SEWER</td>
<td>.96</td>
</tr>
<tr>
<td>NEW MARKET VILLAGE SUBDISTRICT(^1)</td>
<td>3.97</td>
</tr>
<tr>
<td>OAK ORCHARD SEWER</td>
<td>2.16</td>
</tr>
<tr>
<td>EXPANSION NO. 1 &amp; CAPTAINS GRANT EXP.</td>
<td>2.61</td>
</tr>
<tr>
<td>BAY VIEW ESTATES SEWER</td>
<td>4.10</td>
</tr>
<tr>
<td>SEA COUNTRY ESTATES SEWER</td>
<td>4.79</td>
</tr>
<tr>
<td>SOUTH OCEAN VIEW SEWER</td>
<td>4.88</td>
</tr>
<tr>
<td>ANGOLA NECK SEWER</td>
<td>3.45</td>
</tr>
<tr>
<td>ANGOLA NORTH SEWER</td>
<td>.95</td>
</tr>
<tr>
<td>GOLF VILLAGE SEWER</td>
<td>1.47</td>
</tr>
<tr>
<td>WOODLANDS OF MILLSBORO</td>
<td>0.00</td>
</tr>
<tr>
<td>JOHNSON’S CORNER</td>
<td>2.60</td>
</tr>
<tr>
<td>BLADES – CONCORD ROAD AREA SEWER</td>
<td>4.24</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>DEWEY BEACH AND HENLOOPEN ACRES</td>
<td></td>
</tr>
<tr>
<td>CHAPEL BRANCH</td>
<td></td>
</tr>
<tr>
<td>WESTERN SUSSEX</td>
<td></td>
</tr>
</tbody>
</table>

Notes:
1. Part of the Ellendale Sanitary Sewer Area.
2. Part of the Holts Landing Sanitary Sewer Area.
3. Part of the Dagsboro-Frankford Sanitary Sewer Area.

“foot” means assessable footage  
“EDU” means equivalent dwelling unit

E. Assessable footage, used for the Annual Assessment Charge, shall be limited to 100 feet for residential, non-delinquent customers.
F. For a connection charge per equivalent dwelling unit, see below:

<table>
<thead>
<tr>
<th>District</th>
<th>Connection Charge</th>
<th>Total System Connection Charge $/EDU</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Transmission $/EDU</td>
<td>Treatment $/EDU</td>
</tr>
<tr>
<td>DEWEY BEACH WATER</td>
<td>1,155</td>
<td>0</td>
</tr>
<tr>
<td>UNIFIED SEWER</td>
<td>2,480</td>
<td>3,880</td>
</tr>
<tr>
<td>GOLF VILLAGE SEWER&lt;sup&gt;1&lt;/sup&gt;</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>WOODLANDS OF MILLSBORO&lt;sup&gt;2&lt;/sup&gt;</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Notes:
1. Amount equal to the Town of Georgetown’s Impact Fee.
2. Amount equal to the Town of Millsboro’s Impact Fee.

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

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

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

Section 5. The annual service charge, annual assessment rate for collection and transmission and/or treatment, septic installation charge, and connection charge shall become effective July 1, 2020.

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

ROBIN A. GRIFFITH
CLERK OF THE COUNCIL