

May 21, 2002

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

Dear President and Members of Council:

As required by Delaware Code, Title 9, Chapter 70, § 7003 paragraph (d), subparagraph (5), I respectfully submit the proposed annual operating budget for the County of Sussex for Fiscal Year (FY) 2003. The FY 2003 proposed budget was developed by a Budget Committee consisting of the County Administrator, the Finance Director, and the Director of Accounting. The information necessary to develop the budget was provided by each department and the County's Finance Coordinator.

The theme for the FY '03 budget is "*Changing Times.*" After the tragedy of 9-11, it is essential that both public and private businesses adapt to a changing world. If Sussex County is going to remain a desirable place for people to visit and live, the County government is going to have to be willing to accept change and expansion in some service areas. American inventor Charles F. Kettering once said, "*The world hates change, yet it is the only thing that has brought progress.*"

During FY '03, cost-saving initiatives will be implemented for each department. For example, I have requested that whenever possible postcards be used instead of mailing letters. This will save not only in stationery, but in postage also. Grant-in-aid programs will be limited, with minimal increases over the previous budget year. Lodging for educational conferences will be limited, and overnight shipping will only be allowed with the approval of the Finance Director. Although these things may appear to be minor savings, I believe that additional savings can be

developed over the budget year with the assistance of individual County employees' expertise in their own departments.

The proposed FY '03 budget calls for General Fund operating expenditures, appropriated surpluses, and appropriated project reserves totaling \$32,478,754. This is an increase of 3.99 percent over FY '02 for the same expenditures. This compares to New Castle County's reported budget increase of 6.4 percent and Kent County Levy Court of six percent.

The proposed revenue and expenditures for the FY '03 budget were calculated with comparisons of past and current financial trends and the professional experience of the Budget Committee. A policy established by the Budget Committee will allow for financial control, management information, and planning and policy implementation that will not only benefit the FY '03 budget, but future budgets as well. If County government is going to remain financially stable, it is important that sound overall budgetary attempts be made to make reasonable expenditure and revenue projections for a period greater than one year. The success that we have had in the past I believe has been a result of us taking into consideration the financial position of the County three to five years in advance. The FY '03 budget allows for the continuation of this management practice.

The following goals were used to establish the FY '03 budget:

- ✓ **Balanced budget**
- ✓ **Maintain an Operating Reserve of a minimum of 20 percent**
- ✓ **Limited spending, as much as possible, on non-expanded programs**
- ✓ **Continuation of fully funding the Pension Program**
- ✓ **Operate without tax-supported debt**
- ✓ **Expansion of economic employment opportunities, public safety, and library services**

- ✓ **Upgrade existing wastewater service and expand user base**
- ✓ **Reduce sewer service costs**
- ✓ **Continuation of tax and sewer assistance programs**
- ✓ **Updating Land Use Plan**

Changes in the proposed FY '03 budget will include expansion of public safety responsibilities for the County and an Open Space Program. I will give further explanation of both of these programs later in the budget letter.

Just because the economy of Sussex County has not slowed as much as elsewhere in the nation, the Budget Committee believes it is wise to allow for the County government to maintain a 22.3 percent Operating Reserve. This is not an attempt by the Budget Committee to cry wolf, but revenues over expenditures have decreased over the last few years.

REVENUES OVER EXPENDITURES

FY '99 - \$6.9 Million

FY '00 - \$4 Million

FY '01 - \$2.5 Million

Expanded programs and services, as well as a reduction in revenue the County collects in realty transfer tax, could eventually erode the County's ability to generate surplus revenues. During budget year FY '02, the municipalities in Sussex County will collect over \$1 Million in realty transfer tax as a result of annexation. Municipalities annexing land that had been under the County's jurisdiction decreases the land areas that would be taxed by County government. The County's Land Use Plan that will go into effect in October of FY '03 continues to encourage development within towns and their surrounding areas. The loss of revenue will continue to be greater in future years. One only has to look at our own State government to see what the consequences can be if you reduce your ability to collect revenues. A newspaper article that appeared in the News Journal on Tuesday, April 16, 2002, indicated that the State was looking at a

\$52 Million reduction in their FY '03 budget over FY '02. The Budget Committee believes that the County could be facing the same circumstances in two to three years if we deviate from policies that have been established over the past years. An editorial that appeared in the News Journal on Wednesday, December 19, 2001, entitled **TOUGH TIMES** stated, "As state revenues fall, so will the budget ax and we'll do without." The Budget Committee believes that in the next three to five years the County will see a reduction in revenue categories. Unless financial prudence is established by the County government at this time, editorials could reference the necessity for residents in Sussex County to start doing without some of our new programs.

I would like to take this opportunity to highlight the proposed budget that begins July 1, 2002.

1. **TAX RATES**

One thing that has not changed in the proposed budget is the tax rate of 44.5¢ per \$100.00 of assessment. This is the same tax rate that was established in May of 1990. The tax rate is calculated by adding the estimated general operation rate of 36.97¢ per \$100.00 of assessment, the estimated library rate of 4.33¢ per \$100.00 of assessment, and the estimated capital fund rate of 3.2¢ per \$100.00 of assessment. The assessment is based on 50 percent of the 1974 assessed value.

The proposed FY '03 budget projects that the County government will collect \$8.7 Million in General Fund property tax [See Addendum 3]. This is 26.8 percent of the County's General Fund expenditures. As required by State law, Title 14, Chapter 8, § 1917, the County's Tax Division will collect all school taxes. In FY '02 the County billed \$43.7 Million for the eight school districts. The County's portion of the property tax is 16.6 percent of the Sussex County property owner's tax bill [See Addendum 5].

The proposed FY '03 budget allows for the continuation of the County government to have no outstanding tax indebtedness that is supported by property tax. I should mention, however, that the County does have general obligations that are supported by wastewater income. The outstanding

general obligation debt at this time is \$101.3 Million. Based on current assessment values in the County, the County has the ability to borrow up to \$237.5 Million. This is based on the County being able to borrow on 12 percent of total assessments.

During FY '03, the 3.2¢ capital tax will generate \$626,890. This funding will be contributed to the Capital Improvement Fund, which will be beneficial in offsetting any new capital expenditures the County incurs during the next five years, such as a new Emergency Operations Center or libraries.

<u>Revenue</u>	<u>Amount For Year Ending June 30, 2003</u>
Taxes (tax rate of 3.2¢)	\$ 626,890
Realty Transfer Tax	1,000,000
Federal Airport Grant	5,926,600
State of Delaware – Airport Grant	329,256
State of Delaware – Courthouse Addition	91,793
State of Delaware – Milton Library Expansion Grant	22,500
Road Project Special Assessments	13,000
Landfill Water Connections	10,000
Investment Income	<u>40,000</u>
TOTAL REVENUE	<u>\$8,060,039</u>

The proposed FY '03 budget indicates that 22 sources of revenue will increase during the year. This compares to 26 sources of revenue that increased in FY '02. The increase in sources of revenue is a result of the increase in the volume of work that each department will perform.

The realty transfer tax is projected to generate \$8.9 Million in income during FY '03. This is a 14.9 percent increase over FY '02. The additional funding will be used for the following:

- **Paramedics**
- **Fire Service**
- **Ambulance Service**
- **Emergency Operations Center**
- **Solid Waste**
- **Sewer Service**
- **Local Government Revenue Sharing**
- **Open Space**
- **Capital Improvement Fund**

2. **PUBLIC SAFETY**

As I stated earlier, public safety responsibilities for the County will expand in FY '03. An article that appeared in The Kiplinger Letter of March 22, 2002, stated, "Cities, towns and counties face two lean years ahead, at least, thanks to lasting and delayed effects of last year's economic slump. Pinched states are sure to cut revenue sharing and other aid to locals. At the same time, local governments face rising costs for public safety. Many will hike property taxes by raising real estate assessments." [See Addendum 6]

The proposed FY '03 budget calls for the County to provide a contribution of \$770,000 to the State of Delaware toward salaries and the purchase of equipment for State Police in Sussex County. The County will continue to

provide approximately 50 percent of the cost for 12 policemen stationed at Troop 4 in Georgetown. The new budget does allow for the expansion of this program. The County Council has agreed to enter into a contract with the State of Delaware to allow for the phasing-in of 20 additional policemen over the next five years. The total cost of this program will be paid for from the County's realty transfer tax. The cost estimates for the next six years are projected to be \$3.8 Million for the County and \$1.7 Million for the State. This computes to a 69 percent share for the County compared to the State's share of 31 percent [See Addendum 7].

The Budget Committee believes that this is a very workable cost-sharing agreement that will help boost police protection in the coming years in Sussex County. Because this agreement is being funded through the realty transfer tax, property owners in Sussex County will not have an increase in property taxes to support this expanded program. The Budget Committee believes that expanding the State Police program is reasonable, especially with the State Police having the infrastructure already in place. If the County Council were to start a new program, not only would they have to have additional road officers, support staff would also be needed. The primary reason the 20 police officers are being phased in over a five-year period is because of the current State financial position. The Budget Committee would recommend that if the State's position improves during the next few budget cycles, we may want to accelerate the additional officers. When the County entered into the Georgetown Troop 4 agreement in 1996, there were 112 State Policemen in the County. Currently there are 152, and with the new agreement staffing will go to 172.

Sussex County volunteer fire companies will receive \$1.8 Million in funding for FY '03. It is projected that the Fire Service Enhancement Fund will increase approximately 5.7 percent. The proposed budget calls for a contribution of \$925,000 for FY '03. This funding is generated from one-quarter-of-one-percent of the cost of the value of new construction. This will mark the fifth year that this program has been in place. The Fire Service Enhancement base figure will be set at \$875,000. This funding will be distributed evenly among 21 fire companies. The Carlisle Fire Company will receive a 50 percent share because it is located in both Kent and Sussex.

Mid-Sussex Rescue and Georgetown American Legion Post No. 8 ambulance companies will receive \$10,000 each from this account. Funding generated in excess of \$875,000 will be distributed based on a percentage of new construction in the individual fire districts to each company. The equipment grant portion for the fire service will increase 4.49 percent in FY '03. This funding is based on the growth of property assessments during the previous year.

An additional \$2,500 will be made available to the Volunteer Fire Service to help cover costs related to the foam trailer which is housed by the Georgetown Volunteer Fire Company, \$2,000 will be made available toward the annual Statewide memorial service, and \$5,000 is available for public safety and education programs provided by each volunteer fire company. The \$5,000 for safety and education programs requires a match from each individual fire company. Funding will also be made available to allow the County Council to continue their program in distributing smoke detectors to Sussex County residents.

As part of the County Council's contribution toward public safety, \$303,623 will be made available for funding for Basic Life Support (BLS) attendants. Currently the County is sharing the cost of this program with 21 departments in Sussex County. The fire companies that have paid part-time Basic Life Support attendants are:

Blades	Bridgeville	Carlisle
Dagsboro	Delmar	Ellendale
Frankford	Georgetown American Legion	Greenwood
Gumboro	Laurel	Lewes
Memorial	Mid-Sussex Rescue Squad	Millsboro
Millville	Milton	Rehoboth Beach
Roxana	Seaford	Selbyville

The proposed FY '03 budget projects the County government will spend \$10.9 Million for public safety. This represents 33.5 percent of the County's General Fund budget. Public safety expenditures include the Paramedic Department, Emergency Operations and Communications, Emergency

Operations Center, Emergency Preparedness, Sheriff's Department, Local Emergency Planning Committee, Fire Service, and State Police.

3. **EMPLOYEES**

Effective July 1, 2002, employees will receive a minimum \$520.00 annual increase. Any employee making less than \$26,000 will receive the \$520.00 annually. Employees making more than \$26,000 will receive a two percent cost of living increase. Funding is also available for merit and promotion increases. It is my understanding that New Castle County government granted a three percent increase, Kent County Levy Court a two percent increase, and the current proposed State budget is proposing a two percent increase to State employees contingent on the passage of an increase in the cigarette tax. In addition to the cost of living increase, certified paramedics and 9-1-1 dispatchers will receive an additional two percent increase. This is part of the five percent increase that was agreed upon in the FY 2002 budget to be phased in over a two-year period. During FY '02, certified paramedics and 9-1-1 dispatchers received an additional three percent. Retirees will have a pension adjustment of one percent July 1. The Council has established a policy that retirees will receive 50 percent of the cost of living that the working staff receives. There are many organizations that do not increase retirees' pensions.

The Budget Committee realizes that the two percent cost of living increase is the smallest that has been suggested in the last three years, but employees should keep in mind that the benefits that the County provides employees continue to increase. It is estimated that health care coverage for each employee will cost the County budget \$650.00 [See Addendum 8]. On an annual basis, the County government is providing \$7,800 per employee for health insurance. This is an 11.49 percent increase over FY '02. In dollars and cents, it would be a \$355,030 increase to the budget. The Kiplinger Letter dated January 4, 2002, stated, "No end to fast-rising health care costs. '02 premium increases will average 15% for big employers and up to 30% for small companies." The Letter went on to state that many companies are shedding retiree coverage. The proposed FY 2003 budget allows for retirees

to continue their health benefits with the County. During FY '03, retiree group health care costs will be \$452,760 [See Addendum 9].

The County government was able to limit the total annual cost for group hospital rates to 11.49 percent by the fact that we will self-insure each employee for the first \$75,000. This is an increase over FY 2001 when the coverage was \$35,000, and FY '02 of \$50,000. If we did not self-fund for the first \$75,000, the County would have had a 15.89 percent increase, or an additional cost of \$564,967, over FY '02.

The County will continue with its prescription drug benefit to each employee. However, employees will have an increase in prescription co-pay for brand retail drugs from \$12.00 to \$20.00 per 30-day supply. Mail order brand prescription co-pay will increase from \$24.00 to \$40.00. A report published by the Segal Company, a health care consulting firm, indicated that, "Prescription drug benefits continue to have the highest trend rates, which are expected to increase at an annual rate of nearly 20 percent in 2002. Traditional fee-for-service medical plans, managed care plans, and prescription drug programs will likely see cost increases that are three to five times the rate of increase in wages and salaries and general inflation." Retail drugs are projected to increase 19.4 percent.

The proposed FY 2003 budget allows for the continuation of the County providing long-term disability insurance for employees. This insurance is beneficial to employees who have exhausted all of their sick and vacation time. The program which allows for the transferring of sick and vacation time from one full-time employee to another full-time employee that was established in FY '02 will continue. Since the adoption of this program on July 1, 2001, only two employees have had a need for this program, but it was very beneficial for those employees.

4. **COUNTY COUNCIL**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$300,734	\$3,220,498	\$1,905,543	\$341,233	\$374,637

5 Elected Councilmen

1 Clerk of the Council

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Agenda Line: (302) 855-7888

Website: <http://www.sussexcounty.net>

***E-mail: fjones@sussexcounty.net; lrogers@sussexcounty.net
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The County Council is the legislative branch of the County government. The County Council consists of five elected members. Each Councilman is elected from their own district. The County Council President is elected by the members of the Council at the organizational meeting in January. The five County Council members will have an annual salary of \$20,407 effective July 1, 2002. The County Council President will receive an additional \$1,000.

The Council's proposed FY '03 budget allows for the Council to belong to the following organizations:

- Delaware League of Local Governments
- National Association of Counties
- Delmarva Water Transport Committee
- First State RC&D Council
- Delaware Safety Council
- Sussex County Association of Towns
- Delaware Association of Counties
- Delaware Rural Water Association

Councilmanic funding will once again be allocated at \$10,000 per Council person. The Recreation Assistance Program will remain at the same level of funding of \$30,000. Both of these accounts are allowed to be encumbered if not spent during the current budget year and carried over to the following year.

The County Council will contribute funding to the following activities during FY '03:

Return Day Committee
Delaware Technical & Community College
Annual Women's Conference
Slam Dunk To The Beach
University of Delaware Symphony
Sussex County Science Fair
Senior Citizen Beach Day
Women's Health Conference

County Council meetings will once again be available on a nationwide basis on the Internet. Anyone wishing to monitor County Council meetings which are normally held at 10:00 a.m. on Tuesdays, Board of Adjustment meetings which are held at 7:00 p.m. on the second and fourth Monday of each month, or Planning and Zoning Commission meetings which are normally scheduled for the second and fourth Thursday of each month will be able to link from the County's home page of www.sussexcounty.net to monitor these meetings. County Council meetings have had an average of 50 visitors to the site each Tuesday.

The County Council will accomplish the following objectives during budget year 2003:

- **Strengthen intergovernmental cooperation at the local, State, and Federal levels**
- **Maintain public availability**
- **Adopt supporting ordinances for the new Land Use Plan**

5. **LEGAL**

During FY '03, the County Council will once again contract with the private sector for legal services. Mr. Eugene H. Bayard will represent the County

Council, Mr. Dennis L. Schrader will represent the Planning and Zoning Commission, and Mr. Richard E. Berl, Jr., will represent the Board of Adjustment. They will be responsible for representing the County in all legal matters and perform other duties as described in 9 Delaware Code, § 7005. In addition to those individuals, the County will receive legal representation from the law firm of Young, Conaway, Stargatt & Taylor regarding personnel and labor issues, the law firm of Parkowski, Noble & Guerke on environmental issues, and the law firm of Potter Anderson & Corroon assisting with bond funding. It is anticipated that the County Council will spend \$193,700 in the forthcoming year for legal expenditures. This compares to New Castle County Council expenditures of \$2.2 Million and Kent County Levy Court of \$171,900.

The Legal Department will accomplish the following objectives during budget year 2003:

- **Attend all public hearings and meetings as required**
- **Advise and assist in drafting ordinances to support the new Land Use Plan**
- **Provide legal interpretations in a timely manner**

6. **GRANT-IN-AID PROGRAM**

The proposed FY 2003 budget contains a grant-in-aid contribution of \$4.5 Million. Grant-in-aid contributions include programs for police, fire, and ambulance companies. Other programs funded through this account include the Future Farmers of America, CHEER's Meal Program, Small Business Development Center, First State Community Action, and Human Service Grants. The proposed FY '03 budget does not allow for increased funding for these programs. Grant-in-aid contributions at the same level as FY '02 will be made available in FY '03 for the University of Delaware College of Agricultural Sciences. The County's contribution will be \$159,115. This contribution includes \$50,000 awarded to assist with the University's hiring

in FY '02 of an Extension Poultry Engineer. The \$50,000 will be contingent upon the State of Delaware continuing to fund this position also.

The Sussex Conservation District will be funded at its current level in FY '03. The funding that will be made available will be utilized for salaries for a Coordinator, Sediment and Stormwater Management Assistant, and the Equipment Manager. The County will also make a contribution of \$75,000 to match the State's funding for the Tax Ditch Program. The County Council's total contribution for the proposed 2003 year budget for the Sussex Conservation District is \$123,547.

Human Service Grants will once again be made available for nonprofit agencies to apply for this funding in August, with grants being awarded by the County Council in late October—\$116,593 will be allocated for this account. Competition for this money becomes more and more difficult each year, with requests exceeding funds available sometimes by as much as a four-to-one ratio. The Budget Committee, however, does not feel that they can recommend an increase at this time.

During FY '03, the Budget Committee is anticipating that the County will have to make a contribution of \$135,000 to municipalities in the form of Revenue Sharing from the realty transfer tax. Municipalities in Sussex County that do not have a realty transfer tax, or who collect less than \$20,000 annually in their realty transfer tax, will be eligible to receive Revenue Sharing from the County in the amount of \$15,000.

During FY '03, the County Council will make contributions to local governments in the following areas:

Town of Georgetown	Payment in Lieu of Taxes	\$ 5,628
	Treatment of Waste from Sussex County Industrial Airpark and Purchasing of Water and Sewer Services for County Properties Located in Georgetown	\$ 46,628
City of Rehoboth	Acquisition of Water for Dewey Beach	\$335,000

City of Rehoboth (continued)	Treatment of Sanitary Sewer for Henlopen Acres and Dewey Beach	\$627,000
	Revenue Sharing for 9-1-1 Fee for Telephone Bill	\$ 47,000
City of Seaford	Treatment of Sanitary Sewer - Town of Blades	\$ 90,000
	Revenue Sharing for 9-1-1 Fee for Telephone Bill	\$ 39,000

The Sewer and Water Low-Income Loan Program, the County's Sewer and Water Low-Income Assistance Program, West Rehoboth Sewer Low-Income Assistance Program, and Federal Rural Development Hookup Cost/Loan Grant Program will be available in FY '03. The loan fund can be utilized on delinquent or current balances. The interest rate is three percent. The Budget Committee is recommending that the County's Sewer and Water Low-Income Assistance Program subsidy remain at \$200.00 per year. This funding is made available to individuals who meet the income guidelines for these programs as established by HUD/CDBG low-income levels. The County has established a liquid asset level not exceeding \$15,000 to remain eligible. Currently there are 303 residents who are utilizing these programs [See Addendum 10].

The Budget Committee is recommending the continuation of the County's property tax subsidy for the County's portion of the property tax bill. Guidelines that were established for this program in FY '02 allow that an individual whose annual income does not exceed \$15,800 is eligible for the program. A household having more than one adult cannot have an income exceeding \$20,000. This subsidy is in the form of a grant that can be applied to the County's portion of the property tax bill only. Funding cannot be applied to school or tax ditches. This program does not restrict anyone from applying for senior citizen or disability programs that give exemption from all property taxes. To date, there are 24 individuals receiving some form of subsidy from the County Council for this program.

The proposed FY '03 budget calls for funding for a new program. With the adoption of an ordinance in FY '02, the County has approved a partnership with Sussex County Land Foundation. Sussex County Land Foundation is a nonprofit conservation organization, dedicated to protecting natural, cultural, agricultural, and recreational resources through land preservation, stewardship, and education for today and tomorrow. The FY '03 budget allows for a contribution for the first time of \$1 Million. This funding will be made available from the Appropriated Reserve Account (see Page 68). County funds pledged to the Foundation shall only be used for land acquisition, the purchasing of development rights, or stewardship of land purchased with County funds. Funds are not permitted to be used for the general administration of the Foundation. County funds contributed to the Foundation may only be expended for specific purposes that are approved by four affirmative votes of the Council members in an open meeting. This is one of the major changes in the FY '03 budget in County programs. The Budget Committee believes that the public/private partnership that will be developed with this program will be beneficial to future generations in preserving our quality of life.

It should be mentioned that the County's contribution for future years for this program will be limited to an amount equal to ten percent of the net increase in the General Fund balance, or other authorized amounts in each subsequent fiscal year. In future years it is believed that the County's contribution will range from \$150,000 to \$600,000 annually.

The Budget Committee would like it to be noted that there have been numerous increases in requests for County assistance this year. As the State and Federal budgets continue to grow tighter, individuals and organizations are turning toward local government. The Budget Committee believes that if we are going to limit our spending to an affordable increase, the County Council is going to have to resist politically popular requests that could result in either tax increases or reduction in funds for necessary County responsible programs. Sussex County government is not alone in looking at limiting grant-in-aid programs. An article published April 7, 2002, in the Delaware State News stated that the State government Joint Finance Committee is also concerned with the number of increased funding requests

they have had. According to Russell T. Larson, the State Comptroller General, the cash crunch could affect the grant-in-aid budget of the State.

7. **COUNTY ADMINISTRATOR**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$153,907	\$184,616	\$168,759	\$179,844	\$188,178

1 County Administrator – Robert L. Stickels
1 Administrative Secretary
Telephone: (302) 855-7742 Fax: (302) 855-7749
E-mail: administration@sussexcounty.net

The County Administrator is required to perform duties as listed in Title 9, Delaware Code, § 7003, that include, but are not limited to, being the Chief Administrative Officer of the County, attending all necessary government meetings, and being responsible for the proper administration of all County affairs.

During FY '03, the County Administrator will represent the County Council on the following committees:

- Sussex County Habitat for Humanities
- Sussex County Association of Towns
- Delaware Association of Counties
- National Association of Counties
- Executive Council of the Delaware Inland Bays Estuary Program
- Delaware Sea Grant Advisory Council
- Transportation Enhancement Technical Advisory Committee
- Delaware Emergency Medical Services Oversight Council
- Governor's Advisory Council on Planning Coordination

Livable Delaware Subcommittees

The primary goal that I have established for myself for FY '03 will be registering the County as a member of the American Planning Association. I believe this would be very beneficial to the County, as we will be required to draft supporting ordinances for the new Land Use Plan. Once the County has been recognized as a member of the American Planning Association, I will request that the County be allowed to register the County Administrator, the Planning and Zoning Director, and the Assistant Planning and Zoning Director to take an exam to be recognized by the American Institute of Certified Planners. In preparation for the examination, which is normally held in the spring, the County will purchase textbooks and supporting documents.

The County Administrator will accomplish the following objectives during budget year 2003:

- **Maintain oversight of County departments**
- **Join the American Planning Association**
- **Assist in drafting supporting ordinances for the new Land Use Plan**
- **Lobby on behalf of the County Council for State and Federal funding assistance to reduce utility costs**
- **Continue to investigate ways of diversifying revenues in order to address future financial needs and new programs**
- **Monitor the County's revenues and expenditures on a monthly basis**
- **Seek increased funding through the Delaware Department of Transportation Capital Improvement Program for road improvements**

- **Remain primary point of contact and publicly accessible representative for County government**

8. **FINANCE - ADMINISTRATION**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$216,415	\$275,168	\$261,962	\$277,828	\$538,707

1 Finance Director – David B. Baker

1 Administrative Secretary

1 Finance Coordinator

1 Information Resource Specialist

1 Purchasing Agent

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E-mail: dbaker@sussexcounty.net

In addition to the responsibilities listed for the Finance Director in Title 9, Delaware Code, § 7004, the Finance Director is responsible for overseeing the financial functions of the County government with respect to expenditures and revenues. As a key member of the Budget Committee, the Finance Director assists in monitoring monthly financial reports and preparing special financial analyses that assist the County Administrator in the monthly monitoring of the County's current budget. The Finance Director oversees the Treasury Division, Accounting Division, Assessment Division, Utility Billing Division, and Data Processing.

During FY '03, it is anticipated that the County's General Fund will earn \$900,000 in interest. It is the Finance Director's responsibility to ensure that all idle cash is invested at the highest interest rate while minimizing any risk. These investments include funding from the Capital Improvement Fund that was established in FY '02. This fund was created with a portion of the tax rate that was not needed as a result of the elimination of the General Fund tax-dependent debt. The Capital Improvement Fund will be beneficial in

limiting any future borrowing that the County Council may incur as a result of new capital projects.

The primary reasons for the increase in expenditures for this department are the addition of an employee, funding for hiring a consultant for the records storage building, and the shifting of insurance from Facilities Management to this department. A new employee will be hired during FY '03 that will be responsible for overseeing the archiving of all County records. This will coincide with the design of a new records management center which the County is severely lacking. The transferring of insurance to this department is being done just for an accounting purpose. The Facilities Management Department will reduce its expenditures by having this shifted in an equal amount.

The Finance Director will accomplish the following objectives during budget year 2003:

- **Maintain County financial stability and planning efforts**
- **Continue efforts to collect taxes and sewer and water charges, including pursuing garnishes and court judgments for manufactured homes**
- **Submit CAFFR application to the Government Finance Officers Association**
- **Develop vehicle maintenance schedule procedure through Purchasing Agent**
- **Continue to pursue grants and low-interest loan financing for sewer projects**
- **Review and implement consultant sewer and water rate report**
- **Begin Governmental Accounting Standard Board Statement 34 implementation**

- **Improve Internet accessibility to property information**
- **Integrate various computer programs for property, tax, assessment, sewer and water, and mapping information to improve accessibility to information**
- **Investigate further refinancing of Bond Issue 1993**

9. **FINANCE - ASSESSMENT DIVISION**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$887,401	\$985,943	\$1,006,234	\$992,088	\$1,124,999

1 Director of Assessments – Eddy J. Parker

1 Assistant Director

7 Assessors

2 Clerk Supervisors

13 Clerks

Telephone: (302) 855-7824 Fax: (302) 855-7828

E-mail: eparker@sussexcounty.net

It is the responsibility of this division to ensure that all land, buildings, improvements, and special betterments, except those exempt from taxes, are valued and added to the County's assessment roll for the purpose of taxation. Employees in this division are also responsible for maintaining all County property record cards and maintaining tax maps. The director of this division oversees the daily operation of the County's Addressing Program, Constable's Office, and Building Code Department.

The proposed 2003 budget allows for the Assessment Division to purchase an additional personal computer, printer, and plotter, and funding for the continuation of microfilming of records that need to be archived.

The Assessment Division will accomplish the following objectives during budget year 2003:

- **Continuation of converting paper records to microfilming to eliminate storage problems**
- **Continue to maintain ownership cards in digital form, allowing this information to be obtainable through the Internet**
- **Assist in developing a new Building Code**
- **Oversight of the Building Code Department, Constable's Office, and Mapping and Addressing**

10. **FINANCE - ACCOUNTING DIVISION**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$441,523	\$476,348	\$473,977	\$535,741	\$609,625

1 Director of Accounting – Susan M. Webb, CPA

1 Assistant Director

1 Payroll Accountant

1 Financial Clerk Teller

7 Accountants

Telephone: (302) 855-7853 Fax: (302) 855-7722

E-mail: smwebb@sussexcounty.net

The director of this division is responsible for assisting the County Administrator and the Finance Director in preparation of the annual budget and the recording of financial transactions through the budget year to prepare the monthly budget performance reports. These reports are vital in allowing for the monitoring of the budget. Other responsibilities of the employees in this division include the processing of all Sussex County financial transactions in an accurate and timely manner, to include preparing

payroll, maintaining fixed asset records, monitoring Federal and State grants, recommending and approving budget adjustments, review of all County bills, and the coordination of the County's annual audit report.

Funding has been allotted for the purchase of office furniture, as well as a new printer.

The Accounting Division will accomplish the following objectives during budget year 2003:

- **Collection of all Airport fuel sale premiums**
- **Collection of all Industrial Park tenants' rent**
- **Maintaining current fixed asset records**
- **Assuring that funds received are to be deposited on the day of receipt and invested as soon as they are available in an interest-bearing account**
- **Maximize the efficiency of the accounting software**
- **Processing of accounts payable in a timely manner, allowing the County to take advantage of any discounts that it is eligible for**
- **Closing out year-end records to allow for the completion of audited expenses in a timely manner**

11. **FINANCE - TREASURY DIVISION**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$372,945	\$392,080	\$439,831	\$474,806	\$509,936

1 Director of Treasury – Joyce F. Lord

1 Assistant Director

1 Secretary

1 Accountant

3 Clerk Technicians

2 Clerk Tellers

Telephone: (302) 855-7760 Fax: (302) 854-5078

E-mail: jlord@sussexcounty.net

The Treasury Division is responsible for administrating the State Senior Citizen School Property Tax Credit Program, exemptions for residents over the age of 65, exemption program for disabled, and Sussex County Property Tax Subsidy Program [See Addendum 10].

During FY 2002, this division was responsible for doing the billing and collection for all school districts in the County. During FY 2002, the County billed \$43.7 Million for the school districts. Additionally, the division was responsible for overseeing the exemption for residents over the age of 65 from school taxes. This resulted in the County managing deductions for seniors in the County of \$2.2 Million. It should be noted that the County is not reimbursed for any expenses associated with either of these programs.

The Treasury Division will accomplish the following objectives during budget year 2003:

- **Improve taxation billing by cross-referencing County taxes with the Division of Motor Vehicles' records**
- **Enhance information for taxes and exemptions on the Internet**
- **Assist the County Attorney in increasing monition sales**
- **Adjust tax records to the new addressing system**
- **Rebilling of payments received that are not paid in full**

➤ **Assessment billing and collection of school taxes**

12. **BUILDING CODE**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$569,146	\$617,267	\$621,302	\$559,825	\$721,909

1 Chief of Building Code Inspectors – Van W. Milligan

1 Secretary

1 Clerk

3 Code Enforcement Officers

Telephone: (302) 855-7860 Fax: (302) 855-7869

E-mail: vmilligan@sussexcounty.net

The Building Code Department is responsible for doing plan review and building inspections for residential and commercial structures. The County contracts with First State Inspection Agency to perform field inspections for the single-family portion of the inspection program. The Building Code Department will continue to provide services for local municipalities that request this service. Currently the County provides single-family home inspections for 14 municipalities, and multi-family and commercial inspections for 15 municipalities.

Single-Family

Blades
 Bridgeville
 Dewey Beach
 Ellendale
 Fenwick Island
 Frankford
 Georgetown
 Greenwood
 Henlopen Acres

Multi-Family/Commercial

Bethel
 Blades
 Bridgeville
 Dewey Beach
 Ellendale
 Fenwick Island
 Frankford
 Georgetown
 Greenwood

Single-Family

Millville
Milton
Ocean View
Slaughter Beach
South Bethany

Multi-Family/Commercial

Millville
Milton
Ocean View
Selbyville
Slaughter Beach
South Bethany

This service is provided by the County without any cost to the local governments. Many of the small towns would not be able to have a program if the County did not provide the administration of this service. The cost of this program is being paid entirely by the fees associated with the permit.

Currently the County uses the Council of American Building Officials 1992 edition for residential requirements and the 1994 edition of the Southern Standard Building Code for commercial requirements. During FY '03, the Building Code Department will investigate other codes. Primarily the department will be looking at the International & Residential Building Code. This code is being used in both Kent and New Castle, and in Maryland counties also. The benefit of using codes that are being enforced in surrounding jurisdictions is that it will allow contractors to be familiar with one code. This will be beneficial not only to the contractors and homeowners, but also material suppliers. Funding has been appropriated to allow for the conversion to this code, purchase of materials, and educating of the staff.

The Building Code Department will accomplish the following objectives during budget year 2003:

- **Continuation of the good working relationship that the department has developed with local municipalities and contractors**
- **Providing educational opportunities for inspectors to ensure they receive the necessary training and education with the implementation of a new building code**

- **Maintaining the current fee structure**
- **Completion of review and comments on all single-family homes within five working days**
- **Completion of review and comments on all commercial projects within 15 working days**
- **Assist in the selection of a new building code**

13. **PERSONNEL**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$196,088	\$195,003	\$230,969	\$285,087	\$333,153

1 Director of Personnel – Dennis V. Cordrey
1 Assistant Director
1 Payroll Accountant
2 Clerk Technicians
Telephone: (302) 855-7711 Fax: (302) 855-7715
E-mail: personnel@sussexcounty.net

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

During FY 2003, all employment opportunities of the County will be posted on the County's Internet website, as well as notices being sent to Delaware State University and Delaware Technical & Community College, Georgetown Campus.

The Personnel Department will accomplish the following objectives during budget year 2003:

- **Assist the County Administrator to ensure the County maintains a competitive compensation and benefit package**
- **Posting of all position vacancies**
- **Reviewing and evaluating County employee benefits**
- **Processing all health, dental, and vision reimbursements**
- **Reviewing job classification categories to ensure employees are being compensated for work being performed**
- **Coordination of training and education between departments**
- **Fully automating sick, vacation, and compensatory time records, resulting in a reduction of paper records and the time processing this information**

14. **MANAGEMENT INFORMATION SYSTEMS**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$538,079	\$635,470	\$734,008	\$902,758	\$303,334

1 Network Administrator – Eddie C. Sparaglione
1 Webpage Designer
1 Network Technician

2 PC Technicians

Telephone: (302) 855-7898 Fax: (302) 853-5889

E-mail: ecs@sussexcounty.net

Management Information Systems in the past had been combined with the Mapping and Addressing Division in Assessment. A change that has taken place with the FY 2003 budget is separating Management Information Systems from Mapping and Addressing. This division will work closely with Data Processing. The separation of Mapping and Addressing from this division will allow us to better track the costs associated with the addressing project and E-9-1-1 Program for the Emergency Operations Center.

Responsibilities for this division during the new budget year will include enhancing of the County's PC network infrastructure. This division will assist the Engineering Department in their enhancement of the SCADA system and remote reporting capabilities. Management Information Systems will work with the Paramedic Department to enhance their ability to transfer emergency medical service information to the State Paramedic Office in a prompt and efficient manner. Management Information Systems is also responsible for the administration of the Internet cameras that allow for the broadcasting system to provide real-time broadcasting of County Council meetings, Planning and Zoning Commission meetings, Board of Adjustment meetings, and special meetings held in the Council Chambers. This program has been beneficial in allowing as many as 150 people to monitor our meetings.

Management Information Systems will accomplish the following objectives during budget year 2003:

- **Development of personal computer custom applications for each of the County's departments**
- **Maintain the security camera system for the Administrative Building and West Complex**

- **Manage the Internet-based broadcasting of all County Council meetings, Board of Adjustment meetings, Planning and Zoning Commission meetings, and special meetings held in the Council Chambers**
- **Complete hardware and software inventory control of the computing infrastructure for the County**
- **Enhance the trouble-reporting and improve the Management Information Systems' staff accountability through time tracking for billing services to the other departments**
- **Enhance communications throughout the County with the migration of all users to the exchange server for a unified messaging solution**
- **Enhance and develop more interactive features and applications for use over the Internet and Intranet**
- **Maintain and improve the computing infrastructure through server and software upgrades**
- **Assist the County Administrator in producing electronic presentations**

15. **MAPPING AND ADDRESSING**

<u>Actual</u> FY '99	<u>Actual</u> FY '00	<u>Actual</u> FY '01	<u>Budget</u> FY '02	<u>Budget</u> FY '03
-0-	-0-	-0-	-0-	\$699,210

- 1 Supervisor of Mapping and Addressing – Matthew M. Laick*
- 2 Addressing Technicians*
- 2 CAD Technicians*
- 3 Data Entry Clerks*
- 3 GIS Technicians*

Telephone: (302) 855-1176 Fax: (302) 853-5889
E-mail: mlaick@sussexcounty.net

As I stated earlier, this division in the past had combined with Management Information Systems. The change in FY 2003 will be the separation, which will allow us to better monitor the expenses related to the Rural Addressing Project and the E-9-1-1 enhanced support for the Emergency Operations Center. This division's main responsibility will be the completion of the Mapping and Addressing Project. Funding has been allotted to hire a consultant to assist with the completion of this project. However, the consultant will not be the lead agency in this project as the County has permitted in the past. Consultant services will only be used when needed, with the overwhelming majority of this work being done with the County's own staff. The division will continue to revisit subdivisions, and every effort will be made to allow them to maintain their current addresses whenever possible. Since the beginning of calendar year 2002, the volume of work for this division has increased and the accuracy has been within the national standard of 98 percent.

The Mapping and Addressing Division will accomplish the following objectives during budget year 2003:

- **Completion of the emergency addressing for Sections 1, 2, and 3**
- **Commence the delivery of emergency addresses for Section 4 for the County**
- **Convert the GIS data provided by the State of Delaware to be compatible with County records**
- **Complete the naming process for all unnamed roads in the County**
- **Provide signage for private, unnamed roads**

16. **CONSTABLE'S OFFICE**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$127,735	\$157,590	\$197,868	\$211,563	\$151,579

1 County Constable – Robert N. Betts

2 Investigators

Telephone: (302) 854-5034 Fax: (302) 855-7828

E-mail: rbetts@sussexcounty.net

The Constable's Office is responsible for enforcement of all Sussex County codes and the collection of delinquent taxes, sewer and water bills, miscellaneous accounts receivable, and non-sufficiently funded checks. During budget year 2003, the office will work with the Justice of the Peace courts and the Attorney General's Office in prosecuting offenders of County regulations.

Outside funding to this office has been reduced in FY 2003. In the past we had received \$10,000 for the eradicating of rodents on private property and \$8,000 from the First State Manufactured Housing Association to assist with the removal of substandard manufactured housing. The State has eliminated the Rodent Control Program, and First State Manufactured Housing will not provide additional funding until FY '04.

The Constable's Office will accomplish the following objectives during budget year 2003:

- **Investigate and resolve complaints and violations in a timely and professional manner**
- **Proceed with a diplomatic approach in collecting back taxes and overdue sewer and water bills**
- **Assist the Planning and Zoning Department with code violations**

- **Continue the demolition and removal of vacant and illegal manufactured homes**
- **Establish an educational program for all constables to utilize the Delaware Criminal Justice Information System**

17. **PLANNING AND ZONING**

<u>Actual</u> FY '99	<u>Actual</u> FY '00	<u>Actual</u> FY '01	<u>Budget</u> FY '02	<u>Budget</u> FY '03
\$664,929	\$673,535	\$784,695	\$831,013	\$916,638

1 Director of Planning and Zoning – Lawrence B. Lank
1 Assistant Director
1 Chief Zoning Inspector
1 Environmental Planner
1 Planning Technician
3 Clerks
7 Zoning Inspectors
Telephone: (302) 855-7878 Fax: (302) 854-5079
E-mail: llank@sussexcounty.net

The Planning and Zoning Department is responsible for providing zoning information on building permits, including setbacks from property lines, building locations, and accessory use locations. The department coordinates all necessary advertising and scheduling of public hearings for the Sussex County Planning and Zoning Commission and the Sussex County Board of Adjustment.

During FY 2003, the department will assist the County Council in the final adoption of the new Land Use Plan. State law requires the County to adopt a plan every five years, with the adoption date scheduled for October 2002. Once the plan has been certified by the Governor's Office, the County has 18 months to provide the necessary supporting ordinances, including a zoning map, to comply with the Land Use Plan. The primary responsibility

for the department during the new budget year will be drafting the needed supporting documents. Funding has been appropriated in the new budget to allow for the hiring of a Planning Technician to assist the department.

The Planning and Zoning Director and the Assistant Director will be joining the American Planning Association and applying for certification as a Planner. This process will be coordinated with the County Administrator, who will also be enrolled in the same process.

Additionally, I have asked that the Planning and Zoning Department establish a pre-application process. This process will allow any developer to schedule a meeting with the County and State agencies to review a project prior to making formal application. This program will be coordinated with the State of Delaware's Planning Office. It is believed that this process will be beneficial not only to the County and State governments, but also to the developer. By meeting with the developer prior to an application, the developer will understand what the requirements will be and in some cases may decide not to go forward with the project. However, for those that have a viable project, it will be beneficial to allow the State and the County to give input at the design stage.

The proposed FY '03 budget allows for the Planning and Zoning Commission and the Board of Adjustment to meet 30 times a year. Members of the Planning and Zoning Commission and the Board of Adjustment will be paid \$250.00 per meeting.

The Planning and Zoning Department will accomplish the following objectives during budget year 2003:

- **Development of a pre-application program to ensure that any proposed development is in compliance with the County's long-range plans**
- **Assist in drafting the necessary ordinances to support the new Land Use Plan**

- **Coordinate activities between the Engineering Department and State agencies**
- **Coordinate technical review of pending applications and process all applications in a timely manner**
- **Coordinate violation activities with the Constable's Office**
- **Expand on the computer program tracking outstanding permit violations**
- **Coordinate activities with the State Planning Office**

18. **EMERGENCY OPERATIONS AND PREPAREDNESS**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$1,345,316	\$1,628,400	\$1,775,232	\$1,255,316	\$1,450,003

1 Director of Emergency Operations – Joseph L. Thomas
1 Assistant Director
1 Assistant Chief Dispatcher
1 Clerk Technician
1 Quality Assurance Supervisor
1 Personal Computer Programmer
1 Communications Section Supervisor
1 Mechanic
1 Communications Support Technician
1 Local Emergency Planning Committee Coordinator
3 Emergency Communications Supervisors
14 Emergency Communications Specialists
Telephone: (302) 855-7801 Fax: (302) 855-7805
After Hours: (302) 855-7803
E-mail: jthomas@sussexcounty.net

This department consists of Emergency Preparedness, Emergency Operations Center, Local Emergency Planning Committee, and Emergency Operations Communications. The department is responsible for responding to natural disasters, such as snowstorms, floods, hurricanes, and nor'easters, and technical disasters, such as chemical spills or hazardous material incidents. The Emergency Operations Communications Center provides E-9-1-1 service for all residents of Sussex County. The County portion of the 9-1-1 Center is responsible for dispatching fire companies, ambulance squads, and County paramedics. The 9-1-1 Center is shared with the State of Delaware whose dispatchers are responsible for dispatching State Police, the medivac helicopter, and local police departments.

The proposed FY 2003 budget allows for the second portion of the five percent across-the-board salary increase adjustment for the 9-1-1 dispatchers. In FY '02, the County provided three percent and the balance of two percent will be awarded this year. This program was implemented in an attempt to reduce the loss of staff from this department. Prior to the adoption of the salary increase, the department had lost 12 employees in the previous two budget years. During budget year 2002, the department has only had one employee resign, and one employee who was training resigned as not being adaptable to this type of work. It appears that the five percent increase over the two years has been beneficial in the retention of existing employees. The Budget Committee believes that the combination of the five percent increase and the reduction of retirement time from 30 years to 25 years has also been beneficial.

The Local Emergency Planning Committee, which is part of the County's Emergency Operations, is funded 100 percent by the State of Delaware. This department is responsible for instituting safeguards pertaining to emergency preparedness operations in time of a hazardous material release or spill from a fixed or mobile facility that may affect the general public. The department is responsible to compile and maintain records of inventory of facilities that produce, store, or sell hazardous materials in Sussex County and supply this information to first responders, as well as the general public.

The Communications Support Section will supervise and assist in the performance of preventive maintenance of all County communication towers and respective antennas and feed lines. Funding has been appropriated to allow for the completion and maintenance of the UHF paging/simulcast system. The Support Section will be responsible for the rebuilding of the siren controls. Additionally, the Support Section will continue to provide local fire and ambulance companies with technical assistance that includes paging and radio communications. In the past this assistance has led to considerable overtime. During FY 2003, the Support Section is being asked to limit their activities whenever possible to normal working hours.

The Budget Committee again recommends \$4.5 Million in the Capital Budget for the design and construction of expansion of the communications facility. During FY '05, the County will select a consultant to help with developing this program. At this time it is not yet determined if we will expand the existing facility or relocate to another area. Funding for this project would be provided from the Capital Improvement Fund. It is the Budget Committee's goal to have the \$4.5 Million available by FY '05, avoiding the need to have to borrow. During budget year FY '04, the Budget Committee is recommending that a study group be established to look to see if there is any benefit in sharing the facility with the State government. Other agencies that might want to utilize the facility may be the State Police, Department of Natural Resources, Department of Transportation, and the Delaware National Guard.

Emergency Operations and Preparedness will accomplish the following objectives during budget year 2003:

- **Provide regional training for emergency medical dispatch priority**
- **Maintain the mobile command post to offer public safety, with the capabilities of providing the latest weather, emergency communication bulletins, and a centralized meeting facility**
- **Maintain a working relationship with the County Fire Service on issues relating to dispatching, communications, and preparedness**

- **Maintain the UHF paging system for the Sussex County Volunteer Fire Service**
- **Design and purchase a new siren control system to interface with the computer-aided dispatch system**
- **Continue to locate and include new facilities in the chemical reporting program for the Local Emergency Planning Committee**
- **Critique actual incidents for training purposes and/or as alternatives to conducting training exercises**
- **Record the County’s disaster plan and hazardous material annex on computer disk**
- **Continue accreditation to be nationally recognized as an Emergency Fire Dispatch Center**
- **Coordinate a public information program to include the printing of brochures to be distributed to the public to provide valuable information during an emergency event**
- **Purchase of public education information and development of a PowerPoint program to be used in the field during emergency activation, as well as during public speaking engagements**

19. **EMERGENCY MEDICAL SERVICES**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$3,920,823	\$4,602,725	\$5,145,550	\$5,614,155	\$6,464,795

1 Director of Emergency Medical Services – Glenn H. Luedtke
1 Deputy Director
3 Division Managers

1 System Administrator
1 Training Coordinator
4 Paramedic Supervisors
68 Full-Time Paramedics
4 Part-Time Field Paramedics
1 Office Manager
1 Payroll Accountant
2 Clerk Technicians
2 Mechanics
1 Supply Assistant
Telephone: (302) 854-5050 Fax: (302) 855-7780
Website: <http://www.sussexcounty.net/scems>
E-mail: gluedtke@sussexcounty.net

Sussex County Emergency Medical Services is responsible for providing mobile health care service to improve the quality of life within the community. Emergency Medical Services provides pre-hospital care to patients relying heavily on the Sussex County Volunteer Firemen's Association in providing transportation for the patients. Sussex County Emergency Medical Services' mission requires that they provide direct patient care, continuous quality improvements, innovative technologies and procedures, and comprehensive education and training of their personnel and the general public.

The Budget Committee is recommending the second portion of the five percent across-the-board increase for all certified paramedics. Two percent has been allowed in the FY 2003 budget. The first installment was accomplished in FY '02 with a three percent increase. The Budget Committee is pleased that during the current budget year we have not had any resignations over salary or benefit issues. During FY 2000 and 2001, it was estimated that we had spent over \$400,000 in training costs to fill 18 vacancies.

The biggest activity that will take place for Sussex County Emergency Medical Services during FY '03 will be the hiring of additional paramedics to staff Unit 107. At this time the County has six units. They are located

in Lincoln, Blades, Stockley Center/Millsboro, Midway/Rehoboth/Lewes, Clarksville, and Long Neck. Because of significant issues in response times that occur due to the County's geographic size and the distribution of population, the State of Delaware has agreed that it is necessary that we implement a seventh unit. This unit will be located on the western side of the County. Currently this area is being serviced by Medic Unit 102, which covers an area of approximately 300 square miles. In FY '02 this unit responded to 2,804 calls. It was the busiest unit in the County. The national standard for critical calls states that advanced life support should be provided within eight minutes 90 percent of the time. The State of Delaware also has set response time goals for advanced life support providers of eight minutes or less for 90 percent of the calls. Countywide, the County is only responding to 51 percent of the calls in eight minutes or less. Although the State has recognized this unit, because of budget constraints this unit will not be activated until FY '04. In the third quarter of FY '03 we will begin hiring and training of paramedics for the staffing of this unit for July 1 of 2003.

The Paramedic Program continues to be the largest single expenditure for the County at \$6.5 Million. The Budget Committee believes this is the most important service that the County government provides. With the continuation of increased year-round residents and visitors, the volume of calls will continue to increase. From 1993 to 2002 calls increased 83.7 percent. There is every expectation that the pattern of annual increases will continue. In addition to adding the seventh two-person paramedic unit, an additional supervisor unit will also be added to each shift. It is unreasonable to think that one supervisor would be able to handle seven units, especially when you take into consideration the size of the County.

During FY 2002, the Paramedic Department made great strides toward achieving the goal of bringing the number of paramedics to full strength through a combination of aggressive recruiting practices and improving retention. As of March 1, 2002, the department was within three positions of reaching their goal, with the anticipation that it will be achieved by the beginning of FY '03. In addition, the leadership structure was successful in re-establishing at full strength, providing improved supervision and guidance to all functions of the department.

The Paramedic Department, as many public service providers, was affected by the events of September 11. As a result of this tragedy, training programs were expanded to include the effects of weapons of mass destruction and toxic substances. This educational process allowed the department to assist the County in providing guidance to County employees and citizens who could potentially be affected by terrorist acts. Funding in FY '03 will allow for the continuation of the educational process.

Emergency Medical Services will accomplish the following objectives during budget year 2003:

- **Hiring of additional paramedics to staff Unit 107**
- **Maintain a continuing education program that includes coordination between volunteers, fire and ambulance organizations, and the general public**
- **Maintain high community visibility**
- **Maintain a high quality of advanced life support for Sussex County residents, as well as seasonal visitors**
- **Improve response times, particularly in western Sussex County**

20. **DATA PROCESSING**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$385,102	\$320,911	\$315,618	\$356,992	\$375,024

1 Director of Data Processing – Bonnie O. Smith
1 Assistant Director
2 Programmers
2 Computer Operators
Telephone: (302) 855-7846 Fax: (302) 855-7845

E-mail: dataprocessing@sussexcounty.net

During FY '03, Data Processing will assist Management Information Systems in dealing with the interpretation of data processing-created database files. Each and every file that is needed has a file description created to a link to the AS/400. This will allow for the creation of Internet availability of this information. Data Processing will assist the County Finance Director to investigate the possibility of switching to a new computer software program. Should a decision be made to make the change, this would result in facilitating an upgrade of hardware and software for the Data Processing AS/400.

A major activity for the Data Processing staff in the new budget will be to begin to evaluate all documents of in-house written programs and procedures. An effort will be made to improve the written documents for ease of understanding so that new personnel can proceed with the necessary job. Currently the department is pursuing the search for a solution for replacement and/or modernization of in-house written software. The solution, when found, will enhance the overall performance of all County departments and general public accessibility.

The Data Processing Department will accomplish the following objectives during budget year 2003:

- **Assist in the modernization of financial software**
- **Incorporate the County's 9-1-1 addressing to database**
- **Replacement/modernization of in-house written software**
- **Assist Management Information Systems' transition from Assessment to Data Processing**
- **Process public information requests from various sources in a timely manner**

21. **ENGINEERING - ADMINISTRATION**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$557,718	\$558,577	\$649,671	\$763,575	\$759,288

- 1 County Engineer – Michael A. Izzo, P.E.*
- 1 Clerk Supervisor*
- 1 Director of Utility Engineering*
- 1 Director of Engineering Accounting*
- 1 Historic Planner*
- 3 Accountants*
- 3 Project Engineers*
- 38 Administrative Support Staff*
- Telephone: (302) 855-7718 Fax: (302) 855-7799*
- E-mail: mizzo@sussexcounty.net*

The primary responsibility for Engineering Administration is the design, construction, and operation and maintenance of public utilities. This responsibility includes wastewater treatment and disposal plants, public water systems, and the Sussex County Airport and Industrial Park. The County Engineer is also responsible for oversight and administration of the Planning and Permits Division, Utility Construction Division, and Public Works Division. Currently Engineering Administration is involved with 66 projects. During the next five years the department will be involved with \$145.6 Million in capital improvement projects. This includes \$29.4 Million for FY '03 [See Addendum 11]. During FY '03, Engineering Administration will be involved with seven regional sewer projects. These projects include Cedar Neck, Ellendale, Oak Orchard, Bay View Estates/Sea Country Estates, North Millville, South Ocean View, and Miller Creek.

Additional projects during FY '03 include Airport improvements totaling \$6.6 Million, expansion and upgrade of existing wastewater facilities, expansion of the Milton Library, the Cedar Neck bike path, and the South Coastal Library parking lot expansion.

During FY '03, funding has been allowed for the hiring of an additional Project Engineer starting the third quarter of the new budget year. I believe that based on the volume of the projects and their cost, the Engineering Department is one of the busiest on the entire East Coast. It is essential that funding be made available to allow the County to keep pace with the change in population and increase in visitors that is occurring in our County.

Engineering Administration will accomplish the following objectives during budget year 2003:

- **Oversight of design and construction of new and expanded sanitary sewer districts**
- **Monitoring of landfill closures**
- **Oversight of capital improvement projects, to include Airport and library expansion**
- **Investigate alternatives for design and treatment of sanitary sewer**
- **Investigate the sharing of utilities with local governments**

22. **ENGINEERING - PLANNING AND PERMITS DIVISION**

Costs for this division are included with Engineering Administration.

*1 Director of Planning and Permits/Assistant County Engineer –
Russell W. Archut*

3 Planning Technicians

6 Permit Technicians

1 Office Manager

2 Clerks

Telephone: (302) 855-7719 Fax: (302) 855-7799

E-mail: rarchut@sussexcounty.net

The proposed FY 2003 budget allows for the hiring of three additional employees for this division. The Planning and Permits Division has received an increasing workload. As the sewer districts continue to expand and new districts are created, the number of accounts that the division deals with has increased. Further, the division is receiving additional inquiries and questions regarding service for new areas. Fees collected by the division have increased 128 percent over the last two budget years and forms processed have increased 74 percent in the last two years, from 5,460 in FY '99 to 9,488 in FY '01. EDU's in the South Coastal Regional Wastewater Facility service area alone doubled from FY '01 of 593 to 1,201 to date in FY '02. Additionally, the Planning and Permits Division issues over 700 trash coupons a year for the Delaware Solid Waste Authority. The Budget Committee believes that these numbers are sufficient in allowing for the additional three employees to be hired.

During FY '03, the Director of Planning and Permits will work with the County Administrator and the Finance Director in reviewing billing alternatives for all of the sewer districts. Funding has been allocated to allow for the division to develop a computer program to calculate EDU assessments for commercial accounts and to assist in maintaining those records. The division will work with Management Information Systems on this project. The Budget Committee believes that this program will be beneficial in increasing accuracy and avoiding human calculation mistakes, will create a computer record that will be accessible to other County departments, and will drastically reduce the use of paper records, which conserves paper and record storage space.

The Budget Committee would like to recommend that the Council support the recommendation of the Planning and Permits Division that we increase the application fee for revision of sewer district boundaries. Currently the fee is \$500.00 for annexation requests, regardless of size. As Council is aware, annexations can range from a one-house lot to large acreage that can support more than 1,000 homes. The larger the annexation typically involves more controversial projects that require greater attention and more advertising. The Budget Committee is recommending that Council allow for the adoption of fees that would be \$500.00 for an application for less than or

equal to two acres, and \$1,500 for applications greater than two acres. These fees have been set by policy, and the Budget Committee believes that they can be adopted as part of the budget process.

The Planning and Permits Division will accomplish the following objectives during budget year 2003:

- **Promote the creation of new sewer districts**
- **Support expansion of existing sewer districts**
- **Development of a computer program to calculate EDU assessments**
- **Assist in reviewing the current billing process**
- **Assist in investigating four related capacity studies for existing pipelines**
- **Assist in securing funding under existing programs**
- **Regularly attend Wastewater Advisory Council meetings**

23. **UTILITY BILLING DIVISION**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$373,510	\$418,353	\$509,896	\$500,391	\$531,080

1 Director of Utility Billing – Leon Collins

1 Assistant Director

1 Accountant

8 Clerks

Telephone: (302) 855-7871 Fax: (302) 854-5381

E-mail: lcollins@sussexcounty.net

The responsibilities of the Utility Billing Division include, but are not limited to, billing and collection of sanitary sewer and water district charges and administrating the grant programs to assist low-income residents in obtaining funding to help toward their sewer cost [See Addendum 10].

The Utility Billing Division currently has 42,963 accounts. This figure does not count the additional users that will be connecting as a result of the Ellendale Sanitary Sewer District and the Oak Orchard Sanitary Sewer District. The 2003 proposed budget will allow for the Utility Billing Division to maintain existing sewer accounts and pick up the two new districts prior to completion of the construction of these two new districts.

It is to no one's surprise the amount of growth that is being realized within the existing sewer districts also. Each new budget year brings another increase in the total number of accounts that the Utility Billing Division must process. The increase over the past ten years has been an average of 6.5 percent per year. Each new customer must be added to the master file, which includes keying the name, address, number of EDU's, number of front feet, user class, sub-district, hookup information, and connection charge payment information. Additionally, a corresponding receivable file must be developed for each account. The Budget Committee believes that it is important that we allow for funding to upgrade computer equipment in this office and allow for training on personal computers. This will be beneficial in assuring accuracy of all accounts.

The Utility Billing Division will accomplish the following objectives during budget year 2003:

- **Accurate and timely processing of all utility bills**
- **Administrate the assistance programs for low-income utility users**
- **Assist in the collection of delinquent accounts**
- **Establish a partial payment acceptance program**

- **Assist the Board of Appeals in making fair and accurate decisions on appeals**
- **Administrate the septic grant program for low-income residents**

24. **ENGINEERING - UTILITY CONSTRUCTION DIVISION**

The costs associated with this division are allocated through the Sussex County Utility Distribution Account (SCUDA). The expenses associated are allocated based on the percentage of work accomplished by this division.

1 Director of Utility Construction – Robert C. Green

1 Project Coordinator

1 CAD Technician

1 Secretary

10 Utility Construction Technicians

Telephone: (302) 855-7717 Fax: (302) 854-5391

E-mail: rgreen@sussexcounty.net

The Utility Construction Division is responsible for working with the Planning and Permits Division and Engineering Administration in the development of construction plans and making recommendations primarily for the County's sanitary sewer construction programs. This division is responsible for working with contractors, the County's consulting engineers, and property owners. The field personnel are usually the first line of contact for property owners when we commence a new project. Representing the County government in a polite and professional manner is essential for the members of this division.

In addition to the oversight of the work being performed on the contracts with the County, the Utility Construction Division is also responsible for overseeing private sector work that is required under Ordinance No. 38. Once the construction has been completed, the utility construction staff is responsible for obtaining as-built drawings. In order to properly document this work it is essential that these plans be maintained. The lack of sufficient records will eventually lead to unneeded costs and interruption of services.

During FY '03, the Utility Construction Division will oversee the County projects for the Cedar Neck sewer system and Ellendale and Holts Landing collection systems. The cost of this construction is estimated at \$13.3 Million for FY '03.

The Utility Construction Division will accomplish the following objectives during budget year 2003:

- **Maintain a line of communication with the public during construction of new projects**
- **Development of as-built records**
- **Assist in Miss Utility locations**
- **Provide training and education opportunities for staff**
- **Offer recommendations on construction cost savings**
- **Plan review and inspection of construction for Ordinance No. 38 projects**

25. **ENGINEERING - PUBLIC WORKS DIVISION**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$592,586	\$285,209	\$286,775	\$291,781	\$358,630

1 Director of Public Works – Richard S. McCabe

1 Assistant Director

1 Secretary

2 Public Works Technicians

1 Private Roads Coordinator

1 Project Engineer

Telephone: (302) 855-7703 Fax: (302) 854-5391

E-mail: hjackson@sussexcounty.net

The Public Works Division is responsible for performing plan review and construction inspection for private subdivision roads, and Technical Advisory Committee review for subdivision applications, private water and sewer systems, streetlighting projects, suburban community improvement projects, landfill projects, and Federal Emergency Management Agency (FEMA) mitigation projects. As a result of the grant that was obtained from FEMA, the Public Works Division will continue to assist in elevating 12 homes above the 100-year flood plain during FY '03. The division is responsible for performing maintenance and assisting the County engineering consultants with sampling of groundwater and central water system facilities associated with the County's Bridgeville, Anderson Crossroads, Omar, Angola, Laurel, and Stockley landfills. Although all of these landfills have been inactive for the last 15 years, the County is still responsible for their monitoring. The FY '03 budget allows for \$164,400 for this project.

The most cost-effective programs that the County offers are the suburban community street district and streetlighting district. During FY 2003, the Public Works Division will again publicize these programs. The Public Works Division is responsible for negotiating with power companies for the installation of streetlights, billing the units within the district on an annual basis, reimbursing power companies on a monthly basis, and resolving any problems that may arise. The suburban community street district and streetlighting district are excellent opportunities for allowing private subdivisions to upgrade their communities with cost-saving programs that have little administrative responsibility for the homeowners association [See Addendum 12].

With the implementation of a pre-application process for the Planning and Zoning Department, the Public Works Division will work closely with the Planning and Zoning staff to review subdivision applications and provide information to the Planning and Zoning Commission.

The Public Works Division will accomplish the following objectives during budget year 2003:

- **Provide technical advisory review for subdivision applications in a timely manner, both pre-applications and final submittals**
- **Completion of the Federal Emergency Management Agency Mitigation Program assisting 12 homes in the County**
- **Expand community participation in suburban community street district improvements**
- **Expand communities participating in streetlighting districts**
- **Assist the Planning and Zoning Department in revisions to Chapter 99 of the Subdivision Ordinance to establish engineering design criteria and standards applicable to current and future development needs**
- **Perform plan review and construction inspection of privately owned and operated sanitary sewer and water systems that fall under the jurisdiction of County Ordinance No. 657**
- **Assist in the sampling of groundwater and central water facilities in the monitoring of the County's landfills**
- **Provide inspection services for the County's Airport construction projects**

26. **LIBRARY SERVICES**

Total Library Service Costs for FY 2003 - \$3,009,601

The library service in Sussex County consists of 11 independent libraries and three County-managed libraries, a bookmobile service, book delivery service, literacy program, and Library Administration [See Addendum 13]. The total expenditure for library services for Sussex County for both independent and County libraries is \$3,009,601. Based on the 2000 U. S. Census population figures, this computes to \$19.21 per resident in Sussex

County. A comparison of New Castle County is \$16.30 and Kent County is \$7.38 per capita.

The County Council funds 11 independent local libraries through three sources: (1) library tax, which increased 4.49 percent in FY '03; (2) General Fund Grant-in-Aid contribution, which increased 35.6 percent in FY '03; and (3) the mobile home placement tax. This computes to a total increase for the local libraries of 7.53 percent. The Budget Committee feels that this is a reasonable increase, although it is much less than what the independent libraries had asked for. The Budget Committee is of the opinion that the current budget process that the County has will not support an increase of as much as \$500,000 for this program. If the Council chooses to increase this grant, a new source of funding must be created or an existing tax must be increased.

Library Administration

<u>Actual</u> FY '99	<u>Actual</u> FY '00	<u>Actual</u> FY '01	<u>Budget</u> FY '02	<u>Budget</u> FY '03
\$496,630	\$516,680	\$402,652	\$542,589	\$561,070

1 County Librarian – Carol H. Fitzgerald

1 Assistant County Librarian

1 System Administrator

1 Accountant

1 PC Technician

1 Cataloger

2 Library Assistants

2 Librarians

Telephone: (302) 855-7890 Fax: (302) 855-7895

E-mail: cfitzger@hollinet.lib.de.us

The proposed FY 2003 budget allows for the establishment of an Assistant County Librarian position. This person will assist the County Librarian in working with the public service division consisting of the public libraries.

The County Librarian will continue to manage the general administration, budgeting and accounting, and consulting. The Librarian who performs the literacy coordination services will assume the responsibility of an outreach division consisting of literacy, the bookmobile service, and publicity. The Budget Committee is recommending that the delivery service that is being provided by private contractor be continued in FY 2003. By contracting for this we can assure uninterrupted service in transporting library materials and information between libraries.

Bookmobile

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$89,129	\$104,022	\$106,734	\$110,681	\$114,648

1 Librarian
1 Library Assistant

The bookmobile is an excellent outreach vehicle for the County which currently has 71 stops. Many of these stops include senior centers and day care centers that would not have library service without the bookmobile. During FY 2003, the Budget Committee is requesting that the Hollinet database access that was started in FY '02 be completed. This will be very beneficial to patrons in obtaining materials in a timely manner.

Milton Library

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$224,554	\$374,737	\$264,351	\$302,343	\$285,176

1 Director – Mary C. Hopkins
1 Part-Time Library Assistant
1 Part-Time Relief Page

4 Library Assistants

Telephone: (302) 684-8856 Fax: (302) 684-8956

E-mail: mhopkins@hollinet.lib.de.us

Milton staff is projecting that they will increase circulation in FY 2003 by approximately ten percent. The Milton Library continues to be an active location for both adults and children in the Town of Milton. The current library facility provides a place where a meeting room is available for local library needs, community activities, and tutoring. Additionally, the Milton Library serves as a lending library of materials for reading pleasure.

The proposed 2003 budget anticipates that County Engineering staff will go out for bids for the expansion of the current library during the first quarter of FY 2003. The project is currently projected to cost \$1.7 Million. Construction will start the second quarter of FY 2003, with these activities scheduled to be completed 11 months from commencement. The expansion will add approximately 10,000 square feet to the existing library. The proposed 2003 budget allows for additional funding in the amount of \$80,000 for furniture and equipment.

Additional activities for the Milton Library for FY 2003 will include educating the community about the services and needs of the library through presentations and other marketing efforts in hopes of additional monetary support, as well as increased public use.

South Coastal Library

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$291,681	\$291,959	\$351,806	\$376,479	\$391,770

1 Director – June E. Moran

3 Librarians

1 Library Assistant

1 Building Maintenance Supervisor

4 Part-Time Library Assistants

Telephone: (302) 539-5231 Fax: (302) 537-9106

E-mail: jmoran@hollinet.lib.de.us

The South Coastal Library continues to address the needs of area residents and non-residents, visitors, and property owners. New data shows that the area population exceeds 14,000, in addition to those who visit and work during the spring to fall months in the service area. The proposed 2003 budget allows for the hiring of two additional Library Assistants to work part-time during the summer months.

Construction on additional parking will begin shortly after Labor Day. It was determined by the Engineering Department that the project could not be completed during the summer, and that although the parking is badly needed, there would be a greater hardship by having a half-completed project during the summer months.

The County's Capital Improvement Program still reflects \$1 Million to allow for building expansion during FY 2005. During FY 2004, the County will select an architect for this project. Because of the configuration of the property, this will be a challenging project.

Greenwood Library

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$232,662	\$171,765	\$175,640	\$195,104	\$229,644

1 Director – Patricia L. Brown

1 Library Assistant

1 Assistant Librarian

1 Library Assistant/Youth Services Coordinator

2 Part-Time Library Pages

Telephone: (302) 349-5309 Fax: (302) 349-5284

E-mail: pbrown@hollinet.lib.de.us

The proposed 2003 budget allows for the hiring of a Library Assistant/Youth Services Coordinator. This will allow the Greenwood Library to better serve its young patrons and their families. The Budget Committee would like to see this individual assist patrons with computers and provide a reading advisory service for the youth. It is believed that there is a need for this person to be available from after-school hours until the library is closed. There are a number of home-schooled children in the Greenwood area and this position would also be beneficial to them.

During the new budget year, the Greenwood staff will continue to provide meaningful cultural and educational programs for the community with an emphasis on children and families. The Greenwood Library is an excellent source for general circulation and collection of recent titles and an information resource available through the automated system to meet most citizens' needs in the Greenwood area.

The Capital Improvement Program continues to indicate that the Greenwood Library will have expansion take place in FY '05, and \$1 Million will be made available for this expansion. Planning should take place in FY '04.

County Library Services will accomplish the following objectives during budget year 2003:

- **Provide library resources for all Sussex County residents and visitors**
- **Maintain the automated system and monitor for security issues**
- **Provide consulting services for libraries and boards by Library Administration**
- **Provide training opportunities for staff through appropriate classes, workshops, and conferences**
- **Complete the expansion of parking facilities for the South Coastal Library**

- **Start construction on the Milton Library expansion**
- **Capital Improvement Program budgeting for expansion of the South Coastal Library and Greenwood Library**
- **Provide meaningful cultural and educational programs for the community**

27. **ECONOMIC DEVELOPMENT AND INDUSTRIAL AIRPARK**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$570,289	\$1,016,907	\$796,961	\$651,368	\$387,549

***1 Director of Economic Development and Industrial Airpark –
 Stephen T. Masten
 1 Development Planner
 1 Clerk Technician
 Telephone: (302) 855-7770 Fax: (302) 855-7773
 E-mail: smasten@sussexcounty.net***

The responsibilities of the Economic Development Office include the promoting and development of new and existing businesses in Sussex County and expanding and diversifying the economic and employment base of our County. The department is responsible for recruiting businesses Countywide, to include tenants for the industrial parks. The department recruits businesses not only for the Sussex County Industrial Airpark, but also for the Seaford Industrial Park and Selbyville Industrial Park.

The current Capital Improvement Program indicates that the County is anticipating spending \$6.8 Million at the Industrial Airpark during FY '03. The five-year capital budget indicates that a total of \$16.3 Million of improvements will be made to the Airport and Industrial Airpark. Every effort will be made to secure as much State and Federal funding for these projects as possible. Eligible projects may qualify for 90 percent Federal

funding and five percent State funding. The Budget Committee believes this will be beneficial in increasing employment opportunities and attracting additional businesses. To date we have an annual payroll of \$13 Million and there are 650 individuals employed.

During FY 2003, the Economic Development Office will continue to be active on various committees, including the Delmarva Economic Development Association, Delmarva Water Transport Committee, Southern Delaware Tourism Commission, and Business and Education Conference.

The Economic Development Office will accomplish the following objectives during budget year 2003:

- **Seek alternative funding for Airport/Industrial Airpark expansion**
- **Provide demographic inquiries in a prompt manner**
- **Continue to assist existing businesses to assure business retention**
- **Provide potential businesses with information regarding educational opportunities, as well as location availability**
- **Encourage the business community to comply with the County Land Use Plan**
- **Work with local municipalities and the State of Delaware Economic Development Office to locate businesses Countywide**

28. **FACILITIES MANAGEMENT**

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$1,296,237	\$1,757,628	\$1,310,663	\$1,357,602	\$1,442,121

1 Facilities Manager – Ray W. Webb

1 Assistant Facilities Manager
1 Heating and Air Conditioning Mechanic
1 Electrician
5 Security Guards
9 Administrative Buildings Maintenance Support Staff
8 Airport Maintenance Support Staff
1 Clerk
Telephone: (302) 855-7840 Fax: (302) 855-7749
Airport Maintenance: (302) 855-7837

The Facilities Management Department is responsible for maintaining all County buildings and grounds, including the Industrial Airpark, County libraries, County West Complex, and County Administrative Building. The proposed FY 2003 budget allows for the hiring of an Electrician whose primary responsibility will be to maintain the electrical system of the Airport. With the continued expansion, it is important that we have an individual on staff. Currently we have to rely on borrowing staff from the South Coastal Regional Wastewater Facility or contracting with the private sector. The Budget Committee believes it will be more cost-effective to have an individual on staff.

During the new budget year, additional parking will be provided. The FY 2002 budget allowed for the purchasing of land to the south of the Race Street parking lot. The paving and completion of development of that parking lot will be finished during FY '03.

The Facilities Management Department will accomplish the following objectives during budget year 2003:

- **Continue to maintain all County facilities in a neat and clean manner**
- **Upkeep and maintenance of all grounds and roads for the Airport/Industrial Airpark**
- **Maintain all County vehicles in a safe and proper manner**

- **Coordination of custodial services for the three County-operated libraries**
- **Assist the Engineering Department in the expansion of the terminal building parking lot and replacing the VASI light system**
- **Assist the Engineering Department in the locating and construction of a facility for records retention**

29. **CONSTITUTIONAL OFFICES**

Constitutional offices include the Clerk of the Peace, Recorder of Deeds, Sheriff, Register of Wills, and Register in Chancery. All of these offices are managed by elected officials, although the County is responsible for their financial accountability. Coordination and management of these offices with the County Administrator is very important. Expenditures for these offices for FY '03 total \$1,640,145. This is a decrease in expenditures of 2.92 percent over FY 2002. This is a result of the State of Delaware taking over the management of the Register in Chancery. All income and expenses for this department will be the responsibility of the State. The County will continue to allow the Register in Chancery to remain on County employment rolls. The State will reimburse the County for any expenditures that include salary and employment benefits. The term of the Register in Chancery will expire December 2004. Until that time the State will continue to reimburse the County for this expense.

Clerk of the Peace

<u>Actual</u> FY '99	<u>Actual</u> FY '00	<u>Actual</u> FY '01	<u>Budget</u> FY '02	<u>Budget</u> FY '03
\$77,945	\$82,731	\$89,374	\$94,656	\$104,164

1 Clerk of the Peace – D. Ray Ellerman

1 Deputy

1 Data Entry Clerk

Telephone: (302) 855-7727 Fax: (302) 855-7798

The Clerk of the Peace is responsible for issuing marriage licenses, the performance of civil marriage ceremonies when requested, and providing the general public with copies of marriage certificates. The issuing of State wedding licenses continues to be dependent upon the County providing sufficient funding to allow for the budget to be balanced. Expenses for FY '03 will be \$104,164, with income projected at \$32,000. This results in the necessity of subsidizing this department \$72,164. It should be noted, however, that both New Castle and Kent County losses are similar. New Castle's FY '03 budget is projecting a \$187,146 loss, while Kent County is projecting a \$107,000 deficit. It would be very difficult to make this department cost-effective.

The Clerk of the Peace will accomplish the following objectives during budget year 2003:

- **Maintain a 24-hour telephone hotline for information**
- **Performance of civil ceremony marriages**
- **Complete the computerizing of record-keeping**
- **Provide ceremonial wedding certificates upon request**

Recorder of Deeds

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$690,743	\$999,753	\$818,714	\$920,556	\$926,151

- 1 Recorder of Deeds – Richard H. Bell II***
- 1 Deputy***
- 3 Data Entry Clerks***
- 3 Clerk Technicians***
- 1 Operations Manager***
- 1 Financial Clerk Teller***

1 Supervisor

1 Account Clerk

3 Clerks

Telephone: (302) 855-7785 Fax: (302) 855-7787

E-mail: pfausnaught@sussexcounty.net

The Recorder of Deeds Office is responsible for recording all legal documents pertaining to real estate in the County, including deeds, mortgages, tax liens, agreements, right of ways, and survey plots. Additional responsibilities include recording of appointments, powers of attorney, military discharges, and Uniform Commercial Code financing notices. The process of recording requires preserving at least one permanent copy of the information and providing ready public access to the same information. The Recorder of Deeds is also responsible for collecting realty transfer tax for the State of Delaware. The collections for FY 2001 for the State were \$15.8 Million. This compares to collections of \$9.7 Million for FY '97. This is an increase to the State of Delaware of 63 percent.

The Recorder of Deeds will accomplish the following objectives during budget year 2003:

- **Assist the general public with requests for information**
- **Timely and efficient recording and indexing of all documents**
- **Proficiently accounting and distributing appropriate fees and taxes to the proper organization**
- **Increase funding to the County General Fund with the recording of mortgage satisfactions**
- **Provide financial oversight of the department's spending to limit increase of expenditures**

Register in Chancery

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$122,697	\$124,206	\$124,408	\$131,689	\$29,204

1 Register in Chancery – John F. Brady
Telephone: (302) 855-7842 Fax: (302) 854-5023

The costs and operations of the Register in Chancery have been assumed by the State of Delaware. Legislation that was passed by the 141st Session of the General Assembly was the second step in a Constitutional change that transferred the responsibility of management of this office from the County to the State Court of Chancery. The costs that are currently in the proposed 2003 budget are related to the elected Registrar. Under an agreement the Registrar will remain in office until his term expires in December 2004. During the next two budget cycles, the State will reimburse the County for these expenditures.

Register of Wills

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$154,934	\$165,890	\$171,243	\$212,538	\$216,502

1 Register of Wills – Howard A. Clendaniel
1 Chief Deputy
1 Deputy
1 Data Entry Clerk
2 Clerks
Telephone: (302) 855-7875 Fax: (302) 853-5871
E-mail: hwilkins@sussexcounty.net

The duties of the Register of Wills include probate estates, register and record wills after death, appoint executors and administrators, and various other activities associated with the handling of estates.

During FY '02, the Register of Wills was relocated from the second floor of the State Courthouse to the first floor. During FY '03, it is anticipated that the department will move from the Courthouse to the new Court of Chancery building located on The Circle. Funding has been encumbered to allow for covering the County's cost for this relocation.

The Register of Wills will accomplish the following objectives during budget year 2003:

- **Modernization of computerizing of the department's records**
- **Prompt response to public inquiries**
- **Cross-training of employees**
- **Relocating to larger office facilities**

Sheriff's Office

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$286,021	\$273,726	\$271,671	\$329,981	\$364,124

1 Sheriff – Robert L. Reed

1 Chief Deputy

3 Road Deputies

3 Office Staff Deputies

Telephone: (302) 855-7830 Fax: (302) 855-7832

The Sheriff's responsibilities range from serving legal notices, to the transporting of State prisoners, to the sale of real estate. The Budget Committee is recommending that the starting salary for a deputy for the Sheriff's Office be set at \$23,500. For comparison purposes, Kent County's starting salary with the same qualifications and job-related experience would be \$25,000. The Budget Committee believes the increase to \$23,500 is reasonable. The Budget Committee is recommending the increase in an attempt to reduce the turnover of personnel in the Sheriff's Office. During the last two years, five employees have left the office. With the resignations and hiring of additional employees, the Budget Committee believes that services being offered by the Sheriff's Office are slowed because of the retraining requirements.

The proposed 2003 budget allows for the purchasing of an additional car with a computer program to allow for the tracking of deliverance of papers. During FY '03, it is projected that the Sheriff's Office will implement a computer program that will allow the courts to obtain the status of papers being served instantly.

The Budget Committee is not recommending funding for the Sheriff's Office that would allow each deputy sheriff to be academy certified. The Budget Committee believes that the Sheriff's Office should provide training and that training should be limited to what is needed to serve the needs of the courts. The Budget Committee is not supportive of the Sheriff's goal of allowing his deputies to provide assistance to other law enforcement agencies or miscellaneous areas of assistance to the citizens of Sussex County in the area of community policing. The Budget Committee believes that these services are best left to the Delaware State Police and the municipal police departments throughout the County at this time.

The Sheriff's Office will accomplish the following objectives during budget year 2003:

- **Streamline all areas of paperwork to allow adequate time to process and deliver papers**

- **Training and education in areas of focus to ensure proper processing of court-related documents**
- **Obtain grants to help offset cost for computer and vehicles**
- **Cross-training of road deputies to assist with office clerical functions**
- **Processing of all sales in a timely and professional manner**

30. **COMMUNITY DEVELOPMENT AND HOUSING DIVISION**

County Contribution

<u>Actual</u> <u>FY '99</u>	<u>Actual</u> <u>FY '00</u>	<u>Actual</u> <u>FY '01</u>	<u>Budget</u> <u>FY '02</u>	<u>Budget</u> <u>FY '03</u>
\$86,063	\$97,391	\$103,038	\$110,942	\$128,755

1 Director of Community Development and Housing – William C. Lecates
1 Secretary
4 Housing Rehabilitation Specialists
Telephone: (302) 855-7777 Fax: (302) 854-5397
E-mail: wlecatess@sussexcounty.net

The primary responsibility for the Community Development and Housing Division is to provide annual grants and loans to finance housing rehabilitation, community facilities, and public works improvements which serve low- to moderate-income residents in Sussex County. The proposed 2003 budget indicates that the Community Development and Housing Division will manage \$2,281,678 in housing assistance from four different sources of loans and grants: (1) the Community Development Block Grant for FY '03 will total \$1,068,090; (2) HUD Disaster Relief Initiative, \$962,063; (3) FmHA Housing Preservation Grant, \$48,000; and (4) Delaware State Housing Loan Program, \$203,525. This funding will be beneficial in allowing the Community Development and Housing Division

to provide decent housing, a suitable living environment, and expanded economic opportunities primarily for persons of low- to moderate-income.

The Community Development and Housing staff will administrate not only their own Countywide program, but will assist nine incorporated municipalities in Sussex County with funding. Neither the recipient of the grant nor the incorporated municipalities pay any of the administrative charges for this program. The Budget Committee believes that with the County administrating these programs it is beneficial for the municipalities who do not have the resources to do so [See Addendum 14].

The Community Development and Housing Division will continue to search for additional funding sources during budget year 2003 to help offset the costs related to development of the Oak Orchard Sanitary Sewer District and the Ellendale Sanitary Sewer District. This funding will be helpful in providing residents with affordable sewer infrastructure. According to the 2000 Census Bureau, a high percentage of the residents in both of the new sewer districts are low- to moderate-income.

The Community Development and Housing Division will accomplish the following objectives during budget year 2003:

- **Administrate housing code complaints for rental tenants**
- **Continue to implement and manage special grants, such as the Housing Rehabilitation Loan Program and Disaster Relief Initiative**
- **Assist over 900 low- to moderate-income citizens with grant funds for housing rehabilitation, code compliance, and infrastructure improvements**
- **Rehabilitation of 100 homes using Community Development Block Grant funding, Housing Preservation Grant funding, and the Housing Rehabilitation Loan Program**

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

31. **APPROPRIATED RESERVE**

The proposed 2003 year budget contains a recommendation from the Budget Committee to allocate \$2,516,306 to the Appropriated Reserve Account. This funding is being made available from revenue expenditure savings from the FY 2001 budget.

The projects that are being recommended for funding are:

Open Space Land Foundation Funding	\$1,000,000
Ellendale Sewer Project	500,000
Oak Orchard Sewer Project	400,000
Cedar Neck Sewer Project	400,000
Bay View Estates and Sea Country Estates Sewer Project	53,000
South Ocean View Sewer Project	50,000
Local Library Funding	53,000
Software Purchase	<u>60,306</u>
TOTAL	<u>\$2,516,306</u>

The Budget Committee believes the distribution of this excess funding will have a Countywide benefit—39.7 percent going toward open space in the amount of \$1,000,000 and 55.7 percent, \$1,403,000, being used to subsidize sewer districts. The General Fund over the last two years has benefited from the Appropriated Reserve Account. However, the Budget Committee cautions that this funding should be going toward capital projects primarily. As Appropriated Reserves reduce, we do not want to have to be dependent upon funding this every year. Of the current \$2.5 Million expenditures, the only program that may be reoccurring will be the necessity to fund local

libraries. The proposed budget recommends \$53,000. If we do not have Appropriated Reserves next year, this funding will have to either be made up from current funding or reduced.

32. **CAPITAL IMPROVEMENTS**

The proposed 2003 Capital Improvement Program has been estimated by the Budget Committee to be \$29.4 Million. Five-year expenditures are projected to be \$145.6 Million [See Addendum 11a].

The Capital Improvement Budget is a large part of the County's financial planning process. There is a French proverb that says, "*Everything passes; everything wears out; everything breaks.*" The Capital Improvement Budget must address not only what is needed for expansion, but what is needed to maintain the infrastructure at its present capacity. The Budget Committee must make reasonable expense and revenue projections for a period of five years. All projected costs are based on 2002 values and must be adjusted annually. Revenues must be forecast to allow for the recovery of costs, which could be in some occasions 20 years or longer. Sussex County government has been successful over the years in being able to obtain a wide array of funding sources for projects. For projects to be publicly acceptable, we can no longer depend on general obligation bonds or user fees to fund all capital improvement programs. The FY '03 Capital Improvement Budget will obtain funding from the following sources:

Realty Transfer Tax	\$ 3,653,336
Water and Sewer	874,980
Federal Grants	7,860,367
State Grants	5,347,278
State Loan	8,174,190
Federal Loan	<u>3,471,640</u>
TOTAL	<u>\$29,381,791</u>

This funding will support the following projects [See Addendum 11a]:

Airport and Industrial Park	\$ 7,138,111
General Fund Projects	1,929,000
Water and Sewer Projects	<u>20,314,680</u>
TOTAL	<u>\$29,381,791</u>

33. **WATER AND SEWER DISTRICTS**

Once again the Budget Committee is recommending a General Fund grant in FY '03 in the amount of \$750,000 to individual sewer districts. This funding is in addition to the \$1.4 Million recommended in the Appropriated Reserve Account. The \$750,000 brings total funding assistance to the sewer districts for FY '03 in the amount of \$2,153,000. The Budget Committee is recommending that the following sewer districts receive subsidies in FY '03 [See Addendum 16a]:

Blades	Oak Orchard
Cedar Neck	Pinetown/West Rehoboth
Ellendale	Sea Country Estates
Henlopen Acres	South Coastal Regional
Miller Creek	Wastewater Facility
North Millville	South Ocean View

This funding is made available from projected income from the realty transfer tax. It should be noted that since FY '99 the County Council has made a total of \$10,525,500 available in subsidies for water and wastewater related projects. This funding has been used both toward operations as well as capital costs. The County Council's commitment to this program has been beneficial in allowing us to leverage this money with State and Federal loans and grants. I do not know of any other local government in Delaware that has made the commitment that the County Council has in an effort to make wastewater projects cost-affordable.

The Budget Committee is once again recommending a uniform operations and maintenance (O&M) cost for the sewer districts utilizing the South Coastal Regional Wastewater Facility. These districts are North Bethany, Bethany, South Bethany, Holts Landing, Fenwick Island, Ocean Way Estates, Sussex Shores, Miller Creek, and Ocean View. By using past retained earnings in each district, the Budget Committee suggests that the O&M rate remain at the FY '02 amount of \$195.10.

During FY '02, the Engineering Department requested that Black & Veatch, the County's rate consultants, review our billing practices. Administratively it would be easier if we had one consolidated O&M rate and one capital rate. However, in the past when this has been reviewed, it has not been endorsed by the Council. Therefore, more users will see their rate increase than will decrease; although, we will continue to investigate the possibility of consolidating not only operations and maintenance costs but capital costs as well, and will report to the Council during FY '03.

The **Dewey Beach Water District** will have an annual bill of \$260.90 for the average homeowner for the seventh consecutive year. During FY '03, the district will purchase water from the City of Rehoboth. It is projected that the annual cost for FY '03 will be \$335,000. This will mark the fourth year of the negotiated agreement to purchase water from the City. The agreement requires that the purchase price increase an additional two percent each year for five years. By using past retained earnings, however, we are able to leave the rate at its current price structure.

During FY 2003, \$179,000 will be leveraged with \$170,000 from FY '02 for the painting and restoration of the water tower. The district is served by a one-million-gallon elevated tank that has not had any major maintenance work in over 16 years. Additional funding will also be made available to allow for the hiring of a contract administrator for this project.

The **Dewey Beach Sanitary Sewer District** annual bill for the average home for the proposed 2003 year budget will once again be \$297.81. County employees are responsible for the collection and transmission of waste for the Dewey Beach Sanitary Sewer District to the City of Rehoboth

wastewater treatment plant. During FY 2003, the district will pay the City of Rehoboth \$575,000 for wastewater treatment.

During the new budget year, the County will continue to meet with City of Rehoboth officials to investigate alternative forms of discharge for the treatment of wastewater from the Rehoboth treatment plant. Currently the wastewater is discharged into the Rehoboth Canal. It is important that the County continue to participate in investigation alternatives with Rehoboth, as this will have a major impact on the rates if the City chooses to change their method of discharge.

During FY 2003, the Operations and Maintenance Division will replace electrical controls for Pump Stations 2 and 4 in the Dewey Beach Sewer District.

The **Blades Sanitary Sewer District** will have an annual average bill of \$316.18. The Budget Committee is recommending a contribution of \$40,000 to the district for FY '03. County employees are responsible for the collection and transmission of the sewer for this district. The City of Seaford, through a contractual agreement with the County, provides treatment. During FY '03, the district will make a contribution to the City of Seaford in the amount of \$90,000. If Council wishes to leave the sewer rates at their current level, the grant is necessary. Over the past years Blades has experienced very little growth, and there is no major expansion foreseen in the near future. If the County's General Fund is not in a position to continue to subsidize the district, the rates will have to increase eventually.

The **Dagsboro-Frankford Sanitary Sewer District** will have an average bill of \$420.05 annually. This rate is calculated with the same operations and maintenance and front footage rates that were established when the district was first operated in FY '93. During the new budget year, Pump Station 29 in the district will be rebuilt and upgrades will take place at the wastewater treatment facility to include replacing of spray nozzles, isolation valve replacement for the irrigation system, and a new chlorine pump.

The **Bethany Beach Sanitary Sewer District** will have an average bill of \$239.26 once again. The Bethany Beach Sanitary Sewer District has benefited from the uniform operations and maintenance rate of \$195.10. However, if we were to consolidate all of the debt service charges for the districts that utilize the South Coastal Regional Wastewater Facility, the Bethany Beach District would see an increase in their cost.

During FY '03, the Operations and Maintenance Division will perform line repairs to gravity sewer at Tingle Road from Manhole 4C1 to Manhole 4C18. Approximately 300 feet of 24-inch fiberglass sewer line will be rehabilitated. It is estimated that it will cost approximately \$50,000 to complete this work. Additional work that will take place in the district includes replacement of fuel tanks at Pump Stations 54 and 60, rebuild of Pump Station 27, electrical replacement of controls at Stations 54 and 61, manhole rehabilitation throughout the district, and the purchasing of a spare wastewater pump.

The **South Bethany Sanitary Sewer District** will have an average annual bill of \$236.35. This is based on the same assessment rate and an operations and maintenance rate once again of \$195.10 that was established in FY '02.

The proposed budget allows for the rehabilitation of gravity line repair for Pump Station 14. Commencing from Pump Station 14 to Manhole 4B2, approximately 550 feet of eight-inch concrete line needs to be rehabilitated. The line will be repaired by the operations and maintenance staff using a fold and form liner repair. It is projected that this work will cost approximately \$70,000. In addition to this work, gravity line manholes will be repaired, electrical control replacements will be done at Pump Stations 11, 12, 13, 14, and 15, controls for Pump Station 7 will be converted to energy-efficient variable frequency drive, and a spare pump will be purchased.

The **North Bethany Sanitary Sewer District** will have an average annual cost of \$1,082.36 for the second consecutive year. This rate was reduced approximately five percent in FY '02 as a result of uniforming the operations and maintenance cost at \$195.10. It should be mentioned that

this is the first time in three years that we have not lowered the rate. If we were to do a uniform debt rate for the users of the South Coastal Regional Wastewater Facility, this district would be the biggest beneficiary. Because of the low number of EDU's and the lack of potential expansion, there appears to be very little in reduction for this rate in the next few years. Since 1995 the County Council has subsidized this district in the amount of \$775,000.

The **Fenwick Island Sanitary Sewer District** will have an average cost of \$292.37 for FY '03. This rate is based once again on the O&M rate remaining at \$195.10. During FY '03, the Operations and Maintenance Division will rehabilitate gravity sewer lines and manholes and replace three fuel tanks.

The **Henlopen Acres Sanitary Sewer District** will have an average bill of \$499.69 for FY '03. County operations and maintenance staff is responsible for maintaining the collection and transmission lines for this district. The City of Rehoboth is responsible for the treatment and discharge. The district will pay the City \$52,000 during the new budget year for this service. The Budget Committee is recommending that the County provide a grant to this district in the amount of \$20,000 to allow the rates to remain at their current level. The grant will be used to help offset the cost of replacing air valves on force mains, gravity line manhole rehabilitation, rebuilding of Pump Station 51, and the upgrade to the wet well at the main pumping station.

The rates for the **West Rehoboth Expansion of the Dewey Beach Sanitary Sewer District** for FY '03 will be reduced. The front foot assessment will decrease from \$4.79 to \$4.65. This reduction is a result of growth in the district, past grant contributions by the County Council totaling \$2,955,000, and a grant of \$1.2 Million from the United States Environmental Protection Agency.

During FY '03, the Engineering Department will continue with their efforts to look for alternatives to discharge from the present site. It would be premature at this time to try to predict what course of action the Engineering

Department will take. However, the Council will be given alternatives during the third quarter of the new year.

Funding has been made available during the year to allow for replacement of air valves on force mains, rehabilitation of gravity sewers, upgrading of manholes, replacement of impeller pump stations, purchase of three five-horsepower pumps, and the completion of a three-year plan to upgrade electrical controls at pump stations. Upgrades to the treatment facility include the replacement of irrigation pumps, new chlorine pumps, gearbox motors for the irrigation system, and valve repairs.

The **Long Neck Sanitary Sewer District** rate for the proposed 2003 year budget is \$472.83. This is the ninth consecutive year that the operations and maintenance and front foot assessments have remained the same for this district. The primary reason that the service charge for the Long Neck Sanitary Sewer District has been able to remain constant is because of the excellent preventive maintenance program established by the staff for this district. The spray irrigation treatment system was one of the first established in the State, and it is just as proficient as it was the day it first started operating.

Funding has been appropriated in the new budget for maintenance to Pump Station 80. This is a force main station that pumps directly into the Inland Bays Wastewater Facility. The station currently consists of two Flyght 88-horsepower pumps that operate at full speed. These pumps will be replaced with a variable frequency drive system at this station. This will result in the ability to operate the scheme of the station to run continuously, varying the pump speed proportionate to the station flow. This will permit more flexibility in allowing other pump stations to pump directly into the force main. This will be beneficial in allowing for the stabilization of the cost of running this system.

The Budget Committee is recommending that funding be allotted to allow for the installation of a security fence around the treatment plant. The Budget Committee believes this will be beneficial in discouraging trespassers.

As the number of County facilities continues to increase, it is difficult at times to schedule the sharing of equipment. Funding in the amount of \$40,000 has been allocated in the new year to allow for the purchasing of a new truck with a boom. The existing one-ton truck used to carry tools and remove pumps for replacement or repair is a pickup with a boom added on the back. The tools that must be carried in the vehicle for repairs are in danger of exceeding the weight capacity that is permitted for this truck. The truck that will be purchased will be a one-ton utility pickup truck with dual wheels and a heavy-duty suspension. Additionally, \$18,000 is being allotted to allow for the purchasing of a tractor and attachments. This equipment will be beneficial in cutting weeds in the north and south irrigation fields, pushing snow in winter months when necessary, and assisting in moving materials and equipment. The tractor will be equipped with a front loader, bush hog, and a box blade.

The **Sussex Shores Sanitary Sewer District** will have an annual bill in FY '03 of \$466.42. This district is also benefiting from the uniform O&M rate of \$195.10 for the users of the South Coastal Regional Wastewater Facility. This rate was lowered five percent for this district in FY '02.

Ocean Way Estates, a sub-district of the Bethany Beach Sanitary Sewer District, will have an average annual rate of \$469.00 for FY '03. This district also has the O&M rate of \$195.10, which was a five percent reduction in FY '02.

The **Holts Landing Sanitary Sewer District** is the only sewer district that will have an increase in FY '03. The rate will increase from \$407.60 for the average user to \$584.40. The Holts Landing Sanitary Sewer District's first year of operation was FY '02. The County purchased the system from a private utility company. At the time of the referendum that authorized the County purchase of this system the users were made aware that the rates would be increasing because of the necessary work to upgrade the system. Prior to the County's purchase there were continuous problems with the system, and on occasion it was out of compliance with permit requirements. It should be noted that the increase is approximately \$99.00 less than what was originally projected. The operations and maintenance portion of the bill

was reduced to the uniform rate of \$195.10. Originally, it was believed that the operations and maintenance portion of the bill would be \$295.00. The Budget Committee would like to mention that the County has provided \$50,000 in assistance to this district in the past.

The proposed 2003 budget calls for capital expenditures for the **South Coastal Regional Wastewater Facility** in the amount of \$2.8 Million. This funding will be leveraged with \$1.2 Million that was allocated in the FY '02 budget to upgrade the biosolid treatment process. The County Engineering Department, with the assistance of engineering consultants Stearns & Wheler, has performed extensive investigation into our present operations looking for the best solution. Various treatment alternatives have been compared. Design will take place to allow for the construction of a sludge hauling system that will allow the United States Environmental Protection Agency (EPA) to reclassify the County's facility from a Class B to a Class A. Producing a Class A biosolid product offers a great deal of recycle flexibility for the County. In eastern states calcium availability from the product and the level pH are welcome in the agriculture community. Lime also reduces odors associated with storage and handling of our final product. Basically what we would be doing is mixing the sludge with lime and heating it, resulting in the pasteurization of the biosolids. This process would result in the production of Class A biosolids containing nearly non-detectable levels of pathogens, as recognized by the United States Environmental Protection Agency.

The Budget Committee is concerned that if we continue with the handling of the sludge as we have been, it will necessitate the County's need for purchasing more land for biosolid application. In addition, future changes to the State's nutrient management strategy may further restrict the amount of biosolids that can be applied by adding phosphorous limitations, which are more restrictive than the current nitrogen loading limitations for agricultural land. The Budget Committee believes that the production of the Class A product at the treatment facility would eliminate the need to own and maintain the current application sites. This conversion would eventually result in a savings to the users of the South Coastal Regional Wastewater Facility.

Advantages to Converting to a Class A Biosolid Product:

- **Production of a Class A stabilized product and a fully controlled process on-site**
- **Currently there are no requirements, such as additional extensive monitoring for future stockpiling or processing**
- **Produces a biosolid product with good liming equivalency, suitable for beneficial use for agriculture, horticulture, and land restoration**
- **Reduction in transportation costs**
- **Reduction in the necessity for purchasing additional land in the future**
- **Eliminates any necessity to obtain approvals from U. S. EPA or Delaware Department of Natural Resources**

One Hundred Seventy Thousand Dollars (\$170,000) is being appropriated for purchasing of vehicles to be used within the sewer district. In addition to the boom truck that will be purchased for the Long Neck Sanitary Sewer District, the Operations and Maintenance Division will purchase a jeep, a one-ton cargo van, a four-by-four extended cab pickup, a four-by-four utility pickup, a half-ton extended cab pickup, and one four-wheel-drive vehicle for the Utility Construction Division. Additionally, \$20,200 has been authorized for the purchasing of office furniture and equipment for the four wastewater facilities.

The Budget Committee believes it is essential that the staff of all wastewater facilities be provided with the necessary funding to maintain equipment in the proper working order to allow us to comply with our permit limits and the environmental needs of the County.

In summary, the proposed FY '03 budget is an example of austerity. The Budget Committee believes the income projections are reasonably obtainable. By limiting the growth of expenditures to 3.99 percent over the FY 2002 budget expenses, County finances shall remain steadfast. Budget increases in excess of five or six percent will eventually result in tax increases or reduction in services, and neither is desirable.

The Budget Committee believes that it is important to fund grant-in-aid programs at their current level. The committee did not want to reduce funding to agencies that have become dependent on County assistance. The Budget Committee believes that it is the right thing not to expand the Grant-in-Aid Program at this time. American writer Mark Twain once said, "*Always do right. This will gratify some people, and astonish the rest.*"

Should the County Council choose to increase charitable donations, the Budget Committee would recommend that the funding be taken from the Reserve for Contingencies. This account contains \$1 Million for FY '03. This is an increase of \$250,000 over FY '02. During the normal year, it would not be unusual for this account to have an expenditure of \$500,000 to \$600,000. The additional funding was provided this year to allow the Council a little flexibility if they wish to fund other projects. Also, because of the thrift policies that are being imposed on the new budget by limiting expenses to 3.99 percent, additional funding may have to be made available to individual departments. The Council should keep in mind that expanding the Grant-in-Aid Program will position the County to continue with this funding for those who have become dependent upon it. Funding organizations that are finding difficult times because of the State's budget position provides the County with no guarantee that these requests will not be perpetual.

There is a management philosophy that if you want things to remain as they are, you have to allow for change. The Budget Committee believes that the changes that are being proposed will be beneficial in allowing Sussex County to remain a preferable area for people to live and visit. The proposed budgeted public safety changes to allow for the hiring of additional State Police, paramedics, and open space funding will be beneficial Countywide. The Budget Committee would encourage the County Council to be patient with the Open Space Program. This program may take three to four years to see a

significant benefit. However, once land has been protected under this program, it will be preserved for future generations.

The Budget Committee is concerned with changes that affect the budget that we have very little control over; for example, workmen's comp insurance increases, health care insurance costs, and general liability costs. An article that appeared in The Kiplinger Letter of April 19, 2002 stated, "Rates are skyrocketing for all types of policies . . . driven higher not only by the record losses incurred in the Sept. 11 terrorist attacks, but also by a series of other pressures: Rising prescription drug costs and continued escalation in health care prices. The need to play catch-up after years of cutthroat competition in property and casualty insurance drove premiums below breakeven. And the evaporation of stock market gains that for a decade subsidized less-than-profitable insurance underwriting." The article went on to state that, "Premiums won't come back to earth anytime soon. Rate increases for most policy types won't moderate until 2004. For health care, 2006. Even then, charges won't DROP, they'll just climb at a more sedate pace. Figure on double-digit hikes, pretty much across the board." The uncertainty of the cost and availability of insurance is another reason why the Budget Committee increased the Reserve for Contingencies \$250,000.

The Budget Committee understands that there are those who would like to see the County expand services now. However, the Budget Committee believes that if we are going to continue the success we have had in the past, it is best to allow the phasing-in of additional sewer districts, additional State Police, and additional paramedics. If we look at the County's overall responsibilities, the County government is providing many more services than it did 15 years ago. With a steady continuation of increased services these programs will remain successful. American journalist James Reston once wrote, "*Nations, like individuals, have to limit their objectives or take the consequences.*"

The projections that were used by the Budget Committee to develop this budget in my opinion were fair, honest, and accurate based on our knowledge of the County's transactions and current conditions and our experience as public administrators. I would encourage the County Council to review the budget before the public hearing is held on Tuesday, June 18, 2002.

Sussex County Council
May 21, 2002
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Please do not hesitate to contact me prior to the hearing if you have any questions regarding the proposed budget.

Sincerely,

Robert L. Stickels
County Administrator

RLS/sww