

## WASTEWATER TREATMENT FACILITY



Solar Drying Chamber



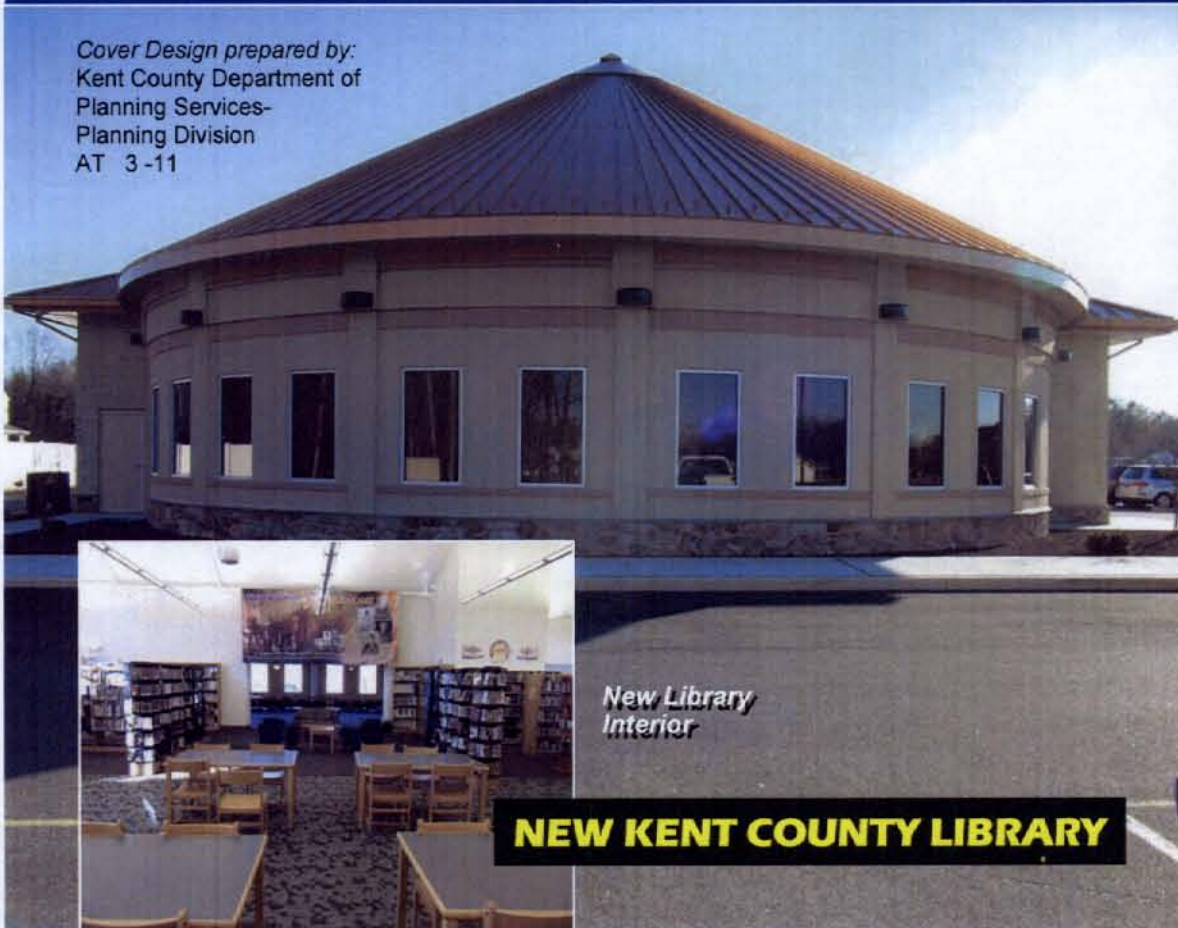
Ultraviolet Disinfection System

# Fiscal Year 2012 Budget

New Solar Panels

## KENT COUNTY LEVY COURT

Cover Design prepared by:  
Kent County Department of  
Planning Services-  
Planning Division  
AT 3-11



New Library  
Interior

## NEW KENT COUNTY LIBRARY



### LEVY COURT COMMISSIONERS

Hon. P. Brooks Banta  
*PRESIDENT*

Hon. Allan F. Angel  
*VICE PRESIDENT*

Hon. Eric L. Buckson

Hon. Bradley S. Eaby

Hon. Glen M. Howell

Hon. Terry L. Pepper

Hon. George "Jody" Sweeney

Michael J. Petit de Mange  
*COUNTY ADMINISTRATOR*

**The Kent County Levy Court Wastewater Treatment Plant is going GREEN! Kent County Levy Court's commitment to renewable energy is being realized with the installation of a 1.2 megawatt Photovoltaic System (large picture) which consists of 6,000 solar panels, at an estimated cost of \$8,299,500. These solar panels produce approximately 1,700 megawatt hours of electric each year. The installation of the solar panels took 12 months and was completed in February 2011.**

**A Passive Solar Biosolids Drying Chamber (inserted picture) was installed to partially replace the thermal drying process and thus saving natural gas. Planned completion of the Passive Solar project is May 2011 and has taken over 18 months, at an estimated cost of \$4,317,000.**

**Finally, an environmentally friendly Ultra Violet Disinfection System (inserted picture) was installed, which replaces the use of Chlorine Gas Disinfection. The system has been in operational testing since October 2010 and was installed at a estimated cost of \$2,980,800.**

**These improvements will return energy and cost savings in the operations of the Wastewater Treatment Plant.**

**Kent County Levy Court's new Library, located in the Longacre Village Shopping Center at 495 Red Haven Lane, Dover, DE 19901, opened in June 2010. The Library was previously located on Rt. 13 in Camden. Information regarding hours of operation, scheduled times and locations of the Bookmobile and other special events is available by calling 302-698-6440 or by visiting our website at [www.co.kent.de.us](http://www.co.kent.de.us).**



# KENT COUNTY LEVY COURT

## DELAWARE

### Fiscal Year 2012 Budget

#### Governmental Funds

General Fund  
Special Revenue Funds  
Capital Project Funds

#### Proprietary Funds

Enterprise Funds  
Internal Service Funds

#### Fiduciary Funds

Pension Trust Fund  
Retiree Benefits Trust Fund



#### **Levy Court Commissioners**

Hon. P. Brooks Banta, President

Hon. Allan F. Angel, Vice President

Hon. Glen M. Howell

Hon. Eric L. Buckson

Hon. Bradley S. Eaby

Hon. George "Jody" Sweeney

Hon. Terry L. Pepper

#### **County Administrator**

Michael Petit de Mange

***"The Heart of Delaware"***

## **MISSION**

As employees of Kent County, our mission is to provide quality services to residents. These services include planning for County development, enforcement of the zoning ordinances and building codes, retention of records, wastewater treatment and environmental management, emergency medical services, parks and recreational programming, library services, and support for the elderly and handicapped. We strive to be efficient and effective at our jobs and work hard to protect the County's investment in these services.

We always try to be responsive to our customers' needs. Our customers are all of the people who come into contact with the systems and services we provide (i.e., citizens, elected officials, public agencies, the private business sector and our contemporaries.)

Our customers rely on our experience and expertise. Their needs create our jobs, and our service should always recognize the importance we place on their support.

## **KENT COUNTY SERVICES**

First is the requirement of County government to meet the statutory requirements of the Delaware Constitution and the Delaware Code. These requirements are as follows:

- Building construction permits and inspection
- Commissioner oversight and general administration
- Comptroller review
- Court support services
  - Subpoena service
- Deed recordation and related legal documents
- Emergency medical services (advanced life support)
- Engineering services including
  - Garbage collection management
  - Sewer service
  - Street lighting districts
- Land management
- Land use enforcement procedures
- Library services
- Marriage licensing
- Park services
- Property assessment
- Property tax collection for County and school districts
- Wills registration
- Dog Licensing

Second is the necessity of ensuring other essential services are in place to support the statutory departments. Third is to offer a spectrum of coverage to meet County necessities. These departments are as follows:

- Finance
- Information Technology
- Emergency Communications
- Emergency Management
- Personnel
- Community Services

Our County organization facilitates the achievement of these obligations. Staffing levels are established to satisfy the requirements and provide prompt response to requests for service.

## KENT COUNTY LEVY COURT COMMISSIONERS

**Hon. P. Brooks Banta**  
President  
1<sup>st</sup> Levy Court District

300 South Carter Rd.  
Smyrna, DE 19977

(302) 242-2572



**Hon. Allan F. Angel**  
Vice President  
3<sup>rd</sup> Levy Court District

101 Nixon Lane  
Dover, DE 19901

(302) 382-6735



**Hon. Bradley S. Eaby**  
2<sup>nd</sup> Levy Court District

99 Wolfe Creek Blvd.  
Suite 3  
Dover, DE 19901

(302) 670-4806



**Hon. Eric L. Buckson**  
4<sup>th</sup> Levy Court District

59 Yearling Court  
Camden, DE 19934

(302) 670-4806



**Hon. George "Jody" Sweeney**  
5<sup>th</sup> Levy Court District

846 Moose Lodge Rd.  
Camden-Wyoming, DE  
19934

(302) 943-2832



**Hon. Glen M. Howell**  
6<sup>th</sup> Levy Court District

24 Meadow Ridge Pkwy  
Dover, DE 19901

(302) 734-1569



**Hon. Terry L. Pepper**  
At Large

104 Captain Davis Dr.  
Camden-Wyoming, DE  
19934

(302) 697-9194







# Kent County Levy Court Districts

- 
 1st - P. Brooks Banta  
 300 South Carter Road  
 Smyrna, DE 19977  
 Work: (302)744-2305
- 
 2nd - Brad Eaby  
 99 Wolfe Creek Blvd., Suite 3  
 Dover, DE 19901  
 Work: (302)744-2305
- 
 3rd - Allan F. Angel  
 101 Nixon Lane  
 Dover, DE 19901  
 Work: (302)744-2305
- 
 4th - Eric Buckson  
 59 Yearling Court  
 Camden, DE 19934  
 Work: (302)744-2305
- 
 5th - George "Jody" Sweeney  
 846 Moose Lodge Road  
 Camden-Wyoming, DE 19934  
 Work: (302)744-2305
- 
 6th - Glen Howell  
 24 Meadow Ridge Pkwy  
 Dover, DE 19901  
 Work: (302)744-2305
- At Large  
 Terry Pepper  
 104 Captain Davis Dr.  
 Camden, DE 19934  
 Work: (302)744-2305

Prepared By: Kent county Department of Planning Services  
 Division of GIS/Mapping/911 Addressing  
 555 Bay Road  
 Dover, DE 19901

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## **KENT COUNTY, DELAWARE - OVERVIEW**

### **General Information**

Kent County's 2010 estimated population, according to the 2010 census, is 162,310. Kent County, Delaware is bordered on the north by New Castle County, Delaware; on the east by the Delaware Bay; on the south by Sussex County, Delaware; and on the west by the State of Maryland. Total land area is 595 square miles comprising approximately 30 percent of the land area in the State of Delaware. In addition to the land area, 211 square miles of Delaware Bay lie within the County's borders, producing a total area of 806 square miles.

The City of Dover serves as both State capital and the County seat. It is situated in the central portion of the County and is approximately 60 miles south of Philadelphia, Pennsylvania; 60 miles east of Baltimore, Maryland; 80 miles east of Washington, D.C.; and 110 miles north of Norfolk and Richmond, Virginia.

The County lies completely within the Atlantic Coastal Plain, part of the Atlantic Continental Shelf that extends along the entire east coast of the United States. Elevation in the County ranges from sea level to 80 feet. The climate is moderate year round with temperatures averaging 72.2 degrees in summer to 38.7 degrees in winter. Average annual rainfall is 43.2 inches. Prevailing winds are from the southwest during the summer and northeast during the winter. The growing season varies from 185 to 200 days.

### **Government**

The State is divided into three counties. All of the counties, cities and towns within the State are independent, incorporated political subdivisions, each with certain powers of taxation as conferred by the State Legislature. School districts also have independent taxing power.

Kent County has a Commission form of government called the Levy Court. The seven-member Levy Court is composed of six commissioners elected from districts and one at-large commissioner. Terms of office are staggered and last four years. The Levy Court has legislative powers granted by the State. In addition to the elected Levy Court, there are five "row" officers elected County-wide. These officers are Clerk of the Peace, Comptroller, Recorder of Deeds, Register of Wills and Sheriff. Terms of office are staggered and last four years. The County Administrator and five department managers are appointed by, and serve at the pleasure of, the Levy Court. Together these "row" offices and departments administer the offices and services that are the responsibility of the County.

### **County Services**

The County is financially and operationally responsible for public health and safety, sewage collection and treatment, drainage, planning and zoning, parks and recreation and custodial responsibility for public records. The sewage collection system services approximately 90,000 to 100,000 County residents and expansion of the system to accommodate developing areas is continuing. The County operates a centralized sewage treatment facility providing treatment service to the cities and towns of Dover, Smyrna, Camden, Wyoming and Milford, as well as, unincorporated areas. In FY 2011 the County started providing services to the City of Harrington as well. The County sewer collection and treatment facilities are operated as a separate fund which is self-supporting.



## **FINANCIAL POLICIES**

### **Accounting**

The accounting policies of Kent County conform to generally accepted accounting principles (GAAP) as applicable to governments.

The accounts of the County are organized on the basis of funds or account groups, each of which is considered to be a separate accounting entity.

All Governmental Funds are accounted for using the modified accrual basis of accounting. All Proprietary Funds, Pension Trust Fund and the Other Post Employment Trust Fund are accounted for using the accrual basis of accounting.

The County applies all applicable GASB pronouncements, as well as, FASB statements and interpretations, APB opinions and ARBs issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements. The County has elected not to follow FASB pronouncements issued after November 30, 1989.

### **Budgetary**

Formal budgetary integration is employed as a management control device during the year for the governmental fund types. These budgets are adopted on a basis consistent with generally accepted accounting principles.

The Levy Court Commissioners adopt the annual operating and capital budgets before May 1 of each year.

The budget, with the exception of the Capital Projects Fund, lapses at fiscal year-end.

### **Debt Service**

Kent County is governed by Title 9, Delaware Code, Section 4111 for the issuance of debt.

The principal, interest and premium, if any, on the bonds are to be paid by ad valorem taxes on all real property which is subject to taxation by the County without limitations as to rate or amount.

The outstanding general obligation bonded indebtedness of the County may not exceed 12 percent of the assessed valuation of all real property subject to taxation by the County.

### **Investment and Cash Management**

The County invests in certificates of deposit from financial institutions which are insured by the Federal Deposit Insurance Corporation or, to the extent not insured, collateralized by U.S. Government Securities, obligations issued or guaranteed by agencies controlled by, or acting as an instrumentality of, the United States, and Repurchase Agreements in which the County has a perfected security interest in the collateral security.

Property tax revenues are recognized when they become available. Available includes those property taxes receivable expected to be collected within 60 days after year-end. Delinquent taxes are considered fully collectible; therefore, no allowance for uncollectible taxes is provided.

## FISCAL YEAR 2012 BUDGET NARRATIVE

- 1) Whenever a supplemental or program request is submitted to Levy Court during the current budget year and exceeds \$1,000, a fiscal note explaining how the request will impact the adopted budget and how it will be funded in the future must be included.
- 2) Department heads may redistribute monies within their respective budgets from one minor code to another within the 100-190 or 200-250 or 300-900 groups without approval of the County Administrator. Transfers are permitted between the specified groups of up to 10 percent per annum of the group total with the written approval of the County Administrator.
- 3) No funds in minor codes 375-390 may be encumbered for equipment unless said purchase was detailed in the departments' approved budget request. An exception request may be submitted to the County Administrator for approval. The exception request must explain the reason for not purchasing the budgeted items and giving details regarding the need for the requested alternative.
- 4) The County Administrator may approve intra-fund transfers of up to 5 percent per annum. Budget amendments exceeding these conditions shall be referred to Levy Court.

Required forms are available on the County computer system (V: drive) or from the Finance Department and must be properly submitted and entered into the budget software before any funds may be encumbered.

- 5) Financial allocations to other governmental agencies or jurisdictions contained in this budget are subject to separate approval by Levy Court of a written agreement containing the specific obligations of the parties. Such budgeted allocations are subject to adjustment and may not apply to Community Service Grants.
- 6) All employees shall receive electronically deposited paychecks except those persons without a checking account or other reason approved by the Personnel Director. Employees are paid every two weeks on Friday. If the normal payday is a holiday, then payday is on the last workday before the holiday. Employees are paid one week in arrears.
- 7) The normal County workweek is from 12 midnight on Sunday to 11:59 p.m. Saturday. The normal County office hours are 8:00 a.m. through 5:00 p.m., Monday through Friday.
- 8) Any employee approved for on-call pay for a given week shall receive a payment of \$80 for each week assigned. Said amount may be prorated for a partial week of on-call assignment. A different rate may apply to members of a collective bargaining unit.

- 9) Employees holding a position that is normally engaged in shift work (having to stay on post until replaced) and/or regularly scheduled to work the second shift (no earlier than 5 p.m. and no later than 2 a.m.) shall receive a shift differential of 35 cents per hour. Any employee holding a position that is normally engaged in shift work and/or is regularly scheduled to work the third shift (no earlier than 12 a.m. and no later than 8 a.m.) shall receive a shift differential of 50 cents per hour. A different rate and a different schedule may apply to members of a collective bargaining unit.
- 10) As provided in County policy, each full-time employee shall be eligible for coverage under the County's approved health insurance program, dental insurance program, life insurance program(s), long-term disability program and travel accident program. Employees waiving health insurance coverage shall receive \$100 per month cash back for opting out of the plan, upon presentation of evidence of comparable health insurance coverage provided by some other source. Employees choosing the less expensive employee-only HMO-High or PPO Basic option shall receive \$35 per month cash back or \$50 per month for selecting the HMO-Low employee-only option. Employees may purchase coverage for dependents at contract rates, less the value of the employee only PPO option plus 60 percent of the remaining cost or \$175 (whichever is greater) per month in advance.
- 11) As provided by the Retiree Benefits ordinance, participants shall be eligible for coverage under the County's approved health insurance program and dental insurance program. Participants waiving health insurance coverage shall receive \$100 per month cash back for opting out of the health insurance plan, upon presentation of evidence of comparable health insurance coverage provided by some other source. Participants choosing the less expensive employee-only HMO-High option or PPO Basic shall receive \$35 per month cash back or \$50 per month for selecting the HMO-Low employee-only option. Participants may purchase coverage for dependents at contract rates, less the value of the employee only PPO option plus 60 percent of the remaining cost or \$175 (whichever is greater) per month in advance.
- 12) The operating hours for the State of Delaware court system are 8:00 a.m. to 4:30 p.m. In order to accommodate that schedule, hourly employees in the Office of Kent County Sheriff work 7 ½ hours per day with time off and related benefits accruing at that commensurate rate.
- 13) Members of Levy Court appointed boards and commissions with approved by-laws providing for compensation shall receive \$100 per meeting. The chairperson, or in his/her absence the acting chairperson, of each board or commission shall be compensated \$125 per meeting. Such compensation will be paid only when the board or commission transacts official business related to its purpose and the meeting is of notable duration.



- 14) Mileage is computed at the prevailing U.S. General Services Administration (GSA) privately owned vehicle mileage reimbursement rate for personal vehicle use on County business, with the primary work site or residence, whichever is closer to the destination, as the starting point. When a County vehicle is available, employees shall use the County vehicle for such County business or receive the lower GSA reimbursement rate. The GSA rate in effect as of July 1, 2011, shall be used as the rate for reimbursement for the first six months of the County's 2012 fiscal year and the GSA rate in effect as of January 1, 2012, shall be used as the rate for reimbursement for the last six months of the fiscal year.
- 15) Employees shall be ineligible for reimbursement for any meals whenever on official County business or attending a training/educational program lasting no more than one day and located within the State of Delaware, unless said meal is included in the program registration cost. Employees attending such single day programs or meetings outside the State of Delaware shall be eligible for reimbursement of actual meal cost, up to the amounts set by County policy, upon request and submission of actual receipts.
- 16) The budget includes actual and estimated pay increases as provided in the Personnel Policy chapter of the Kent County Code as amended, such as longevity pay, temporary duty increases, education increases, certification or training increases, etc.
- 17) In accordance with the annual actuarial valuation report dated February 16, 2011, a contribution of \$1,527,494 to the Kent County Employee Pension Fund is required in fiscal year 2012. The General Fund portion of the FY 2012 pension contribution is \$1,180,194 and the Sewer Funds portion is \$347,300.

Kent County will make contributions on behalf of its employees under employer pick up. Eligible employees hired before December 21, 2010 have one percent (1%) of base salary deducted over 26 pay weeks for this purpose. Eligible employees hired on or after December 21, 2010, have three percent (3%) of base salary over \$6,000 deducted. Employees may not make direct contribution to the pension.

In addition, \$661,025 has been budgeted for GASB 45 compliant post-employment benefits. The General Funds portion of the OPEB contribution is \$509,225 and the Sewer Fund's portion is \$151,800.

- 18) The collective bargaining agreement approved by the members of CWA Local 1036/Branch 312 and the Levy Court on March 22, 2005 states that the members of the bargaining unit located at the Kent County Wastewater Treatment Facility "will receive the same pay/salary increase under the same conditions as other County employees...." In addition the agreement provides for a group performance award of \$250 for each member as of June 30, payable on or about December 1 if specified goals are achieved. The performance award can be doubled if the specified goals all fall within the cost-saving category. The collective bargaining agreement expired on December 31, 2008 and has been extended by Memorandum of Understanding for two successive one year periods. Negotiations are currently underway.

- 19) The collective bargaining agreement approved by members of AFSCME Council 81, Local 781 and the Levy Court on April 26, 2006 states that the members of the bargaining unit representing eligible Emergency Medical Services Division employees “will receive the same pay/salary increase under the same conditions given to other County employees...” The collective bargaining agreement expired on June 30, 2009 and has been extended by Memorandum of Understanding for two consecutive one year periods. Negotiations are currently underway.
- 20) Beginning in FY 2010 the County became 100% responsible for the cost of Dog Control within Kent County by State mandate. The amount budgeted in FY 2012 for this program is \$758,300. In addition beginning in FY 2011 the County became responsible for Dog Licensing which is budgeted at a cost of \$82,500.
- 21) By County ordinance, any position that remains vacant for two consecutive fiscal years is considered eliminated. Per the provision, 25 positions except the unfunded Assistant Director of Public Safety – Emergency Management Division position, as well as a vacant Paramedic Trainee and a vacant Recreation Program Supervisor position are considered eliminated as of July 1, 2011.
- 22) During fiscal year 2011, the Division of Parks and the Division of Recreation were combined into one Division supervised by a single Assistant Director.
- 23) Effective June 7, 2011, per House Bill 294 as amended by Senate Bill 1 and approved April 27, 2010, the elected Office of Receiver of Taxes and County Treasurer was eliminated and all former responsibilities were absorbed into the Department of Finance.
- 24) Funding has been included in this budget to add two new Dispatcher I (Grade 8) positions in the Department of Public Safety and a Maintenance Worker I (Grade 5), a Maintenance Mechanic III (Grade 9) and an Engineering Project Manager III (Grade 15) in the Department of Public Works. In addition, reclassifications approved include the License Specialist from Grade 6 to License Specialist II to Grade 7 in the Clerk of the Peace Office; Accountant III (Grade 12) to exempt/salaried Account Analyst (Grade 13) and Monitions Program Administrator (Grade 8) to Tax Administrator (Grade 9) in the Department of Finance.
- 25) Effective July 1, 2011, all classified, unclassified, and elected employees shall receive a 1.8 percent wage adjustment based upon the Dover – Kent County Metropolitan Area Consumer Pricing Index (CPI) for 2010. The pay ranges contained in the approved pay classifications system shall remain unchanged.
- 26) The annual rate of pay shall remain unchanged for part-time, temporary, and contractual employees and those employees with statutorily established salaries.
- 27) Effective July 1, 2011, all retirees receiving a pension in the Kent County Employee Retirement Program shall receive a 1.8 percent cost of living adjustment.

## BUDGET PROCESS

Kent County Levy Court adopts an annual appropriated budget pursuant to the Delaware Code, Title 9, Section 4110. The budget cycle is a process that requires planning and monitoring throughout the fiscal year. Cost centers are required to keep close track of revenues and spending patterns as the current year progresses. As new ideas and programs are generated, the managers are challenged to project the plans into future year budgets.

Because spending limits are defined, the formal budgeting process is a major controlling influence on the County. The annual appropriated budget of each fund is integrated into the accounting system to ensure budgetary compliance. The use of encumbrance accounting also has been established as a control mechanism to prevent over expenditures.

Budgets for governmental funds have been prepared on the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when they become both measurable and available as net current assets. Expenditures are recognized when the related liability is incurred. Budgets for the proprietary and fiduciary funds are prepared on the accrual basis of accounting. Under this method of accounting, revenues are recognized when earned and expenditures are recognized when incurred.

Kent County Levy Court's (KCLC) annual General Fund, Special Revenue Funds, Enterprise Funds and Internal Service Funds operating budgets are prepared as "balanced budgets." In this context "balanced budgets" means that total annual budgeted operating expenses are matched by budgeted revenues and other financing sources for each fund. This concept does not apply to capital budgets which are financed through a combination of current revenues, loans, grants and reserve transfers from fund balances. The balanced concept also applies to the Pension Trust and Retiree Health Trust Funds. These funds are funded on an annual basis and are balanced on a long-term actuarial basis in compliance with applicable GASB pronouncements.

The basis for budgeting is the same as the basis of accounting as reflected in the County's annual Audited Financial Statements.

KCLC revenue estimates for FY 2012 are developed using a combination of recent history, trends, statistical information, recent fee changes and other known factors to provide accurate revenue projections. The General Fund and Sewer Fund sections of the budget contain additional specific estimate details for large revenue sources.

Levy Court Commissioners, the County Administrator and other senior staff participated in the strategic planning process during the FY 2012 budget cycle. Key topics related to County population growth and current and projected economic conditions, advanced life support services, economic development, community services investments and other capital investments were identified and addressed in the 2012 budget. Other shorter term issues, such as increasing energy costs, employee and retiree health insurance costs, building Sewer Fund reserves and funding Sewer Fund emergency repairs, were also addressed in the budget.

To provide cost center managers the flexibility to manage their budgets, Kent County Levy Court has adopted a formal policy for budget adjustments or amendments. With this policy the managers have the ability to move monies between line items within certain limitations. If a situation occurs that exceeds the limitations, the approval of the



County Administrator or the County Commissioners is required. The process for making changes to the adopted budget is described in County Policy § 22-6 Changes Within Budget/Supplemental Appropriations/Interdepartmental Transfers. The procedures outlined in this policy ensure strict compliance with the adopted budget.

All cost center budgets herein are line-item budgets based on the minor account codes used in the County's financial systems. The General Fund Capital Projects and the Sewer Capital Projects funds do include forecasts for fiscal year 2013 through fiscal year 2016. Grant-related cost centers, such as the Community Development Block Grant, are budgeted based on the County's fiscal year; however, the actual grant year may be different. (Federal grants often start October 1; others run concurrent with the calendar year.)

The County's fiscal year begins on July 1 and closes on June 30. By State law, property taxes are due on June 1 with penalties accruing after September 30.

Kent County Levy Court will adopt budgets for the following funds:

### **Governmental Funds**

#### **General Fund**

#### **Special Revenue Funds**

Community Development Block Grant  
FmHA Housing Preservation Grant

#### **Capital Projects Funds**

General Fund Capital Projects  
AeroPark

### **Proprietary Funds**

#### **Enterprise Funds**

Sewer Fund  
Sewer Fund Capital Projects  
Landfill Fund  
Trash Collection Fund  
Street Light Fund

#### **Internal Service Fund**

Medical Benefit Fund

### **Fiduciary Funds**

Pension Trust Fund  
Retiree Benefits Trust Fund

## Budget Schedule

The following milestones are relevant to the fiscal year 2012 budget process:

Budget instructions distributed by County Administrator	September 16, 2010
Budget submissions due from Cost Center Managers	October 18, 2010
Finance review with Managers	November 1, 2010 through November 19, 2010
Administrator review with Cost Center Managers and Finance Staff	December 1, 2010 through January 24, 2011
Levy Court Orientation and Budget Meetings (Discussions are open to the public for observations of Budget and Finance Committee Process.)	March 2, 2011 & March 17, 2011
Introduce Resolutions for budget hearing (Available for public review)	April 12, 2011
Hold budget hearing: Pass budget resolution (Public participation is encouraged.)	April 26, 2011
Budget takes effect	July 1, 2011

## DESCRIPTION OF FUNDS

Governmental accounting systems are organized and operated on a fund basis. A fund is a fiscal and accounting entity with a self-balancing set of accounts in which to record cash and other financial resources, along with all related liabilities and residual equities or balances. Each fund is segregated for the purpose of carrying on specific activities or attaining certain objectives as designated by Kent County Levy Court. There are three broad categories of funds and seven fund types as promulgated by the Governmental Accounting Standards Board. A description of each fund category and type is presented for your understanding.

### Governmental Funds

Governmental funds account for activities associated with governmental operations. The modified accrual basis of accounting is used to measure the financial resources and uses of County funds. The four types of governmental funds are as follows:

- **General Fund** -- This fund accounts for all of the financial resources related to the general governmental services of Kent County, except those required to be accounted for in another fund.
- **Special Revenue Funds** -- These funds account for the proceeds from specific revenue sources that are legally restricted to be expended for a specified purpose. These funds are usually made up of grant proceeds from federal, state and local governments.
- **Capital Projects Funds** -- These funds account for financial resources to be used for the acquisition or construction of major capital projects, except those financed by proprietary and fiduciary funds.
- **Debt Service Funds** -- These funds account for the accumulation of resources needed for the payment of general long-term debt and interest. At the current time, the County has chosen to record the activities related to the general long-term debt and interest thereon within the applicable funds. Therefore, no Debt Service Fund is carried herein.

### Proprietary Funds

Proprietary funds are used to account for activities that emulate those of the private sector. The accrual basis of accounting is used for proprietary funds to allow reporting of all assets and liabilities associated with the activities of these funds. The financial resources are measured based on net income. The two types of proprietary funds are as follows:

- **Enterprise Funds** -- These funds account for operations that are financed and operated in a manner similar to a private business. The intent of the governing body is that the costs of providing the goods and services to the general public be financed or recovered primarily through user charges. A periodic determination of revenues earned, expenses incurred and net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The Sewer Fund, Sewer Fund Capital Projects, Street Light Fund and Trash Collection Fund are included in this category.

- **Internal Service Fund** -- This fund accounts for the financing of goods or services provided by one department or agency to other departments or agencies of Kent County on a cost-reimbursement basis. The only fund in this category at the current time is the Medical Benefit Fund.

### **Fiduciary Funds**

Fiduciary funds account for activities in which the County acts in a fiduciary capacity as a trustee or agent on behalf of another party. The basis of accounting depends on the related activity for which the fiduciary fund is created; therefore, it can be an accrual basis or a modified accrual basis.

- **Trust and Agency Funds** -- These funds account for assets held by the County as a trustee or agent for individuals, private organizations and other governmental units. Agency funds are custodial in nature and do not involve measurement of results of operations. At the current time, the County has a Pension Trust Fund and an Other Post Employment Benefits Trust Fund (OPEB). The County does not adopt a budget for agency funds.

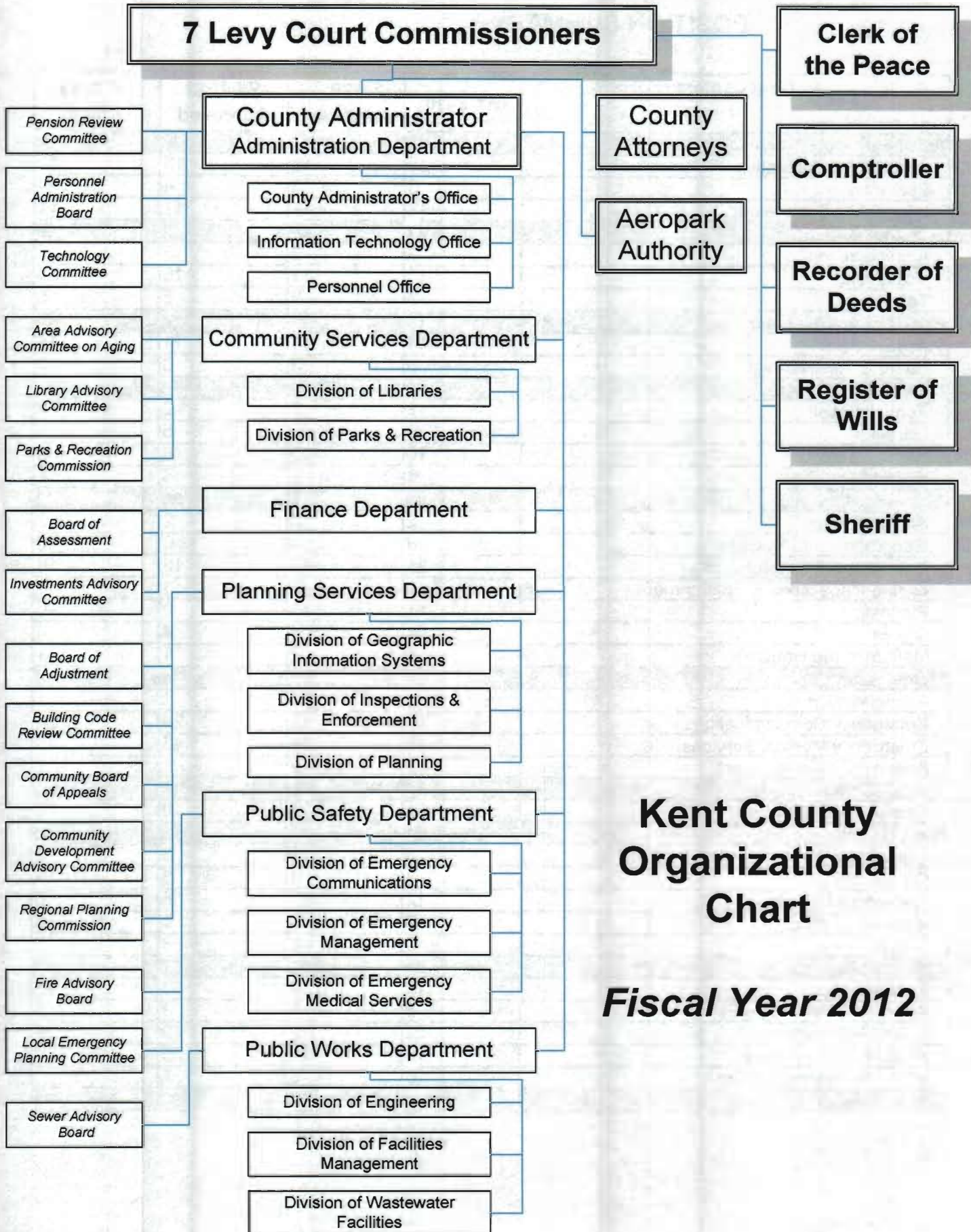


## **DEPARTMENTAL ORGANIZATION**

The General Fund and Sewer Fund are divided into the various departments which provide the services for the County to function. Both funds have direct and indirect service departments. Direct service cost centers are those whose activities are provided directly to the public. These are Board of Assessment, Emergency Communications, Emergency Medical Services, Emergency Management, Inspections and Enforcement, Manufactured Housing, Library Services, Parks and Recreation, Planning, Tax Section, Recorder of Deeds, Register of Wills and Sheriff.

Indirect service cost centers are those such as Accounting Services, Facilities Management, Comptroller, Information Technology, General Administration, Legal Services and Personnel. These cost centers provide support to County operations but generally are not providing services directly to the public.

One office, the Clerk of the Peace, was determined to serve both directly (marriage licenses and ceremonies performed) and indirectly (preparing minutes of Levy Court meetings, advertising meeting times and agendas.) Therefore, the Clerk of the Peace budget was divided into two cost centers, though it remains one office.



**Kent County  
Organizational  
Chart  
Fiscal Year 2012**

## POSITION SUMMARY

Cost Centers	FY 2010	FY 2011 Approved	FY 2012 Approved	FY 2012 Funded
<b>Administration</b>	<b>32</b>	<b>31</b>	<b>28</b>	<b>28</b>
General Administration	15	15	13	13
Personnel	5	5	4	4
Information Technology	12	11	11	11
<b>Finance</b>	<b>21</b>	<b>19</b>	<b>18</b>	<b>18</b>
Administration	3	3	3	3
Accounting	11	11	10	10
Tax	7	5	5	5
<b>Board of Assessment</b>	<b>17</b>	<b>17</b>	<b>14</b>	<b>14</b>
Assessment	14	14	11	11
Board of Assessment	3	3	3	3
<b>Community Services</b>	<b>26</b>	<b>25</b>	<b>20</b>	<b>20</b>
Administration	2	2	2	2
Libraries	8	7	6	6
Parks	10	10	8	8
Recreation	6	6	4	4
<b>Planning Services</b>	<b>48</b>	<b>45</b>	<b>39</b>	<b>39</b>
Administration	2	2	2	2
Geographic Info Systems	6	6	6	6
Inspections & Enforcement	21	18	16	16
Zoning Inspections & Enforcement	2	2	1	1
Planning	11	11	9	9
Grants	4	4	4	4
Manufactured Housing	2	2	1	1
<b>Public Safety</b>	<b>71</b>	<b>71</b>	<b>71</b>	<b>71</b>
Administration	1	1	1	1
Emergency Communications	20	22	24	24
Emergency Medical Services	48	46	45	45
Emergency Management	2	2	1	1
<b>Facilities Management</b>	<b>11</b>	<b>11</b>	<b>10</b>	<b>10</b>
Facilities Management	11	11	10	10
<b>Row Offices</b>	<b>31</b>	<b>31</b>	<b>25</b>	<b>25</b>
Clerk of the Peace	3	3	3	3
Comptroller	3	3	3	3
Recorder of Deeds	12	12	6	6
Register of Wills	5	5	5	5
Sheriff	8	8	8	8
<b>Public Works</b>	<b>64</b>	<b>66</b>	<b>67</b>	<b>67</b>
Engineering	14	14	13	13
Environmental Programs	3	3	3	3
KCWTF-Operations	22	19	19	19
KCWTF-Maintenance	19	24	25	25
KCWTF-Treatment Plant	6	6	7	7
<b>Grand Total</b>	<b>321</b>	<b>316</b>	<b>292</b>	<b>292</b>

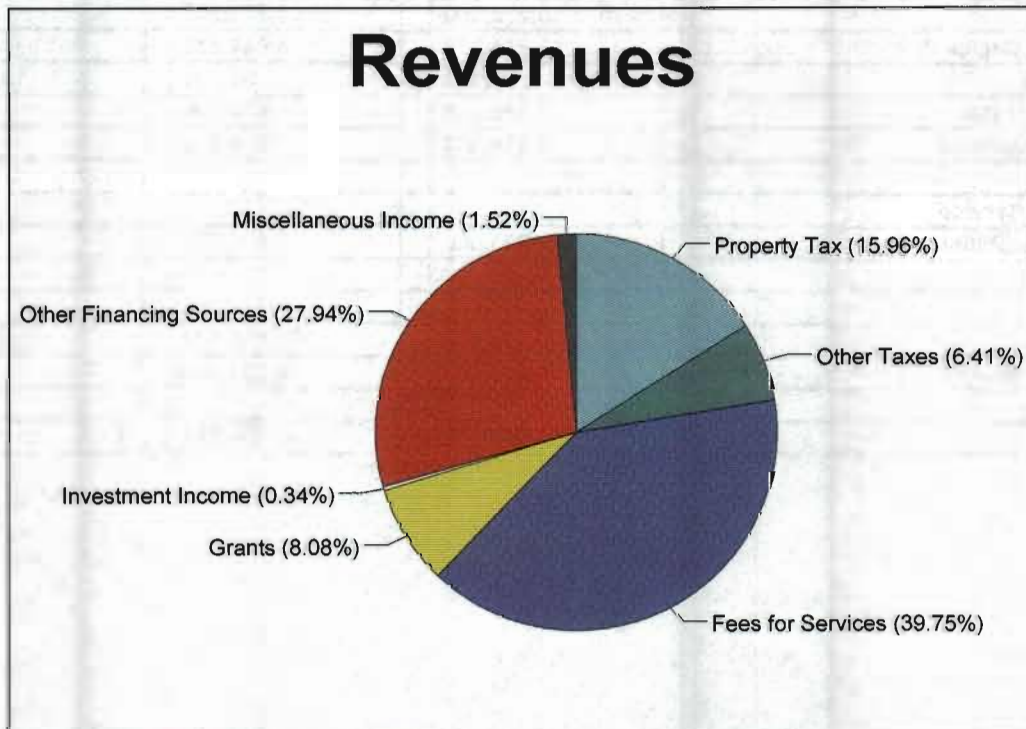
**ALL FUND SUMMARY**  
**Fiscal Year 2012**

Fund	Budgeted Receipts	Budgeted Expenditures	Receipts Less Expenditures
<b>Governmental</b>			
General	\$ 21,814,800	\$ 21,814,800	
<b>Special Revenue</b>			
Community Development Block Grant	1,319,500	1,319,500	
FmHA Housing Preservation Grant	25,000	25,000	
<b>Capital Projects</b>			
General Fund	246,600	246,600	
AeroPark	18,400	18,400	
<b>Proprietary</b>			
<b>Enterprise</b>			
Sewer	15,276,500	15,276,500	
Sewer Capital Projects	18,844,272	18,844,272	
Landfill	1,000	30,000	(29,000)
Street Lights	823,300	823,300	
Trash Collection	2,874,300	2,874,300	
<b>Internal Service</b>			
Medical Benefits Fund	3,933,500	3,933,500	
Sub-Total	65,177,172	65,206,172	(29,000)
Less: Interfund Transfers	(5,201,400)	(5,201,400)	
<b>Total</b>	<b>\$ 59,975,772</b>	<b>\$ 60,004,772</b>	<b>\$ (29,000)</b>



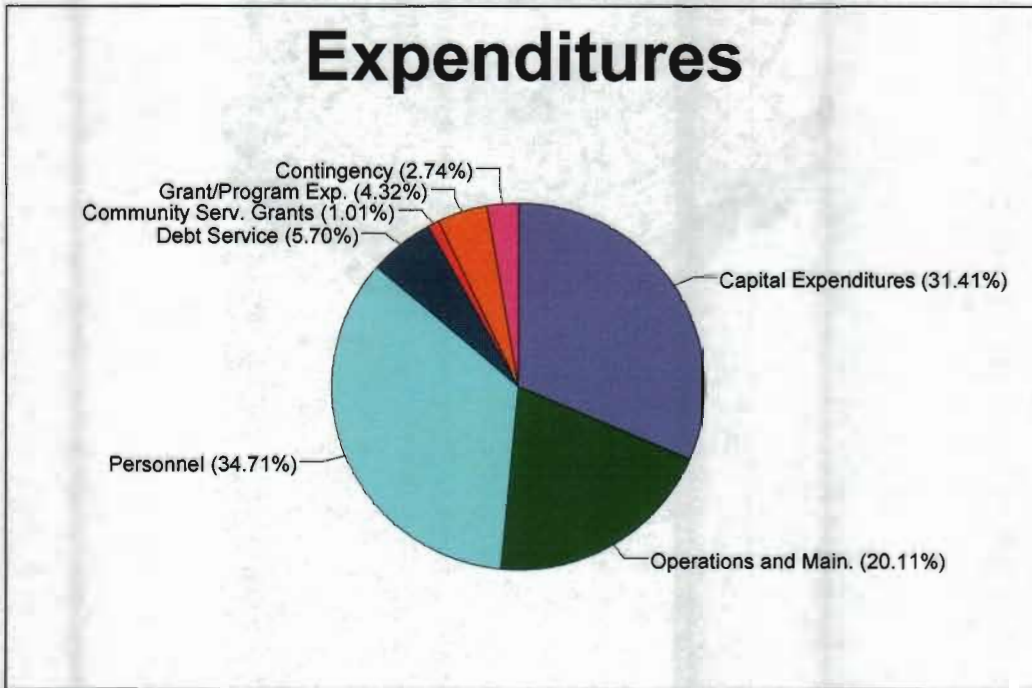
### SUMMARY OF REVENUES – ALL FUNDS COMBINED

Property Tax	\$	9,571,500
Other Taxes		3,844,300
Fees for Service		23,838,700
Grants		4,845,472
Investment Income		206,100
Other Financing Sources		16,759,900
Miscellaneous Income		909,800
Operating Transfers		-
<b>Total</b>	<b>\$</b>	<b>59,975,772</b>



**SUMMARY OF EXPENDITURES – ALL FUNDS COMBINED**

Capital Expenditures	\$	18,849,272
Operations and Maintenance		12,066,500
Personnel		20,829,600
Debt Service		3,417,400
Community Service Grants		605,200
Grants/Program Expenses		2,591,800
Contingency		1,645,000
<b>Total</b>	<b>\$</b>	<b>60,004,772</b>





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## **General Fund**

The General Fund is the principal operating fund of Kent County Levy Court. This fund consists of the departments that provide general governmental services to the citizens of Kent County.

The primary revenue sources of the General Fund include property tax, realty transfer tax, and fees for services revenues. Other sources include other taxes, state and federal grants and miscellaneous sources.

The major uses of these funds include Finance (property assessment service, tax billing and treasurer), Community Services (parks operations, recreational and educational programs and library operations), Planning Services (long-range planning, zoning services, land development services, building inspection and enforcement services), Public Safety Services (emergency medical response, 911 emergency communications and emergency management services), Row Offices (deeds recording, wills services, court services, marriage licensing and civil marriage services), Grants and Economic Development (Community Service Grants, Open Space Preservation and Storm water Management programs), Contingency, Other (debt service, and retiree medical insurance costs) and Capital Projects (General Fund contribution toward County major capital investments).



## General Fund – Fiscal Year 2012 Budget Assumptions

### Revenues

#### Property Taxes

Property taxes were estimated based on the net assessed value (net of exemptions) of \$3,229,011,000 as of December 31, 2010, at 30 cents per \$100 and 97 percent collection rate. The resulting estimated property tax revenue for fiscal year 2012 is \$9,386,000.

#### Real Estate Transfer Tax

The real estate transfer tax rate for fiscal year 2012 is 1.5 percent of the selling price of real estate sold. Taxes reflected in the budget are based on transactions in the unincorporated areas of the County. Revenue estimates for fiscal year 2012 are based on recent history and current revenues. The estimate reflects the continuation of the downward trend in the housing market.

#### Telephone Tax

The State of Delaware collects and distributes a telephone surcharge of 60 cents per month per residential telephone line to provide funds for enhanced 911 services. Revenues are legislatively capped at the amount received when the State took over collections.

#### Service Fees

Service fees were estimated based on recent historical information and reflect the current level of real estate transfer activity. Many of the service fees are market sensitive to real estate transactions. Staffing needs and expenses are directly related to these fees.

#### Grants

The State grant for Emergency Medical Services was computed at *30 percent* of the paramedic budget without indirect costs (the State will not pay for indirect costs) and *18 percent* of the Public Safety Administration budget as provided by State statute.

The Emergency Management Planning Grant (EMPG) is computed at *50 percent* of the Emergency Management Division's expenses allocated to the EMPG grant. The costs of the Emergency Management Division are split between the EMPG grant and the LEPC grant.

The FmHA Housing and Community Development Block grants are planned to continue without significant change in fiscal year 2012.

The Library Standards Grant is received from the State of Delaware and the amount estimated is based on the grant award received in FY 2011.

**Interest and Rents**

Interest income was estimated using cash flow projections and current declining interest rates in fiscal year 2009 which are expected to continue in fiscal year 2012.

Rent received from the State of Delaware at the Kent County Emergency Services Building is projected to continue at the current annual rate of \$17,400. CDBG office space rental is projected to continue at the current annual rate of \$5,800.

**Expenditures****Personnel**

This category includes expenditures for employees' base wages and salaries plus other compensation such as overtime, longevity and fringe benefits, such as health, dental and life insurance, pension, other post employment benefits and related payroll taxes.

There is no increase in medical health benefits premiums over fiscal year 2011. The County contribution for employees with dependent care coverage is budgeted for fiscal year 2012 using the dependent care cost sharing ratio (60 percent County and 40 percent employee) with a minimum County contribution of \$175 per month as was implemented in the fiscal year 2006 budget and is continued in the fiscal year 2012 budget proposal.

The merit-based STEP component of employee salaries has not been included in each department's salary line.

Based on this areas cost of living increase, there is a 1.8% wage adjustment increase in FY 2012 for employees as well as retirees. This pay adjustment increase is reflected in each department's personnel costs.

Board and commission members' salaries are budgeted at \$100 per meeting for members and \$125 per meeting for chair persons.

**Operating**

General insurance costs have been reviewed and budget projections updated accordingly. Property insurance has been budgeted into each department/division at specific locations. Department cost centers in the County Complex will have property insurance allocated to them via the indirect cost distribution. County Complex property insurance is budgeted in the Facilities Management cost center.

**Transfers**

Operating transfers to other funds were calculated based on budgets submitted for grant programs and capital needs.

**Legal**

Legal services are budgeted to the direct cost centers based on the history of legal expenditures from the previous three years. However, actual expenditures are charged to cost centers based on invoices submitted by the attorneys for the cost centers they served. Legal expenditures are estimated at \$150/hour for the proposed budget.

**Pension and Post-Retirement Benefits**

The fiscal year 2012 budget includes funding in each cost center for a contribution to the Pension Fund of \$1,527,494. General Fund portion is \$1,180,194 and the Sewer Fund portion is \$347,300. Kent County makes contributions on behalf of its employees under employer pick up. Starting in fiscal year 2010, eligible employees hired before December 21, 2010 have one percent (1%) of base salary deducted over 26 pay cycles for this purpose. Employees hired on or after December 21, 2010 have three percent 3% deducted from base salary over \$6,000. Employees may not make direct contributions to the pension. The last annual pension actuarial study dated February 2011 recommended this level of funding based on projected fund earnings and anticipated needs.

The Levy Court authorized creation of an irrevocable trust for payment of retiree health care benefits in accordance with Governmental Accounting Standards Board (GASB) rules. Under GASB 45 these benefits are known as Other Post Employment Benefits with the acronym being OPEB. Ordinance number 06-38 was adopted in 2006 establishing the trust. Monies previously earmarked for funding this liability were invested on February 1, 2007. Accordingly, the fiscal year 2012 budget includes monies to continue funding OPEB. The County's last actuarial study for OPEB was February 2011 and the recommended annual contribution was \$661,025 which is included in the fiscal year 2012 budget. Each cost center contains a proportional amount with the General Fund portion being \$509,225 and the Sewer Fund portion being \$151,800.

**Debt Service**

Principal and interest expenditures are budgeted in the General Fund. The debt service is principally for general obligation bonds issued to partially finance construction of the County Complex.

**Library Reciprocal Borrowing**

The current rate for library reciprocal borrowing is \$2.65 a book or equivalent.

**Indirect Costs**

Indirect costs represent the value of managerial, financial, information technology, personnel, facilities management, and legal support provided for direct costs centers. Indirect costs are allocated to the direct cost centers in the following manner:

- 1) **Facilities Management** – The Facilities Management division provides maintenance, custodial service and security for the Kent County Administrative Complex. The costs for this division are allocated to the direct cost centers based on the square footage each occupies within the building and a portion of the general use areas such as meeting rooms, halls and restrooms.
- 2) **Personnel** – The Personnel Office is responsible for recruiting, testing and assisting in the selection of County employees. Personnel records are managed and employee benefits are coordinated for all County staff. Additional tasks include payroll processing, insurance risk management and County-wide training programs. The costs for this office are allocated to the direct cost centers based on their number of employees.
- 3) **Information Technology** – Information Technology Office is responsible for servicing the County's network computer system, aiding in software selection and training, providing support to the County employees, and providing audio visual services. The costs for this office are allocated to the direct cost centers based on the number of computer devices the cost center has and the amount of CPU (central processing unit) processing time it logs.
- 4) **Finance** – The Finance Section provides accounting services for all cost centers. This section records revenues and expenditures, maintains the district and contract users sewer billing process, prepares financial statements and annual budget, and monitors investments. The costs for this section are allocated to the direct cost centers based on the percentage of their budget to the total of all direct cost center budgets.
- 5) **Comptroller** – The Comptroller's office reviews and approves all invoices and disburses County funds. The office also has the duty to audit all cash accounts of the County. The costs for this office are allocated to the direct cost centers based on the percentage of their budget to the total of all direct cost center budgets.
- 6) **Clerk of the Peace** – The Clerk of the Peace office is separated into two cost centers – a direct cost center which is fee based and an indirect cost center which provides administrative services. The administrative services this office provides includes keeping formal minutes of the Levy Court meetings and witnessing County documents. The administrative costs for this office are allocated to the direct cost centers based on the percentage of their budget to the total of all direct cost center budgets.
- 7) **General Administration** – General administration includes Levy Court Commissioners, County Administrator and support staff, central duplicating, and archives. The costs for these offices are allocated to the direct cost centers based on the percentage of their budget to the total of all direct cost center budgets.



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## General Fund Fees

The following General Fund fee explanations are provided for information purposes only and are subject to change. A complete listing of fees is available under the County Code §128.

### **Department of Administration**

#### **Information Technology:**

\$60.00 per hour is charged for computer operation time (\$15.00 minimum) and \$60.00 per hour (\$60.00 minimum) is charged for customized programming.

#### **Personnel:**

*Amish Identification Cards:* Residents of Kent County with personal convictions prohibiting facial photographs may request a County government issued personal verification card. The cost is \$40.00 and the identification card is valid for 5 years.

#### **Levy Court:**

*Magnetic tapes of recorded meeting:* Cost is determined by the hourly rate of pay of the employee preparing the copies plus \$5.00 for each disk.

*Room Rental Fees:* The fees range from \$20.00 - \$60.00 an hour. The fees are charge based on the type of room rented and if equipment is needed.

*Building Entrance ID's:* Passes are issued to enter the building after normal business hours for title searchers, attorneys, etc., for a fee of \$40.00 per year.

### **Department of Finance**

#### **Board of Assessment:**

Fees consist of \$10.00 for estimating the assessment and property tax for new construction; \$15.00 per hour for extended research; \$1.00 per page for copies and \$1.50 for faxes.

#### **Tax Section of Finance:**

*Manufactured Housing Letter Fee:* Letters issued to manufactured home owners stating that County taxes are current (used to change title) for a \$20.00 fee.

*Monitions Expenses:* County notification to property owners of delinquent tax and/or sewer service charges and warning of possible exposure of property to public sale by Sheriff is an \$80.00 fee for the first notice and \$80.00 fee for the second notice. Filing with attorney, title search, document preparation, etc., fees range from \$10.00 to \$100.00.

*County Monitions Fees:* \$50.00 fee paid to County from sale price of property sold at tax sale for preparation of monition.

**Finance:**

*Return Check Fee:* \$30.00 per check returned to a County office for non-payment. This fee is assessed in addition to the original amount of the check.

**Department of Planning Services****Inspections & Enforcement:**

*Building Permit Fees:* are based on valuation of construction with the minimum fee being \$50.00 (with the exception of farm buildings which are \$30.00). Fees are collected for building permits and related services (re-inspections, forms, code books, etc.).

*Code Enforcement Fines:* Fines levied and collected by the Justice of the Peace courts when violation matters are taken to court. These fines are determined by the presiding Judge.

*Addressing:* Fee of \$25.00 is charged for addressing of new construction or placement of dwelling units.

*Certificate of Occupancy:* There is a \$50.00 fee per dwelling except hotels, which are \$10.00 per dwelling or a minimum of \$100.00. Temporary certificates are \$75.00 renewable in 30 day increments.

*Manufactured Housing Demolition Reimbursement:* There is a \$100.00 permit fee plus reimbursement of fees paid out by the County for demolition of derelict manufactured homes.

*House Demolition:* There is a \$100.00 Permit Fee plus reimbursement of the fees paid out by the County to demolish unsafe and condemned structures. If payment is not received a lien may be placed on the property and funds collected when the property is sold.

**Planning**

*Planning Applications:* Fees ranging from \$100.00 - \$1000.00+ for Conditional Use with and without Site Plan, Home Occupation, Check Print Review, Variance, Lot Line Adjustments, Subdivisions, etc.

*Planning Maps:* Zoning, Growth Zone, Comprehensive Plan, etc., maps provided to public at a charge of \$10.00 to \$20.00 per page.

*Planning – Zoning Applications:* Cost of zoning application for re-zoning of properties is \$800.00 plus \$50.00 per acre or portion thereof.

*Planning – Copy Fees:* \$0.25 per page up to and including 100 copies, then \$0.10 per page beyond 100 pages with a minimum fee of \$1.00 for copies.

**Geographic Information Systems**

Aerial photographs, copy maps and addressing maps to CD – fees ranging from \$10.00 to \$500.00.

**Kent County Community Board of Appeals filing fee: \$50.00.**

**Department of Community Services****Recreation:**

Programs and Trips \$0 - \$250.00, Camps \$50.00 - \$400.00 and Leagues \$35.00 - \$500.00. There is a refund processing fee of \$5.00.

**Parks:**

Field rentals are available from March 1 – October 31

Big Oak Ball Fields - Weekends 1 field \$80.00 per day, Full weekend 1 field \$150.00  
Seasonal individual league rental, (10 weeks with two week nights per week) \$500.00 per field.

Multipurpose Sports Fields - Seasonal individual league rental (10 weeks with two nights per week) 1 field \$600.00.

Browns Branch Ball Fields – Season individual league rental, (10 weeks with two nights per week) \$500.00 a field.

Brecknock Youth Only Ball Fields – Weekends 1 field \$50.00 a day, Full weekend 1 field \$100.00  
Multipurpose Sports Field – Seasonal individual league rental, (10 weeks with 2 nights per week) \$600.00.

Any individual sports field may be reserved weekdays for an hourly fee of \$30.00.

**Library**

*Fines:* \$0.10 per day, per item for overdue books or other items on loan from the Library.

**Department of Public Safety****Emergency Medical Services:**

*Paramedic Fees – Special Events:* Fees for providing paramedic services for special events such as Dover Downs NASCAR races.

**Row Offices****Clerk of the Peace**

*Marriage Licenses:* Issued at \$50.00 for State of Delaware residents and \$75.00 for non-residents. Certified copies of licenses issued at \$25.00 each, of which \$15.00 goes to the State of Delaware for Domestic Violence. Transcripts of Levy Court meeting minutes are charged by the hourly wage based on the amount of time to prepare. Photocopy fees are \$0.25 per page with a \$1.00 minimum.

*Wedding Ceremony Fees:* Performance of marriage ceremony for a fee of \$50.00 for State of Delaware residents and \$75.00 for non-residents.

**Register of Wills**

*Closing cost:* Is 1.75% of the net value of the estate.

*Filing petition for granting letters of administration and testamentary:* \$5.00 per page, two or more personal representatives \$10.00.

*Granting letters of administration under seal, making bond and making registry:* Ranges from \$25.00 - \$100.00 and up, per account based on value of the estate.

*Exemplification Fees:* \$25.00, plus \$2.00 each additional page.

*Advertising:* Rates vary with cost of ad and are reimbursed by the customer.

### **Recorder of Deeds**

*Recording:* Deeds, mortgages, certificates, development plots, satisfactions, military discharge, etc. with fees ranging from no charge (military discharge) to charges of \$10.00 per page to \$50.00 per page and \$3.00 per account to \$30.00 per account.

*Real Estate Transfer Tax Processing:* 1 percent of selling price of property outside of the incorporated areas.

*Local Government Records Maintenance:* \$25.00 per document (of which \$24.75 goes to The State of Delaware).

*Recorders Maintenance Fee:* \$1.00 per account.

*State Document Fee:* \$5.00 per document (of which \$4.75 goes to the State Housing Authority).

*Recorder of Deeds Copies:* \$1.00 per page for copies, \$7.00 per page for certified copies.

*Internet Access (Unlimited) to Recorder of Deeds indexes and images:* \$50.00 per month per user.

### **Sheriff**

*Serving of In-State Summons and Complaints:* \$30.00 fee for one defendant and \$5.00 fee for each additional defendant at the same address. \$75.00 fee for out of state servings for each serving.

*Transportation of prisoners:* Fees from \$25.00 to \$100.00.

*Sheriff Monitions/Auction Fees:* Sheriff's sales fees range up to \$500.00.

*Sheriff – 3% on Land Sales:* A fee of 3 percent of the bid price charged on all Sheriff sales (tax, mortgage and personal).

*Standby for Evictions:* \$100.00 per hour.

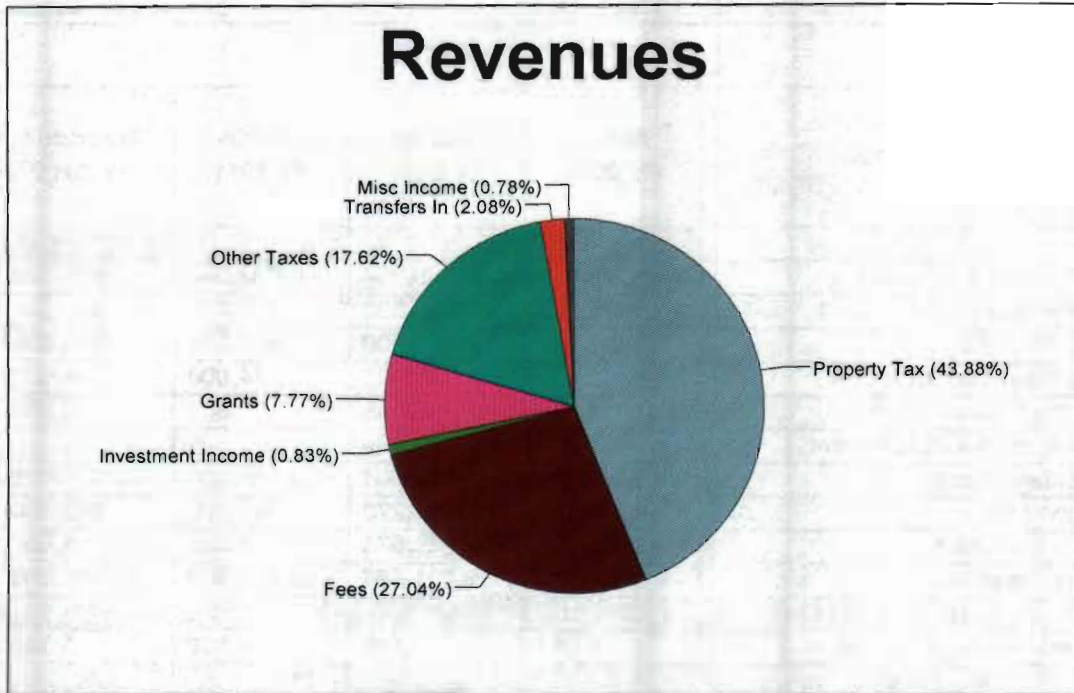
*Certified Mailing Fees:* \$20.00 per mailing.

### **Special Programs**

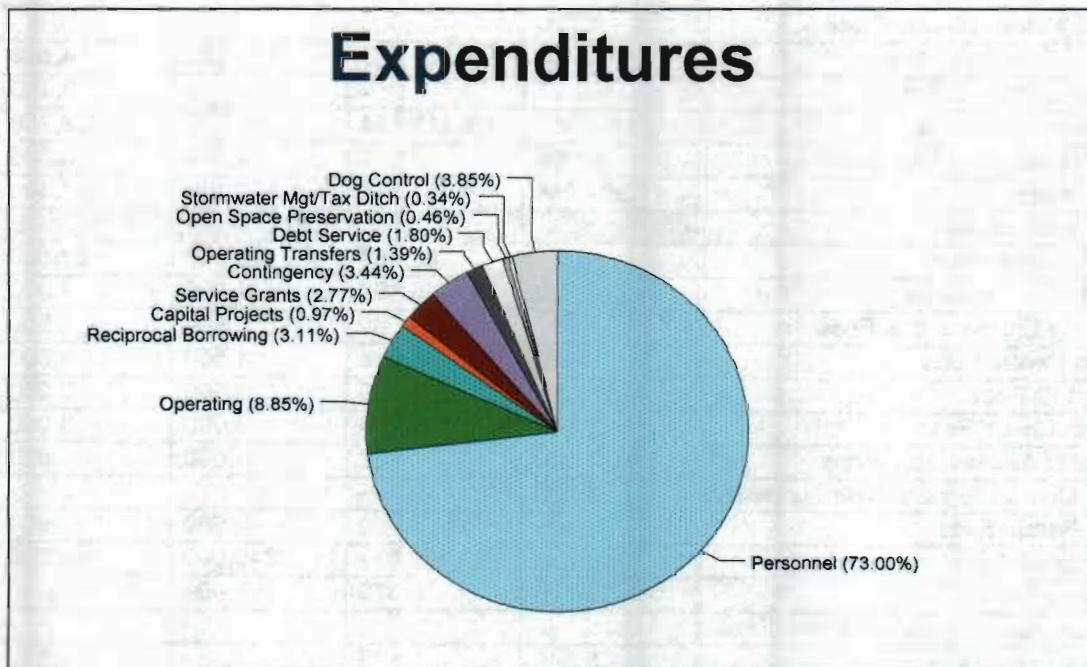
*Dog Licenses:* See Kent County Code §128-50 for a complete listing of types of dog licenses and fees.

# General Fund

## Revenues



## Expenditures





<b>Summary of General Fund Revenues</b>
-----------------------------------------

Revenue Description	Actual FY 2009	Actual FY 2010	Adopted FY 2011	Amended FY 2011	Adopted FY 2012
<b>Taxes</b>					
Property Taxes - Current	7,525,111	9,569,004	9,633,000	9,633,000	9,386,000
Property Taxes - Delinquent	162,079	180,280	180,000	180,000	180,000
Library Tax - Current	645,747	664,600	650,000	650,000	665,000
Library Tax - Delinquent	15,550	17,138	14,000	14,000	14,000
Suburban Parks - Current	14,546	15,149	15,300	15,300	15,300
Suburban Parks - Delinquent	232	164	-	-	-
Real Estate Transfer Tax	3,069,250	2,788,504	3,000,000	3,000,000	2,800,000
Telephone Tax	266,717	257,270	240,000	240,000	270,000
Penalty & Interest	75,481	89,575	75,000	75,000	80,000
<b>Total Tax Revenue</b>	<b>11,774,713</b>	<b>13,581,684</b>	<b>13,807,300</b>	<b>13,807,300</b>	<b>13,410,300</b>
<b>Payment in Lieu of Taxes</b>	<b>5,083</b>	<b>5,158</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>
<b>Federal Grants</b>					
Emergency Planning Grant	65,774	71,908	78,000	78,000	76,600
<b>State Grants</b>					
LEPC Grant	47,400	47,400	47,400	47,400	46,900
DEMA Special Project Grants	17,941	41,041	-	9,045	-
Parks Miscellaneous Grant	1,700	9,000	-	-	-
Library Standards Grant	196,853	176,308	176,300	184,598	184,600
Library Grants Other	-	-	-	8,750	-
Paramedic State Grant	1,657,580	1,319,154	1,359,700	1,359,700	1,377,800
Rat Abatement State Grant	10,000	10,000	10,000	10,000	10,000
<b>Total Grants</b>	<b>1,997,248</b>	<b>1,674,811</b>	<b>1,671,400</b>	<b>1,697,493</b>	<b>1,695,900</b>
<b>Fees for Services</b>					
Dog License Fees	-	83,753	82,500	82,500	82,500
Information Technology Fees	5,719	5,162	4,000	4,000	5,000
Building Entrance ID's Fees	600	560	500	500	500
Room Rental Fees	230	2,595	1,500	1,500	1,500
Amish ID Fees	1,360	4,600	2,500	2,500	1,000
Return Check Fees	2,645	1,980	3,000	3,000	2,000
Board of Assessment Fees	1,060	722	1,000	1,000	800
Lake Como Lifeguard Reimbursement	24,236	-	-	-	-
Park Rental Fees	-	2,750	500	500	2,800
Recreation Fees	343,350	309,032	340,000	340,000	290,000
Library Fines	10,788	8,370	9,000	9,000	9,000
Library Materials Replacement Fees	-	-	-	-	500
Library Copy Fees	5,340	5,165	-	4,800	4,800

Revenue Page 2	Actual FY 2009	Actual FY 2010	Adopted FY 2011	Amended FY 2011	Adopted FY 2012
Tax Mapping Fees	3,244	1,807	2,000	2,000	2,000
Street Addressing Fees	11,075	13,850	10,000	10,000	10,000
Inspections & Enforcement Fees	1,280,162	1,246,085	1,100,000	1,100,000	1,100,000
House Demolition Reimbursement	20,325	15,490	30,000	30,000	30,000
Grass Cutting Reimbursement	21,507	22,584	30,000	30,000	35,000
Code Enforcement Fines	813	584	500	500	200
Manufactured Housing Letter Fees	15,440	12,560	12,000	12,000	11,000
Manufactured Housing Demo Reimb.	6,300	17,151	15,000	15,000	15,000
Planning Applications Fees	77,263	84,463	60,000	60,000	75,000
Planning Maps Fees	240	195	300	300	300
Planning Forms/Documents Fees	740	880	700	700	700
Zoning Applications Fees	17,500	19,602	17,000	17,000	17,500
Planning Copy Fees	1,064	157	300	300	300
HUD Fees	300	300	-	-	-
Paramedic Fees - Special Events	91,218	82,237	90,000	90,000	80,000
Clerk of the Peace Fees	34,400	51,350	34,000	34,000	40,000
Marriage Ceremony Fees	10,140	20,600	10,000	10,000	12,500
Monitions Expenses Reimbursements	38,009	28,321	36,000	36,000	36,000
County Monitions Fees	41,812	44,051	45,000	45,000	45,000
Recorder of Deeds Fees	2,001,287	1,969,111	1,700,000	1,700,000	1,800,000
Recorder of Deeds Copy Fees	167,969	196,100	135,000	135,000	240,000
Real Estate Transfer Tax Processing Fees	81,972	79,432	80,000	80,000	78,000
Local Government Records Maint. Fees	8,248	8,072	6,000	6,000	6,000
Recorders Maintenance Fees	24,569	20,757	21,000	21,000	20,000
State Document Fees	3,220	8,072	6,000	6,000	6,000
Deeds Internet Fees	18,680	44,354	40,000	40,000	55,000
Register of Wills Fees	647,002	525,836	550,000	550,000	550,000
Wills Advertising Reimbursements	5,651	5,046	6,000	6,000	7,000
Wills Copy Fees	1,936	1,040	1,600	1,600	1,200
Sheriff Fees	297,544	304,094	300,000	300,000	400,000
Sheriff Monitions/Auction Fees	27,192	26,856	18,000	18,000	25,000
Sheriff - 3% on Land Sales	1,052,478	976,222	600,000	600,000	800,000
IRB Financing Fees	65,750	-	-	-	-
<b>Total Fees for Services</b>	<b>6,470,378</b>	<b>6,251,948</b>	<b>5,400,900</b>	<b>5,405,700</b>	<b>5,899,100</b>
Rental Income					
911 Center	17,386	17,386	17,400	17,400	17,400
CDBG	5,800	5,800	5,800	5,800	5,800
<b>Total Rental Income</b>	<b>23,186</b>	<b>23,186</b>	<b>23,200</b>	<b>23,200</b>	<b>23,200</b>
<b>Employee Pension Withholding</b>		<b>91,348</b>	<b>106,700</b>	<b>106,700</b>	<b>136,800</b>
<b>Interest Income</b>	<b>247,187</b>	<b>179,610</b>	<b>150,000</b>	<b>150,000</b>	<b>180,000</b>
<b>Other Revenues</b>	<b>25,805</b>	<b>39,287</b>	<b>10,000</b>	<b>7,800</b>	<b>10,000</b>
<b>Operating Transfer From Capital Projects Contingency</b>	<b>979,880</b>	<b>302,259</b>	<b>225,000</b>	<b>225,000</b>	<b>-</b>
<b>Operating Transfer from Fund Balance</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>454,000</b>
<b>Total Revenues</b>	<b>\$ 21,523,480</b>	<b>\$ 22,149,290</b>	<b>\$ 21,400,000</b>	<b>\$ 21,428,693</b>	<b>\$ 21,814,800</b>

<b>Summary of General Fund Expenditures</b>
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Expense Description	Actual FY 2009	Actual FY 2010	Adopted FY 2011	Amended FY 2011	Adopted FY 2012
<b>Departmental Expenditures</b>					
<b>Unrestricted Funds</b>					
<b>General Administration</b>					
Administration	\$ 922,299	\$ 889,350	\$ 901,600	\$ 979,150	\$ 990,400
Information Technology	873,729	986,461	1,021,400	1,027,560	1,054,100
Personnel	430,022	376,645	374,900	376,460	411,100
Legal Services	117,194	116,124	156,700	156,700	156,700
<b>Finance Department</b>					
Finance Administration	306,632	322,223	319,300	321,295	327,500
Accounting Services	699,303	667,401	672,600	681,285	713,000
Tax Section	642,669	540,408	524,500	522,585	536,300
Monitions Office	168,658	160,664	195,700	196,260	218,800
Assessment Division	1,336,239	1,111,598	1,167,900	1,180,841	1,069,300
Board of Assessment	41,874	44,859	44,400	44,360	44,800
<b>Community Services</b>					
Community Services Administration	270,447	196,156	189,900	191,320	205,200
Library Services	1,300,480	1,301,043	1,269,900	1,282,154	1,236,700
Recreation	905,424	712,266	749,700	750,790	714,300
Parks	936,223	812,329	818,800	821,250	808,300
Suburban Parks	14,414	15,195	15,300	15,300	15,300
<b>Planning Services</b>					
Planning Services Administration	231,614	241,640	237,200	238,270	244,700
Geographic Information Systems	566,035	593,615	588,200	592,550	604,900
Inspections & Enforcement	1,630,475	1,590,612	1,558,500	1,571,125	1,604,300
Zoning Inspections & Enforcement	80,373	83,397	108,000	108,470	110,800
Planning Division	1,505,145	1,296,289	1,334,800	1,353,945	1,383,600
Manufactured Housing	149,596	116,277	112,000	110,435	111,800
<b>Public Safety</b>					
Public Safety Administration	116,260	76,016	85,000	74,800	86,000
Emergency Communications	1,785,635	1,913,479	1,952,400	1,956,100	2,112,800
Mobile Command Center	17,046	21,558	24,100	24,100	25,700
Emergency Medical Services	4,071,802	4,322,854	4,478,800	4,443,260	4,511,700
EMS - Special Event & Non-Reimbursable Costs	437,817	480,947	476,100	472,500	525,200
Emergency Management	191,192	197,245	150,900	161,054	153,200
<b>Public Works</b>					
County Complex - Facilities Mgt.	840,444	759,584	811,700	819,630	798,000

Expense Page 2	Actual FY 2009	Actual FY 2010	Adopted FY 2011	Amended FY 2011	Adopted FY 2012
<b>Row Offices</b>					
Clerk of the Peace	195,585	212,689	210,700	219,345	228,600
Comptroller	168,212	158,004	153,000	156,735	154,800
Recorder of Deeds	983,200	732,348	673,700	692,100	604,400
Register of Wills	343,535	337,471	334,100	340,185	347,500
Sheriff	548,417	568,839	570,100	560,735	656,300
<b>Special Grants and Programs</b>					
Open Space Preservation (1)	403,893	331,589	150,000	177,080	100,000
Stormwater Mgt/Tax Ditch	100,000	200,000	75,000	75,000	75,000
Dog Control Support	599,880	791,437	891,400	891,400	840,800
Community Service Grants	683,147	604,947	605,000	620,000	605,200
<b>Other Expenditures</b>					
Contingency	-	-	780,600	633,124	750,000
Debt Retirement	138,250	140,854	145,100	145,100	150,400
Interest Expense	256,444	252,595	248,200	248,200	243,200
Benefit to Retirees	31,355	43,855	12,000	12,000	60,000
<b>Total Unrestricted Funds</b>	<b>25,040,959</b>	<b>24,320,863</b>	<b>25,189,200</b>	<b>25,244,553</b>	<b>25,590,700</b>
<b>Restricted Funds</b>					
LEPC State Grant	58,716	43,790	47,400	49,374	46,900
Library Standards Grant	190,024	212,123	176,300	233,160	184,600
<b>Total Restricted Funds</b>	<b>248,740</b>	<b>255,913</b>	<b>223,700</b>	<b>282,534</b>	<b>231,500</b>
Less: Indirect Cost Allocation	(4,374,544)	(4,354,358)	(4,479,400)	(4,479,400)	(4,523,200)
<b>Total Operating Expenditures</b>	<b>20,915,155</b>	<b>20,222,418</b>	<b>20,933,500</b>	<b>21,047,687</b>	<b>21,299,000</b>
<b>Operating Transfers</b>					
Capital Projects Fund					
General Fund Contribution	158,800	91,995	69,200	69,200	52,100
DE Realty Transfer Tax	44,300	20,300	57,300	57,300	114,200
Sheriff Auction Fees	6,053	18,728	44,000	44,000	16,000
Deeds Recorder Maintain Fees	-	-	-	-	30,000
Inspection Fees	43,100	1,000	-	-	-
Register of Wills Fees	60,000	-	-	-	-
Community Development Block Grant	275,082	272,448	296,000	299,200	303,500
<b>Total Operating Transfers</b>	<b>587,335</b>	<b>404,471</b>	<b>466,500</b>	<b>469,700</b>	<b>515,800</b>
<b>Total Expenditures</b>	<b>\$ 21,502,490</b>	<b>\$ 20,626,889</b>	<b>\$ 21,400,000</b>	<b>\$ 21,517,387</b>	<b>\$ 21,814,800</b>

- (1) Open Space Preservation amount listed in fiscal year 2011 amended budget includes the unexpended balance from prior year appropriation and is intended to remain available during FY 2011. The prior year appropriations carried forward over to fiscal year 2011 is \$27,080.



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**Department of Administration**

Expenses:

<b>Division Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Administration	\$ 922,299	\$ 889,350	\$ 979,150	\$ 990,400
Information Technology	873,729	986,461	1,027,560	1,054,100
Personnel	430,022	376,645	376,460	411,100
Legal	117,194	116,124	156,700	156,700
Subtotal	\$ 2,343,244	\$ 2,368,580	\$ 2,539,870	\$ 2,612,300
Less: Indirect Costs	(2,343,244)	(2,368,580)	(2,539,870)	(2,612,300)
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## General Administration

### **Mission**

General Administration is the budget for the Kent County Levy Court. Kent County Levy Court is the governing body of Kent County, Delaware. The Levy Court is comprised of seven Commissioners, each elected from one of six Levy Court districts and one Commissioner elected at-large. The Commissioners serve staggered four-year terms. The Kent County Levy Court meets Tuesdays at 7 p.m. in the Levy Court Chambers, located in the Kent County Administrative Complex, 555 Bay Road, Dover, DE. All meetings are open to the public.

The General Administration budget also encompasses funding for the County Administrator and immediate staff, as well as Central Duplicating and Archives. The duties of the County Administrator, appointed by the Levy Court Commissioners, include advising the Commissioners on issues affecting the County and managing the day-to-day operations of County government. The County Administrator supervises all appointed department directors and coordinates the activities of all departments on behalf of the Levy Court.

### **Goals**

- To continue to deliver high quality services and programs for County residents that address the everyday needs and preferences of our citizens in the most cost effective and cost conscious manner possible.
- To achieve greater internal efficiency and enhanced customer service through advanced information technologies, data processing and document management systems throughout all departments and offices of Kent County Levy Court.
- To anticipate the future needs and demands for essential services associated with a growing and vibrant County and prepare to address emerging needs of an increasingly diverse and expanding population with clear purposes and fiscal restraint.
- To identify and pursue economic development priorities of a scale and magnitude befitting the character of Central Delaware that would be most advantageous and beneficial to the citizens of Kent County.

## Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 803,860	\$ 777,872	\$ 773,400	\$ 791,700
Travel	11,511	8,235	18,300	16,500
Insurance	6,490	13,724	63,850	63,800
Office Supplies	17,613	29,053	36,000	31,700
Furniture/Equipment	1,089	525	800	800
Legal/Contract Services	53,924	40,653	52,800	51,300
Operating Supplies	-	-	1,000	-
Utilities	8,667	7,897	8,800	9,300
Maintenance	2,730	2,550	2,900	2,900
Vehicle Expense	41	-	300	200
Miscellaneous	16,374	8,841	21,000	22,200
<b>Total</b>	<b>\$ 922,299</b>	<b>\$ 889,350</b>	<b>\$ 979,150</b>	<b>\$ 990,400</b>

## Information Technology

### Mission

Provide Kent County Government, the business community and citizens with an ongoing technology strategy that is scalable, secure and in tune with the growth and demand placed upon the County while effectively managing fiscal responsibilities.

### Goals

- Guarantee a reliable communication and computer infrastructure foundation on which to efficiently conduct County business operations today and in the future.
- Develop and maintain technical skilled staff whom are competent in current and emerging information technology and a user community that understands and can employ modern technologies to maximize business benefits.
- Provide citizens, the business community and County staff with convenient access to appropriate information and services through technology.
- Work with County agencies to improve business operations by thoroughly understanding business needs and by planning, implementing and managing the best information technology solutions available.
- Deliver timely and effective responses to customer requirements through teamwork.

#### Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 764,834	\$ 872,260	\$ 873,550	\$ 892,200
Travel	-	-	1,000	-
Insurance	4,505	3,485	5,310	5,200
Office Supplies	786	4,717	6,800	6,900
Furniture/Equipment	25,906	8,428	6,500	4,500
Legal/Contract Services	5,105	3,157	3,605	3,600
Operational Supplies	-	2,072	3,200	2,000
Utilities	19,790	20,445	18,100	18,000
Maintenance	51,031	71,757	103,700	116,400
Vehicle Expense	1,772	140	795	300
Consulting Fees	-	-	5,000	5,000
<b>Total</b>	<b>\$ 873,729</b>	<b>\$ 986,461</b>	<b>\$ 1,027,560</b>	<b>\$ 1,054,100</b>

## Personnel

### Mission

The Personnel office is a strategic partner in the deployment and retention of high quality human resources among the six County departments, five elective offices, and Levy Court. Specifically, the office provides employee recruitment and selection services, payroll services, employee benefit procurement and claims resolution services, risk management services, employee training and skill development services, and employee records management services.

The Personnel office is also responsible for labor relations, pension plan administration, employee recognition programs, implementation of a comprehensive performance appraisal program, development and administration of employee-related policies and ordinances, coordination of the County's safety and loss-prevention program, and employee communication efforts.

### Methodology

*Employee Recruitment and Selection Services* are managed through critical position description development, innovative job posting and target group advertising, applicant test selection and administration, application scoring, facilitated candidate interviews, and compliance with Federal, State and County regulations.

*Payroll Services* include timely processing and payment of employee wages and related tax liabilities, accrual and deduction of earned time from employee leave banks, preparation of various reports, coordination of deferred compensation programs, and maintenance of computerized employee pay records.

*Employee Benefit Procurement and Claims Resolution Services* from plan design to proposal solicitation to award are handled by the office for health, dental, life and long-term disability insurance coverage. Once in place, the office facilitates benefits utilization and claims resolution for employees, their eligible dependents, and eligible retirees.

*Risk Management Services* are provided through the competitive acquisition and maintenance of various insurance coverage; the development, coordination, and presentation of safety and loss prevention programs throughout the County; and litigation monitoring and support.

*Employee Training and Skill Development Services* are offered through regular internal and external training sessions for personal growth and development and enhanced skill sets.

*Employee Records Management Services* are governed in compliance with strict privacy guidelines in full compliance with all regulations.

### Goals

- To conduct regular staff development training sessions for all employees
- To retain high-quality employees through innovative recognition and reward programs
- To provide quarterly employee health improvement awareness opportunities
- To identify specific succession/promotion opportunities for employees
- To enhance the number and quality of office publications

#### Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 358,497	\$ 332,350	\$ 327,125	\$ 341,800
Travel	2,498	873	2,300	1,800
Insurance	4,136	12,240	2,635	2,700
Office Supplies	12,719	9,924	10,200	11,300
Furniture/Equipment	-	656	1,200	1,200
Legal/Contract Services	39,591	8,212	18,876	37,600
Operating Supplies	3,487	3,823	4,000	4,000
Utilities	1,546	1,456	1,600	1,600
Maintenance	7,179	7,250	7,624	7,700
Vehicle Expense	-	-	100	100
Miscellaneous	369	(139)	800	1,300
<b>Total</b>	<b>\$ 430,022</b>	<b>\$ 376,645</b>	<b>\$ 376,460</b>	<b>\$ 411,100</b>



Legal
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Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Legal/Contract Services	\$ 117,194	\$ 116,124	\$ 156,700	\$ 156,700
Less: Indirect Cost	(117,194)	(116,124)	(156,700)	(156,700)
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



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<b>Department of Finance</b>
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**Revenue:**

Departmental Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
County Monition Fees	\$ 41,812	\$ 44,051	\$ 45,000	\$ 45,000
Reimbursement Monition Expenses	38,009	28,321	36,000	36,000
<b>Total</b>	<b>\$ 79,821</b>	<b>\$ 72,372</b>	<b>\$ 81,000</b>	<b>\$ 81,000</b>

**Expenses:**

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Finance Administration	\$ 306,632	\$ 322,223	\$ 321,295	\$ 327,500
Accounting Services	699,303	667,401	681,285	713,000
Tax Section	642,669	540,408	522,585	536,300
Monitions	168,658	160,664	196,260	218,800
Assessment Division	1,336,239	1,111,598	1,180,841	1,069,300
Board of Assessment	41,874	44,859	44,360	44,800
Subtotal	3,195,375	2,847,153	2,946,626	2,909,700
Less: Indirect Costs	(1,005,935)	(989,624)	(1,002,580)	(1,040,500)
<b>Total</b>	<b>\$ 2,189,440</b>	<b>\$ 1,857,529</b>	<b>\$ 1,944,046</b>	<b>\$ 1,869,200</b>

<b>Finance Administration</b>
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### Mission

The Department of Finance maintains the financial records for all County funds, prepares financial reports and statements, assists in the preparation of the annual budget, and manages County investments. The Director of Finance also serves as the Secretary to the Board of Assessment. The mission of the Department of Finance is to professionally manage the financial resources of the County government.

### Goals

- To carefully plan for program and capital needs
- To maximize return and safety of County funds
- To maintain property records in an efficient manner
- To improve the automated Financial Management System

#### Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 303,815	\$ 319,685	\$ 316,945	\$ 323,200
Insurance	1,320	1,061	1,650	1,700
Office Supplies	476	534	1,100	1,200
Legal/Contract Services	214	194	500	400
Utilities	807	749	900	900
Miscellaneous	-	-	200	100
<b>Total</b>	<b>\$ 306,632</b>	<b>\$ 322,223</b>	<b>\$ 321,295</b>	<b>\$ 327,500</b>

## Accounting Services

### Mission

The Accounting Services Section is comprised of the Governmental and Proprietary Fund sections. The section is responsible for recording and reporting the financial transactions of the County.

### Goals

- To provide managers with timely and reliable financial information
- To maximize the efficiency of the accounting software
- To provide financial guidance to managers and assure conformance with County policies, GASB pronouncements, and generally accepted accounting principles

#### Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 649,475	\$ 612,304	\$ 621,340	\$ 649,500
Insurance	3,628	2,449	4,030	4,100
Office Supplies	6,928	7,683	7,400	7,700
Furniture/Equipment	-	1,408	2,115	2,200
Legal/Contract Services	625	906	600	600
Utilities	2,554	2,393	2,600	2,600
Maintenance	36,086	40,253	43,000	46,100
Miscellaneous	7	5	200	200
<b>Total</b>	<b>\$ 699,303</b>	<b>\$ 667,401</b>	<b>\$ 681,285</b>	<b>\$ 713,000</b>

<b>Tax Section</b>
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**Mission**

The Tax Section is responsible for the collection and distribution of County, school, library and ditch taxes, special community liens, Inspection and Enforcement liens and trash, street lights and sewer fees. The office issues Manufactured Housing Certification Letters, administers the Senior Tax Credit program for the State and provides research assistance to the community's attorneys and title searchers. Effective June 7, 2011, per House Bill 294 as amended by Senate Bill 1 and approved April 27, 2010, the elected Office of Receiver of Taxes and County Treasurer was eliminated and all former responsibilities were absorbed by the Department of Finance.

**Goals**

- Continue to provide quality customer service to the citizens of Kent County
- Expand acceptance of major credit cards
- Maintain an Internet Web page to assist with constituent questions
- Continue to reduce tax delinquency

**Tax Section - 4060****Expenses:**

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 330,956	\$ 241,646	\$ 222,550	\$ 230,400
Travel	-	-	-	-
Insurance	3,541	2,084	3,135	2,800
Indirect Costs	232,941	215,868	211,800	220,200
Office Supplies	50,731	55,152	56,800	60,100
Furniture/Equipment	802	267	-	-
Legal/Contract Services	7,874	8,547	10,700	4,200
Utilities	2,205	2,094	1,800	2,300
Maintenance	13,406	14,572	15,600	15,900
Vehicle Expense	29	97	-	200
Miscellaneous	184	81	200	200
<b>Total</b>	<b>\$ 642,669</b>	<b>\$ 540,408</b>	<b>\$ 522,585</b>	<b>\$ 536,300</b>



## Motions - 4061

## Revenue:

<b>Departmental Revenue</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
County Motion Fees	\$ 41,812	\$ 44,051	\$ 45,000	\$ 45,000
Reimbursement Motion Expenses	38,009	28,321	36,000	36,000
<b>Total</b>	<b>\$ 79,821</b>	<b>\$ 72,372</b>	<b>\$ 81,000</b>	<b>\$ 81,000</b>

## Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 55,166	\$ 59,346	\$ 59,275	\$ 64,400
Insurance	679	608	785	900
Indirect Costs	57,339	53,745	54,500	58,600
Office Supplies	4,613	4,394	5,900	2,000
Legal/Contract Services	50,511	42,238	75,300	92,400
Utilities	350	333	400	400
Miscellaneous	-	-	100	100
<b>Total</b>	<b>\$ 168,658</b>	<b>\$ 160,664</b>	<b>\$ 196,260</b>	<b>\$ 218,800</b>

## Assessment Office

### **Mission**

The primary responsibility of the Assessment Office is to appraise and assess all taxable parcels of real estate in Kent County. When aggregated, these assessments provide the basis for generation of a significant part of the revenues required for the functioning of the County's government and school districts. The fundamental principle which governs the appraisal of real estate for property tax purposes in Kent County is equity, or fairness, for all property owners. The achievement of this goal requires thorough training and a high level of professionalism of all Assessment staff members.

Specific tasks performed by the Assessment office include:

- Maintain the computerized real estate parcel database: data entry for transfers, name changes and legal description and title changes
- Incorporate property value changes into the Computer Assisted Mass Appraisal system. Changes result from subdivision development, assemblage, new construction, demolitions, additions and renovations
- Provide assistance to the public, including property owners, attorneys and real estate professionals

### **Goals**

- Master our new Computer Assisted Mass Appraisal and building sketching software; to establish viable interfaces between the new software and the existing assessment roll
- Create and implement improved quality control procedures in the assessment of property and in data entry
- Continue to improve accuracy and equity in the existing assessment roll
- Continue to seek the updated training and education necessary to support a competent assessment program

## Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 967,389	\$ 757,535	\$ 837,801	\$ 730,100
Travel	3,540	-	3,800	2,100
Insurance	8,767	12,390	14,940	14,500
Indirect Costs	289,162	292,281	266,200	268,600
Office Supplies	30,527	8,856	10,300	11,000
Furniture/Equipment	135	-	-	-
Legal/Contract Services	7,294	7,086	7,400	6,300
Operating Supplies	266	401	1,000	-
Utilities	3,562	3,330	3,600	3,600
Maintenance	21,740	26,780	31,600	28,900
Vehicle Expense	3,857	2,939	4,000	4,000
Miscellaneous	-	-	200	200
<b>Total</b>	<b>\$ 1,336,239</b>	<b>\$ 1,111,598</b>	<b>\$ 1,180,841</b>	<b>\$ 1,069,300</b>

## Board of Assessment

**Mission**

The Board of Assessment for Kent County is established by State statute (9 Delaware Code Section 8201) and is comprised of three members, each of whom serves a four-year term. In order to make the Board as representative of the County as possible, the statute requires that the members reside in different senatorial districts and that all members be of the two principal political parties but that not more than two be of the same party. The members are appointed by the Kent County Levy Court. Typically, the Commissioners appoint one member who resides in the northern part of the County, one from the central area, and one from the southern part of the County.

The Board has three primary functions:

- Oversee the assessment operations of the Assessment office
- Consider applications for exemption from property taxes and to recommend to Levy Court that it approve or deny these applications
- Hear appeals by property owners of the assessments levied against their properties

The Board of Assessment strives continually to improve the Assessment office and to treat all Kent County property taxpayers considerately and equitably.

**Expenses:**

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 41,874	\$ 44,859	\$ 44,360	\$ 44,800
<b>Total</b>	<b>\$ 41,874</b>	<b>\$ 44,859</b>	<b>\$ 44,360</b>	<b>\$ 44,800</b>

<b>Department of Community Services</b>
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**Revenue:**

<b>Departmental Revenue</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Library Tax Current	\$ 645,747	\$ 664,600	\$ 650,000	\$ 665,000
Library Tax Delinquent	15,550	17,138	14,000	14,000
Library Fines	10,788	8,370	9,000	9,000
Library Material Replacement Fee	-	-	-	500
Library Copy Fees	5,340	5,165	4,800	4,800
Library Grants - Other	-	-	8,750	-
Library Standards Grant	196,853	176,308	184,598	184,600
Recreation Fees	343,350	309,032	340,000	290,000
Reimbursement Lake Como Lifeguards	24,236	-	-	-
Park Rental Fees	-	2,750	500	2,800
Suburban Parks Tax Current	14,546	15,149	15,300	15,300
Suburban Parks Tax Delinquent	232	164	-	-
<b>Total</b>	<b>\$ 1,256,642</b>	<b>\$ 1,198,676</b>	<b>\$ 1,226,948</b>	<b>\$ 1,186,000</b>

**Expenses:**

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Administration	\$ 270,447	\$ 196,156	\$ 191,320	\$ 205,200
Libraries	1,300,480	1,301,043	1,282,154	1,236,700
Library Standards Grant	190,024	212,123	233,160	184,600
Recreation	905,424	712,266	750,790	714,300
Parks	936,223	812,329	821,250	808,300
Suburban Parks	14,414	15,195	15,300	15,300
<b>Total</b>	<b>\$ 3,617,012</b>	<b>\$ 3,249,112</b>	<b>\$ 3,293,974</b>	<b>\$ 3,164,400</b>

<b>Community Services Administration</b>
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### Mission

Community Services Administration section provides management and coordination for the Parks, Recreation, and Library Services divisions of Kent County. The Community Services Director acts on the initiatives of the Levy Court to develop and maintain parks and greenways, offer recreation programs for all ages, and operate a public library system which meets the needs of our community. The Director also works closely with the other County departments in areas of management and technology.

### Goals

- Provide a vision and a systems planning approach that can take advantage of opportunities as they arise and respond to inevitable changes in demand.
- Address the need for additional parkland by identifying land acquisition opportunities for Levy Court consideration.
- Address the need for indoor facilities with the construction of a Recreation Center for Kent County program use.
- Expand and create new library services, facilities and programs for Kent County residents.

#### Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 240,182	\$ 165,860	\$ 161,550	\$ 173,300
Insurance	889	720	1,170	1,200
Indirect Costs	28,026	28,402	26,800	28,700
Office Supplies	210	419	700	700
Legal/Contract Services	63	46	100	100
Utilities	698	709	800	1,000
Vehicle Expense	379	-	100	100
Miscellaneous	-	-	100	100
<b>Total</b>	<b>\$ 270,447</b>	<b>\$ 196,156</b>	<b>\$ 191,320</b>	<b>\$ 205,200</b>





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## Libraries Services

### **Mission**

The Division of Libraries' mission is to provide convenient access to quality library resources to all Kent County residents. The following are the methods currently being utilized:

- Provide support for an automated catalog system operated by the State through the delivery of resources to libraries in Kent County.
- Provide a bookmobile that offers services to a wide variety of patrons in rural and under-served areas of the County.
- Provide leadership to the public libraries in the County.

### **Goals**

Continue to increase the size of the collection of library resources (books, movies, recorded books) with the addition of 2,000 new titles each year at the Kent County Public Library.

Continue to offer adult and children's programs. These programs include book talks, story telling, author discussions, puppet shows and community interest programs.

Increase the patron use of the bookmobile by increasing the number of stops and hours available to the public.

## Revenue:

Department Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Library Tax Current	\$ 645,747	\$ 664,600	\$ 650,000	\$ 665,000
Library Tax Delinquent	15,550	17,138	14,000	14,000
Library Fines	10,788	8,370	9,000	9,000
Library Material Replacement Fees	-	-	-	500
Library Copy Fees	5,340	5,165	4,800	4,800
Library Grants - Other	-	-	8,750	-
<b>Total</b>	<b>\$ 677,425</b>	<b>\$ 695,273</b>	<b>\$ 686,550</b>	<b>\$ 693,300</b>

## Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 467,071	\$ 384,335	\$ 416,900	\$ 386,800
Insurance	12,606	20,624	11,400	11,600
Indirect Costs	111,667	91,421	109,100	87,500
Office Supplies	3,744	3,347	3,500	5,000
Furniture/Equipment	1,506	1,740	1,500	3,600
Legal/Contract Services	3,040	9,793	3,300	2,400
Operating Supplies	2,088	2,409	1,900	2,800
Utilities	23,698	27,763	52,650	45,200
Rent	70,531	70,531	-	-
Maintenance	2,345	1,563	12,400	12,700
Vehicle Expense	422	300	300	100
Miscellaneous	-	-	4,754	-
Reciprocal Borrowing	601,762	687,217	664,000	679,000
Contingency	-	-	450	-
<b>Total</b>	<b>\$ 1,300,480</b>	<b>\$ 1,301,043</b>	<b>\$ 1,282,154</b>	<b>\$ 1,236,700</b>

<b>Library Standards Grant</b>
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## Revenue:

Departmental Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Library Standard Grant	\$ 196,853	\$ 176,308	\$ 184,598	\$ 184,600
<b>Total</b>	<b>\$ 196,853</b>	<b>\$ 176,308</b>	<b>\$ 184,598</b>	<b>\$ 184,600</b>

## Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 102,293	\$ 115,390	\$ 125,518	\$ 95,200
Travel		90	500	400
Office Supplies	1,920	328	254	1,600
Furniture/Equipment	13,148	19,205	18,701	15,700
Legal/Contract Services	6,400	4,800	6,400	6,400
Operating Supplies	55,005	54,003	67,761	51,300
Vehicle Expense	7,107	13,476	10,921	9,000
Miscellaneous	4,151	4,831	3,105	5,000
<b>Total</b>	<b>\$ 190,024</b>	<b>\$ 212,123</b>	<b>\$ 233,160</b>	<b>\$ 184,600</b>

<b>Recreation</b>
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**Mission**

Our mission is to provide year-round recreation programs and activities that offer positive ways to use free time and promote the health and fitness of residents of Kent County.

**Goals**

- Offer a wide variety of quality and popular athletic, educational and cultural activities to Kent County citizens
- Increase registration by offering program activities that meet the diverse interest of Kent County residents
- Utilize the County owned parks to form various leagues, such as, horseshoes, baseball, softball, soccer and field hockey.
- Implement a new Recreation Scheduling Computer Program, which will allow us to track which program activities are popular and cost effective.

**Revenue:**

<b>Departmental Revenue</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Recreation Fees	\$ 343,350	\$ 309,032	\$ 340,000	\$ 290,000
Reimbursement Lake Como Lifeguard	24,236	-	-	-
<b>Total</b>	<b>\$ 367,586</b>	<b>\$ 309,032</b>	<b>\$ 340,000</b>	<b>\$ 290,000</b>

**Expenses:**

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 478,517	\$ 302,263	\$ 310,450	\$ 273,300
Travel	33	-	-	-
Insurance	6,198	14,594	5,040	4,400
Indirect Costs	136,587	138,441	143,800	149,800
Office Supplies	2,922	3,337	3,716	3,600
Furniture/Equipment	1,114	2,274	2,400	2,000
Legal/Contract Services	252,953	226,113	252,284	247,500
Operating Supplies	12,752	8,631	18,300	13,900
Utilities	3,485	3,193	3,200	3,300
Rent	8,621	10,453	9,200	12,200
Maintenance Expenses	-	-	-	2,000
Vehicle Expense	742	1,217	2,400	2,300
Miscellaneous	1,500	1,750	-	-
<b>Total</b>	<b>\$ 905,424</b>	<b>\$ 712,266</b>	<b>\$ 750,790</b>	<b>\$ 714,300</b>

## Parks

### Mission

Our mission is to provide safe and maintained parks and open space for the residents of Kent County to enjoy.

### Goals

- Continue a professional level of County open spaces, greenway and parks management operations.
- Continue support for the mission, projects, and public events on behalf of the St. Jones Greenway Commission
- Complete the plans, specifications and engineering for Phase III of the St. Jones River Greenway, bicycle and pedestrian pathway connector from the Route 10 trailhead to the Lebanon Landing recreation area by obtaining State and Federal matching funds for its phased construction in FY2012
- Complete the ecological restoration work at the Hunn Conservation Area already undertaken with National Fish and Wildlife Foundation funding, Delaware Trust Funds, Kent County, and other agency financial and in-kind resources. Design and construct nominal public access facilities appropriate to the passive recreation and wildlife viewing uses of the Hunn Conservation Area within the existing County General Fund allocation
- Continue to curate and preserve the Brecknock Park manor and tenant houses
- Complete site design and infrastructure, and procure competitive bids for construction of Kent County Government's first indoor recreation center on Public-Private Partnership lands, to be operational by 2013; utilizing existing obligations of Capital Projects funds



## Revenue:

Departmental Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Park Rental Fees	\$ -	\$ 2,750	\$ 500	\$ 2,800
<b>Total</b>	<b>\$ -</b>	<b>\$ 2,750</b>	<b>\$ 500</b>	<b>\$ 2,800</b>

## Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 676,263	\$ 591,357	\$ 574,650	\$ 567,700
Travel	26	-	-	2,700
Insurance	9,961	11,532	13,335	12,800
Indirect Costs	107,316	104,638	98,100	103,400
Office Supplies	1,733	1,399	1,725	2,100
Furniture/Equipment	4,020	3,024	4,642	3,000
Legal/Contract Services	15,852	13,669	24,700	17,700
Trash Pick-Up Fees	7,316	3,225	4,000	4,000
Operating Supplies	20,867	7,327	13,958	14,800
Utilities	31,706	27,151	32,200	30,500
Rent	499	-	800	600
Maintenance	33,877	20,278	25,500	25,500
Vehicle Expense	24,633	15,309	27,000	21,000
Miscellaneous	2,073	4,612	3,775	2,500
Contingency	-	(4,610)	(4,400)	-
Capital Expenditures	-	11,280	470	-
Grant/Program	81	2,138	795	-
<b>Total</b>	<b>\$ 936,223</b>	<b>\$ 812,329</b>	<b>\$ 821,250</b>	<b>\$ 808,300</b>

Suburban Parks
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## Revenue:

Department Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Suburban Parks Tax Current	\$ 14,546	\$ 15,149	\$ 15,300	\$ 15,300
Suburban Parks Tax Delinquent	232	164	-	-
<b>Total</b>	<b>\$ 14,778</b>	<b>\$ 15,313</b>	<b>\$ 15,300</b>	<b>\$ 15,300</b>

## Expenses:

## 4301 – Old Mill

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 2,350	\$ 2,620	\$ 2,600	\$ 2,600
Insurance	30	30	50	50
Indirect Costs	638	665	700	700
Furniture/Equipment	130	130	130	130
Operating Supplies	660	700	700	700
Vehicle Expense	510	520	520	520
Miscellaneous	120	-	-	-
<b>Total</b>	<b>\$ 4,438</b>	<b>\$ 4,665</b>	<b>\$ 4,700</b>	<b>\$ 4,700</b>

## 4302 - Royal Grant

Departmental Expense	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 3,200	\$ 3,470	\$ 3,500	\$ 3,500
Insurance	60	100	100	100
Indirect Costs	638	665	700	700
Furniture/Equipment	120	230	230	230
Operating Supplies	850	1,000	1,000	1,000
Vehicle Expense	670	700	670	670
Miscellaneous	300	-	-	-
<b>Total</b>	<b>\$ 5,838</b>	<b>\$ 6,165</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>

4303 – Eagles Nest

<b>Departmental Expense</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 2,220	\$ 2,500	\$ 2,500	\$ 2,500
Insurance	40	100	100	100
Indirect Costs	638	665	700	700
Furniture/Equipment	120	100	100	100
Operating Supplies	390	400	400	400
Rent	120	100	100	100
Vehicle Expense	490	500	500	500
Miscellaneous	120	-	-	
<b>Total</b>	<b>\$ 4,138</b>	<b>\$ 4,365</b>	<b>\$ 4,400</b>	<b>\$ 4,400</b>
<b>Total Suburban Parks</b>	<b>\$ 14,414</b>	<b>\$ 15,195</b>	<b>\$ 15,300</b>	<b>\$ 15,300</b>



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<b>Department of Planning Services</b>
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**Revenue and Grants:**

<b>Departmental Revenue</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Tax Mapping Fees	\$ 3,244	\$ 1,807	\$ 2,000	\$ 2,000
Street Addressing Fees	11,075	13,850	10,000	10,000
Inspections & Enforcement Fees	1,280,162	1,246,085	1,100,000	1,100,000
House Demolition Reimbursement	20,325	15,490	30,000	30,000
Grass Cutting Reimbursement	21,507	22,584	30,000	35,000
Rat Abatement State Grant	10,000	10,000	10,000	10,000
Code Enforcement Fines	813	584	500	200
Planning Application Fees	77,263	84,463	60,000	75,000
Planning Map Fees	240	195	300	300
Planning Forms and Documents	740	880	700	700
Planning/Zoning Application Fees	17,500	19,602	17,000	17,500
Planning Copy Fees	1,064	157	300	300
Manufactured Housing Demo Reimb	6,300	17,151	15,000	15,000
<b>Total</b>	<b>\$ 1,450,233</b>	<b>\$ 1,432,848</b>	<b>\$ 1,275,800</b>	<b>\$ 1,296,000</b>

**Expenses:**

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Administration	\$ 231,614	\$ 241,640	\$ 238,270	\$ 244,700
Geographic Information Systems	566,035	593,615	592,550	604,900
Inspections & Enforcement	1,630,475	1,590,612	1,571,125	1,604,300
Zoning Inspections & Enforcement	80,373	83,397	108,470	110,800
Planning	1,505,145	1,296,289	1,353,945	1,383,600
Manufactured Housing	149,596	116,277	110,435	111,800
<b>Total</b>	<b>\$ 4,163,238</b>	<b>\$ 3,921,830</b>	<b>\$ 3,974,795</b>	<b>\$ 4,060,100</b>

## Planning Services Administration

### **Mission**

Provide The Department of Planning Services with overall management and administration of the divisions/sections of Planning, Inspections & Enforcement, Geographic Information Systems, Zoning Inspections, Manufactured Housing and the Community Development Block Grant (CDBG) to provide guidance, direction and code compliance review services for land-use planning and development activities and all other services.

Manage the Planning Services divisions/sections regarding budget, personnel and administrative policies and ensure departmental adherence to all Levy Court policies, programs and procedures.

Provide Kent County customers prompt, accurate and courteous responses. The Department of Planning Services is a repository for a variety of land-use and property data with regular and frequent interaction with the public and is an integral part of the Kent County customer service team.

### **Goals**

- Provide high-quality planning services for the citizens of Kent County that achieves a balanced and orderly landscape by providing opportunities for growth and development, the preservation of significant agricultural lands and environmentally sensitive areas in pursuit of an optimum quality of life for residents and visitors
- Provide outstanding customer service to citizen inquiries, efficient processing of applications for permits and plan reviews
- Continue implementation of the 2008 Comprehensive Plan recommendations;
- Continue a review and revision of Chapter 187 Subdivision and Land Development and Chapter 205, Zoning, of the Kent County Code to comport with the 2008 Kent County Comprehensive Plan Update;
- Expand on-line information services to applicants and citizens of Kent County regarding the Planning and Inspection & Enforcement divisions to include on-line applications
- Complete the transition to County maintenance and website hosting of GIS data



Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 175,232	\$ 181,517	\$ 182,300	\$ 186,300
Insurance	969	787	1,270	1,300
Indirect Costs	54,515	58,316	53,500	55,900
Office Supplies	435	440	600	600
Legal/Contract Services	25	205	200	200
Utilities	438	375	400	400
<b>Total</b>	<b>\$ 231,614</b>	<b>\$ 241,640</b>	<b>\$ 238,270</b>	<b>\$ 244,700</b>

## Geographic Information Systems

### **Mission**

The Geographic Information Systems Division manages property mapping, property addressing and everyday Geographic Information Systems (GIS) requests for the County and the public.

The GIS Division provides computer-generated maps regarding parcels, aerial photography, tax records and other geo-referenced information to Kent County officials and the general public and is responsible for implementation of the management plan for this data.

The GIS Division is responsible for managing all County GIS data and ensuring the data is easily available to both internal and external customers.

### **Goals**

- Provide accurate digital maps of all properties within one month of these properties being recorded
- Continue development of electronic base map infrastructure to be shared among all County departments and with the State and other local agencies
- Manage and complete migration from an AutoCAD environment to an Arc View GIS-based environment and development of interactive map system for public use via the Internet and Intranet with the implementation of ARC Server.
- Offer on-going GIS training, support and assistance to all County GIS users and Departments utilizing GIS tools to view data produced and obtained by the GIS Division that assists in their daily work schedule
- To link the County base map to the County 911 addressing database and also the AS-400 data.
- Create and maintain GIS web site to be utilized in house and by the public and eliminate the need and maintenance cost of our current GIS web site SmartMAP; which will utilize current data and additional files as needed. Tie AS-400 and 'HTE data to new GIS web site to provide a one stop shop of information.

## Revenue:

<b>Departmental Revenue</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Tax Mapping	\$ 3,244	\$ 1,807	\$ 2,000	\$ 2,000
Street Addressing Fees	11,075	13,850	10,000	10,000
<b>Total</b>	<b>\$ 14,319</b>	<b>\$ 15,657</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>

## Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 400,059	\$ 429,577	\$ 423,950	\$ 431,100
Insurance	2,561	1,998	3,000	2,900
Indirect Costs	145,066	142,945	144,000	149,000
Office Supplies	2,316	2,071	3,300	3,300
Furniture/Equipment	895	935	1,000	1,000
Legal/Contract Services	642	677	700	1,000
Utilities	1,507	1,416	1,600	1,600
Maintenance	12,933	13,996	15,000	15,000
Vehicle Expense	56	-	-	-
<b>Total</b>	<b>\$ 566,035</b>	<b>\$ 593,615</b>	<b>\$ 592,550</b>	<b>\$ 604,900</b>

## Inspections & Enforcement

### **Mission**

The Division of Inspections & Enforcement works to ensure the quality of life for the citizens of Kent County through the enforcement of all County codes to protect the public health, safety and welfare.

The Division serves the citizens of Kent County by providing excellent customer service and timely, accurate information.

### **Goals**

- Maintain quality customer service through continual staff development and monitoring of performance, customer feedback and continue the random mailing of customer service questionnaires to acquire customer feedback.
- Demolish or cause to be demolished a minimum of 25 condemned structures that have been deemed unable to be brought up to minimum Kent County Building Code standards.
- Quantify the number of contractors currently operational within our jurisdiction and establish a registry of said contractors to ensure responsible construction and compliance with codes.
- Expand distribution of important and timely information to customers through a variety of media including quarterly newsletters, technical brochures and the Internet.
- Maintain a highly qualified professional staff with national certifications through continual training and testing as necessary to attain proficiency in applications of adopted codes, technological advances in construction standards and trades, and related fields of service.
- Establish standards and a process to promote the construction of "Green Buildings" within our jurisdiction.

## Revenue:

Departmental Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Inspections & Enforcement Fees	1,280,162	1,246,085	1,100,000	1,100,000
House Demolition Reimbursement	20,325	15,490	30,000	30,000
Grass Cutting Reimbursement	21,507	22,584	30,000	35,000
Rat Abatement State Grant	10,000	10,000	10,000	10,000
<b>Total</b>	<b>\$ 1,331,994</b>	<b>\$ 1,294,159</b>	<b>\$ 1,170,000</b>	<b>\$ 1,175,000</b>

## Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 1,173,861	\$ 1,149,344	\$ 1,141,400	\$ 1,171,000
Travel	1,724	-	-	-
Insurance	15,543	31,828	13,825	13,600
Indirect Costs	267,297	253,157	255,300	258,500
Office Supplies	18,622	14,831	15,200	15,200
Furniture/Equipment	3,488	936	900	900
Legal/Contract Services	35,639	19,060	24,600	24,400
Operating Supplies	1,982	994	2,000	1,900
Utilities	10,366	9,562	10,100	10,100
Maintenance	6,370	8,095	8,800	8,800
Vehicle Expense	24,160	20,807	24,900	24,800
Miscellaneous	-	-	100	100
Grant/Program	71,423	81,998	74,000	75,000
<b>Total</b>	<b>\$ 1,630,475</b>	<b>\$ 1,590,612</b>	<b>\$ 1,571,125</b>	<b>\$ 1,604,300</b>

## Zoning Inspections & Enforcement

### **Mission**

Zoning Enforcement's mission is to provide responsive, effective and thorough enforcement of the Kent County Zoning Ordinance and related property maintenance codes through on-site inspection services to protect the public health, safety and welfare of County residents. It informs citizens of the purpose and intent of zoning regulations as they relate to achieving high-quality living environments for all the citizens of Kent County. It also ensures that all conditions of approval for site development projects as articulated by the Regional Planning Commission and Levy Court are adhered to through the construction process.

### **Goals**

- Ensure that all conditions of development approval relating to neighborhood amenities and site design enhancements are completed by the developer and are in place for the enjoyment of residents prior to conclusion of construction phase
- Promptly process pending zoning enforcement actions through effective processing of violations and initiation of measures aimed at restoring properties to compliant condition
- Provide "quick response" service for customers with concerns regarding compliance with zoning and property maintenance codes, giving life and safety the highest priority
- Serve as a liaison with community groups and civic organizations to foster open lines of communication on issues of community concern related to zoning and property maintenance matters and provide technical assistance to persons striving to achieve zoning compliance

## Revenue:

Departmental Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Code Enforcement Fines	813	584	500	200
<b>Total</b>	<b>\$ 813</b>	<b>\$ 584</b>	<b>\$ 500</b>	<b>\$ 200</b>

## Expenses:

Departmental Expense	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 41,880	\$ 47,426	\$ 66,270	\$ 67,300
Insurance	1,297	911	1,200	1,400
Indirect Costs	33,750	33,745	36,600	37,600
Office Supplies	4	99	300	300
Legal/Contract Services	-	-	300	400
Operating Supplies	-	-	100	100
Utilities	932	752	700	700
Vehicle Expense	2,510	464	3,000	3,000
<b>Total</b>	<b>\$ 80,373</b>	<b>\$ 83,397</b>	<b>\$ 108,470</b>	<b>\$ 110,800</b>



## Planning

### **Mission**

The Planning division is responsible for the development and implementation of the Kent County Comprehensive Plan and, administration of the Zoning and Land Subdivision ordinances and the Community Development Block Grant Program. This division includes The Housing and Community Development office.

The Planning Division provides customer assistance, zoning administration, analysis, processing and reporting on a variety of land development applications and proposals. A major focus of the Planning division involves the development and implementation of a comprehensive planning program for Kent County. The Planning division manages a variety of planning activities including current planning, special area studies, tracking population trends and data and related information.

The Planning Division serves as staff to the Board of Adjustment (BOA), Regional Planning Commission (RPC), and Levy Court.

### **Goals**

- Provide a high-quality land use planning program that reflects community preferences and that is centered on service to our citizens
- Continue implementation of the 2008 Comprehensive Plan recommendations
- Completion of the review and revision of Chapter 187 Subdivision and Land Development and Chapter 205, Zoning, of the Kent County Code to comport with the 2008 Kent County Comprehensive Plan Update
- Complete at least one half of the Transportation Improvement District plans

## Revenue:

<b>Departmental Revenue</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Planning Application Fees	77,263	84,463	60,000	75,000
Planning Map Fees	240	195	300	300
Planning Forms and Documents	740	880	700	700
Planning/Zoning Application Fees	17,500	19,602	17,000	17,500
Planning Copy Fees	1,064	157	300	300
<b>Total</b>	<b>\$ 96,807</b>	<b>\$ 105,297</b>	<b>\$ 78,300</b>	<b>\$ 93,800</b>

## Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 832,844	\$ 648,705	\$ 679,500	\$ 689,500
Travel	-	-	2,700	3,000
Insurance	7,594	15,235	21,045	20,300
Indirect Costs	543,320	547,646	519,400	543,800
Office Supplies	11,667	10,196	13,800	11,600
Furniture/Equipment	1,777	936	1,200	1,200
Legal/Contract Services	103,378	69,494	111,300	109,400
Utilities	3,159	2,955	3,200	3,200
Maintenance	1,338	1,097	1,500	1,400
Vehicle Expense	32	-	100	100
Miscellaneous	36	25	200	100
<b>Total</b>	<b>\$ 1,505,145</b>	<b>\$ 1,296,289</b>	<b>\$ 1,353,945</b>	<b>\$ 1,383,600</b>

<b>Manufactured Housing</b>
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**Mission**

The mission of the Manufactured Housing Program is to serve the citizens of Kent County to meet their needs with products in relationship to manufactured housing. The program carries out demolitions of unsafe, unsightly manufactured houses and in doing so helps to beautify the landscape of the County.

**Goals**

- Issue all manufactured housing permits within a 72-hour time frame
- Conduct semi-annual sweeps of Kent County territories to locate and cause at least five derelict or abandoned manufactured houses to be removed a month
- Work with other departments and agencies to establish a means to track manufactured houses in the County more effectively
- Work with the Tax Section to determine and establish means to collect delinquent taxes on manufactured houses
- Track permits to assure they are closed before they expire

**Revenue:**

Departmental Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Manufactured Housing Demo Reimb	6,300	17,151	15,000	15,000
<b>Total</b>	<b>\$ 6,300</b>	<b>\$ 17,151</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>

**Expenses:**

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 92,669	\$ 63,459	\$ 60,935	\$ 61,500
Insurance	1,341	1,032	1,400	1,300
Indirect Costs	32,931	33,865	30,000	30,900
Office Supplies	187	334	500	500
Legal/Contract Services	20,128	15,901	15,300	15,200
Operating Supplies	51	51	100	100
Utilities	857	778	1,000	1,000
Vehicle Expense	1,432	857	1,200	1,300
<b>Total</b>	<b>\$ 149,596</b>	<b>\$ 116,277</b>	<b>\$ 110,435</b>	<b>\$ 111,800</b>

<b>Department of Public Safety</b>
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**Revenue and Grants:**

<b>Departmental Revenue</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Telephone Tax	\$ 266,717	\$ 257,270	\$ 240,000	\$ 270,000
Rental Income 911 Center	17,386	17,386	17,400	17,400
State Paramedic Grant	1,657,580	1,319,154	1,359,700	1,377,800
Paramedic Fees - Special Events	91,218	82,237	90,000	80,000
Emergency Planning Grant	65,774	71,908	78,000	76,600
LEPC State Grant	47,400	47,400	47,400	46,900
DEMA Special Project Grants	17,941	41,041	9,045	-
<b>Total</b>	<b>\$ 2,164,016</b>	<b>\$ 1,836,396</b>	<b>\$ 1,841,545</b>	<b>\$ 1,868,700</b>

**Expenses:**

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Administration	\$ 116,260	\$ 76,016	\$ 74,800	\$ 86,000
Emergency Communications	1,785,635	1,913,479	1,956,100	2,112,800
Mobile Command Center	17,046	21,558	24,100	25,700
Emergency Medical Services (EMS)	4,071,802	4,322,854	4,443,260	4,511,700
EMS - Special Events & Non- Reimbursable Costs	437,817	480,947	472,500	525,200
Emergency Management	191,192	197,245	161,054	153,200
Emergency Management - LEPC - State Funding	58,716	43,790	49,374	46,900
<b>Total</b>	<b>\$ 6,678,468</b>	<b>\$ 7,055,889</b>	<b>\$ 7,181,188</b>	<b>\$ 7,461,500</b>

## Public Safety Administration

### **Mission**

The Kent County Department of Public Safety maintains a comprehensive and continuous level of preparedness for the provision of emergency services through a process of strategic planning, coordination and leadership.

The mission of the Kent County Department of Public Safety is to protect the welfare of our citizens and visitors from disaster, whether by man or of natural occurrences, provide advanced life support for the sick or injured, maintain a state-of-the-art communications system for police, fire and emergency medical services and to coordinate all resources required to facilitate this mission for the safety of our citizens and visitors.

### **Goals**

- Provide support, comment, and recommendations to the County Administrator and the Kent County Levy Court.
- Maintain a state of maximum emergency preparedness.
- Continually evaluate the effectiveness of our services for current and future requirements.
- Coordinate the essential agencies, both internal and external, to achieve maximum efficiency.
- Notify the public in matters of public safety.
- Serve as liaison with and provide guidance for private and government agencies.
- Serve as a repository for information and educational programs.
- Provide the highest quality personnel available for carrying out the intent of this document.

### **Departmental-Operational Goals**

- Enhance business continuity measures from all Divisions into detailed operational plans.
- Increase public exposure to Public Safety via public relations opportunities and new programs designed at recognizing citizens, especially young people, for outstanding deeds and/or support of public safety on behalf of others.
- Establish cost analysis and containment of costs for all programs managed via the Department of Public Safety.

## Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 115,320	\$ 74,817	\$ 72,900	\$ 81,100
Travel	-	-	-	2,300
Insurance	778	783	1,100	1,000
Office Supplies	26	292	500	500
Furniture/Equipment	-	-	-	800
Utilities	136	124	200	200
Miscellaneous	-	-	100	100
<b>Total</b>	<b>\$ 116,260</b>	<b>\$ 76,016</b>	<b>\$ 74,800</b>	<b>\$ 86,000</b>

## Emergency Communications

### Mission

The Division Emergency Communications, also known as Kent Center is the true first responder to all emergencies throughout Kent County. Our mission is to act as a vital and critical link between our public safety agencies and the citizens they protect and serve. We strive to ensure the preservation of life and property by treating all who use our services with professionalism, courtesy and compassion and by relaying accurate information in a timely and efficient manner.

Even though the 911 Center has multiple functions, there are two primary job functions within the Communications Center.

1. **Receiving incoming calls.** When a telephone call is received by the center either via 911 or a non emergency line, the Dispatcher collects the information from the caller. The information is then prioritized for dispatching.
2. **Dispatching the call.** The dispatcher then dispatches the call to the appropriate agency or agencies.

### Goals

- Continue to upgrade our Computer Aided Dispatch System so that the dispatchers have the best and most efficient tools available to them.
- Maintain our mobile data system so that the emergency responders have up-to-date dispatch and addressing information.
- Maintain our Emergency Medical/Fire Dispatch Accreditation.



## 4270 – Emergency Communications

## Revenue:

Departmental Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Telephone Tax	\$ 266,717	\$ 257,270	\$ 240,000	\$ 270,000
Rental Income 911 Center	17,386	17,386	17,400	17,400
<b>Total</b>	<b>\$ 284,103</b>	<b>\$ 274,656</b>	<b>\$ 257,400</b>	<b>\$ 287,400</b>

## Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 1,434,757	\$ 1,538,951	\$ 1,553,300	\$ 1,662,300
Travel	887	2,892	4,500	6,100
Insurance	11,337	9,508	16,700	17,000
Indirect Costs	157,432	176,758	177,200	207,900
Office Supplies	1,735	1,682	2,800	2,600
Furniture/Equipment	12,680	14,865	16,674	19,300
Legal/Contract Services	4,927	10,461	8,700	12,900
Trash Pick-Up Fees	1,150	845	1,300	1,000
Operating Supplies	3,105	3,982	7,800	8,800
Utilities	61,721	61,449	69,626	74,000
Rent	77	16	-	-
Maintenance	95,747	91,964	97,000	100,400
Miscellaneous	80	106	500	500
<b>Total</b>	<b>\$ 1,785,635</b>	<b>\$ 1,913,479</b>	<b>\$ 1,956,100</b>	<b>\$ 2,112,800</b>

## 4271 – Mobile Command Center

## Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 1,335	\$ 4,990	\$ 3,300	\$ 4,400
Insurance	3,120	1,958	3,000	3,000
Legal/Contract Services	-	-	200	-
Operating Supplies	-	-	300	400
Utilities	4,628	4,199	4,300	4,400
Rent	6,000	6,000	6,000	6,000
Maintenance	-	1,600	3,000	3,000
Vehicle Expense	1,963	2,811	3,800	4,300
Miscellaneous	-	-	200	200
<b>Total</b>	<b>\$ 17,046</b>	<b>\$ 21,558</b>	<b>\$ 24,100</b>	<b>\$ 25,700</b>

## Emergency Medical Services (EMS)

### Mission

Our mission is to be a leader in meeting the present and future health care needs of the citizens and visitors of our community through a network of high-quality advanced life support services, education and prevention programs which share common goals and values.

- Service:** We are committed to help the sick and injured by providing superior service to our patients and our community with skill, concern and compassion.
- Quality:** Because our patients are our primary concern, we strive to achieve excellence in everything we do.
- People:** The men and women who are our paramedics and those associated volunteers, physicians, nurses and students are the source of our strength. They create our success and determine our reputation. We treat all of them with respect, dignity and courtesy. We endeavor to create an environment in which all can work and learn together.
- Stewardship:** Fulfilling our mission requires that we use our resources wisely and with accountability to our public.
- Integrity:** We are honest and fair in our relationships with all those who are associated with us and other health care workers as well.

### Goals

- Provide high-quality advanced life support for the citizens and visitors of Kent County.
- Coordinate EMS activities within the County and in conjunction with ambulance and fire agencies.
- Continue emphasis on all aspects of quality patient care.
- Maintain a continued alliance with other health care providers and EMS agencies, thus insuring maximum exposure to resources and capabilities.
- Continue high educational standards for Kent County EMS employees via internal and external opportunities.
- Continue expansion in areas of education, prevention, wellness and partnering with other public safety agencies.

## 4260 – Emergency Medical Services (EMS)

## Revenue and Grants:

Departmental Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
State Paramedic Grant	\$ 1,657,580	\$ 1,319,154	\$ 1,359,700	\$ 1,377,800
<b>Total</b>	<b>\$ 1,657,580</b>	<b>\$ 1,319,154</b>	<b>\$ 1,359,700</b>	<b>\$ 1,377,800</b>

## Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 3,764,635	\$ 4,039,479	\$ 4,072,060	\$ 4,140,900
Travel	5,490	-	4,400	4,800
Insurance	52,380	51,008	62,300	58,800
Office Supplies	6,574	5,720	7,500	6,200
Furniture/Equipment	8,949	11,885	8,400	15,300
Legal/Contract Services	16,721	7,520	28,900	25,700
Trash Pick-Up Fees	836	614	1,000	700
Operating Supplies	62,316	51,413	73,200	73,800
Utilities	50,601	48,465	55,900	56,300
Rent	22,040	20,599	20,600	19,900
Maintenance	17,986	10,529	23,400	27,200
Vehicle Expense	63,045	74,750	83,100	80,100
Miscellaneous	229	872	2,500	2,000
<b>Total</b>	<b>\$ 4,071,802</b>	<b>\$ 4,322,854</b>	<b>\$ 4,443,260</b>	<b>\$ 4,511,700</b>

## 4261 – Emergency Medical Services – Special Events &amp; Non-Reimbursable Costs

## Revenue:

Departmental Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Paramedic Fees - Special Events	\$ 91,218	\$ 82,237	\$ 90,000	\$ 80,000
<b>Total</b>	<b>\$ 91,218</b>	<b>\$ 82,237</b>	<b>\$ 90,000</b>	<b>\$ 80,000</b>

## Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 62,629	\$ 58,699	\$ 64,600	\$ 64,600
Indirect Costs	369,404	412,207	400,600	447,900
Furniture/Equipment	191	2,812	-	-
Operating Supplies	5,431	5,421	7,300	12,700
Utilities	101	-	-	-
Maintenance	61	1,808	-	-
<b>Total</b>	<b>\$ 437,817</b>	<b>\$ 480,947</b>	<b>\$ 472,500</b>	<b>\$ 525,200</b>

## Emergency Management

### Mission

The Division of Emergency Management provides emergency management services within the Kent County Department of Public Safety. The division is the lead agency in the County for the coordination of emergency preparedness, training, response, recovery and mitigation, if necessary, as a result of adverse weather, natural or man-made disasters as a result of hazardous materials events, terrorist attacks or weapons of mass destruction incidents. After September 11, 2001, our mission was altered to place emphasis on terrorism and weapons of mass destruction preparedness. Later our emphasis was changed whereby we had to develop plans for all-hazard emergencies. This revision highlighted planning to avoid many of the difficulties experienced in the Gulf States after Hurricane Katrina. The division is an integral part of State-wide and Peninsula-wide planning and mitigation efforts for all hazardous emergency events.

### Goals

- Alert residents/visitors to Kent County within one hour 90 percent of the time after receiving official notification of a state-declared warning or watch of a pending natural or man-made hazardous incident
- Staff the Emergency Operations Center within two hours 90 percent of the time after the declaration of a potentially hazardous situation in order to provide assistance to the citizens/visitors of Kent County

#### 4213 – Emergency Management (LEPC –State Funding)

##### Revenue and Grants:

Departmental Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
LEPC State Grant	\$ 47,400	\$ 47,400	\$ 47,400	\$ 46,900
<b>Total</b>	<b>\$ 47,400</b>	<b>\$ 47,400</b>	<b>\$ 47,400</b>	<b>\$ 46,900</b>

##### Expenses:

Departmental Expense	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 56,364	\$ 31,094	\$ 36,700	\$ 36,600
Travel	616	1,592	1,100	1,100
Insurance	-	615	880	1,000
Office Supplies	690	73	1,000	1,000
Legal/Contract Services	53	9,200	-	200
Operating Supplies/Related	-	-	200	-
Utilities	423	449	500	500
Vehicle Expense	550	767	-	-
Miscellaneous	-	-	1,594	200
Contingency	20	-	7,400	6,300
<b>Total</b>	<b>\$ 58,716</b>	<b>\$ 43,790</b>	<b>\$ 49,374</b>	<b>\$ 46,900</b>

4210, 4211 & 4212 – Emergency Management – EMPG (Federal Funding Grant)

Revenue and Grants:

Departmental Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Emergency Planning Grant	\$ 65,774	\$ 71,908	\$ 78,000	\$ 76,600
DEMA Special Project Grants	17,941	41,041	9,045	-
<b>Total</b>	<b>\$ 83,715</b>	<b>\$ 112,949</b>	<b>\$ 87,045</b>	<b>\$ 76,600</b>

Expenses – 4210 – Emergency Management – (Direct Expenses Covered by Grant)

Departmental Expense	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 110,275	\$ 90,214	\$ 78,200	\$ 80,200
Travel	49	-	2,300	-
Insurance	1,539	467	-	-
Indirect Costs	34,423	-	-	-
Office Supplies	711	207	1,300	1,100
Furniture and Equipment	-	-	-	300
Legal/Contract Services	723	902	1,100	1,100
Trash Pick-Up Fees	366	269	400	400
Operating Supplies	697	749	900	800
Utilities	17,589	17,262	20,100	19,700
Rent	552	552	600	600
Maintenance	5,765	3,366	5,500	5,500
Vehicle Expense	-	208	1,000	800
Miscellaneous	18	23	-	100
<b>Total</b>	<b>\$ 172,707</b>	<b>\$ 114,219</b>	<b>\$ 111,400</b>	<b>\$ 110,600</b>

Expenses: 4211 – Emergency Management – (Soft Match Expenses)

Departmental Expense	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Insurance	\$ -	\$ 820	\$ 1,220	\$ 1,200
Indirect Costs	-	41,165	38,400	41,400
<b>Total</b>	<b>\$ -</b>	<b>\$ 41,985</b>	<b>\$ 39,620</b>	<b>\$ 42,600</b>

Expenses 4212 – Emergency Management – (Special Grants and Programs)

Departmental Expense	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 789	\$ -	\$ -	\$ -
Travel	6,445	10,764	1,800	-
Furniture and Equipment	-	1,016	-	-
Legal and Contractual	-	23,261	1,045	-
Contingency	10,708	6,000	6,200	-
Grant Program Expenses	543	-	989	-
<b>Total</b>	<b>\$ 18,485</b>	<b>\$ 41,041</b>	<b>\$ 10,034</b>	<b>\$ -</b>



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**Public Works (General Fund)**

Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Kent County Complex	\$ 840,444	\$ 759,584	\$ 819,630	\$ 798,000
Less: Indirect Costs	(840,444)	(759,584)	(819,630)	(798,000)
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



<b>Facilities Management</b>
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### Mission

The Division of Facilities Management provides custodial service, security, and general maintenance for the Kent County Complex. Additionally, it provides custodial and general maintenance for the Emergency Services Building, Wheatley's Pond Road EMS building and substation and the Kent County Library.

### Goals

- Update the HVAC at Emergency Services building.
- Maintain the Complex to preserve its attractiveness and functionality.

### Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 471,809	\$ 423,049	\$ 419,600	\$ 404,200
Insurance	39,073	38,817	40,130	40,500
Office Supplies	309	360	300	300
Furniture/Equipment	3,633	9,211	2,788	4,000
Legal/Contract Services	6,721	3,140	9,200	4,200
Trash Pick-Up Fees	3,440	2,746	3,500	2,500
Operating Supplies	13,471	8,674	17,700	11,000
Utilities	272,311	234,162	287,872	289,000
Maintenance	25,701	34,753	31,740	34,500
Vehicle Expense	3,253	6,689	5,300	6,300
Miscellaneous	723	(2,017)	1,500	1,500
<b>Total</b>	<b>\$ 840,444</b>	<b>\$ 759,584</b>	<b>\$ 819,630</b>	<b>\$ 798,000</b>

<p>Row Offices</p>
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- Clerk of the Peace
- Comptroller
- Recorder of Deeds
- Register of Wills
- Sheriff

Clerk of the Peace
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### Mission

It is the duty of the Clerk of the Peace to witness County documents, attend all formal Levy Court meetings and record all acts as custodian for the minutes of the Levy Court meetings.

The Clerk of the Peace acts as judge in suburban parks' elections and certifies the results of the elections to the County government. All County ordinances are also advertised and posted by the Clerk before and after their adoption. Other official duties include issuing marriage licenses and performing civil marriage ceremonies in Kent County.

#### Revenue:

Departmental Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Clerk of the Peace Fees	\$ 34,400	\$ 51,350	\$ 34,000	\$ 40,000
Marriage Ceremony Fees	10,140	20,600	10,000	12,500
<b>Total</b>	<b>\$ 44,540</b>	<b>\$ 71,950</b>	<b>\$ 44,000</b>	<b>\$ 52,500</b>

#### Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 146,063	\$ 155,482	\$ 157,150	\$ 164,200
Travel	2,204	1,538	2,300	1,900
Insurance	1,599	3,820	3,995	4,400
Indirect Costs	38,366	43,955	46,600	49,300
Office Supplies	1,091	1,247	2,300	1,800
Legal/Contract Services	1,176	1,466	1,400	1,400
Utilities	1,738	1,665	1,600	1,600
Maintenance	3,348	3,516	3,700	3,700
Vehicle Expenses	-	-	100	100
Miscellaneous	-	-	200	200
Subtotal	195,585	212,689	219,345	228,600
<b>Total</b>	<b>\$ 127,904</b>	<b>\$ 140,506</b>	<b>\$ 146,285</b>	<b>\$ 154,300</b>

<b>Comptroller</b>
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### Mission

The mission of the Kent County Comptroller's office is to serve the people of Kent County by enhancing the County's fiscal and policy controls. The Comptroller's office assures that the Row Offices are audited annually, that accounts payable are reviewed for accuracy and compliance to Kent County policies and that payments are made in a timely manner. The office coordinates with the Finance and Personnel offices to improve procedures required to fulfill the County's financial reporting obligations.

The duties of the Comptroller are to review and approve all purchases, audit County accounts and countersign all warrants. The Comptroller also reviews the financial statements of community service organizations receiving County funds.

### Goals

- Maintain accuracy and efficiency.
- Ensure that Row Offices are audited annually

#### Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 160,949	\$ 150,424	\$ 146,250	\$ 147,200
Insurance	1,519	3,649	3,785	3,800
Office Supplies	2,708	1,070	3,500	1,300
Furniture & Equipment	-	400	-	-
Legal/Contract Services	1,028	784	1,200	500
Utilities	605	562	700	700
Maintenance	1,403	1,115	1,200	1,200
Miscellaneous	-	-	100	100
<b>Subtotal</b>	<b>\$ 168,212</b>	<b>\$ 158,004</b>	<b>\$ 156,735</b>	<b>\$ 154,800</b>
<b>Less: Indirect Costs</b>	<b>(168,212)</b>	<b>(158,004)</b>	<b>(156,735)</b>	<b>(154,800)</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Recorder of Deeds

### Mission

The Recorder of Deeds office is responsible for recording all legal documents pertaining to real estate in the County including deeds, mortgages, satisfactions, tax liens, agreements, rights of way and survey plots. In addition, appointments, powers of attorney, uniform commercial code financing notices and other miscellaneous documents are recorded. The process of recording was enhanced with the installation of the new 20-20 Vision Recording/Scanning program. Documents received in the office prior to 3:00 P.M. are recorded, scanned and available for public view before the day's end. This allows original documents to be returned to the appropriate party within 24 to 48 hours.

The Deeds office collects and accounts for recording fees, the Delaware Realty Transfer Tax, the Kent County Realty Transfer Tax, and realty transfer taxes for numerous incorporated cities and towns in the County. The 20-20 Vision Program provides a daily breakdown of all collected fees.

### Goals

- Continue reviewing all documents that have been converted from microfilm to image to assure accuracy of documents recorded since 1873
- Promote the "on-line" access of Recorder of Deeds records at a nominal monthly fee to all interested parties
- Continue researching the possibility of e-recording incoming documents
- Correctly record and index documents in a timely and efficient manner
- Collecting and properly accounting for the appropriate fees associated with various documents
- Providing every employee with motivation, training and experience so that each can enjoy progressing toward a higher level as a skilled and productive worker.

## Revenue:

<b>Departmental Revenue</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Recorder of Deeds Fees	\$ 2,001,287	\$ 1,969,111	\$ 1,700,000	\$ 1,800,000
Recorder of Deeds Copy Fees	167,969	196,100	135,000	240,000
Real Estate Transfer Tax Process Fees	81,972	79,432	80,000	78,000
Local Government Record Maint. Fees	8,248	8,072	6,000	6,000
Recorders Maintenance Fees	24,569	20,757	21,000	20,000
State Document Fees	3,220	8,072	6,000	6,000
Deeds Internet Fees	18,680	44,354	40,000	55,000
<b>Total</b>	<b>\$ 2,305,945</b>	<b>\$ 2,325,898</b>	<b>\$ 1,988,000</b>	<b>\$ 2,205,000</b>

## Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 610,929	\$ 353,629	\$ 331,600	\$ 326,200
Travel	45	25	200	200
Insurance	5,223	6,233	9,300	8,300
Indirect Costs	201,273	198,319	175,100	171,800
Office Supplies	158,322	162,406	163,600	82,600
Furniture/Equipment	-	2,449	3,800	3,800
Legal/Contract Services	2,592	5,789	4,500	4,500
Utilities	3,676	3,498	3,800	3,800
Maintenance	1,120	-	-	3,000
Miscellaneous	20	-	200	200
<b>Total</b>	<b>\$ 983,200</b>	<b>\$ 732,348</b>	<b>\$ 692,100</b>	<b>\$ 604,400</b>

Register of Wills
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### Mission

The Register of Wills office is committed to accomplishing its mission of providing high-quality service to the public, legal community, title companies and others. We will continue to meet challenges as they are presented and meet the needs of those we serve effectively and courteously.

### Goals

- Continue to maintain effective and efficient service to the public and legal community.
- Continue to develop and expand educational programs.
- Increase public knowledge of policies and procedures for office documents.
- Provide the public with easier access and improve service by providing imaging.
- Convert from paper to electronic media.
- Maintain on-going cross-training and customer service programs for each employee's position within the office structure.

#### Revenue:

Departmental Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Register of Wills Fees	\$ 647,002	\$ 525,836	\$ 550,000	\$ 550,000
Wills Advertising Reimbursements	5,651	5,046	6,000	7,000
Wills Copy Fees	1,936	1,040	1,600	1,200
<b>Total</b>	<b>\$ 654,589</b>	<b>\$ 531,922</b>	<b>\$ 557,600</b>	<b>\$ 558,200</b>

#### Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 237,055	\$ 228,511	\$ 224,600	\$ 228,400
Insurance	2,219	5,669	6,985	7,000
Indirect Costs	81,321	83,912	85,800	88,100
Office Supplies	7,942	6,514	6,400	6,600
Furniture/Equipment	2,595	1,841	1,800	1,800
Legal/Contract Services	11,083	9,848	13,000	14,000
Utilities	1,142	1,082	1,200	1,200
Maintenance	178	93	200	200
Vehicle Expense	-	-	100	100
Miscellaneous	-	1	100	100
<b>Total</b>	<b>\$ 343,535</b>	<b>\$ 337,471</b>	<b>\$ 340,185</b>	<b>\$ 347,500</b>

<b>Sheriff</b>
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**Mission**

To Sheriff Office's mission is to service Kent County by performing many functions for the State of Delaware Courts (Superior Court, Court of Common Pleas, District Courts and Court in Chancery) and U.S. Courts. The Sheriff's office serves legal notices (subpoenas, levies, summons, etc.), transports state prisoners and provides courtroom security. Additionally, the Sheriff's office sells real estate in accordance with the Delaware Code.

**Goals**

- Continue to improve the quality of the services provided to the courts
- Collect all monies due to Kent County for services provided by the Sheriff's office
- Keep accurate records of all monies received for services rendered by the Sheriff's office

**Revenue:**

Department Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Sheriff Fees	\$ 297,544	\$ 304,094	\$ 300,000	\$ 400,000
Sheriff Monitions/Auction Fees	27,192	26,856	18,000	25,000
Sheriff 3% on Land Sales	1,052,478	976,222	600,000	800,000
<b>Total</b>	<b>\$ 1,377,214</b>	<b>\$ 1,307,172</b>	<b>\$ 918,000</b>	<b>\$ 1,225,000</b>

**Expenses:**

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 444,445	\$ 444,166	\$ 429,850	\$ 422,200
Travel	68	-	1,100	-
Insurance	14,210	17,792	19,585	15,200
Indirect Costs	64,181	70,820	71,500	84,800
Office Supplies	4,990	4,610	5,600	7,500
Furniture/Equipment	2,310	1,420	1,400	1,400
Legal/Contract Services	3,384	9,987	3,200	3,200
Operating Supplies	57	-	100	600
Utilities	5,004	11,028	11,700	11,700
Rent	-	-	-	70,000
Maintenance	-	-	6,000	8,500
Vehicle Expense	9,768	9,016	10,500	11,000
Contingency	-	-	-	20,000
Miscellaneous	-	-	200	200
<b>Total</b>	<b>\$ 548,417</b>	<b>\$ 568,839</b>	<b>\$ 560,735</b>	<b>\$ 656,300</b>





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<b>Special Grants and Programs</b>
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<b>Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Open Space Preservation	\$ 403,893	\$ 331,589	\$ 177,080	\$ 100,000
Stormwater/Tax Ditch Management	100,000	200,000	75,000	75,000
Dog Control Support	599,880	791,437	891,400	840,800
Community Service Grants	683,147	604,947	620,000	605,200
<b>Total</b>	<b>\$ 1,786,920</b>	<b>\$ 1,927,973</b>	<b>\$ 1,763,480</b>	<b>\$ 1,621,000</b>

Note: Open Space Preservation amount listed in fiscal year 2011 amended budget includes the unexpended balance from prior year appropriation and is intended to remain available during FY 2011. The prior year appropriations carried forward over to fiscal year 2011 is \$27,080.

Open Space Preservation
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Departmental Expense	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Program Expense	\$ 403,893	\$ 331,589	\$ 177,080	\$ 100,000
<b>Total</b>	<b>\$ 403,893</b>	<b>\$ 331,589</b>	<b>\$ 177,080</b>	<b>\$ 100,000</b>

Stormwater/Tax Ditch Management
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Departmental Expense	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Program Expense	\$ 100,000	\$ 200,000	\$ 75,000	\$ 75,000
<b>Total</b>	<b>\$ 100,000</b>	<b>\$ 200,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>

Dog Control Support
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Departmental Expense	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Dog Control	\$ 599,880	\$ 791,437	\$ 808,900	\$ 758,300
Dog Licensing	\$ -	\$ -	\$ 82,500	\$ 82,500
<b>Total</b>	<b>\$ 599,880</b>	<b>\$ 791,437</b>	<b>\$ 891,400</b>	<b>\$ 840,800</b>

## Community Service Grant Awards

### Function

Community Service Grant Awards are intended to help those organizations performing valuable services to the citizens of Kent County. These organizations provide a diverse selection of activities that enhance the quality of life.

The budget for Community Service Grants is divided into four sections: Agriculture/Soil/Water, Economic Development, Public Safety and Service Organizations. These sections represent the main thrust or area in which the organization has the greatest impact.

- Agriculture/Soil/Water concerns those groups that impact the farming and forestry industries, parks, water quality and other natural and human resources.
- Organizations under the Economic Development umbrella attempt to provide for the well being of the County's economy in both the near and long term. They provide services to all sectors of the County's industrial base and thus help to ensure an adequate supply of employment opportunities.
- Public Safety organizations provide services such as fire protection, emergency rescue and animal control.
- Service Organizations provide County residents with cultural, educational, personal care and entertainment services.

**Community Service Grant Summary:**

Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Agriculture/Soil/Water	\$ 163,000	\$ 112,000	\$ 111,500	\$ 111,500
Economic Development	73,000	71,000	76,000	78,500
Public Safety	383,847	380,247	383,150	365,850
Service Organizations	63,300	41,700	49,350	49,350
<b>Total</b>	<b>\$ 683,147</b>	<b>\$ 604,947</b>	<b>\$ 620,000</b>	<b>\$ 605,200</b>

## 4430 – Agriculture/Soil/Water

	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Delaware State University Cooperative Extention	\$ 28,000	\$ 15,500	\$ 15,000	\$ 15,000
Kent Conservation District	100,000	75,000	75,000	75,000
First State Resource Conservation & Development Council	7,000	6,000	6,500	6,500
University of Delaware Cooperative Extention	28,000	15,500	15,000	15,000
<b>Total</b>	<b>\$ 163,000</b>	<b>\$ 112,000</b>	<b>\$ 111,500</b>	<b>\$ 111,500</b>

## 4431-Economic Development

	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Kent Economic Development	\$ 56,000	\$ 56,000	\$ 60,000	\$ 60,000
Fire Fighter's Convention	2,000	1,000	1,000	1,000
Kent County Visitors' Bureau	15,000	14,000	15,000	15,000
Kent County Visitors' Bureau Expense Reimbursement	-	-	-	2,500
<b>Total</b>	<b>\$ 73,000</b>	<b>\$ 71,000</b>	<b>\$ 76,000</b>	<b>\$ 78,500</b>

## 4433 – Public Safety

	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Kent County S.P.C.A.	18,000	14,400	2,250	-
Volunteer Fire Companies	365,847	365,847	365,900	365,850
Vol. Fire. Co. Smoke Detectors	-	-	15,000	-
<b>Total</b>	<b>\$ 383,847</b>	<b>\$ 380,247</b>	<b>\$ 383,150</b>	<b>\$ 365,850</b>

## 4432 – Service Organizations

	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Community Service Organizations	\$ 63,300	\$ 41,700	\$ 49,350	\$ 49,350
<b>Total</b>	<b>\$ 63,300</b>	<b>\$ 41,700</b>	<b>\$ 49,350</b>	<b>\$ 49,350</b>

<b>Service Organizations (4432)</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Aid in Dover, Inc.	\$ -	\$ -	\$ 1,000	\$ 1,000
American Diabetes Association	500	200	200	650
Boys & Girls Clubs of Delaware	24,000	15,000	15,000	15,000
Boys State Program (American Legion)	-	-	200	200
Capitol Park Civic Association	1,000	-	-	500
Carolling on the Green - CDCC	250	200	200	200
Central Delaware Chamber of Commerce	-	1,000	1,000	1,000
Central Delaware Habitat for Humanity	-	-	1,000	1,000
Delaware Agricultural Museum and Village	2,000	-	1,000	1,500
Delaware Crime Stoppers	2,000	500	500	500
Delaware Guidance Services for Children	-	-	1,000	-
Delaware Environthon	500	250	300	300
Delaware FFA	900	500	600	500
Delaware Senior Olympics	800	400	400	400
Delaware Stars Youth Hockey	250	-	-	-
Diamond State Community Land Trust	2,500	500	-	-
Dover Art League, Inc	750	500	-	-
Dover/Kent County MPO	1,000	800	800	800
Frederica Senior Center	2,000	2,000	2,500	2,500
Greater Harrington Historical Society	-	-	500	-
Harrington Community Parade	800	500	500	500
Harvest Years Senior Center, Inc.	2,000	2,000	2,500	2,000
House of Pride	-	-	200	-
Inner City Cultural League	1,000	250	250	500
Kent County 4-H Clubs	700	500	600	600
Kent County Crime Watch Association	2,000	1,500	1,500	1,000
L. Lillian Smith Senior Center	-	-	-	2,000
Mamie A. Warren Senior Center	2,000	2,000	2,500	2,500
Milford Housing Development Corp.	2,500	500	500	500
Milford Community Parade	-	500	500	500
Milford Senior Center	2,000	2,000	2,500	2,500
Modern Maturity Center	3,000	3,000	4,000	4,000
NCALL Research	-	1,000	1,000	1,000
Read Aloud Delaware	500	300	300	300
Reading ASSIST Institute	-	-	-	250
Reel Expectations	750	300	300	-
Ronald McDonald House	2,000	2,000	2,000	1,000
Smyrna Clayton July 4th Association	800	500	500	500
The Shepherd Place, Inc	3,000	3,000	3,000	3,000
The Wellness Community	1,000	-	-	-
Unity Perspectives	-	-	500	500
U.S. Coast Guard Auxillary	800	-	-	-
Wyoming Peach Festival	-	-	-	150
<b>Total</b>	<b>\$ 63,300</b>	<b>\$ 41,700</b>	<b>\$ 49,350</b>	<b>\$ 49,350</b>



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**Special Revenue Grant Funds**

<b>Grant Fund</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
<b>Community Development Block Grant</b>				
Revenue	\$ 1,426,341	\$ 1,138,950	\$ 1,710,265	\$ 1,319,500
Expenditures	1,426,341	1,138,950	1,710,265	1,319,500
<b>Community Development Block Grant - R</b>				
Revenue	-	86,023	123,033	-
Expenditures	-	86,023	123,033	-
<b>Neighborhood Stabilization Grant</b>				
Revenue	\$ 4,046	\$ 1,581,777	\$ 1,011,117	\$ -
Expenditures	4,046	1,581,777	1,011,117	-
<b>FmHA Housing Preservation Block Grant</b>				
Revenue	\$ 23,504	\$ 30,113	\$ 25,000	\$ 25,000
Expenditures	23,504	30,113	25,000	25,000



## Community Development Block Grant Fund

### Function

The Community Development Block Grant program provides annual grants to finance housing rehabilitation, community facilities and public works improvements, which serve low to moderate-income persons in Kent County. These are federal funds allocated through the Delaware State Housing Authority. There is no fee for this service but the property and the applicant may have to meet certain application guidelines. The Planning Services Department administers its own grant to provide service to the unincorporated areas within Kent County. In addition, the department administers grants to provide similar services within Kent County's incorporated communities.

The Congress of the United States, with the enactment of the "Housing and Community Development Act of 1974," authorized that federal funds be allocated among the states to support community development activities.

The primary objective of the program is to develop viable communities by providing decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income. The State of Delaware strives to meet this objective through the rehabilitation of housing stock, demolition of condemned housing units and the installation of infrastructure, which benefits low and moderate-income residents. Kent County receives these funds from the State and uses them to:

- Finance program activities such as housing rehabilitations, demolition and infrastructure
- Provide staff support to administer the programs within both the unincorporated areas of the County and the incorporated areas which apply along with the County

### Goals

- Give maximum feasible priority to activities which will benefit low and moderate-income families
- Aid in the prevention of slums and neighborhood blight
- Meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community where other financial resources are not available to meet such needs

Revenue: CDBG

Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Grant	\$ 1,082,381	\$ 830,007	\$ 1,392,706	\$ 1,016,000
Additional Program Income	68,878	36,495	18,359	-
Operating Transfer In	275,082	272,448	299,200	303,500
<b>Total</b>	<b>\$ 1,426,341</b>	<b>\$ 1,138,950</b>	<b>\$ 1,710,265</b>	<b>\$ 1,319,500</b>

Expenses: CDBG

Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Grant Expenditures	\$ 1,151,259	\$ 866,502	\$ 1,411,065	\$ 1,016,000
County Match	275,082	272,448	299,200	303,500
<b>Total</b>	<b>\$ 1,426,341</b>	<b>\$ 1,138,950</b>	<b>\$ 1,710,265</b>	<b>\$ 1,319,500</b>

Revenue: CDBG-R

Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Grant	\$ -	\$ 86,023	\$ 123,033	\$ -
Additional Program Income	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 86,023</b>	<b>\$ 123,033</b>	<b>\$ -</b>

Expenses: CDBG-R

Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Grant Expenditures	\$ -	\$ 86,023	\$ 123,033	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 86,023</b>	<b>\$ 123,033</b>	<b>\$ -</b>

<b>Neighborhood Stabilization Grant</b>
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**Function**

The Neighborhood Stabilization Program Grant (NSP) was established by the Federal Government for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. The funds were authorized under Division B, Title III of the Housing and Economic Recovery Act (HERA) of 2008. NSP is a component of the Community Development Block Grant (CDBG). These are federal funds allocated through the Delaware State Housing Authority.

Kent County Planning Services department administers the grant. Kent County was awarded \$2,500,000 through NSP-08 of which \$2,375,000 goes directly towards purchasing and rehabilitating foreclosed and abandoned homes and \$125,000 is allocated for administration of the program.

Currently there is a pending contract between Kent County Levy Court and The Delaware State Housing Authority to receive NSP2 grant funds in the amount of \$767,017. When the award is approved and signed by Levy Court a budget amendment will be done.

**Revenue:**

Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Grant	\$ 4,046	\$ 1,581,777	\$ 923,871	\$ -
Program Income	-		87,246	-
<b>Total</b>	<b>\$ 4,046</b>	<b>\$ 1,581,777</b>	<b>\$ 1,011,117</b>	<b>\$ -</b>

**Expenses:**

Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Grant Expenditures	\$ 4,046	\$ 1,581,777	\$ 1,011,117	\$ -
<b>Total</b>	<b>\$ 4,046</b>	<b>\$ 1,581,777</b>	<b>\$ 1,011,117</b>	<b>\$ -</b>

<b>FmHA Housing Preservation Grant Fund</b>
---------------------------------------------

### Function

The Housing Preservation Grant (HPG) program provides annual grants to finance housing rehabilitation for low and moderate-income persons in Kent County. These are federal funds allocated through the U.S. Department of Agriculture. These funds support assistance in the unincorporated areas of Kent County. The home and the applicant must meet certain guidelines.

The purpose of Levy Court's Housing Preservation Grant program is to provide financial assistance to low-income owner/occupants of substandard housing units in unincorporated areas of Kent County. The HPG program is designed to eliminate health and safety hazards and to provide a better thermal environment for the occupants.

The homes considered for assistance must be located in an unincorporated area of Kent County and must not be located in the ineligible area for FmHA assistance as periodically updated. In order to be eligible for assistance, the adjusted annual household income is established by the U.S. Department of Housing and Urban Development for Kent County. Assistance is provided only in the form of a five-year deferred loan.

### Goals

- Give maximum feasible priority to activities which will benefit low and moderate-income families
- Aid in the prevention of slums or neighborhood blight
- Meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community where other financial resources are not available to meet such needs

#### Revenues:

Revenue	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Grant	\$ 22,662	\$ 29,892	\$ 25,000	\$ 25,000
Additional Program Income	842	221	-	-
<b>Total</b>	<b>\$ 23,504</b>	<b>\$ 30,113</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>

#### Expenses:

Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Grant Expenditures	\$ 23,504	\$ 30,113	\$ 25,000	\$ 25,000
<b>Total</b>	<b>\$ 23,504</b>	<b>\$ 30,113</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>



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<b>General Fund Capital Project Fund</b>
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## Fiscal Year 2012 General Fund Capital Projects

		Funding Sources							
		FY 2012 Estimated Costs	General Fund Contribution	Realty Transfer Tax	Recorder of Deeds Fees	Sheriff Fees	Grant Funding	Capital Projects Reserves	
<b>Administration - Information Technology</b>									
<b>Master Plan - (2) Replacement Servers</b>		10,000	10,000						10,000
Replace Microsoft IIS - Sonic Foundry Streaming Video server									
Replace API Imaging SQL server									
<b>Department Upgrades</b>		18,100	18,100						18,100
Replacement of outdated workstations. Review and recommend new computer hardware and software									
<b>Community Services - Parks</b>									
<b>Zero turn trim Mower</b>		10,500	10,500						10,500
<b>Community Services - Library</b>									
<b>ADA Compliant Doors</b>		6,000	6,000						6,000
<b>Sign for Library Building</b>		7,500	7,500						7,500
<b>Public Safety - Emergency Medical Division</b>									
<b>Cardiac Monitor Replacement</b>		25,000		17,500		7,500			25,000
This project allows for continued rotational replacement of our multi-functional cardiac monitor/pacemaker/defibrillator									
<b>Vehicle Replacement/Conversion</b>		56,000		39,200		16,800			56,000
Replacement of Emergency Response Vehicle									
<b>Public Safety - Emergency Communications</b>									
<b>Verizon Phone Diversity Project</b>		7,500		7,500					7,500
Verizon is providing 911 phone lines from another Verizon C.O. building. This provides a back up source should anything happen to the Dover Verizon building. County responsible for providing building penetration and connection into "Verizon Room"									
<b>Record of Deeds</b>									
<b>Deeds Imaging Computer Replacement Fund</b>		30,000			30,000				30,000
To provide funding for replacement computer hardware in FY2016.									
FY2012 funding of \$30,000 is the first of five proposed equal annual funding amounts from FY2012 through FY2016 to provide a total of \$150,000 for planned replacement in FY2016.									
<b>Sheriff's Office</b>									
<b>Vehicle Replacement</b>		16,000				16,000			16,000
To serve court documents and transport prisoners									
<b>Special Projects</b>									
<b>Economic Development - Strategic Development</b>									
To increase Strategic Development funding		50,000		50,000					50,000
<b>Inner City Cultural League Building Construction</b>									
Contribution towards construction of a building		10,000						10,000	10,000
<b>Total</b>		<b>\$246,600</b>	<b>\$ 52,100</b>	<b>\$114,200</b>	<b>\$ 30,000</b>	<b>\$16,000</b>	<b>\$24,300</b>	<b>\$ 10,000</b>	<b>\$246,600</b>

**Kent County Levy Court  
Capital Projects Fund - FY 2012**

	PRIOR YEARS OPEN PROJECTS	Amended FY 2011	Adopted FY 2012	Proposed FY 2013	Proposed FY 2014	Proposed FY 2015	Proposed FY 2016	TOTAL
<b>ADMINISTRATION</b>								
<b>Information Technology</b>								
<b>Project Costs:</b>								
<b>Master Plan</b>				50,000	50,000	50,000	50,000	200,000
Vista Office'07 Upgrade (FY08)	92,000							92,000
Server / Hardware Replacement (FY10)	30,000							30,000
Network Security Cisco ASA 5510		6,000						6,000
Upgrade NAS (Imaging) Storage Units		10,000						10,000
Additional AS/400 Disk Space		4,500						4,500
Replacement Servers			10,000					10,000
<b>Other Projects</b>								
Disaster Recovery Plan, Equipment, Testing (FY04-FY09)	150,000			25,000	25,000	25,000	25,000	250,000
Implement new backup system and procedures (FY06)	52,000							52,000
Credit Card Acceptance (FY07)	45,000							45,000
GIS System Enhancements: Server/Database Upgrade (FY07-FY09)	92,000							92,000
Replace Parks and Recreation Scheduling Software (FY10) (See Note A Below)	50,000							50,000
Department Upgrades		18,700	18,100	25,000	25,000	25,000	25,000	136,800
	511,000	39,200	28,100	100,000	100,000	100,000	100,000	978,300
<b>Source of Funds:</b>								
General Fund Contribution	461,000	39,200	28,100	100,000	100,000	100,000	100,000	928,300
Prior project unused funds (See Note A Below)	50,000							50,000
	511,000	39,200	28,100	100,000	100,000	100,000	100,000	978,300
<b>COMMUNITY SERVICES</b>								
<b>Parks and Recreation</b>								
<b>Big Oak County Park Development</b>								
<b>Project Costs:</b>								
Stormwater Management, Roadway, Parking – Phase II Ballfields (FY08)	385,000							385,000
Pathways (Disabled Compatible) (FY08)	63,000							63,000
	448,000							448,000
<b>Source of Funds:</b>								
Realty Transfer Tax	448,000							448,000
	448,000							448,000
<b>Brecknock Park</b>								
<b>Project Costs:</b>								
Historic Structure Improvements - Manor House Roof (FY08)	31,000							31,000
Fenced Storage Compound (FY09)	9,000							9,000
Maintenance Building Heater (See Note A Below)		5,400						5,400
	40,000	5,400						45,400



Kent County Levy Court  
Capital Projects Fund - FY 2012

	PRIOR YEARS OPEN PROJECTS	Amended FY 2011	Adopted FY 2012	Proposed FY 2013	Proposed FY 2014	Proposed FY 2015	Proposed FY 2016	TOTAL
<b>Source of Funds:</b>								
Reserve Transfer - General Fund	31,000							31,000
General Fund Contribution	9,000							9,000
Prior project unused funds (See Note A Below)		5,400						5,400
	<u>40,000</u>	<u>5,400</u>						<u>45,400</u>
<hr/>								
<b>Browns Branch Park</b>								
<b>Project Costs:</b>								
Parking Lot Phase III and Stormwater Management: Construction (FY08)	123,900							123,900
	<u>123,900</u>							<u>123,900</u>
<hr/>								
<b>Source of Funds:</b>								
Realty Transfer Tax	123,900							123,900
	<u>123,900</u>							<u>123,900</u>
<hr/>								
<b>Hunn Property</b>								
<b>Project Costs:</b>								
Site Development (FY06)	146,600							146,600
Roadway, Parking, and Highway Entrance (FY06, FY07)	289,800							289,800
	<u>436,400</u>							<u>436,400</u>
<hr/>								
<b>Source of Funds:</b>								
Realty Transfer Tax	424,800							424,800
State Grants -- Delaware Land and Water Trust Fund	11,600							11,600
	<u>436,400</u>							<u>436,400</u>
<hr/>								
<b>Kesselring Property</b>								
<b>Project Costs:</b>								
Property Purchase and Development (FY10)	1,988,200							1,988,200
	<u>1,988,200</u>							<u>1,988,200</u>
<hr/>								
<b>Source of Funds:</b>								
Reserve Transfer - General Fund (Realty Transfer Tax)	1,138,200							1,138,200
Grant - The Conservation Fund	100,000							100,000
State Grants -- Delaware Land and Water Trust Fund	750,000							750,000
	<u>1,988,200</u>							<u>1,988,200</u>
<hr/>								
<b>Parks Equipment</b>								
<b>Project Costs:</b>								
Zero Turn Trim Mower			10,500	10,500				21,000
Tractor, Loader, Backhoe Combination					39,600			39,600
Utility Vehicle with Infield Groomer Attachment						12,900		12,900
			<u>10,500</u>	<u>10,500</u>	<u>39,600</u>	<u>12,900</u>		<u>73,500</u>
<hr/>								
<b>Source of Funds:</b>								
General Fund Contribution			10,500	10,500	39,600	12,900		73,500
			<u>10,500</u>	<u>10,500</u>	<u>39,600</u>	<u>12,900</u>		<u>73,500</u>

**Kent County Levy Court  
Capital Projects Fund - FY 2012**

	<b>PRIOR YEARS OPEN PROJECTS</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>	<b>Proposed FY 2013</b>	<b>Proposed FY 2014</b>	<b>Proposed FY 2015</b>	<b>Proposed FY 2016</b>	<b>TOTAL</b>
<b>Recreation Center (name change from Gymnasium)</b>								
<b>Project Costs:</b>								
Design/Engineering, Construction, Parking, Drainage, Utilities, Landscaping, etc. (FY06-FY08)	2,994,300							2,994,300
	<u>2,994,300</u>							<u>2,994,300</u>
<b>Source of Funds:</b>								
Reserve Transfer - General Fund		2,509,300						2,509,300
Realty Transfer Tax		485,000						485,000
		<u>2,994,300</u>						<u>2,994,300</u>
<b>St. Jones River Greenway Development</b>								
<b>Project Costs:</b>								
Phase III (Rt 10 to Lebanon Landing) - Design, Engineering and Construction (FY05-FY08)		190,000						190,000
		<u>190,000</u>						<u>190,000</u>
<b>Source of Funds:</b>								
Realty Transfer Tax		125,000						125,000
State Grants -- Delaware Land and Water Conservation Trust Fund		29,800						29,800
Reserve Transfer - General Fund		35,200						35,200
		<u>190,000</u>						<u>190,000</u>
<b>COMMUNITY SERVICES</b>								
<b>Library</b>								
<b>Project Costs:</b>								
ADA Compliant Doors			6,000					6,000
Sign for Library Building			7,500					7,500
			<u>13,500</u>					<u>13,500</u>
<b>Source of Funds:</b>								
General Fund Contribution			13,500					13,500
			<u>13,500</u>					<u>13,500</u>
<b>PUBLIC SAFETY</b>								
<b>Emergency Medical</b>								
<b>Project Costs:</b>								
Vehicle Replacement/Conversion (See Note A Below)		108,000	56,000	56,500	57,000	57,500	58,500	393,500
Cardiac Monitors/Pacemakers/Defibrillators		28,900	25,000	30,100	30,100	30,100	30,100	174,300
Parking Lot Expansion (See Note A Below)		5,000						5,000
		<u>141,900</u>	<u>81,000</u>	<u>86,600</u>	<u>87,100</u>	<u>87,600</u>	<u>88,600</u>	<u>572,800</u>

Kent County Levy Court  
Capital Projects Fund - FY 2012

	PRIOR YEARS OPEN PROJECTS	Amended FY 2011	Adopted FY 2012	Proposed FY 2013	Proposed FY 2014	Proposed FY 2015	Proposed FY 2016	TOTAL
<b>Source of Funds:</b>								
Realty Transfer Tax		57,300	56,700	60,600	61,000	61,300	62,000	358,900
Prior project unused funds (See Note A Below)		43,500						43,500
State Grant - Paramedic - (30% - 2010 and forward)		41,100	24,300	26,000	26,100	26,300	26,600	170,400
		141,900	81,000	86,600	87,100	87,600	88,600	572,800
<b>Emergency Communications</b>								
<b>Project Costs:</b>								
Verizon Phone Diversity			7,500					7,500
			7,500					7,500
<b>Source of Funds:</b>								
Realty Transfer Tax			7,500					7,500
			7,500					7,500
<b>Public Safety</b>								
<b>Project Costs:</b>								
Phone System				115,200				115,200
				115,200				115,200
<b>Source of Funds:</b>								
Federal Grant -- EMPG				34,000				34,000
Grant - LEPC				5,000				5,000
State Grants -- Paramedic				8,400				8,400
Realty Transfer Tax				67,800				67,800
				115,200				115,200
<b>PUBLIC WORKS</b>								
<b>Facilities Management</b>								
<b>Project Costs:</b>								
Facilities Upgrades, Repairs and Equipment	62,000			50,000	50,000	50,000	50,000	262,000
	62,000			50,000	50,000	50,000	50,000	262,000
<b>Source of Funds:</b>								
General Fund Contribution	62,000			50,000	50,000	50,000	50,000	262,000
	62,000			50,000	50,000	50,000	50,000	262,000
<b>ROW OFFICES</b>								
<b>Clerk of the Peace</b>								
<b>Project Costs:</b>								
Upgrade to Genesis Software				12,500				12,500
				12,500				12,500
<b>Source of Funds:</b>								
Clerk of the Peace Fees				12,500				12,500
				12,500				12,500

**Kent County Levy Court  
Capital Projects Fund - FY 2012**

	<b>PRIOR YEARS OPEN PROJECTS</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>	<b>Proposed FY 2013</b>	<b>Proposed FY 2014</b>	<b>Proposed FY 2015</b>	<b>Proposed FY 2016</b>	<b>TOTAL</b>
<b>Recorder of Deeds</b>								
<b>Project Costs:</b>								
Deeds Imaging Computer Hardware (See Note A Below)		150,000						150,000
Deeds Imaging Computer Replacement			30,000	30,000	30,000	30,000	30,000	150,000
		150,000	30,000	30,000	30,000	30,000	30,000	300,000
<b>Source of Funds:</b>								
Prior project unused funds (See Note A Below)		150,000						150,000
Deeds Fees			30,000	30,000	30,000	30,000	30,000	150,000
		150,000	30,000	30,000	30,000	30,000	30,000	300,000
<b>Register of Wills</b>								
<b>Project Costs:</b>								
Wills Office Automation and Workflow Project (FY09)	60,000							60,000
	60,000							60,000
<b>Source of Funds:</b>								
Wills Fees	60,000							60,000
	60,000							60,000
<b>Sheriff's Office</b>								
<b>Project Costs:</b>								
New Furnishings		60,000						60,000
Vehicle Replacement		15,800	16,000					31,800
		75,800	16,000					91,800
<b>Source of Funds:</b>								
General Fund Contribution		30,000						30,000
Sheriff's Fees		44,000	16,000					60,000
Insurance Claim		1,800						1,800
		75,800	16,000					91,800
<b>SPECIAL PROJECTS</b>								
<b>Economic Development</b>								
<b>Project Costs:</b>								
Land Acquisition & Construction (FY07)	985,000							985,000
Strategic Development (See Note A Below)		500,000	50,000					550,000
	985,000	500,000	50,000					1,535,000
<b>Source of Funds:</b>								
Reserve Transfer - General Fund (Realty Transfer Tax)	985,000							985,000
Realty Transfer Tax			50,000					50,000
Prior project unused funds (See Note A Below)		500,000						500,000
	985,000	500,000	50,000					1,535,000
<b>Inner City Cultural League Building Fund</b>								
<b>Project Costs:</b>								
Building Construction			10,000					10,000
			10,000					10,000
<b>Source of Funds:</b>								
Capital Projects Reserves			10,000					10,000
			10,000					10,000

Kent County Levy Court  
Capital Projects Fund - FY 2012

	PRIOR YEARS OPEN PROJECTS	Amended FY 2011	Adopted FY 2012	Proposed FY 2013	Proposed FY 2014	Proposed FY 2015	Proposed FY 2016	TOTAL
<b>CONTINGENCY</b>								
<b>Project Costs:</b>								
Vehicle Contingency				32,000	32,000	32,000	32,000	128,000
				32,000	32,000	32,000	32,000	128,000
<b>Source of Funds:</b>								
General Fund Contribution				16,000	16,000	16,000	16,000	64,000
Capital Projects Reserves				16,000	16,000	16,000	16,000	64,000
				32,000	32,000	32,000	32,000	128,000

**SUMMARY**

<b>Project Costs:</b>	<b>7,838,800</b>	<b>912,300</b>	<b>246,600</b>	<b>436,800</b>	<b>338,700</b>	<b>312,500</b>	<b>300,600</b>	<b>10,386,300</b>
<b>Source of Funds:</b>								
General Fund Contribution	532,000	69,200	52,100	176,500	205,600	178,900	166,000	1,380,300
Realty Transfer Tax	1,606,700	57,300	114,200	128,400	61,000	61,300	62,000	2,090,900
Clerk of the Peace Fees				12,500				12,500
Deeds Fees			30,000	30,000	30,000	30,000	30,000	150,000
Sheriff Fees		44,000	16,000					60,000
Wills Fees	60,000							60,000
Capital Projects Reserves			10,000	16,000	16,000	16,000	16,000	74,000
Reserve Transfer -- General Fund (Realty Transfer Tax)	2,123,200							2,123,200
Reserve Transfer -- General Fund	2,575,500							2,575,500
Insurance Claim		1,800						1,800
Federal Grant -- EMPG				34,000				34,000
Grant - LEPC				5,000				5,000
Grant - The Conservation Fund	100,000							100,000
State Grants -- Delaware Land and Water Conservation Trust Fund	791,400							791,400
State Grants -- Paramedic		41,100	24,300	34,400	26,100	26,300	26,600	178,800
Prior project unused funds (See Note A Below)	50,000	698,900						748,900
<b>Total Source of Funds</b>	<b>7,838,800</b>	<b>912,300</b>	<b>246,600</b>	<b>436,800</b>	<b>338,700</b>	<b>312,500</b>	<b>300,600</b>	<b>10,386,300</b>

Note A - Prior project unused funds

FROM	TO	AMOUNT	FUNDING
IT County-wide application upgrades	IT Parks & Recreation Scheduling Software (FY10)	50,000	General Fund Contribution
Brecknock Park Maintenance Area Interior Fit Out (FY08)	Brecknock Park Maintenance Building Heater (FY11)	600	Reserve Transfer - General Fund
St. Jones Greenway: Phase III (Rt 10 to Lebanon Landing) - Design, Engineering and Construction (FY05-FY08)	Brecknock Park Maintenance Building Heater (FY11)	4,800	Reserve Transfer - General Fund
EMS Cardiac Monitors (FY10)	EMS Vehicle Replacement/Conversion (FY11)	10,154	Realty Transfer Tax
Public Safety Equipment Storage Building (FY08)	EMS Vehicle Replacement/Conversion (FY11)	21,000	Realty Transfer Tax
Emergency Communications Computer Aided Dispatch (FY02)	EMS Vehicle Replacement/Conversion (FY11)	7,346	General Fund Contribution
Emergency Communications Computer Aided Dispatch (FY02)	Public Safety Parking Lot Expansion (FY11)	5,000	General Fund Contribution
Deeds Computer System (FY04, FY05)	Deeds Imaging Computer Hardware (FY11)	150,000	Deeds Fees
Economic Development Land Acquisition & Construction (FY07)	Economic Development Strategic Development (FY11)	500,000	Reserve Transfer - General Fund (Realty Transfer Tax)
Total Prior Project Unused Funds		<u>748,900</u>	

**General Fund Capital Projects -- Detail for Prior Years Open Projects and Amended FY2011 Projects**

Department and Project	Description	Funding Source *	Status **	Amended Budget
<b>ADMINISTRATION</b>				
<b>Information Technology</b>				
<b>Master Plan</b>				
Vista Office'07 Upgrade (FY08)	Upgrade MS Office Suite for approximately 280 machines (includes training).	GF	NS	92,000
Server / Hardware Replacement (FY10)	For replacements due to unexpected equipment failures.	GF	U	30,000
County Network Security - CISCO ASA 5510 (FY11)	Secure County network by providing more security control levels. Provides ability to encrypt transmitted data and allows access to County network through internet.	GF	R	6,000
Upgrade NAS (Imaging) Storage Units (FY11)	Two new storage devices for Optiview, one for County Complex and one for EMS for backup.	GF	C	10,000
Additional AS/400 Disk Space (FY11)	Purchase new model of disk drives for increased disk storage capacity.	GF	R	4,500
<b>Other Projects</b>				
Disaster Recovery Plan, Equipment, Testing (FY04-FY09)	Create an offsite location to handle redundancy (backup) of data. Establish a hot site which is an offsite location to restore the County back to normal functionality in a short period of time in case of a disaster.	GF	NS	150,000
Implement new backup system and procedures (FY06)	This project is to implement a new backup system and procedure that provides for an off site backup, consolidates six (6) different backup jobs, provides quicker restores, and puts all the data on the same media.	GF	R	52,000
Credit Card Acceptance (FY07)	To allow constituents to make payments to the County via a credit card through the internet or within the County building. Phase I for tax payments and Phase II for building permit payments.	GF	NS	45,000
GIS System Enhancements: Server/Database Upgrade (FY07-FY09)	This project is to allow for a centralized data base which can be accessed by multiple County departments and allow information to be accessed through the internet. Project will be coordinated by the Planning Services with the partnership and collaboration of Public Works, Community Services, and Public Safety Departments. Project to include ESRI software updates and system hardware upgrades. The Sewer Fund has budgeted for its portion of the project cost.	GF	NS	92,000

**General Fund Capital Projects -- Detail for Prior Years Open Projects and Amended FY2011 Projects**

Department and Project	Description	Funding Source *	Status **	Amended Budget
Replace Parks and Recreation Scheduling Software (FY10)	Replace Parks and Recreation Scheduling Software which is no longer supported.	GF	WIP	50,000
Department Upgrades (FY11)	Replacement of outdated computer work stations.	GF	WIP	18,700
<b>COMMUNITY SERVICES</b>				
<b>Parks and Recreation</b>				
<b>Big Oak Park</b>				
Storm water Management, Roadway, Parking - Phase II: Roadway and Parking -- Phase II (Ball fields) (FY08)	Construct stone parking lots, stone roadway, stream crossing and final asphalt paving.	RTx	WIP	385,000
Pathways (Disabled Compatible) (FY08)	Construct 6-1/2' x 4,000' aggregate and stone dust pathway linking 60-space parking lot and 2,500 trail system to northern 20-acre parcel ball fields. Includes fencing, striping, signage and sound-screening landscaping adjacent to State Route One.	RTx	WIP	63,000
<b>Brecknock Park</b>				
Historic Structure Improvements - Manor House Roof (FY08)	Manor House roof demolition, re-framing, new sheathing, flash chimneys, asphalt shingles, and selective chimney repairs.	GFT	C	31,000
Fenced Storage Compound (FY09)	Construct compound area for safe storage for equipment and implements.	GF	WIP	9,000
Maintenance Building Heater (FY11)	Install gas radiant tube heating system in the maintenance building.	GFT	WIP	5,400
<b>Browns Branch Park</b>				
Parking Lot Phase III and Storm water Management: Construction (FY08)	Re-survey and install complete design plan to provide 60 new parking spaces resulting in original full compliment of 150 car and 9 bus spaces. Includes re-survey, grading, excavating, stone, asphalt, striping and signage.	RTx	H	123,900
<b>Hunn Property</b>				
Site Development (FY06)	Site survey, development and conservation plan, regrading, seeding, wooded trails, park benches and remote picnic areas.	G,RTx	H	146,600

**General Fund Capital Projects -- Detail for Prior Years Open Projects and Amended FY2011 Projects**

Department and Project	Description	Funding Source *	Status **	Amended Budget
Roadway, Parking, and Highway Entrance (FY06, FY07)	Construct value-engineered roadway entrance, joint bike and vehicle access without bypass, acceleration/deceleration lanes deleting DeIDOT requirements by scaling down the Hunn Property recreation services to a passive conservation area. Includes a scaled-down trailhead parking area with storm water management exemptions.	RTx	H	289,800
<b>Kesselring Property</b>				
Property Purchase and Development (FY10)	Purchase 53.75 +/- acres of land at Kesselring Farms and develop for use as County park.	G,GFT, RTx	WIP	1,988,200
<b>Recreation Center</b>				
Design/Engineering, Construction, Parking, Drainage, Utilities, Landscaping, etc. (FY06-FY08)	Construct 44,000 square foot recreation center with enclosed area, including multipurpose and administrative space on a 10-acre campus with roadways, storm water management and utilities.	GFT,RTx	R	2,994,300
<b>St. Jones River Greenway</b>				
Phase III (Rt 10 to Lebanon Landing) - Design, Engineering and Construction (FY05-FY08)	Design, engineer and construct the third phase of development of the St. Jones Greenway path system including environmentally-sensitive, recreation only, value engineered wetland crossing.	G,GFT, RTx	H	190,000
<b>PUBLIC SAFETY</b>				
<b>Emergency Medical Services</b>				
Vehicle Replacement/Conversion (FY11)	Replacement of two emergency medical vehicles. Includes trade in of two old vehicles and conversion of the new vehicles to advanced life support units.	G,GF, RTx	WIP	108,000
Cardiac Monitor Replacement (FY11)	Continual rotational replacement of multi-functional cardiac monitor / pacemaker / defibrillator / 12 lead / pulse oxycimeter and end tidal CO2 monitoring. One unit to be purchased.	G,RTx	C	28,900
Parking Lot Expansion (FY11)	Preliminary engineering for budget for conversion of undeveloped 1/2 acre area west of 911Center to a parking lot. Project to include clearing, storm water management, base course installation, landscaping, electrical service extensions for lighting and charging of trailer/vehicle equipment.	GF	WIP	5,000



**General Fund Capital Projects -- Detail for Prior Years Open Projects and Amended FY2011 Projects**

Department and Project	Description	Funding Source *	Status **	Amended Budget
<b>PUBLIC WORKS - FACILITIES MANAGEMENT</b>				
Facilities Upgrades, Repairs and Equipment (FY08)	Provide upgrades, repairs and equipment for County Complex, Emergency Services Building, the Library and Wheatley's Pond Road office and substation.	GF	U	62,000
<b>ROW OFFICES</b>				
<b>Recorder of Deeds</b>				
Deeds Imaging Computer Hardware (FY11)	Purchase of computer hardware (server and workstations) to support the Recorder of Deeds office automation, workflow and imaging deeds and documents.	F	R	150,000
<b>Register of Wills</b>				
Wills Office Automation and Workflow Project (FY09)	To automate office workflow processes for probated and unprobated estates. Provide cashiering and full customer database for automatic retrieval of Register of Wills forms and images.	F	NS	60,000
<b>Sheriff's Office</b>				
New Furnishings (FY11)	Purchase new work stations for deputies and secretaries and new desk for sheriff.	F,GF	WIP	60,000
Vehicle Replacement (FY11)	Purchase new vehicle to serve court documents and transport prisoners (note \$1,800 of funding was from insurance claim)	F	C	15,800
<b>SPECIAL PROJECTS</b>				
<b>Economic Development</b>				
Land Acquisition & Construction (FY07)	For land acquisition and construction.	GFT, RTx	U	985,000
Strategic Development (FY11)	To provide financial assistance in the form of grants, loans, or other financial mechanisms to new or existing businesses in Kent County, or businesses that are relocating to Kent County in accordance with provisions set forth in Kent County Code, Chapter 86 (Strategic Development Fund).	GFT, RTx	U	500,000
<b>Total</b>				<b>8,751,100</b>

All amounts rounded to hundreds

\*Funding Source: F-Fees, G-Grant, GF-General Fund Contribution, GFT-General Fund Reserve Transfer, RTx-Realty Transfer Tax

\*\*Status: C-project is closed, H-project is on hold, NS-project is not started, R-project is in the research stage, WIP-project is in progress, U-funds used as needed



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<b>AeroPark Fund</b>
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**Function**

The AeroPark Fund was created in response to increased development activity at the County-owned industrial park. The County's goal is to develop the industrial park into a self-supporting County enterprise fund. By ordinance, funds generated by the sale/lease of property must be used for countywide economic development.

The Kent County AeroPark is a 115-acre industrial park owned by Kent County Levy Court. The park was started in 1988 with grants from the U.S. Economic Development Administration and the State of Delaware as well as Kent County Levy Court. The Kent County AeroPark Development Authority administers the AeroPark. The Authority reviews projects and recommends and advises the Levy Court. About 12 acres of land adjacent to the Civil Air Terminal have been reserved for aviation-related activities. A total of 19 acres remain to be developed.

**Goal**

The goal of the AeroPark Authority is to attract new tenants to the park and cause the creation of new employment opportunities and jobs for Kent County residents.

Revenue:

Revenue	Actual FY2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Land Lease	\$ 15,897	\$ 15,897	\$ 15,900	\$ 18,400
Interest Income	425	31	-	-
<b>Total</b>	<b>\$ 16,322</b>	<b>\$ 15,928</b>	<b>\$ 15,900</b>	<b>\$ 18,400</b>

Expenditures:

Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Personnel	\$ 20,573	\$ 20,601	\$ 21,000	\$ -
Indirect Costs	6,972	7,488	8,000	-
Office Supplies	2	4	-	-
Legal and Advertising	6,365	1,015	-	13,400
Maintenance Expense	1,260	-	5,000	5,000
<b>Total</b>	<b>\$ 35,172</b>	<b>\$ 29,108</b>	<b>\$ 34,000</b>	<b>\$ 18,400</b>

<b>Fund Balance at Beginning of Year - 7/01/2009</b>		<b>\$ 35,211</b>
Revenues: 2010		
Interest Income	\$ 31	
Land Leases	15,897	
<b>Total Revenues FY 2010</b>		<b>\$ 15,928</b>
Expenditures: 2010		
Personnel	\$ 20,601	
Indirect Costs	7,488	
Legal, Consultant, Contractual, Advertising	1,019	
Maintenance	-	
<b>Total Expenditures FY 2010</b>		<b>\$ 29,108</b>
<b>Fund Balance as of 6/30/2010</b>		<b>\$ 22,031</b>



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# Kent County Levy Court Sewer Fund Fiscal Year 2012 Proposed Budget

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## Introduction

The Sewer Fund provides the wastewater collection, conveyance and treatment services for the citizens of Kent County. In order to accomplish this task, the Sewer Fund maintains a collection system consisting of 139 miles of force-main piping, 220 miles of gravity piping, 88 pumping and lift stations and a treatment plant facility.

User fees are the major source of revenue for the Sewer Fund. The County charges a uniform rate to its contract users, which are primarily municipalities. The County also provides services to sanitary sewer district users located outside the boundaries of the contract users. Fees for district users are made up of two components: 1) a uniform rate to recover the cost of operations; and, 2) a share of the district's debt services.

## Budget Highlights

The following items briefly describe some of the significant changes and items included in the proposed fiscal year 2012 budget. This is not intended to be a complete description of all items and changes in the budget. A more comprehensive discussion is included in the Budget Assumptions section of this budget proposal.

- There is a 1.8% pay adjustment increase factored into the salary lines for fiscal year 2012.
- Contract user flows into the system have been tracking on average for fiscal year 2011. These average flow levels have been incorporated into the estimated 2012 revenue projection. In comparison abnormally high flows influenced by weather occurred in fiscal year 2010.
- Budgeting for emergency capital repairs began in Fiscal Year 2006. This has effectively addressed emergency system repairs and is continued at the same level of \$250,000 for fiscal year 2012.
- Budgeting for the Working Capital Reserve, also begun in fiscal year 2006, is continued at the same level of \$500,000. The Working Capital Reserve was used to pay off the bio-solids loan.
- Operating budget contingency is funded at \$599,000.
- All user fee rates are projected to remain unchanged, at the fiscal year 2008 rates.



## SEWER FUND – FISCAL YEAR 2012 BUDGET ASSUMPTIONS

The fiscal year 2012 budget increased by 8% (\$1,116,600) over the amended fiscal year 2011 budget. The primary increase in projected expenses is due to debt service which is budgeted \$803,400 higher than in fiscal year 2011. Another significant increase for fiscal year 2012 as compared to fiscal year 2011 is the capital project operating revenue transfer, which increased from \$300,000 to \$538,000.

The primary rise in revenue is due to an increase in user base and new revenue sources of energy credits, debt service tax interest and credits and debt service reimbursement. User Fee Revenue increase is primarily due to the addition of Harrington as a contract user, Hartly as a new sewer district and a full year of the new sewer district, North Magnolia.

In Fiscal Year 2006 the Capital Emergency Repair Fund and the Working Capital Reserve were established in an effort to fund rising costs, to rebuild Sewer Fund reserve balances and to improve the fund's cash flow position. Funding accounts for emergency repairs, a working capital reserve and contingencies is an effective approach to maintaining the sewer infrastructure and to improving cash flow and reserve balances. The proposed fiscal year 2012 budget continues funding of these accounts. These accounts are intended specifically as follows:

The **Capital Emergency Repair Fund** is intended to fund major repairs to the sewer collection and transmission system as well as the wastewater treatment plant. History has demonstrated the continuing need to fund major repairs. This fund does not replace the **Sewer Contingency** account which is intended to fund operating cost shortfalls and minor repairs.

The **Working Capital Reserve** is intended to build the Sewer Fund reserve balances and rebuild the financial strength of the Sewer Fund. It is not intended to be used as a "contingency" account to fund operating or repair expenses.

### Revenues

Projected revenues generated at the current user fee rates for residential and commercial customers will be sufficient to fund the projected fiscal year 2012 expenditures. **There are no user rate fee increases in the Adopted Operating FY 2012 Budget.**

### Contract and District User Fees

Fees are charged to contract users and residents of sanitary sewer districts. User fees are calculated to recover the costs of operations, debt service and certain capital projects. These fees are projected to provide \$13.4 million and will provide funds for approximately 87.9 percent of the budgeted operating expenses. Funds for the remaining 12.1 percent of expenses are provided from hauler charges, permit and review fees, interest income and other revenue.

Customers within districts are charged a uniform quarterly rate for operations and maintenance. The proposed rate (quarterly rate) is \$70.55 per equivalent dwelling unit (EDU) and remains unchanged in fiscal year 2012. A separate charge for debt service related to the construction of each district's infrastructure is included in each customer's charges. Debt service charges vary from district to district because the cost to establish the various districts was not the same.



Contract user flows are the basis for calculating contract user revenue. The proposed uniform rate for contract users remains \$2.34 per 1,000 gallons of flows for fiscal year 2012.

The City of Harrington is expected to connect to the WWTF during the latter part of fiscal year 2011. The City's contribution will increase plant flows by approximately 4.0%.

### **Hauler Fees**

Septage hauler fees are charged on a per 1,000 gallon basis to waste haulers discharging septage at Pump Station No. 1 or 8. However, due to the abrasive character of the waste, the stations are not outfitted with a "flow meter" to measure the actual volume of the discharged septage. Instead, waste haulers are charged based on 90% of the total tank volume. The actual hauler fee remains unchanged at \$57.12 per 1,000 gallons. This figure includes \$9.22 debt service component associated with the improvements at Pump Station No. 1 and 8.

### **Permit & Review Fees**

Permit & Review Fees are charged for services not directly related to the delivery of sewer services. For fiscal year 2012, Permit and Review fees did not increase. Permit and review fees revenue is projected to decrease slightly in fiscal year 2012. Overall income generated by these fees continues to be greatly reduced. Plan review, testing/inspection and sewer district expansion fees are especially affected by the down turn in the housing market. Staffing associated with providing these services has been reduced or reassigned to the greatest possible extent. The fees charged include the following:

*Sewer Permit and Inspection Fees* pertain to fees collected for the inspection and documentation of individual sewer service lines.

*Hauler Permits Fees* are issued to all grease and septage trucks upon inspection of the vehicles.

*Grease Interceptor Permit Fees* pertain to the existing program to monitor and educate food service facilities about the removal of fats, oils and grease (FOG). The Environmental Protection Agency (EPA) has proposed FOG management requirements which became a requirement under the plant's discharge permit which became effective January 2007 with a three year renewal cycle.

*Pretreatment Permit Fees* pertain to the existing federal environmental pretreatment program for the regulation of significant industrial users (SIU) of the system. These permits are valid for five years.

*Plan Review Fees, Testing/Inspection Services Fees and Main Sewer Video Inspection Fees* recover costs associated with plan review and inspection of developer-built infrastructure.

*Sanitary Sewer District Creation and Expansion Fees* redistribute and recover the costs associated with proposal review, technical analysis and legal expenses for the creation and expansion of districts. These permits are valid for three years.

**District Impact Fees**

Capital Costs of system expansion for new users are funded by Impact fees. Impact fees have two major components, district and main system capital. A requirement to split the main system capital portion into treatment and transportation components was removed by County ordinance during fiscal year 2006. Also, in 2006, scheduled impact fee rate increases were realigned to the County's fiscal year rather than the calendar year.

The fiscal year 2012 budget reflects a transfer of district expansion fees to partially fund debt service of the South Central District. As the numbers of district users are increased, the impact fee contribution for debt service will be reduced and eventually eliminated.

**Maturing Investments**

Another source of revenue is One Hundred Six Thousand Dollars (\$106,000) scheduled to mature in fiscal year 2012 from impact fee investments in Treasury Notes. These funds are collected impact fees that are related to the main sewer transmission line and pumping stations. These funds are used to directly offset the debt incurred with the 1996 revolving loan fund for the northern parallel conveyance line.

**Interest Income**

Interest income is from operating income only. Interest rates continue to be low.

**Other Revenue Sources****Rent Income**

The County owns five farms which are used for agricultural application of bio-solids. Four of these farms are rented for restricted agricultural use and one (West Farm I & II) is covered by the Farm Exchange Agreement.

**Rebate Income**

The Wastewater Treatment Plant is participating in a demand response program under rules set up by PJM Environmental Information Services, Inc. and rebate income is received monthly from Hess Companies and C Power Inc. The Sewer Fund also receives an annual capital credit refund from Delaware Electric Co-Op when applicable. Rebate income makes up 0.34% of the total revenue.

**Solar Renewable Energy Credits** are obtained by selling credits as required by programs set up by the State of Delaware administered by the GATS Administrator for PJM Environmental Information Services, Inc. This income comprises 2.45% of total revenue.

**Debt Service Tax Interest Rebates** are rebates paid by the IRS for bonds issued under the American Recovery and Reinvestment Act (ARRA) umbrella for monies drawn down before December 21, 2010. The rebates are paid for the term of the underlying bond. This income comprises 0.97% of total revenue.

**Milford Debt Service Reimbursement** is collected as per the User Agreement for The City of Milford's portion of debt service incurred for the Southern Transmission Bypass. This income comprises 0.21% of total revenue.

**Other Income** is comprised Street Light Fund, Trash Fund and Landfill Fund administrative cost reimbursements and other miscellaneous income.

Other revenue sources include Penalties, Pretreatment Fines, Lime Sales and Employee Pension Withholding.

## **Expenses**

### **Personnel**

This category includes expenses for employees' base wages and salaries plus other compensation and fringe benefits such as health, dental and life insurance, pension and related payroll taxes.

Personnel expense for fiscal year 2012 is budgeted at \$ 4,636,300, for all employees, including those in the collective bargaining unit. The salary portion of the departments' personnel expense includes a 1.8% pay adjustment increase. The collective bargaining unit contract expired on December 31, 2010. Negotiations are underway.

There are three (3) new positions approved in the fiscal year 2012 budget. The approved positions are a Maintenance Worker I, Maintenance Mechanic III, and Engineering Project Manager III. Salary and benefits are budgeted at \$38,700, \$50,500 and \$80,000 respectively. The salary and benefits are reflected in the personnel lines of each department's budget.

The Sewer Fund's share of pension fund contribution for fiscal year 2012 is \$347,300, and the Sewer Fund's share of post employment benefits for fiscal year 2012 is \$151,800. An actuarial study was completed in February 2011.

### Position Summary

	FY 2010	FY 2011	FY 2012
<b>Engineering</b>	14	14	13
<b>Environmental Programs</b>	3	3	3
<b>KCWTF - Operations</b>	22	19	19
<b>KCWTF - Maintenance</b>	19	24	25
<b>KCWTF – Treatment Plant Admin.</b>	6	6	7

Two positions in Engineering were vacant for two consecutive years; therefore they are no longer approved positions. Three new positions have been added in fiscal year 2012.

### **Bio-solids Processing**

The Wastewater Treatment Plant (WTP) bio-solid processing has been converted from a contracted service to a County operated process. These costs continue to be budgeted within the WTP Operations budget. Previously, they were a single account for the contracted costs. Beginning in fiscal year 2007 and continuing through the fiscal year 2012 budget, these costs are budgeted in a sub-organization within the Operations budget and are broken down into cost accounts such as salaries, chemicals, fuel, electricity, etc., providing budget to actual cost tracking. For presentation purposes a consolidated Operations budget is included in this budget document.

The bio-solids budget for fiscal year 2012 is \$1,394,600.

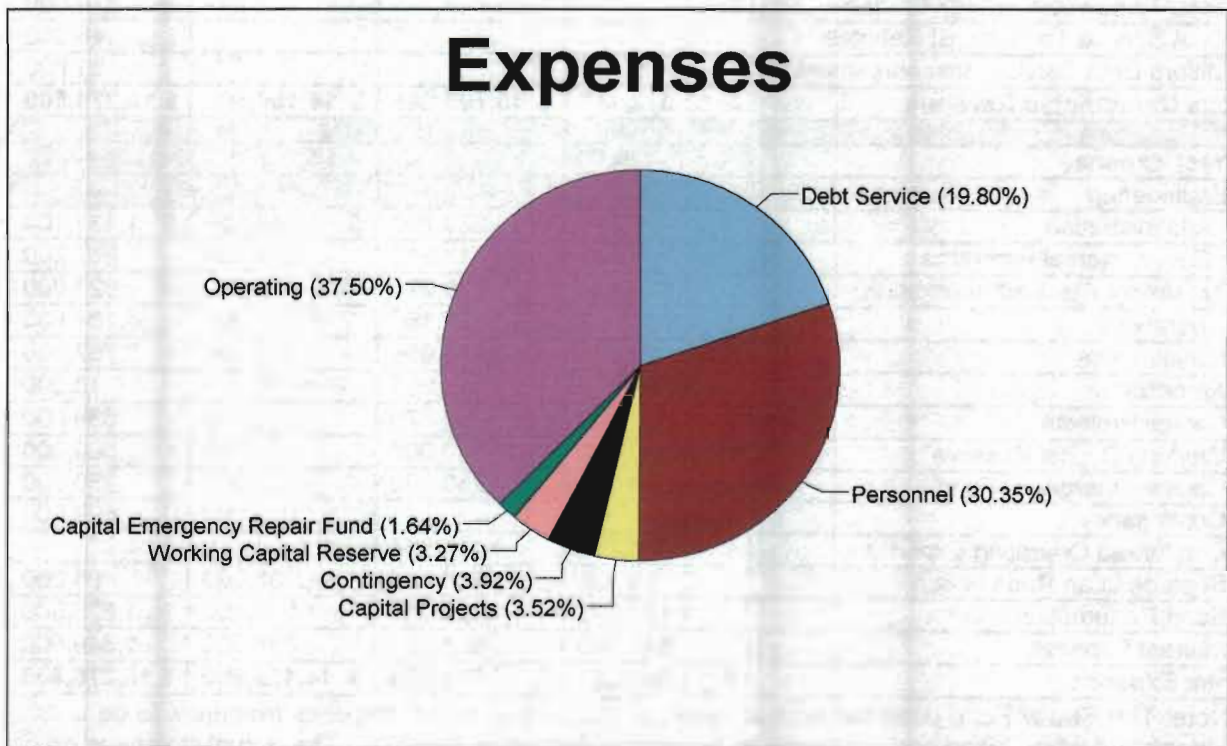
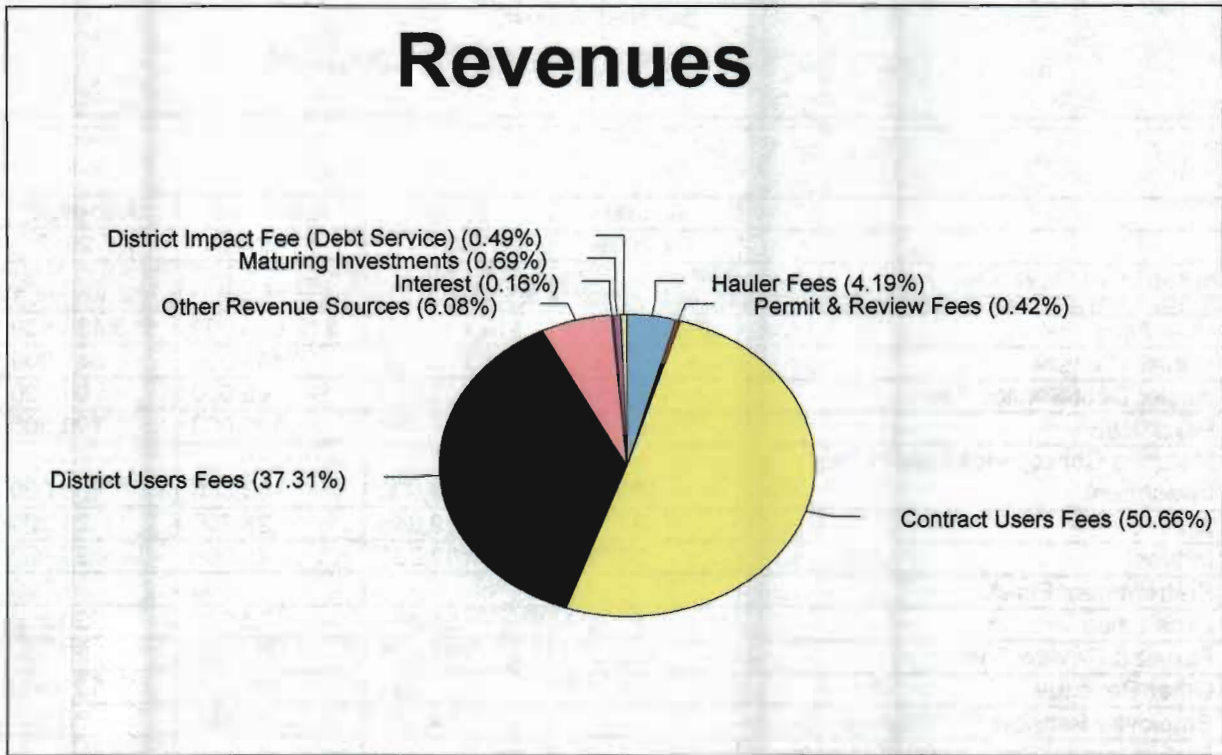
### **Indirect Costs**

Indirect costs represent the value of managerial, financial, information technology, personnel, facilities management and legal support provided for direct costs centers. Indirect costs are allocated to the direct cost centers in the following manner:

- 1) **Facilities Management** – The Facilities Management division provides maintenance, custodial service and security for the Kent County Administrative Complex. The costs for this division are allocated to the direct cost centers based on the square footage each occupies within the building and a portion of the general use areas such as meeting rooms, halls and restrooms.
- 2) **Personnel** – The Personnel office is responsible for recruiting, testing, and assisting in the selection of County employees. Personnel records are managed and employee benefits are coordinated for all County staff. Additional tasks include payroll processing, insurance risk management and County-wide training programs. The costs for this office are allocated to the direct cost centers based on their number of employees.
- 3) **Information Technology** – Information Technology services are provided by County staff. They are responsible for servicing the County's network computer system and aid in software selection, training, and audio visual services. The costs for this office are allocated to the direct cost centers based on the number of computer devices the cost center has and the amount of CPU (central processing unit) processing time it logs.
- 4) **Finance** – The Accounting section provides accounting services for all cost centers. This section records revenues and expenses, maintains the district and contract users sewer billing process, prepares financial statements, participates in budget preparation and monitors investments. The costs for this section are allocated to the direct cost centers based on the percentage of their budget to the total of all direct cost center budgets.
- 5) **Comptroller** – The Comptroller's office reviews and approves all invoices and disburses County funds. The office also has the duty to audit all cash accounts of the County. The costs for this office are allocated to the direct cost centers based on the percentage of their budget to the total of all direct cost center budgets.

- 6) **Clerk of the Peace** – The Clerk of the Peace office is separated into two cost centers – a direct cost center which is fee based and an indirect cost center which provides administrative services. The administrative services that the office provides include keeping formal minutes of the Levy Court meetings and witnessing County documents. The administrative costs for this office are allocated to the direct cost centers based on the percentage of their budget to the total of all direct cost center budgets.
  
- 7) **General Administration** – General administration includes Levy Court Commissioners offices, County Administrator and support staff, central duplicating, and archives. The costs for these offices are allocated to the direct cost centers based on the percentage of their budget to the total of all direct cost center budgets.

Graphs depicting the percentage of fiscal year 2012 unrestricted revenue and expense projected by category for the Sewer Fund are shown below.



**Sewer Fund  
Summary of Revenues and Expenses**

	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
<b>Unrestricted Revenue</b>				
User Fees	\$12,309,303	\$14,425,575	\$12,805,000	\$13,438,500
Hauler Charges	427,301	576,189	544,000	544,000
Hauler Debt Service Fee	75,406	101,680	96,000	96,000
Penalties	107,463	127,462	100,000	100,000
Maturing Conveyance Impact Fee Investment	106,000	106,000	106,000	106,000
Rent	28,429	19,846	28,200	28,200
Interest	57,081	13,251	25,000	25,000
Pretreatment Fines	-	-	1,000	1,000
Lime Sales	55,628	35,377	30,000	30,000
Permit & Review Fees	152,522	133,858	87,500	63,500
Other Revenue	231,463	124,531	161,500	131,500
Employee Pension Withholding	-	24,991	28,200	30,900
District Impact Fee Contrib Towards Double Run District Debt Service	-	-	75,000	75,000
Rebate Income	21,549	108,088	72,500	52,000
Solar Renewable Energy Credits	-	-	-	375,000
Debt Service Tax Interest Rebates	-	-	-	148,000
Milford Debt Service Reimbursement	-	-	-	31,900
<b>Total Unrestricted Revenue</b>	<b>\$ 13,572,145</b>	<b>\$ 15,796,848</b>	<b>\$ 14,159,900</b>	<b>\$ 15,276,500</b>
<b>Direct Expense</b>				
Engineering				
Administration	\$ 1,458,086	\$ 1,289,703	\$ 1,340,550	\$ 1,431,100
Environmental Programs	299,773	313,911	351,150	367,200
Treatment Plant Administration	638,554	550,275	572,600	621,900
Operations	4,063,007	3,827,186	4,346,800	4,164,900
Maintenance	2,720,875	3,078,058	3,728,800	3,762,600
Amortization	18,009	12,205	18,000	18,000
Capital Projects	855,000	260,770	300,000	538,000
Working Capital Reserve	500,000	500,000	500,000	500,000
Capital Emergency Fund	250,000	250,000	250,000	250,000
Contingency	-	-	531,600	599,000
Capitalized Operating Expense	633,214	2,119,824	-	-
Septage Loan Redemption	75,406	101,680	96,000	96,000
Bond Redemption	1,122,322	1,150,065	1,236,400	1,578,800
Interest Expense	649,040	625,231	888,000	1,349,000
<b>Total Expense</b>	<b>\$ 13,283,286</b>	<b>\$ 14,078,908</b>	<b>\$ 14,159,900</b>	<b>\$ 15,276,500</b>

Note: The Sewer Fund uses the accrual basis of accounting, which requires revenues to be recognized when billed and expenses to be recognized when incurred. The actual revenues do not allow for uncollectible accounts or for late collections.





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## **Engineering: Administration**

### **Mission**

The mission of Engineering Administration is to provide the best available services to our Kent County customers. Our customers are fellow Kent County workers, elected officials, other departments, public agencies and the citizens of Kent County.

This division is devoted to providing quality customer service. The division believes that, by better understanding customers' needs, we will continue to improve customer services. The division is committed to quality planning and engineering to ensure that we have the best possible wastewater facilities for years to come.

Additional responsibilities include oversight and administration of trash collection contracts and street light services to residents of Kent County. These programs are self-supporting and administrative costs are charged to each of those funds. In addition, this section works with the Planning Services Department on street bonding and various plans review (e.g., Development Advisory Committee, minor subdivision plots and Board of Adjustment applications).

### **Goals**

- Begin Hartly Sanitary Sewer Area Expansion connections of existing buildings under master plumber contract. Construction of the sewer conveyance infrastructure was completed in March 2011.
- Complete connection of existing buildings under master plumbing contract for sewer conveyance infrastructure for the Brookdale Height/HideAway Acres area. The construction is completed.
- Complete construction of sewer conveyance infrastructure for the Kitts Hummock Sanitary Sewer Area Expansion by December 2011 and begin connection of existing buildings under master plumber contract.

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 1,084,832	\$ 909,136	\$ 846,900	\$ 933,500
Travel	49	-	-	-
Insurance	23,072	42,328	19,750	19,900
Indirect Costs	242,028	240,508	341,000	347,400
Office Supplies	5,525	5,178	6,200	5,900
Furniture/Equipment	6,765	13,446	19,800	22,300
Legal/Contract Services	24,470	43,655	41,100	39,100
Operating Supplies	6,478	3,752	5,400	5,600
Utilities	7,782	7,652	8,800	8,200
Maintenance	8,975	6,474	11,300	9,000
Vehicle Expense	23,364	15,753	33,300	34,200
Consulting Fees	6,665	1,647	6,000	5,000
Miscellaneous	17,929	7	800	800
Interest	152	167	200	200
<b>Total</b>	<b>\$ 1,458,086</b>	<b>\$ 1,289,703</b>	<b>\$ 1,340,550</b>	<b>\$ 1,431,100</b>

**Note:**

## Furniture &amp; Equipment

Desktop Computer and Monitor	\$ 800
Adobe Acrobat Professional	200
Pipe Locator	2,500
New Truck	16,000
Copier Lease	<u>2,800</u>

Total Engineering Administration – Furniture and Equipment \$22,300

## **Engineering: Environmental Programs**

### **Mission**

The Environmental Programs section addresses compliance with certain federal, state and local laws with regard to the National Pollutant Discharge Elimination System (NPDES) permits, subsurface fuel storage or release impacts, air emissions, wastewater discharges and industrial wastewater pretreatment requirements. The section is responsible for monitoring potential and actual environmental impacts, monitoring compliance with state-issued permits and administering the Industrial Wastewater Pretreatment Program as required by the Federal Clean Water Act. It also administers the fats, oil and grease (FOG) program as required by the Kent County Code. The section also assists the Kent County Regional Wastewater Treatment Facility (KCRWTF) with various influent sampling projects in order to assist the KCRWTF in meeting its NPDES permit obligations.

The Environmental Programs section administers a hauled waste program for commercial haulers of liquid residential/domestic wastes. These wastes are collected from areas not currently serviced by County central sewer. Haulers that have the required minimum equipment and vehicle signage are issued permits authorizing them to discharge domestic waste to County pumping stations No.1 (located in Smyrna) and No. 8 (located in Little Heaven). A fee is assessed based upon the number of gallons discharged per load. In addition to discharge fees, a flat fee is assessed for each permitted truck.

The Environmental Programs section is the primary group to ensure that the Environmental Health and Safety Management System (EHS-MS) is implemented and continually improved. The section provides assistance to the KCRWTF with meeting the EHS-MS goals and objectives, overseeing the auditing and corrective action program and being the lead for the EHS-MS Core Team. Team members oversee the EHS-MS to ensure that it meets all International Standardization Organization (ISO), Occupational Health and Safety Assessment System (OHSAS) and National Bio-Solids Partnership (NBP) program requirements in order to maintain certification.

The Environmental Programs section has the responsibility for establishing the rules and regulations that apply to the operations and maintenance of on-site wastewater treatment systems (such as septic tanks) within the County. Delaware Department of Natural Resources and Environmental Control (DNREC) permits the construction of these types of treatment facilities but does not regulate their operation and maintenance. These systems contribute nitrogen and phosphorous to local receiving streams and ensuring that they operate properly will assist the County in meeting the total maximum daily load (TMDL) for the plant. This program will develop educational materials, conduct educational efforts and determine the program necessary to ensure that on-site wastewater treatment systems are properly inspected and ensure that they are operating as permitted by DNREC.

### Goals

- Complete all pretreatment reporting requirements to U.S. Environmental Protection Agency (EPA) by February 28 of each year, all EPCRA reporting requirements to DNREC by March 1 each year,
- Conduct public education programs for FOG and on-site wastewater systems.
- Maintain third-party International Standardization Organization (ISO), Occupational Health and Safety Assessment System (OHSAS) and National Bio-Solids Partnership (NBP) certifications of the Environmental Health and Safety Management System (EHS-MS) program.
- Develop regulations regarding phosphorus local limits for regulated industries in the near future, if applicable, and determine the necessary other steps to ensure that the influent phosphorous is reduced to its maximum extent in order to reduce anticipated KCRWTF operating costs.
- Implement energy strategies as part of the Environmental Health and Safety Management System including the proposed renewable energy park at the wastewater facility and promotion of energy education efforts.
- Ensure that the health and safety goals and objectives included in the EHS-MS are achieved.
- Begin to sample upstream pump stations for PCBs as required by the Delaware River and Basin Commission as part of the PCB Pollution Prevention Program.
- Develop a greenhouse gas (GHG) emission inventory for the wastewater facility.

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 200,454	\$ 231,577	\$ 241,000	\$ 244,400
Travel	1,852	887	4,100	2,500
Insurance	6,280	5,858	6,550	6,600
Indirect Costs	48,062	38,536	47,500	50,100
Office Supplies	510	676	800	900
Furniture/Equipment	1,150	60	900	400
Legal/Contract Services	132	22	1,400	1,400
Operating Supplies	2,181	921	1,400	1,100
Utilities	5,076	1,963	2,700	2,200
Maintenance	835	1,466	2,000	1,800
Vehicle Expense	4,544	5,606	6,800	6,300
Miscellaneous	10,524	11,531	15,500	18,500
Testing/ Monitoring	18,173	14,808	20,500	31,000
<b>Total</b>	<b>\$ 299,773</b>	<b>\$ 313,911</b>	<b>\$ 351,150</b>	<b>\$ 367,200</b>

**Note:**

Furniture and Equipment:

Software	\$ 200
Sampling Instrument	<u>200</u>

Total – Environmental Programs – Furniture and Equipment	<u>\$ 400</u>
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## **Wastewater Treatment Facilities: Plant Administration**

### **Mission**

The mission of the Plant Administration section is to provide leadership and guidance to ensure the smooth and safe day-to-day operation of the wastewater treatment facilities, to project future requirements and plan for their implementation. Maintain control over all fixed assets and supplies assigned to the Kent County wastewater treatment facilities.

The primary purpose of the Kent County Wastewater Treatment Facility is to provide a cleaner, healthier environment by maintaining compliance with all permits and regulations set forth by the U.S. Environmental Protection Agency and the Delaware Department of Natural Resources and Environmental Control.

### **Goals**

- Remain as one of the top wastewater treatment facilities in the USA with excellent performance, including health and safety and environmental sustainability.
- Ensure environmental compliance and reporting.
- Manage parts inventory and provide fiscal support for Wastewater Treatment Plant Operations and Maintenance functions.
- Practice EHS-MS management of change, which will assure success for the upcoming major projects.
- Complete the facilities SCADA system upgrade.
- Develop a system that recognizes and rewards employee excellence and exemplary contribution to Kent County.
- Explore new technologies for site energy sustainability.

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 505,165	\$ 424,057	\$ 443,700	\$ 480,700
Travel	284	-	-	-
Insurance	7,371	6,864	7,300	7,400
Indirect Costs	63,452	58,046	77,700	82,600
Office Supplies	1,320	951	1,800	1,700
Furniture/Equipment	2,675	5,606	1,600	6,300
Legal/Contract Services	16,953	19,639	16,100	16,100
Trash Pick-up	473	-	-	-
Operating Supplies	2,552	1,850	2,800	3,100
Utilities	25,944	19,492	21,500	21,500
Maintenance	11,139	12,590	-	-
Vehicle Expense	1,194	1,180	-	2,400
Miscellaneous	32	-	100	100
<b>Total</b>	<b>\$ 638,554</b>	<b>\$ 550,275</b>	<b>\$ 572,600</b>	<b>\$ 621,900</b>

**Note:**

## Furniture and Equipment:

Computer Server

\$ 5,000

Leased Copier

1,300

Total Plant Administration – Furniture and Equipment

\$ 6,300

## **Wastewater Treatment Facilities: Operations and Bio-Solids**

### **Mission**

The Kent County Wastewater Treatment Facility is located in the Murderkill River Watershed. The primary purpose of the Operations section is to treat wastewater in compliance with the present NPDES permit No. 0020338 issued November 16, 2006 and all associated regulations by the U.S. Environmental Protection Agency and Delaware Department of Natural Resources and Environmental Control.

Further improve the bio-solids by:

- installing a pilot Solar Dryer
- improving Kentorganite quality
- reducing natural gas consumption
- reducing odor emissions to the atmosphere
- reducing the overall bio-solids processing cost

The Class A treated bio-solids product is valued by the local farming community as an excellent soil amendment material.

### **Goals**

- Comply with standards set forth by new Environmental Health and Safety Management System (EHS-MS) including bio-solids
- Establish treatment method for fats, oils and grease
- Optimize the biological removal process for maximum nutrient removal efficiency meeting the limits set forth in the TMDL driven NPDES permit
- Assist outside consultants and construction companies with implementation of the new microwave ultraviolet (UV) disinfection technology and the associated facility flow control
- Reduce safety and environmental incidents by 10 percent annually
- Plan and start projects for energy sustainability for the plant

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 1,417,538	\$ 1,300,006	\$ 1,291,400	\$ 1,331,500
Travel	1,236	235	-	-
Insurance	45,757	43,753	47,200	47,400
Indirect Costs	406,666	361,700	333,600	340,000
Office Supplies	1,711	2,234	1,950	2,700
Furniture/Equipment	14,705	11,829	14,850	66,000
Legal/Contract Services	20,057	9,294	5,200	34,700
Trash Fund	24,945	22,020	25,000	31,000
Operating Supplies	438,173	524,254	416,500	456,700
Utilities	1,434,039	1,258,018	1,553,200	1,352,800
Rent	4,203	2,751	5,500	6,200
Maintenance	199,224	239,832	225,400	224,700
Vehicle Expense	3,487	9,493	5,000	8,500
Miscellaneous	7,348	555	500	1,000
Testing/Monitoring	35,348	32,274	44,000	59,400
Capital Expenditures	8,570	8,938	377,500	202,300
<b>Total</b>	<b>\$ 4,063,007</b>	<b>\$ 3,827,186</b>	<b>\$ 4,346,800</b>	<b>\$ 4,164,900</b>

**Note:****Equipment:**

## Operations:

Scrubber Pump	\$ 8,000
Submersible Pump	5,000
Spare Parts for UV System	8,000
Electric Forklift	8,000
Enclosed cab utility vehicle	12,000
Bio-Solids:	
(3) Polymer Pumps	3,000
(2) Mixers	2,000
Refurbished Clarifier Drive	<u>20,000</u>

Total Operations & Bio-Solids Furniture and Equipment: \$ 66,000

## Capital:

Operations – General Contract Labor	\$ 100,000
New Roof Bio-Solids Building	60,000
New Spare Clarifier Drive	36,000
50% Cost of New Garage Doors (Cost Split w/ Maintenance)	<u>6,300</u>

Total Operations and Bio-Solids Capital Cost \$ 202,300

Total Operations and Bio-Solids Equipment and Capital items \$ 268,300



## **Wastewater Treatment Facilities: Maintenance**

### **Mission**

The Maintenance section is responsible for operating and maintaining the County's regional wastewater collection system, which consists of 220 miles of gravity piping, 139 miles of force main piping, including Central and South Central bypasses with the additional system enhancements, and 88 pump stations and lift stations.

The Maintenance section also operates and maintains the Dover Air Force Base wastewater infrastructure

The Waste Water Treatment Facilities has the added responsibility of land applying bio-solids, snow removal and managing Kent County's farm properties listed below:

- KSF1: 12 acres south and adjacent to the treatment plant
- KSF2: 72 acres north and adjacent to the treatment plant
- KSF3: 475 tillable acres west and adjacent to the treatment plant  
(West Farms I & II)
- KSF4: 152 acres north of Houston (Blessing Farm)
- KSF5: 257 acres south of Smyrna (Goldinger Farm)

### **Goals**

- Develop design concepts for abilities to bypass all wastewater forcemain segments.
- Perform an aggressive pro-active preventative maintenance program ensuring a minimum of 200 documented man-hours per week.
- Improve air release valve equipment efficiency via effective tracking.
- Effectively market and distribute approximately 4,000 metric tons of bio-solids.
- Explore and experiment with new technology as it pertains to waste recycling.
- Complete the upgrade of the bio-solids process.

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Personnel	\$ 1,295,148	\$ 1,473,274	\$ 1,601,000	\$ 1,646,200
Travel	-	3,463	10,200	3,500
Insurance	42,664	45,650	49,000	51,300
Indirect Costs	283,448	254,934	313,000	338,800
Office Supplies	22,046	27,026	26,100	28,400
Furniture/Equipment	1,798	42,884	371,600	153,400
Legal/Contract Services	12,497	11,658	14,000	14,600
Trash Fund	12,019	10,320	6,000	11,000
Operating Supplies	88,228	127,710	120,500	133,500
Utilities	545,003	657,240	649,200	657,900
Rent	139	3,311	4,000	4,000
Maintenance	225,686	262,550	217,400	298,800
Vehicle Expense	121,059	131,446	126,800	127,400
Miscellaneous	4,809	21,964	2,500	2,500
Capital Expenditures	66,331	4,628	217,500	291,300
<b>Total</b>	<b>\$ 2,720,875</b>	<b>\$ 3,078,058</b>	<b>\$ 3,728,800</b>	<b>\$ 3,762,600</b>

**Note:**

**Furniture and Equipment:**

Laptop Computer (3)	\$ 3,000
12 Volt Portable Pump (3)	4,800
Lateral Cleaning unit for Vac-Con	1,800
ARI Valves (10)	11,000
E-One Pump Standard (5)	10,000
E-One Pump Model APG	2,300
Towable Trailer for Skid Steer	5,000
Push Mower (2) & Weed Eater	500
Cargo Van W/Electrical Shelving	40,000
Pre-Owned Bucket Truck	10,000
Utility Crew Cab Truck w/ Crane	<u>65,000</u>

**Total – Maintenance – Furniture and Equipment** **\$ 153,400**

**Operating Capital Items:**

Replace Suction Valves Pump 1 & 3 at PS 4	50,000
General Labor and Equipment Contract	100,000
Upgrades PS 18A (new wetwell & controls)	30,000
Upgrades LS 2 & 4 (new VFDs & pumps)	25,000
Replace PS 21 A generator Felton Heights	20,000
50% Cost of New Garage Doors (Cost Split w/ Operations)	6,300
Conversion of Chatterbox Stations to SCADA (10 Stations)	25,000
Spare Pump for PS 15 – Tidbury	<u>35,000</u>

**Total – Maintenance – Operating Capital Items** **\$291,300**

**Total Maintenance Equipment and Operating Capital Items** **\$444,700**

## **Sewer Fund Capital Projects**

The Capital Projects budget is used to identify major system expansion or renovation projects. Beginning in fiscal year 2006 and continuing through fiscal year 2012, capital costs directly associated with Public Works divisions are budgeted for in the operating budget.

Major capital improvements to the wastewater system over the next five years include:

- Wastewater plant improvements to increase capacity, meet environmental standards and provide alternative power generation capability
- Conveyance system capacity improvements (Southern Bypass and Central Transmission Enhancements, Phase II & III and Murderkill Crossing)
- Pump Station Upgrades (pump replacements and emergency power generation capability).
- Sanitary Sewer District expansions of Hartly, Brookdale/HideAway, Kitts Hummock and the final phase of Meadowbrook Acres.

The funding source for the new Hartly Sanitary Sewer area is the Delaware 21<sup>st</sup> Century Fund. Major sources of funding for other projects will be USDA loans and grants, SRF Delaware Stimulus Funding loans, main system capital improvement fees (County-wide impact fees), district expansion fees and operating revenue.

### **Project Highlights – Fiscal Year 2012**

The Capital Projects budget includes a “Prior Year Budgets” column. Major infrastructure projects show funding prior to fiscal year 2011. This allows the total project costs to be reported in the “Total” column. Also, a more complete project description of all fiscal year 2011 and beyond projects is included. The descriptions and other notes follow the capital projects listing and a reference number is provided to allow easy referral.

<b>Sewer Fund Capital Projects</b>									
<b>Fiscal Year 2012</b>									
	<b>Prior Budget Years</b>	<b>Amended FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>TOTAL</b>	
<b>Treatment Plant Upgrades:</b>									
<b>Project Descriptions:</b>									
1	TMDL study for development of site specific water standards	1,062,000	-	-	-	-	-	1,062,000	
2	TMDL offsite nutrient reduction project	-	-	300,000	333,000	-	-	633,000	
3	Plant elevated water storage tank (minimum 50,000 gal.)	250,000	-	-	-	-	-	250,000	
4	Renewable Energy Park	220,000	6,900,000	5,427,000	-	-	-	12,547,000	
5	WTF Nutrient Removal Upgrade Project with integral clarification & filtration	-	100,000	8,620,000	8,590,000	-	-	17,310,000	
6	Disinfection Upgrades – ultra-violet system (includes weir control)	1,260,000	2,439,000	-	-	-	-	3,699,000	
7	Spray irrigation, land acquisition, and permitting to extend effluent flow limitations of stream discharge (Wilkins and Zettelemoyer & McFarrland. (Church and Carl King express land shown in prior yrs)	1,350,000	850,000	600,000	600,000	600,000	600,000	400,000	5,000,000
8	Replace pumps and valves at recycle pump stations 1 & 2	-	-	-	300,000	300,000	-	-	600,000
9	Bio-solids process upgrade (including control systems in FY'09).	3,390,000	-	-	-	-	-	3,390,000	
10	SCADA network fiber extension	100,000	-	-	-	-	-	100,000	
11	Admin & blower building HVAC upgrades via DOE EECBG Program	-	412,000	288,000	-	-	-	700,000	
12	Replace clarifier 1 & 2 superstructure Bridge/Walkway/Trough	-	-	250,000	250,000	-	-	500,000	
	<b>Total</b>	<b>7,632,000</b>	<b>10,701,000</b>	<b>15,485,000</b>	<b>10,073,000</b>	<b>900,000</b>	<b>600,000</b>	<b>400,000</b>	<b>45,791,000</b>
<b>Source of Funds - Treatment Plant Upgrades:</b>									
	Operating Revenues	100,000	-	288,000	550,000	300,000	-	-	1,238,000
	Working Capital Reserve	3,390,000	-	250,000	-	-	-	-	3,640,000
	DE SRF/ARRA/Green Project Loan 20 years @ 2%	1,730,000	9,339,000	5,727,000	333,000	-	-	-	17,129,000
	DE SRF Loan/USDA Loan	-	100,000	8,620,000	8,590,000	-	-	-	17,310,000
	DOE EECBG Program - Formula Distribution	-	412,000	-	-	-	-	-	412,000
	Main System Capital Improvement Fees, Treatment portion	2,412,000	850,000	600,000	600,000	600,000	600,000	400,000	6,062,000
	<b>Total</b>	<b>7,632,000</b>	<b>10,701,000</b>	<b>15,485,000</b>	<b>10,073,000</b>	<b>900,000</b>	<b>600,000</b>	<b>400,000</b>	<b>45,791,000</b>

**Sewer Fund Capital Projects  
Fiscal Year 2012**

	Prior Budget Years	Amended FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>Conveyance System Upgrades:</b>								
<b>Project Costs:</b>								
13	Central Transmission System Enhancements Phase 1 from Rt. 10 to Walnut Shade Rd.	2,132,000	-	-	-	-	-	2,132,000
14	Murderkill crossing parallel conveyance Planning, Design, & Construction	-	450,000	-	-	-	-	450,000
15	Central Transmission System Enhancements Phase 2 from Capitol Park to Lafferty Lane	350,000	900,000	-	-	-	-	1,250,000
16	Central Transmission System Enhancements Phase 3 from PS14 to Rt. 10	-	-	1,025,000	-	-	-	1,025,000
17	Little Heaven Transmission System Relocation Design and ROW acquisition	-	250,000	-	1,230,000	-	-	1,480,000
18	Southern Transmission Bypass from PS7 to Church Hill Road	250,000	3,645,000	-	-	-	-	3,895,000
	<b>Total</b>	<b>2,732,000</b>	<b>5,245,000</b>	<b>1,025,000</b>	<b>1,230,000</b>	-	-	<b>10,232,000</b>
<b>Source of Funds - Conveyance System Upgrades:</b>								
<b>Central Transmission System Enhancements Phase 1</b>								
	Operating Revenues	-	-	-	-	-	-	-
	Main System Capital Improvement Fees, Transportation portion	1,202,000	-	-	-	-	-	1,202,000
	District Expansion Fees (District Impact Fees- prior to March 2003)	930,000	-	-	-	-	-	930,000
	<b>Sub - Total</b>	<b>2,132,000</b>	-	-	-	-	-	<b>2,132,000</b>
<b>Murderkill Crossing Parallel Conveyance</b>								
	Main System Capital Improvement Fees, Transportation portion	-	450,000	-	-	-	-	450,000
	<b>Sub - Total</b>	-	<b>450,000</b>	-	-	-	-	<b>450,000</b>
<b>Central Transmission System Enhancements Phase 2</b>								
	Main System Capital Improvement Fees, Transportation portion	350,000	900,000	-	-	-	-	1,250,000
	<b>Sub - Total</b>	<b>350,000</b>	<b>900,000</b>	-	-	-	-	<b>1,250,000</b>
<b>Central Transmission System Enhancements Phase 3</b>								
	Main System Capital Improvement Fees, Transportation portion	-	-	1,025,000	-	-	-	1,025,000
	<b>Sub - Total</b>	-	-	<b>1,025,000</b>	-	-	-	<b>1,025,000</b>
<b>Southern Transmission Bypass</b>								
	USDA Loan	250,000	3,645,000	-	-	-	-	3,895,000
	<b>Sub - Total</b>	<b>250,000</b>	<b>3,645,000</b>	-	-	-	-	<b>3,895,000</b>
<b>Little Heaven Transmission System Relocation</b>								
	Working Capital Reserve	-	250,000	-	1,230,000	-	-	1,480,000
	<b>Sub - Total</b>	-	<b>250,000</b>	-	<b>1,230,000</b>	-	-	<b>1,480,000</b>
	<b>Total Funding - Conveyance System Upgrades</b>	<b>2,732,000</b>	<b>5,245,000</b>	<b>1,025,000</b>	<b>1,230,000</b>	-	-	<b>10,232,000</b>

**Sewer Fund Capital Projects  
Fiscal Year 2012**

	Prior Budget Years	Amended FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>Sanitary Sewer Districts:</b>								
<b>Project Costs:</b>								
19 <b>Hartly Area:</b>								
Planning & design	362,200	-	-	-	-	-	-	362,200
Construction	7,887,800	1,250,000	-	-	-	-	-	9,137,800
20 <b>Meadowbrook Acres</b>	2,194,000	-	-	-	-	-	-	2,194,000
21 <b>Hideaway/Brookdale: sewer planning, design &amp; construction</b>	1,763,800	416,000	-	-	-	-	-	2,179,800
22 <b>Kitts Hummock: sewer planning, design &amp; construction</b>	150,000	2,765,000	2,084,272	-	-	-	-	4,999,272
<b>Total Sanitary Sewer Districts</b>	<b>12,357,800</b>	<b>4,431,000</b>	<b>2,084,272</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,873,072</b>
<b>Source of Funds - Sanitary Sewer Districts:</b>								
<b>Hartly Area:</b>								
State 21st Century Fund Grant	4,750,000	1,250,000	-	-	-	-	-	6,000,000
State Revolving Fund Loan	3,500,000	-	-	-	-	-	-	3,500,000
<b>Sub-Total</b>	<b>8,250,000</b>	<b>1,250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,500,000</b>
<b>Meadowbrook Acres</b>								
District Expansion Fees (District Impact Fees)	2,194,000	-	-	-	-	-	-	2,194,000
<b>Sub-Total</b>	<b>2,194,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,194,000</b>
<b>Hideaway/Brookdale: sewer planning, design &amp; construction</b>								
USDA Loan	1,000,000	-	-	-	-	-	-	1,000,000
USDA Grant	763,800	416,000	-	-	-	-	-	1,179,800
<b>Sub-Total</b>	<b>1,763,800</b>	<b>416,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,179,800</b>
<b>Kitts Hummock: sewer planning, design &amp; construction</b>								
USDA Loan	150,000	2,250,000	-	-	-	-	-	2,400,000
USDA Grant	-	515,000	2,084,272	-	-	-	-	2,599,272
<b>Sub-Total</b>	<b>150,000</b>	<b>2,765,000</b>	<b>2,084,272</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,999,272</b>
<b>Total Funding - Sanitary Sewer Districts</b>	<b>12,357,800</b>	<b>4,431,000</b>	<b>2,084,272</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,873,072</b>

**Sewer Fund Capital Projects**

**Fiscal Year 2012**

	Prior Budget Years	Amended FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>Pump Station Upgrades:</b>								
<b>Project Costs:</b>								
<b>Pump Station 1 - Smyrna</b>								
23	Lag Pump Replacement (No Control Upgrade Required)	60,000	-	-	75,000	-	-	135,000
<b>Pump Station 2 - Denney's Road:</b>								
24	Refurbish Wet Well	-	250,000	-	-	-	-	250,000
25	Lead / Lag Pump Replacement (No Control Upgrade Required)	75,000	-	-	90,000	-	-	165,000
<b>Pump Station 3 - Dover:</b>								
26	Lag Pump Replacement with control upgrade and discharge modification	120,000	-	-	-	160,000	-	280,000
<b>Pump Station 4 - Rising Sun:</b>								
27	Lead Pump Replacement	75,000	-	-	90,000	-	-	165,000
<b>Pump Station 7 - Milford:</b>								
28	Lead Pump Replacement (No Control Upgrade Required)	50,000	-	-	60,000	-	-	110,000
<b>Pump Station 14 - Isaacs:</b>								
29	Lead Pump Replacement (No Control Upgrade Required)	50,000	-	-	60,000	-	-	110,000
30	Replace emergency power generation for various pump stations (PS 5, PS 6A, PS 19, PS 20A, PS23)	125,000	-	-	160,000	-	-	285,000
<b>Pump Station 17 - Harrington:</b>								
31	Relocate septage screen	-	-	300,000	300,000	300,000	300,000	1,200,000
	<b>Total</b>	<b>555,000</b>	<b>-</b>	<b>250,000</b>	<b>835,000</b>	<b>300,000</b>	<b>460,000</b>	<b>2,700,000</b>
<b>Source of Funds - Pump Station Upgrades:</b>								
	Operating Revenues	555,000	-	250,000	835,000	300,000	460,000	2,700,000
	<b>Total Funding Pump Station Upgrades:</b>	<b>555,000</b>	<b>-</b>	<b>250,000</b>	<b>835,000</b>	<b>300,000</b>	<b>460,000</b>	<b>2,700,000</b>

**Sewer Fund Capital Projects**

Fiscal Year 2012

	Prior Budget Years	Amended FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>Equipment</b>								
<b>Project Costs:</b>								
32 Maintenance Vacuum Truck	350,000	-	-	-	-	-	-	350,000
33 Side discharge Biosolids Truck	-	100,000	-	-	-	-	-	100,000
<b>Total</b>	<b>350,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>450,000</b>
<b>Source of Funds - Equipment:</b>								
Operating Revenues	350,000	100,000	-	-	-	-	-	450,000
<b>Total Funding Equipment:</b>	<b>350,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>450,000</b>
<b>SUMMARY</b>								
<b>Grand Total Project Costs:</b>	<b>23,626,800</b>	<b>20,477,000</b>	<b>18,844,272</b>	<b>12,138,000</b>	<b>1,200,000</b>	<b>1,060,000</b>	<b>700,000</b>	<b>78,046,072</b>
<b>Total Funding Sources:</b>								
Operating Revenues	1,005,000	100,000	538,000	1,385,000	600,000	460,000	300,000	4,388,000
Working Capital Reserve	3,390,000	250,000	250,000	1,230,000	-	-	-	5,120,000
DE SRF/ARRA/Green Energy Loan 20 years @ 2%	1,730,000	9,339,000	5,727,000	333,000	-	-	-	17,129,000
DE SRF Loan/USDA Loan	-	100,000	8,620,000	8,590,000	-	-	-	17,310,000
DOE EECBG Program - Formula Distribution	-	412,000	-	-	-	-	-	412,000
State 21st Century Fund Grant	4,750,000	1,250,000	-	-	-	-	-	6,000,000
State Revolving Fund Loan	3,500,000	-	-	-	-	-	-	3,500,000
USDA Loan	1,400,000	5,895,000	-	-	-	-	-	7,295,000
USDA Grant	763,800	931,000	2,084,272	-	-	-	-	3,779,072
Main System Capital Improvement Fees, Transportation portion (County-wide Impact Fees)	1,552,000	1,350,000	1,025,000	-	-	-	-	3,927,000
Main System Capital Improvement Fees, Treatment portion (County-wide Impact Fees)	2,412,000	850,000	600,000	600,000	600,000	600,000	400,000	6,062,000
District Expansion Fees (District Impact Fees)	3,124,000	-	-	-	-	-	-	3,124,000
<b>Total Funding Sources</b>	<b>23,626,800</b>	<b>20,477,000</b>	<b>18,844,272</b>	<b>12,138,000</b>	<b>1,200,000</b>	<b>1,060,000</b>	<b>700,000</b>	<b>78,046,072</b>



## Capital Projects Narrative for Fiscal Years 2011 through 2016

### Reference # PROJECT DESCRIPTION/FACTS

#### 1. TMDL Study for the Development of Site-Specific Water Quality Standards

This project is a continuation of discussions with DNREC to develop site-specific water quality standards for the section of the Murderkill River which receives the treated discharge from the Wastewater Treatment Facility. The data collection ran through December 2008. The analysis concluded December 2009 followed by model calibration concluding with the development of scientifically based, site specific numeric water quality standards. The funding source was main system capital improvement fees, treatment portion.

#### 2. TMDL Off Site Nutrient Reduction Project

This project re-creates approximately one (1) acre of wetlands within the Murderkill River watershed. Alongside its bank, a farm pond was excavated prior to when the 404 Federal Wetland permitting regulations took effect. The Double Run floodway was partially filled using the spoils of the farm pond excavation. The Kent County Department of Public Works is proposing to remove the spoils estimated at 7,000 CY, restore the area to its original wetland condition and re-route the existing storm water management pond into the newly re-created wetland area. This will allow Kent County to gain nutrient credits for expanding its capacity. The funding source is SRF Delaware Stimulus Funding Loan.

#### 3. Plant Elevated Water Storage Tank

The Wastewater Treatment Facility's fire suppression system is fed with plant effluent from the contact chambers. In order to maintain pressure on the system, at least one (1) of the three (3) high pressure pumps has to run all the time and as a result, the pump replacement rate is high. An elevated storage tank cuts down on the pump run time overall and the number of start/stops in particular reducing the maintenance and electric costs. This enhanced the fire suppression capabilities significantly. The funding source for this project is the SRF Delaware Stimulus Funding Loan.

#### 4. Renewable Energy Park Project

The Renewable Energy Park will include a combination of two (2) types of renewable energy generating systems at the Kent County Regional Wastewater Treatment Facility - solar and biomass. The solar portion of the project will include planning, design and construction of a photovoltaic (PV) array to generate up to 1.25 MW of electricity distributed in the on site high voltage distribution system. The thermal solar drying chambers portion will install a solar powered bio-solids drying system at the facility. Approximately fifteen percent (15%) of the bio-waste stream will be diverted to the solar powered drying chambers. Solar energy will be used to heat the flooring system supporting heat transfer into the bio-solids. The funding source will be SRF Delaware Stimulus Funding Loan.

#### 5. WTF Nutrient Removal Upgrade Project with Integral Clarification & Filtration

The Wastewater Treatment Facility (WTF)'s processing capacity for clarification will be improved and full flow filtration added by constructing two (2) new clarifiers and a full bank of deep bed filters. This approach will meet the requirements under the current NPDES Permit as issued. The project will begin in fiscal year 2012 and is expected to be completed in fiscal year 2013. The funding source will be DE SRF loan with a RZED type bond as security and USDA loan.

6. Disinfection Upgrades -- Ultra-Violet System

The Wastewater Treatment Facility utilizes chlorination and de-chlorination to disinfect the wastewater effluent. Under the Environmental Management System the County committed to move away from the chemical disinfection process and implement an ultra-violet disinfection system. In fiscal year 2008 a pilot unit was successfully tested. In fiscal year 2009 the equipment was purchased. During fiscal year 2010 the design and permitting as well as a large percentage of the construction was completed. The ultra-violet disinfection system works best if the flows can be tightly controlled. We are hence addressing the flow control at the same time as the disinfection upgrades with integral aeration basin weir control. The project is scheduled for completion in fiscal year 2011. The funding source is Delaware SRF Stimulus Loan with the exception of the equipment which was funded in the prior years by working capital reserve and operating revenue.

7. Spray Irrigation, Buffer Land Acquisition & Permitting to Extend Effluent Flow Limitations of Stream Discharge

This project will acquire additional land for the elimination of buffers and/or land for direct spray irrigation disposal of treated wastewater to meet projected levels of flow. We also set aside some funds for land purchases to facilitate better odor dissemination. In fiscal year 2012, we will start with the site investigation and permitting of the lands adjacent to the plant already under the County's direct control. The funding source is main system capital improvement fees, treatment portion.

8. Replace Pumps and Valves at Recycle Pump Stations 1 & 2

This project will replace the pumps and valves in the recycle pump stations at the Wastewater Treatment Facility in fiscal years 2013 and 2014. The units were installed in 2002 and have a life expectancy of ten (10) years. The funding source will be operating revenues.

9. Bio-solids Process Upgrade

Kent County bought the biosolids processing equipment formerly owned by KF Environmental. As part of the buyout analysis, equipment with little useful life remaining was identified. The belt filter presses and the scrubber exhaust duct system were the most compromised and needed immediate attention in fiscal year 2007. DNREC Boiler Safety Unit notified us that the thermal heaters did not have the required state operating certificates and had to be replaced. In fiscal year 2008 we installed the heaters and associated hot oil piping system. Additional good used equipment became available in fiscal year 2009 and two dryers and one scrubber were purchased at auction prices. In fiscal years 2009 and 2010 we continued the improvements by upgrading the electrical controls of all bio-solids. In fiscal year 2010 we installed a third belt filter press. This project is completed. The funding source was the working capital reserve.

10. SCADA WTF Network Fiber Extension

In fiscal year 2011 the SCADA fiber network throughout the facility will either be extended or transferred to all wireless. The alternatives are being investigated and the design is currently under way. The funding source is operating revenue.

11. Administration & Blower Buildings Mechanical System Upgrades

The mechanical equipment in the administration building dates to the original plant construction and causes constant maintenance problems. We must replace the original low efficiency units with high efficiency heat pumps using effluent as a transfer medium. This will save energy and extend building life expectancy. The funding source is The Department of Energy (DOE) Electrical Efficiency and Conservation Block Grant (EECBG) and Operating Revenue. The blower building houses the electrical components for the blowers. This equipment creates a significant amount of heat which must be dissipated to prevent equipment from tripping out. To correct the situation air conditioning must be installed in the control room. The funding source is operating revenue.

12. Replace Clarifier 1 & 2 Superstructure (Bridge/Walkway)

Clarifiers 1 and 2 are part of the original plant design and were installed in 1970. The superstructure which is made of steel has been blasted and recoated several times. Corrosion levels have however reached a point that replacement needs to begin in fiscal year 2012 and will be completed in fiscal year 2013. The funding source will be operating revenue.

13. Central Transmission System Enhancements Phase 1 from Rt. 10 to Walnut Shade Rd.

This project provides for a 16" diameter interconnection between Route 10 and Walnut Shade Road. It will allow bypassing of all flows between Route 10 and Pump Station 4. In addition it allows for more economical pump operation and the ability to perform scheduled and emergency repairs. The funding sources were main system capital improvement fees, transportation portion and district expansion fees collected prior to 2003.

14. Murderkill River Crossing Parallel Conveyance Line

An emergency and maintenance bypass line is in the planning phase. Design and permitting are to be completed in fiscal year 2012. The proposed construction will proceed in fiscal year 2013. This will allow us to switch from the current crossing in use since 1972 to a bypass crossing for inspection and maintenance as well as emergency repair of the crossing. The funding source is main system capital improvement fees, transportation portion.

15. Central Transmission System Enhancements Phase 2 from Capitol Park to Lafferty Lane

This project replaces a section of 8" force main with a 16" transmission main from Capitol Park to Lafferty Lane. This will allow increased bypass capabilities for pump station no. 3 during transmission system repairs. Project design was started in fiscal year 2010 and continued through fiscal year 2011. The funding source is main system capital improvement fees, transportation portion.

16. Central Transmission System Enhancements Phase 3 from Pump Station 14 to Rt. 10

This project replaces a section of 10" force main with a 16" transmission main from Pump Station 14 to Rt. 10. This will provide enhanced hydraulic operating conditions during normal operations as well as increased bypass capabilities for pump station 14 during transmission system repairs. The funding source is main system capital improvement fees, transportation portion.

17. Little Heaven Transmission System Relocation Design and ROW Acquisition

This Project relocates 15,500 linear feet of 36 inch diameter forcemain outside the existing/proposed DeIDOT SR1 Right of Way. It is based on a Sewer Forcemain Relocation Agreement between DeIDOT and Kent County. The design, rights-of-way acquisition and permitting are ongoing and is estimated at \$250,000. The County's overall share of the relocation cost is capped at \$1,480,000 under an agreement with DeIDOT. The said agreement is still awaiting signature from DeIDOT's Secretary which is not anticipated until the project is fully funded by the Federal Highway Administration and the State of Delaware. No construction will start until the agreement is executed. The funding source for the County's cost share will be the working capital reserve.

18. Southern Transmission Bypass from Pump Station 7 to Church Hill Road

In response to a transmission system break on the south side of the system the Department of Public Works developed a plan for a Southern Transmission Bypass running on the west side of SR1 within the Growth Zone. The City of Harrington is building a portion of the project and the County is only responsible for the segment from the City of Milford's limits to Church Hill Road. The City of Milford will repay the debt service for the City portion. The funding source for the County's cost share is USDA loan funds.

19. Hartly Area Sanitary Sewer District Expansion

This project includes planning, design and construction of a sanitary sewer collection and conveyance system due to failing septic systems and environmental concerns. Two hundred ninety-one (291) equivalent dwelling units (EDU's) will be served by this district. Planning and design began in fiscal year 2006, and construction began in late fall 2009. The project will be completed in fiscal year 2011 with hook ups continuing through out fiscal year 2012. The funding source is State of Delaware 21st Century Fund Grant and State of Delaware Revolving Fund Loan.

20. Meadowbrook Acres

This project is to provide a sewer collection system in the Meadowbrook Acres subdivision a documented area of environmental problems due to failing septic systems. Meadowbrook Acres is in the Double Run area of the South Central Sewer District. The construction is complete. However master plumber contract activities remain ongoing in several areas with full completion expected in fiscal year 2012. The funding source is district expansion fees.

21. Hideaway/Brookdale Sewer Sanitary District

This project is to provide a sewer collection and conveyance system where the area has environmental issues due to failing septic systems. This area will service 120 EDU's. The project started in fiscal year 2010 and will be completed in fiscal year 2011. The funding sources are USDA loan and USDA grant.

22. Kitts Hummock Sewer Sanitary District

This project is to provide a sewer collection and conveyance system where the area has environmental issues due to failing septic systems. This area will service approximately 180 EDU's. The project was designed in fiscal year 2009 and construction is to be completed in fiscal year 2013. The project was delayed until the DAFB privatization was complete, because the flows from Kitts Hammock had to be routed through DAFB. The funding sources are USDA loan and USDA grant.

23. Pump Station 1 (Smyrna) Lag Pump Replacement

This project involved purchase and installation of a new lag pump in fiscal year 2008. No control upgrade is required. This unit will run most of the time and has a five (5) year replacement cycle in fiscal year 2013. The funding source is operating revenue.

24. Pump Station 2 (Denney's Road) Refurbish Wet Well

In addition to the pump replacements we must refurbish the wet well which has disintegrating walls. The project was scheduled for fiscal year 2010. Due to budget constraints it has been moved out to fiscal year 2012. The funding source is operating revenue.

25. Pump Station No. 2 (Denney's Road) Lead & Lag Pump Replacements

This project involved purchase and installation of a new lead pump in fiscal year 2007. This unit will run most of the time and has a five (5) year replacement cycle. The planned replacement is in fiscal year 2013 which will coincide with replacement of pump station 4. The funding source is operating revenue.

26. Pump Station 3 (Dover) Lag Pump Replacement

This project replaced the lag pump, upgraded pump controls and modified the pump discharge piping at Pump Station 3. The funding source was operating revenue.

27. Pump Station 4 (Rising Sun) Lead Pump Replacement

This project involved purchase and installation of a new lead pump in fiscal year 2008. This is a high efficiency unit which runs all the time. It has a five (5) year replacement cycle, with replacement planned in fiscal year 2013. The funding source is operating revenue.

28. Pump Station 7 (Milford) Lead Pump Replacement

This project scheduled for fiscal year 2013 will replace the lead pump at Pump Station 7 that was installed in fiscal year 2008. The funding source is operating revenue.

29. Pump Station 14 (Isaacs) Lead Pump Replacement

This project scheduled for fiscal year 2013 will replace the lead pump at Pump Station 14 that was installed in fiscal year 2008. The funding source is operating revenue.

30. Replace Emergency Power Generator for Various Pump Stations

This project replaced six (6) emergency generators in fiscal year 2008 and four (4) generators in fiscal year 2009 all at various pump stations. There are a total of 74 pump stations and 14 lift stations. Replacement cycles for generator equipment, requires us to restart the cycle in fiscal year 2013. The funding source is operating revenue.

31. Pump Station 17 (Harrington) Relocate septage screen process

The original project involved the purchase and installation of two (2) septage receiving units in fiscal year 2003. They consist of a multi-screen debris, grit and solidified grease removal system. They are currently located at PS1 (Smyrna) and PS8 (Little Heaven). They are highly effective, but also very maintenance intensive. The equipment has an eight (8) year replacement cycle if well maintained. It was slated for replacement in fiscal year 2012. The new county wide unit will be placed at PS 17 (Harrington) and the use of the existing units will be discontinued. Due to budget restraints, the project has been budgeted over four fiscal years, ending in fiscal year 2016. The funding source will be operating revenue.

32. Maintenance Vacuum Truck

This project replaced the County's existing and aging vacuum truck. The existing truck required extensive repairs and needed to be replaced. We kept the existing vacuum truck, refurbished it and maintain it as a back-up unit. The funding source was operating revenue over two fiscal years (2009 & 2010).

33. Side Discharge Bio-solids Truck

As part of the passive solar drying chambers bio-solids must be moved from the belt filter presses to the chambers. In order to maintain a low, energy saving profile in the chambers a side or rear discharge truck must be used. The funding source is operating revenue.



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<b>Landfill Fund</b>
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**Function**

The Landfill Fund was established to account for cost attributed to the Houston Landfill. The Landfill was operated during the 1970s and accepted both residential and commercial waste material. All existing regulations were complied with while the Landfill was open. In 1990, the Environmental Protection Agency (EPA) added the Houston Landfill to its national priority list. The County appealed the listing decision, claiming the EPA’s testing procedure used at the Houston Landfill was faulty. In 1992, the County won its appeal of the EPA’s listing decision. In 1993, the Delaware Department of Natural Resources and Environmental Control (DNREC) indicated its intent to address the site under the “Delaware Hazardous Substance Cleanup Act” (HSCA)

In response to the litigation the Houston Landfill Conservation Coalition (HLCC) was formed with other Principal Responsible Parties (PRPs). Kent County is a member of the coalition. DNREC has released the County and the other coalition members from the Monitoring & Maintenance Plan. The first inspection under this plan was performed in 2010. The County is working with DNREC and the other coalition members on an amendment of the Coalition Agreement to take over the maintenance in exchange for “a cash out” by the other members. The County would remain the sole entity with responsibility for the site. The coalition escrow account will be turned over to the County once the amendment is approved by all coalition members.

The County’s Landfill Fund was established outside the HLCC from a loan by the County’s General Fund for the purpose of funding potential expenses. County operational expenses associated with the site include insurance, legal expenses and general security. Presently, it is anticipated that there will be sufficient funds in the Houston Landfill Fund to cover long term operation and maintenance cost.

	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Beginning Fund Balance	\$ 629,342	\$ 600,634	\$ 684,374	\$ 655,174
<b>Revenues</b>				
Interest	6,694	728	800	1,000
State Reimbursement	-	122,495	-	-
<b>Total</b>	<b>6,694</b>	<b>123,223</b>	<b>800</b>	<b>1,000</b>
<b>Expenses</b>				
Legal	31,032	34,808	25,000	25,000
Operational Supplies	3	4	-	-
Indirect Costs	4,367	4,671	5,000	5,000
<b>Total</b>	<b>35,402</b>	<b>39,483</b>	<b>30,000</b>	<b>30,000</b>
Estimated Ending Fund Balance	\$ 600,634	\$ 684,374	\$ 655,174	\$ 626,174





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## Street Light Fund

### Function

Kent County is authorized under Delaware Code Title 9, Chapter 51, to provide street lighting upon the petition of a majority of the real property owners of any unincorporated community in the County. The County furthermore has the duty of collecting fees to cover the cost of installation, maintenance, administration and illumination within a street light district.

The Street Light Fund is currently made up of 125 active street light districts comprising approximately 11,981 units. As the administrator, the County is responsible for negotiating service enhancements, reimbursing power companies on a monthly basis for the electricity consumed and resolving any maintenance problems that may arise.

The procedure detailing the establishment of a Street Light District is available from the Engineering Division.

At the publication of this budget book additional information is still needed to finalize the district rates. The rates given are based on the information known at this time.

#### Expenses:

Departmental Expenses	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
Indirect Costs	\$ 57,858	\$ 63,360	\$ 76,500	\$ 85,100
Administrative Services	39,789	42,021	65,000	73,600
Office Supplies	66	76	100	100
Legal & Contractual Services	935	1,136	2,500	2,500
Equipment	-	-	7,600	-
Vehicle Expenses	-	525	-	600
Electric Company Charges	567,184	598,123	591,000	661,400
<b>Total</b>	<b>\$ 665,832</b>	<b>\$ 705,241</b>	<b>\$ 742,700</b>	<b>\$ 823,300</b>

District		Actual	Actual	Amended	Adopted
#	Name	FY 2009	FY 2010	FY 2011	FY 2012
1	Briar Park	\$ 10,697	\$ 10,702	\$ 10,400	\$ 11,300
2	Kent Acres	8,415	8,345	8,100	8,300
3	Rodney Village	32,727	32,459	31,500	31,500
4	Capitol Park	18,852	18,567	20,900	20,900
6	Richardson Estates	1,435	1,421	1,400	1,400
8	Moores Lake	-	4,182	6,000	21,900
9	Old Mill Acres I	5,755	5,664	4,700	4,700
10	Northridge	8,121	8,103	7,500	7,600
11	Brookdale Heights	4,615	4,534	4,500	4,700
13	Windswept	4,524	4,531	4,400	4,700
14	Star Hill	9,279	9,211	8,600	8,900
21	Tamarac/Burwood	2,953	2,890	2,800	3,000
22	Sheffield Farms	8,056	8,027	7,900	8,300
23	Kentbourne	5,064	5,025	4,900	5,200
24	Eagles Nest	8,380	8,244	8,200	8,200
25	Old Mill Acres II	6,653	6,585	7,400	7,500
26	Pennwood	13,753	13,641	13,300	13,300
27	Hidden Acres	9,372	9,279	9,100	9,700
28	Windy Way	2,789	2,767	2,600	2,600
39	Brookfield	11,342	11,262	11,000	11,700
41	Stonegate	14,784	14,620	14,400	15,300
42	John-Charlton Estates	5,443	5,365	5,300	5,600
44	Wild Quail	8,200	8,360	7,700	7,800
48	Sandy Hills	7,569	7,755	7,600	8,100
49	Pleasant Woods	1,240	1,099	1,000	1,000
51	Normansmeade	3,427	3,437	3,200	3,300
54	Winding Ridge	2,662	2,705	2,500	2,500
55	Kentwood	12,794	12,737	12,500	12,500
56	Riverview Estates	8,040	8,047	7,500	7,600
57	Jonathans Landing	8,238	8,313	7,700	7,800
58	Misty Pines	6,339	6,251	6,200	6,600
59	South Glen	1,543	1,546	1,400	1,500
60	Summerfield Village	1,536	1,556	1,400	1,500
61	Carlisle Village IV	2,982	3,032	2,800	2,900
62	Canterville	1,832	1,851	1,700	1,700
63	Church Creek	9,466	9,424	9,300	9,800
64	Meadow Ridge	1,941	2,044	1,900	1,900
66	Magnolia Meadows	4,024	4,019	3,700	3,800
67	Moores Meadows	9,401	9,336	9,200	10,500
68	The Orchards	16,944	16,615	16,400	17,600
71	Oaknoll	4,137	4,137	3,900	3,900
72	Fields of Magnolia	4,332	4,358	4,300	4,600
73	Pleasant Hill Farms	7,197	7,120	7,000	7,500

District		Actual	Actual	Amended	Adopted
#	Name	FY 2009	FY 2010	FY 2011	FY 2012
74	Chimney Hill	\$ 12,635	\$ 12,640	\$ 11,800	\$ 12,000
75	Dykes Branch	18,678	17,606	17,200	18,200
76	Crystal Creek	1,419	1,396	1,300	1,300
77	Meadowbrook Acres	6,704	6,599	6,100	6,200
78	Village of Wild Quail	4,529	4,697	4,400	4,400
79	Hunters Ridge	4,187	4,195	3,900	4,000
80	Maplehurst	1,108	1,111	1,000	1,000
81	Doe Run	2,948	2,867	2,800	3,000
83	Cardinal Hills	4,557	4,554	4,200	4,300
84	Rolling Meadows	4,762	4,736	4,400	4,500
85	Village Drive	938	937	900	900
86	Twelve Oaks	7,971	7,642	7,500	7,500
87	Carlisle Village I, II, III	8,313	8,286	7,800	7,800
88	Planters Woods	5,904	5,778	5,400	5,500
89	Garrison Lake West/Fairway	1,877	1,906	1,800	1,800
90	Traybern	3,963	3,863	3,800	4,000
92	Wynn Wood	17,819	17,360	17,100	18,200
93	Mt. Vernon Estates	-	2,331	5,400	5,800
94	Jacksons Ridge	4,489	4,370	4,300	4,600
95	Planters Run	4,445	4,388	4,300	4,500
96	Pleasant Valley	2,854	2,798	2,600	2,600
97	Stag Crossing	2,462	2,488	2,300	2,300
98	Fernwood	5,143	5,179	4,800	5,100
99	Burtonwood Village	5,743	5,722	5,300	5,400
100	Chestnut Ridge	2,261	2,265	2,100	2,100
101	Lakeshore Village	25,039	25,779	23,300	23,600
102	Pheasant Pointe II	3,543	3,551	3,300	3,300
103	Brenford Station	10,824	10,570	9,900	10,000
104	Rockland Hills	4,710	4,702	4,400	4,400
105	Greenview/Highview Acr.	13,182	13,059	13,000	13,000
106	Grand Oaks	9,508	9,388	9,200	9,200
107	Rockland West	2,833	2,843	2,700	2,700
108	Derbywood	2,986	2,974	2,900	3,100
109	Otter Run	3,425	3,451	3,200	3,200
110	Twin Willows	8,646	8,603	8,100	8,100
111	Grandview Meadows	5,265	5,278	5,100	5,500
112	Quail Landing	7,349	7,724	7,200	7,600
113	Riverside	7,802	7,675	7,500	8,000
114	Wicksfield	8,829	9,752	9,200	13,900
115	Stonewater Creek	2,890	2,876	2,700	2,700

## Summary of Revenue/Expenses by District Continued

District		Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
#	Name				
118	Weatherstone Crossing	\$ -	\$ 2,733	\$ 6,200	\$ 6,600
120	Chestnut Ridge Sec 2	3,432	3,407	3,200	3,200
121	Pine Ridge	4,482	4,501	4,200	4,300
122	Heritage Trace	9,146	7,194	6,700	6,800
123	Providence Hill	1,840	1,853	1,700	1,700
124	Stone Ridge	8,296	8,176	8,000	8,000
126	Country Field	5,975	5,899	5,800	6,200
127	Pinehurst Village	6,995	6,650	6,200	6,300
128	Laureltowne	2,940	2,913	2,700	2,800
129	Point Landing	3,643	3,595	3,400	3,400
130	Harmony Hill	-	-	-	1,900
131	The First Tenth	1,875	2,561	1,700	1,700
132	Estates at Wild Quail	11,162	10,555	10,100	10,100
133	Longacre Village	10,072	9,780	9,900	14,000
134	Whitetail Run	3,765	4,579	5,400	5,800
135	Brenford Woods	3,819	3,892	3,700	3,700
136	Hampton Hills	7,757	8,499	7,500	8,100
137	Jockey Hollow	2,998	3,626	3,600	3,600
138	Satterfield	7,687	7,189	7,100	7,500
139	Spring Meadow	6,758	7,736	7,100	7,100
140	Meadows at Chestnut Ridge	2,333	2,302	2,200	4,600
141	Townsend Fields	3,090	3,142	2,900	3,000
143	Olde Field Village	2,161	2,146	2,000	2,000
144	Breeders Crown Farm	4,474	4,446	4,400	4,600
145	Courseys Point	2,741	1,493	1,400	1,400
146	Garrison Circle	1,359	1,331	1,300	1,300
147	Rsrv Chestnut Ridge	11,100	11,032	10,600	12,100
149	Timber Mills	3,454	3,493	3,300	3,300
150	Pintail Point	4,911	4,880	4,700	4,700
151	Champions Club Johnathans Landing	4,585	4,654	5,000	5,000
152	Roesville Estates	940	1,098	1,000	2,600
153	Barrett Farms	4,238	4,043	4,000	4,200
157	Village of Eastridge	4,075	3,724	3,600	3,600
158	Willowwood	4,031	5,921	5,100	6,900
161	Hazel Farm	4,311	10,075	9,900	16,000
164	Quail's Nest	-	4,447	5,100	5,400
165	Hunters Run	5,884	5,637	5,600	5,900
166	Lynnwood Village	1,334	2,172	1,900	2,800
167	Dogwood Meadows	1,298	4,726	4,500	4,500
168	Fiddlers Creek	842	1,979	2,000	3,100
170	East Bay Point	-	-	-	4,300
171	Wood Field	-	-	-	13,200
<b>Grand Total</b>		<b>\$ 739,196</b>	<b>\$ 761,184</b>	<b>\$ 742,700</b>	<b>\$ 823,300</b>

District		Actual	Actual	Amended	Adopted
#	Name	FY 2009	FY 2010	FY 2011	FY 2012
1	Briar Park	\$ 72.27	\$ 72.10	\$ 71.55	\$ 77.45
2	Kent Acres	61.56	60.78	59.59	60.78
3	Rodney Village	82.12	81.39	79.79	79.81
4	Capitol Park	86.30	85.50	98.56	98.35
6	Richardson Estates	65.04	64.57	63.30	63.36
8	Moores Lake	-	-	98.50	92.46
9	Old Mill Acres I	89.21	88.37	73.09	73.11
10	Northridge	63.00	63.27	58.94	59.70
11	Brookdale Heights	74.74	73.86	72.96	77.22
13	Windswept	77.51	76.74	75.75	80.46
14	Star Hill	48.51	48.50	48.39	50.35
21	Tamarac/Burwood	93.34	92.28	91.14	97.02
22	Sheffield Farms	66.34	65.75	64.89	68.78
23	Kentbourne	96.80	95.71	94.50	100.63
24	Eagles Nest	84.10	83.26	83.02	83.17
25	Old Mill Acres II	86.33	85.52	96.17	97.28
26	Pennwood	97.12	96.18	94.29	94.27
27	Hidden Acres	98.18	97.07	95.84	102.08
28	Windy Way	52.09	52.11	49.05	49.52
39	Brookfield	83.78	82.91	81.85	87.02
41	Stonegate	81.52	80.57	79.54	84.47
42	John-Char Estates	96.53	95.06	93.89	99.70
44	Wild Quail	44.28	45.14	41.53	42.23
48	Sandy Hills	65.51	67.12	66.25	70.18
49	Pleasant Woods	62.09	57.81	54.78	55.29
51	Normansmeade	57.11	57.19	53.67	54.21
54	Winding Ridge	57.66	58.73	54.45	55.21
55	Kentwood	45.05	44.85	43.97	44.13
56	Riverview Estates	47.90	47.98	45.10	45.61
57	Jonathans Landing	47.21	47.29	44.50	44.96
58	Misty Pines	112.95	111.60	110.21	117.53
59	South Glen	56.95	57.14	53.36	54.06
60	Summerfield Village	85.35	85.47	79.80	80.58
61	Carlisle Village IV	47.34	47.92	44.98	45.58
62	Canterville	46.66	46.86	44.10	44.46
63	Church Creek	70.03	69.57	68.66	72.82
64	Meadow Ridge	64.26	67.94	63.01	64.05
66	Magnolia Meadows	59.74	59.79	55.93	56.66
67	Moores Meadows	93.94	92.90	91.73	95.88
68	The Orchards	96.16	94.34	92.98	99.81
71	Oaknoll	59.71	59.84	55.80	56.64
72	Fields of Magnolia	84.90	85.38	84.29	89.65
73	Pleasant Hill Farms	80.71	79.88	78.86	83.80

## Comparison of Annual Street Light Fees Per Unit Continued

District		Actual	Actual	Amended	Adopted
#	Name	FY 2009	FY 2010	FY 2011	FY 2012
74	Chimney Hill	\$ 57.05	\$ 57.14	\$ 53.58	\$ 54.15
75	Dykes Branch	78.02	72.94	72.03	76.32
76	Crystal Creek	77.00	77.49	70.97	72.81
77	Meadowbrook Acres	35.54	35.14	33.09	33.61
78	Village of Wild Quail	53.83	55.88	52.43	52.94
79	Hunters Ridge	64.40	64.52	60.48	61.02
80	Maplehurst	85.23	85.47	79.64	80.47
81	Doe Run	94.86	92.31	91.14	97.02
83	Cardinal Hills	69.95	70.03	65.34	66.20
84	Rolling Meadows	55.61	55.67	52.25	52.80
85	Village Drive	58.62	58.59	54.07	55.61
86	Twelve Oaks	189.59	181.63	178.07	178.07
87	Carlisle Village I, II, III	47.58	47.62	44.92	45.30
88	Planters Woods	58.16	57.75	54.28	54.77
89	Garrison Lake W./Fairway	69.20	69.53	64.84	65.51
90	Traybern	91.71	89.27	88.13	93.78
92	Wynn Wood	97.81	95.15	93.95	100.04
93	Mt. Vernon Estates	-	-	73.50	75.96
94	Jacksons Ridge	86.26	84.01	82.93	88.19
95	Planters Run	55.54	54.35	53.62	56.65
96	Pleasant Valley	71.34	69.94	65.42	66.14
97	Stag Crossing	58.62	58.73	55.01	55.62
98	Fernwood	68.42	66.81	65.91	69.74
99	Burtonwood Village	59.24	59.33	55.55	56.20
100	Chestnut Ridge	62.79	62.90	58.67	59.52
101	Lakeshore Village	54.52	55.91	50.82	51.36
102	Pheasant Pointe II	57.85	58.03	54.53	54.90
103	Brenford Station	49.82	48.47	45.61	46.10
104	Rockland Hills	56.78	56.91	53.38	53.90
105	Greenview and Highview	128.84	127.43	127.05	127.04
106	Grand Oaks	99.71	98.73	96.79	96.74
107	Rockland West	62.96	63.16	59.13	59.68
108	Derbywood	87.68	86.80	85.73	90.99
109	Otter Run	64.58	64.73	60.74	61.18
110	Twin Willows	55.22	54.99	51.60	52.19
111	Grandview Meadows	99.12	97.99	96.76	103.06
112	Quail Landing	85.45	84.55	83.47	88.77
113	Riverside	93.02	92.00	90.83	96.68
114	Wicksfield	62.48	66.30	62.63	68.76
115	Stonewater Creek	77.72	77.73	72.80	73.45
118	Weatherstone Crossing	-	-	107.50	109.00
120	Chestnut Ridge Sec 2	60.76	60.73	56.96	57.61
121	Pine Ridge	49.20	49.23	46.29	46.82
122	Heritage Trace	65.10	51.16	47.97	48.59
123	Providence Hill	63.28	63.23	59.51	59.96

District		Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
#	Name				
124	Stone Ridge	\$ 101.82	\$ 100.81	\$ 98.83	\$ 98.84
126	Country Field	99.44	98.31	97.08	103.40
127	Pinehurst Village	58.16	51.87	48.74	49.25
128	Laureltowne	40.61	40.33	38.04	38.45
129	Point Landing	37.31	37.43	35.38	35.72
130	Harmony Hill	-	-	-	62.42
131	The First Tenth	117.83	116.59	114.30	114.30
132	Estates at Wild Quail	176.91	172.56	165.34	166.11
133	Longacre Village	70.51	69.66	73.36	87.36
134	Whitetail	76.64	75.88	71.56	75.96
135	Brenford Woods	34.70	35.28	33.45	33.66
136	Hampton Hills	164.36	161.80	159.39	171.93
137	Jockey Hollow	43.66	41.76	40.58	40.94
138	Satterfield	93.86	92.82	91.65	97.56
139	Spring Meadow	27.42	29.66	28.69	28.77
140	Meadows at Chstnut Rdg.	37.11	37.28	35.37	39.19
141	Townsend Fields	57.23	58.04	54.57	55.09
143	Olde Field Village	40.70	41.42	39.20	39.38
144	Breeders Crown Farm	71.02	70.41	69.52	73.57
145	Courseys Point	-	40.33	38.04	38.45
146	Garrison Circle	46.86	45.91	43.15	43.52
147	Rsrv Chestnut Ridge	69.66	70.12	67.60	69.57
149	Timber Mills	39.58	40.18	37.92	38.31
150	Pintail Point	129.24	128.11	123.23	123.66
151	Champions Club Johnathans Landing	37.89	38.46	40.92	41.34
152	Roesville Estates	-	57.81	54.78	50.93
153	Barrett Farms	103.18	97.90	96.67	102.96
157	Village of Eastridge	99.40	90.84	88.18	87.86
158	Willowwood	52.97	46.37	38.82	41.07
161	Hazel Farm	124.50	121.07	119.24	128.79
164	Quail's Nest	-	-	66.50	67.52
165	Hunters Run	143.50	137.49	135.80	145.06
166	Lynnwood Village	84.70	81.40	80.36	87.67
167	Dogwood Meadows	46.50	47.66	43.90	44.32
168	Fiddlers Creek	84.70	81.40	80.36	78.23
170	East Bay Point	-	-	-	112.92
171	Wood Field	-	-	-	58.47





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## Trash Collection Fund

**Function**

Kent County is authorized by the State, under Title 9, Chapter 47, of the Delaware Code, to create garbage collection districts if petitioned by at least 25 real property owners in any area within ascertainable boundaries in an unincorporated portion of the County. The goal is to provide efficient garbage collection and recycling services which will benefit the citizens of Kent County.

There are currently 130 Trash Collection Districts. The fiscal year 2012 budget projects approximately 11,801 households will be served. As the administrator, the County is responsible for setting policy, bidding and awarding contracts with private hauler(s), billing all participating households on an annual basis, reimbursing hauler(s) on a monthly basis and resolving any problems that may arise. Haulers' collection services are bid every three (3) years. The fees negotiated by the County are lower than those paid by private individuals. A written procedure detailing the steps necessary to establish a garbage collection district is available from the Engineering Division.

There are two uniform trash collection fee rates. One rate for districts without yard waste service and one rate for districts with yard waste service. The rate is set by the contract cost of collection and an administrative fee. The established service rate for fiscal year 2012 for districts without yard waste is \$215.00 and \$250.00 with yard waste. This rate was based on the latest bid results which are valid through 2014.

**Expenses:**

<b>Departmental Expenses</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Amended FY 2011</b>	<b>Adopted FY 2012</b>
Indirect Costs	73,103	81,346	76,500	82,600
Administrative Services	66,992	58,381	67,000	73,600
Office Supplies	141	809	300	300
Legal & Contractual Services	1,340	387	1,000	500
Vehicle Expense	1,647	2,414	2,000	2,000
Miscellaneous	11	53	-	-
Equipment	-	19,257	7,500	118,800
Trash Collection	2,232,131	2,296,437	2,405,500	2,596,500
<b>Total</b>	<b>\$ 2,375,365</b>	<b>\$ 2,459,084</b>	<b>\$ 2,559,800</b>	<b>\$ 2,874,300</b>

## Summary of Revenue/Expense by District

District		Number of Customers Estimated for FY 2012	Yard Waste	Actual	Actual	Amended	Adopted
#	Name			FY 2009	FY 2010	FY 2011	FY 2012
1	Briar Park	141	Y	32,017	31,989	31,600	35,300
2	Kent Acres	139	Y	31,555	31,641	31,100	34,800
3	Rodney Village	409	Y	92,801	92,499	91,700	102,300
4	Capitol Park	207	Y	47,991	46,975	46,400	51,800
5	Taylor Estates	54	Y	12,142	12,140	12,100	13,500
6	Richardson Estates	37	Y	8,318	8,291	8,300	9,300
7	Woodland Beach	64	N	14,742	14,826	14,100	13,800
8	Moore's Lake	563	Y	125,386	125,626	125,700	140,800
9	South Old Mill Road	187	Y	41,581	41,812	41,700	46,800
11	Brookdale	60	Y	13,604	13,521	13,400	15,000
12	S Dover Manor	311	Y	69,980	70,034	69,800	77,800
14	Star Hill	418	Y	96,139	96,314	93,600	104,500
15	Woodbury	62	N	13,975	13,990	13,900	13,300
16	Richardson Circle/Holly Circle	97	N	21,710	22,274	21,700	20,900
17	Orchard/Hillside/Cntrbry Trails	135	N	30,364	30,391	30,300	29,000
18	Felton Heights	85	Y	19,179	19,300	19,000	21,300
19	Royal Grant	214	Y	47,059	47,372	47,000	53,500
20	Generals Greene	96	Y	22,059	21,892	21,500	24,000
24	Eagles Nest	103	Y	23,221	23,075	23,100	25,800
25	Old Mill Acres II	87	Y	19,501	19,488	19,600	21,800
27	Hidden Acres	95	Y	21,370	21,399	21,300	23,800
28	Brighton Place/Windy Way	54	Y	12,086	12,116	12,100	13,500
29	Hickory Dale	207	Y	46,125	46,406	45,900	51,800
30	Cypress Gardens	114	Y	25,618	25,550	25,500	28,500
31	DuPont Manor	72	N	16,351	16,274	16,100	15,500
32	Garrisons Lake I	85	Y	19,067	19,198	19,000	21,300
33	Lakewind	70	N	15,486	15,585	15,500	15,100
34	Woodshaven	145	Y	32,391	32,585	32,500	36,300
35	Hazelwood	39	N	8,776	8,786	8,700	8,400
36	Hunters Point	86	Y	19,294	19,298	19,300	21,500
37	Artis Drive	61	N	13,295	13,700	13,700	13,100
38	North Magnolia	247	Y	56,344	55,824	55,800	61,800
40	Bakers Choice	57	Y	12,536	12,827	12,500	14,300
41	Stonegate	180	Y	40,386	40,370	40,300	45,000
43	Green Briar	32	Y	7,244	7,388	7,200	8,000
44	Wild Quail	177	Y	39,503	39,692	39,600	44,300
45	Messina Hill	49	Y	11,262	11,120	11,000	12,300
46	South Camden	152	Y	34,079	34,000	33,800	38,000
47	Persimmon Lane	58	N	13,017	13,022	13,000	12,500
48	Sandy Hills	88	Y	16,201	17,949	18,400	22,000
49	Pleasant Woods	26	N	5,852	5,914	5,800	5,600
50	West Magnolia	50	N	10,986	11,340	11,200	10,800
51	Normansmeade	59	Y	13,216	13,240	13,200	14,800
52	Foxhall/Courtside	33	N	7,442	7,431	7,400	7,100
53	Winmil	32	Y	7,179	7,200	7,200	8,000

**Summary of Revenue/Expense by District Continued**

District		Number of Customers Estimated for FY 2012	Yard Waste	Actual	Actual	Amended	Adopted
#	Name			FY 2009	FY 2010	FY 2011	FY 2012
54	Winding Ridge	44	Y	10,117	10,093	10,100	11,000
56	Riverview Estates	225	Y	50,512	50,546	50,400	56,300
57	Jonathans Landing	136	Y	30,560	30,750	30,500	34,000
58	Misty Pines	55	Y	12,347	12,323	12,300	13,800
61	Carlisle Village IV	63	Y	14,112	14,169	14,100	15,800
63	Church Creek	127	Y	28,479	28,552	28,400	31,800
64	Meadow Ridge	30	Y	6,727	6,740	6,700	7,500
65	Beaver Runne II	72	Y	16,213	16,150	16,100	18,000
66	Magnolia Meadows	69	Y	15,537	15,506	15,500	17,300
67	Moore's Meadows	121	Y	26,846	27,196	27,100	30,300
68	The Orchards	153	Y	34,207	34,299	34,000	38,300
69	Bowers Beach	121	Y	27,703	27,880	27,300	30,300
70	Baileys	42	N	9,408	9,445	9,400	9,000
71	Oaknoll	69	Y	15,520	15,486	15,500	17,300
72	Fields of Magnolia	51	Y	11,431	11,434	11,400	12,800
73	Pleasant Hill Farms	95	Y	21,327	21,330	21,300	23,800
74	Chimney Hills	221	Y	49,584	49,556	49,500	55,300
78	Village of Wild Quail	76	Y	16,830	17,037	17,000	19,000
79	Hunters Ridge	65	Y	14,563	14,563	14,600	16,300
81	Doe Run	31	N	6,961	6,957	6,900	6,700
82	St. Jones Commons	143	Y	32,088	32,060	32,000	35,800
83	Cardinal Hills	68	Y	15,172	15,239	15,200	17,000
84	Rolling Meadows	85	Y	19,175	19,057	19,000	21,300
86	Twelve Oaks	42	Y	9,418	9,425	9,400	10,500
88	Planters Woods	100	Y	22,514	22,409	22,400	25,000
90	Traybern	43	Y	9,679	9,685	9,600	10,800
91	Frederica West	50	N	11,058	11,233	11,200	10,800
92	Wynn Wood	182	Y	40,808	40,862	40,800	45,500
93	Mount Vernon Estates	77	N	17,239	17,378	17,200	16,600
94	Jacksons Ridge	52	N	11,658	11,651	11,600	11,200
95	Planters Run	80	N	17,927	18,085	17,900	17,200
96	Pleasant Valley	40	N	8,960	8,960	9,000	8,600
97	Stag Crossing	42	N	9,408	9,489	9,400	9,000
98	Fernwood	72	N	16,620	17,172	16,100	15,500
99	Burtonwood Village	96	Y	21,674	21,599	21,500	24,000
100	Chestnut Ridge	92	N	20,555	20,632	20,600	19,800
101	Lakeshore Village	456	Y	101,333	102,215	101,900	114,000
102	Pheasant Pointe II	61	Y	13,718	13,692	13,700	15,300
103	Brenford Station	189	Y	38,780	40,600	40,800	47,300
104	Rockland Hills	68	Y	15,099	15,099	15,000	17,000
106	Grand Oaks	95	Y	21,351	21,294	21,300	23,800
107	Rockland West	45	N	10,080	10,083	10,100	9,700
109	Otter Run	53	N	11,879	11,943	11,900	11,400
110	Twin Willows	146	Y	24,639	27,210	27,600	36,500
111	Grandview Meadows	53	N	11,897	12,064	11,900	11,400

## Summary of Revenue/Expense by District Continued

District		Number of Customers Estimated for FY 2012	Yard Waste	Actual	Actual	Amended	Adopted
#	Name			FY 2009	FY 2010	FY 2011	FY 2012
112	Quail Landing	25	N	4,556	4,961	4,900	5,400
113	Riverside	71	Y	14,703	15,243	15,200	17,800
114	Wicksfield	129	Y	15,716	21,332	22,200	32,300
115	Stonewater Creek	33	N	6,683	7,189	7,200	7,100
116	Wolf Creek	9	N	1,552	1,796	1,800	1,900
117	Irish Hill	105	Y	23,593	23,550	23,500	26,300
122	Heritage Trace	83	Y	16,026	17,329	17,500	20,800
123	Providence Hills	19	Y	3,769	3,875	3,800	4,800
126	Country Field	60	Y	13,460	13,440	13,400	15,000
127	Pinehurst Village	91	N	14,250	16,672	17,500	19,600
128	Laureltowne	38	Y	5,788	6,759	6,700	9,500
129	Point Landing	46	Y	8,571	10,089	10,300	11,500
132	Estates at Wild Quail	12	N	1,772	2,041	2,000	2,600
133	Longacre Village	38	N	3,529	5,227	5,400	8,200
135	Brenford Woods	78	Y	14,968	16,273	15,900	19,500
136	Hampton Hills	32	Y	7,181	7,264	7,200	8,000
137	Jockey Hollow	56	Y	7,548	9,996	10,300	14,000
138	Satterfield	51	N	9,515	10,789	11,400	11,000
139	Spring Meadow	142	N	23,401	26,842	26,700	30,500
140	Meadows at Chestnut Rdg.	44	Y	8,108	8,791	9,000	11,000
141	Townsend Fields	24	N	4,032	4,670	4,700	5,200
143	Olde Field Village	11	N	1,221	1,944	2,000	2,400
144	Breeders Crown Farms	57	Y	11,854	12,327	12,300	14,300
145	Coursey's Pointe	10	Y	1,307	1,661	1,800	2,500
147	Reserve at Chestnut Ridge	140	Y	19,912	23,806	24,000	35,000
149	Timber Mills	58	N	10,627	11,724	11,600	12,500
151	Champions Club	44	N	4,600	5,973	6,100	9,500
152	Roesville Estate Sec 1 & 2	20	N	75	1,643	1,800	4,300
153	Barrett Farm	18	N	2,723	3,616	3,600	3,900
155	Deer Meadows	41	Y	9,254	9,184	9,200	10,300
157	Village of Eastbridge	6	N		224	200	1,300
158	Willowood	77	N	1,065	6,898	7,800	16,600
161	Hazel Farms	45	N	413	3,662	4,300	9,700
163	Pickering Pointe	10	N	-	-	-	2,200
165	Hunters Run	1	N	224	224	200	200
166	Lynnwood Village	5	N	37	653	900	1,100
167	Dogwood Meadows	1	N	37	224	200	200
168	Fiddler Creek	3	N	37	392	400	600
169	Village of Noble Pond	27	N	-	1,624	-	5,800
170	East Bay Point	8	N	-	-	-	1,700
<b>Grand Total</b>		<b>11,801</b>		<b>2,512,250</b>	<b>2,560,050</b>	<b>2,573,812</b>	<b>2,874,300</b>

<b>Internal Service Medical Benefits Fund</b>
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Health care benefits are available to all full-time active employees. The County also provides post-employment health care benefits to all employees who retire from active service with the County.

There is no increase in medical health benefits premiums for fiscal year 2012. The County contribution for employees with dependent care coverage is budgeted for fiscal year 2012 using the dependent care cost sharing ratio, 60 percent (60%) County and 40 percent (40%) employee, with a minimum County contribution of \$175.00 per month as was implemented in fiscal year 2006 budget.

Medical Trust	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012
<b>Beginning Fund Balance</b>	<b>\$ 519,159</b>	<b>\$ 538,783</b>	<b>\$ 564,567</b>	<b>\$ 564,567</b>
<b>Revenues</b>				
Employer Contributions	2,885,979	3,175,857	2,568,600	2,754,700
OPEB Contribution	-		520,000	678,900
Employee Contributions	315,061	367,712	360,000	399,100
Retiree Contributions	48,330	52,370	52,500	58,900
COBRA Contributions	7,688	8,404	8,400	8,800
Interest Income	5,319	82	200	100
Retiree Drug Subsidy	23,340	35,606	6,200	33,000
<b>Total</b>	<b>3,285,717</b>	<b>3,640,031</b>	<b>3,515,900</b>	<b>3,933,500</b>
<b>Expenses</b>				
Medical Insurance	3,062,730	3,405,964	3,313,500	3,720,000
Claims - Dental	169,082	171,050	170,000	180,000
Reimbursables	3,921	1,609	-	-
Administration Fees	20,685	20,971	22,000	22,000
Trustee Fees	1,817	3,653	2,400	3,500
Contractual	7,858	11,000	8,000	8,000
<b>Total</b>	<b>3,266,093</b>	<b>3,614,247</b>	<b>3,515,900</b>	<b>3,933,500</b>
<b>Estimated Ending Fund Balance</b>	<b>\$ 538,783</b>	<b>\$ 564,567</b>	<b>\$ 564,567</b>	<b>\$ 564,567</b>





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<b>Pension Trust Fund</b>
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All full-time employees are eligible for coverage under the Kent County pension plan, a single employer pension plan established by ordinance of the Kent County Levy Court in accordance with State statutes.

The plan provides pension benefits and death and disability benefits. Normal retirement is age 62; early retirement can be taken at age 55 with 20 years of service, age 60 with 15 years of service, or any age with 30 years of service. Benefits vest after five years of service. For disability, the vested benefit is payable at age 62 and the period of disability is included in service. The death benefit is 50 percent of the deceased employee's vested accrued benefit at date of death payable when the deceased would first have been eligible to retire. The benefit is 2.0 percent of average compensation for each year of service. (Average compensation is compensation averaged over the three consecutive years of service which produce the highest average.)

Effective July 2009 eligible employees contribute 1% of their base salary to the plan as an employer pickup. Effective December 21, 2010 eligible employees hired on or after December 21, 2010 contribute 3% of their base salary over \$6,000. Employees may not make direct contributions to the pension.

An actuarial study of the plan is completed annually. In accordance with the actuarial valuation report dated February 10, 2011 a contribution of \$1,527,494 to the Kent County Employee Retirement Fund is required for fiscal year 2012. The General fund's liability for fiscal year 2012 is \$1,180,194 and the Sewer fund's liability is \$347,300. The County's contribution to the pension plan as recommended by an actuarial valuation for fiscal years 2010 and 2011 was \$2,133,498 and \$1,539,544, respectively.

<b>Fund Balance 6/30/2009</b>		<b>\$ 19,861,627</b>
<b>Revenues 2010</b>		
Investment Income	\$ 112,526	
Employer Contributions		
General Fund	1,696,298	
Sewer Fund	437,200	
Net Appreciation (Depreciation) in Fair Value of		
Investments	2,105,376	
<b>Total</b>		<b>\$ 4,351,400</b>
<b>Expenditures 2010</b>		
Pension Benefits	\$ 1,860,694	
Administration Costs	97,040	
Consultant	26,000	
Actuary Fees	25,068	
<b>Total</b>		<b>\$ 2,008,802</b>
<b>Fund Balance 6/30/2010</b>		<b>\$ 22,204,225</b>



<b>Retiree Benefits Trust Fund</b>
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Kent County Levy Court created the Retiree Benefits Trust Fund in 2006 with ordinance number 06-38 for the purpose of irrevocably funding the County's post employment benefits in accordance with Governmental Accounting Standards Board (GASB) rules relating to the funding of and accounting for Other Post Employment Benefits (OPEB) including health and medical insurance coverage(s) for retirees.

An actuarial study of OPEB costs is performed biennially. Levy Court had designated \$5,100,000 in 2002 to fund the liability and has annually appropriated contributions in accordance with the actuarial studies. The balance of designated funds including the initial funding, annual contributions (through fiscal year 2007), and earned interest was transferred into the Retiree Benefits Trust Fund and in February 2007 the State of Delaware Pension Office was appointed as the fund manager. Funds in the amount of \$7,362,826 were transferred to the State of Delaware Pension Fund for investment.

The County's last annual actuarial study for OPEB was February 10, 2011. The recommended annual contribution was \$661,025 for fiscal year 2012. Each cost center contains a proportional amount with the General Fund portion being \$509,225 and the Sewer Fund portion being \$151,800. The County's contribution to the Retiree Benefit Trust Fund for fiscal years 2010 and 2011 were \$630,976.

<b>Fund Balance 6/30/2009</b>		<b>\$ 7,546,855</b>
<b>Revenues: 2010</b>		
Investment Income	234,133	
Employer Contributions		
General Fund	492,976	
Sewer Fund	138,000	
Net Appreciation(Depreciation) in Fair Value of Investments	692,547	
<b>Total</b>		<b>1,557,656</b>
<b>Expenditures: 2010</b>		
Pension Benefits	587,576	
Administration Costs	7,133	
<b>Total</b>		<b>594,709</b>
<b>Fund Balance 6/30/2010</b>		<b>\$ 8,509,802</b>

## GLOSSARY OF FINANCIAL TERMS

**Accrual Basis** - Proprietary and fiduciary funds use this basis of accounting. Revenues are recognized when earned and expenses are recognized when incurred.

**Actuarial Basis** - A basis used in computing the amount of contributions to be made periodically to a fund or account so that the total contributions plus the compounded earnings thereon will equal the required payments to be made out of the fund or account. The factors considered in arriving at the amount of these contributions include the length of time over which each contribution is to be held and the rate return compounded on such contribution over its life. A pension trust fund for a Public Employees Retirement System (PERS) is an example of a fund concerned with actuarial basis data.

**Allocation** - Component of an appropriation which may be encumbered or spent during a specified period.

**Appropriation** - A legal authorization granted by the governing body to incur expenditures and obligations for a specific purpose.

**Appropriated Budget** - The expenditure authority created by the appropriation bills or ordinances which are signed into law and the related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

**Asset** - Resources with monetary value owned or held by a government.

**Assessed Valuation** - A valuation set upon real estate or other property by a government as a basis for levying taxes.

**Bond** - A long-term IOU or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date.) Bonds are primarily used to finance capital projects.

**Budget** - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating governing body for adoption and, sometimes, the plan finally approved by that body.

**Budget Cycle** - The chronology of preparing and adopting the budget.

**Budget Deficit** - Amount by which the government's budget outlays exceed its budget receipts for a given period, usually a fiscal year.

**Capital Outlay (Expenditure)** - Expenditures resulting in the acquisition of or addition to the County's general fixed assets.

**Capital Projects Fund** - A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary or trust funds.)

**Cash** - Cash includes currency on hand and demand deposits with banks or other financial institutions. Cash also includes deposits in other kinds of accounts that have the general characteristics of demand deposits.

**Contingency Fund** - A reserve fund to be used only in the case of emergencies and upon the authorization of the Levy Court Commissioners.

**Cost Center** - A numeric designation assigned to a unit or function of the County to assist in systematic tracking of the related expenditures. This term is sometimes used synonymously with the term "department."

**Debt Service** - The projected requirement for the payment of principal and interest on the County's bonded indebtedness.

**Department** - A component unit of a fund which oversees a specific operation of that fund.

**Direct Cost Center** - A cost center which provides services directly to the citizens of Kent County.

**Encumbrance Accounting** - The process of recording transactions for unperformed contracts for goods or services. Used as a control mechanism to prevent over expenditure of a cost center budget. Encumbrance accounting is not a generally accepted accounting principle: therefore, any encumbrances at the end of the fiscal year are canceled.

**Expenditures** - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlement and shared revenues.

**Expenses** - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Fiduciary Funds** - Trust and Agency Funds

**Fiscal Year** - A twelve-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

**Fixed Assets** - Assets of long-term character which are intended to be held or used for more than one fiscal year. Examples are land, buildings, machinery and furniture.

**Function** - Group of related programs crossing organizational (department) boundaries and aimed at accomplishing a broad goal or major service.

**Fund** - Fiscal and accounting tool with a self-balancing set of accounts to record revenue and expenditures.

**Fund Balance** - Excess of an entity's assets over its liabilities.

**General Fund** - General operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.

**General Obligation Bonds** - Bonds where the County pledges its full faith and credit to the repayment of the bonds. These bonds are secured by the General Fund of the County.

**Goal** - A statement of broad direction, purpose or intent based on the needs of the community.

**Governmental Funds** - General, Special Revenue, Debt Service and Capital Projects funds.

**Indirect Cost Center** - Cost center which provides support services to the direct cost centers for Kent County. The total cost of each of the indirect cost centers is charged back to the direct cost centers.

**Line Item Budget** - A budget which lists each expenditure separately along with the projected dollar amount for each expenditure. It usually is associated with a number value assigned to the type of expenditure.

**Modified Accrual Basis** - The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments (e.g., bond issue proceeds) are recognized when they become susceptible to accrual that is when they become both "measurable and available to finance expenditures of the current period." "Available" means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of material and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

**Reserve** - Funds that can not be appropriated for expenditure or that are legally segregated for a specific future use.

**Revenues** - (1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. Also, general long-term debt proceeds and operating transfers in are classified as "other financing sources" rather than as revenues. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Also, operating transfers in are classified separately from revenues.

**ACRONYMS**

<b>ACS</b>	Affiliated Computer Services
<b>AED</b>	Automated External Defibrillator
<b>APB</b>	Accounting Principles Board
<b>ARB</b>	Accounting Research Bulletins
<b>ARRA</b>	American Recovery and Reinvestment Act
<b>BOA</b>	Board of Adjustment
<b>BOCA</b>	Building Officials Code Administration
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CDBG</b>	Community Development Block Grant
<b>COLA</b>	Cost of Living Adjustment
<b>CPU</b>	Central Processing Unit
<b>DAC</b>	Development Advisory Committee
<b>DASEF</b>	Delaware AeroSpace Education Foundation
<b>DEMA</b>	Delaware Emergency Management Agency
<b>DMR</b>	Discharge Monitoring Report
<b>DNREC</b>	Division of Natural Environmental Resources
<b>EDU</b>	Equivalent Dwelling Unit
<b>EMS</b>	Emergency Medical Services
<b>EPA</b>	Environmental Protection Agency
<b>EPO</b>	Emergency Planning Operations
<b>FASB</b>	Financial Accounting Standards Board
<b>FEMA</b>	Federal Emergency Management Agency
<b>FmHA</b>	Farmer Home Administration
<b>FY</b>	Fiscal Year
<b>GASB</b>	Governmental Accounting Standards Board
<b>GIS</b>	Geographic Information Services
<b>HPG</b>	Housing Preservation Grant
<b>IU</b>	Industrial User
<b>KCEMS</b>	Kent County Emergency Medical Services
<b>KCEOP</b>	Kent County Emergency Operations Plan
<b>KCWTF</b>	Kent County Wastewater Treatment Facilities
<b>LEPC</b>	Local Emergency Planning Committee
<b>MEO</b>	Computer Aided Management Emergency Operations
<b>MGD</b>	Million Gallons per Day
<b>MSCIF</b>	Main System Capital Improvement Fund
<b>NPDES</b>	National Pollutant Discharge Elimination System
<b>OPAC</b>	On-line Public Access Catalog
<b>PERS</b>	Public Employees Retirement System
<b>PIN</b>	Personal Identification Number
<b>PLIK</b>	Public Library Information Kiosk
<b>POTW</b>	Publicly Owned Treatment Works
<b>PRP</b>	Potentially Responsible Party
<b>PS</b>	Pump Station
<b>PSE&amp;G</b>	Public Service Electric and Gas
<b>QA/QC</b>	Quality Assurance/Quality Control
<b>REP</b>	Radiological Emergency Plan
<b>RIFS</b>	Remedial Investigation Feasibility Study
<b>RPC</b>	Regional Planning Commission
<b>SARA Title III</b>	Superfund Amendments Re-authorization Act

<b>SCADA</b>	Supervisor Computer Aided Data Acquisition
<b>SDER</b>	Sewer District Equipment Replacement
<b>SERC</b>	State Emergency Response Commission
<b>SERT</b>	State Emergency Response Team
<b>SHPO</b>	State Historic Preservation Office
<b>SSD</b>	Sanitary Sewer District
<b>TMDL</b>	Total Maximum Daily Loads
<b>USDA</b>	United States Department of Agriculture
<b>USEPA</b>	United States Environmental Protection Agency



**The End**