

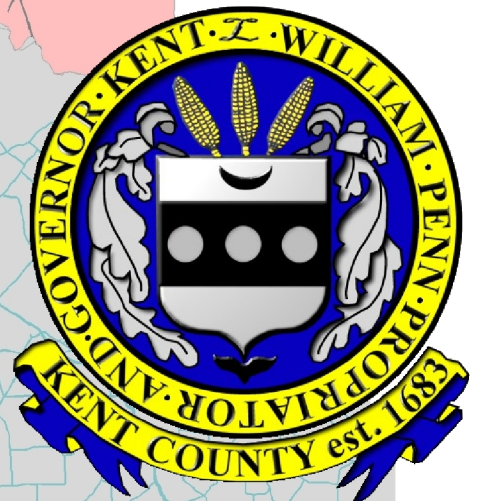
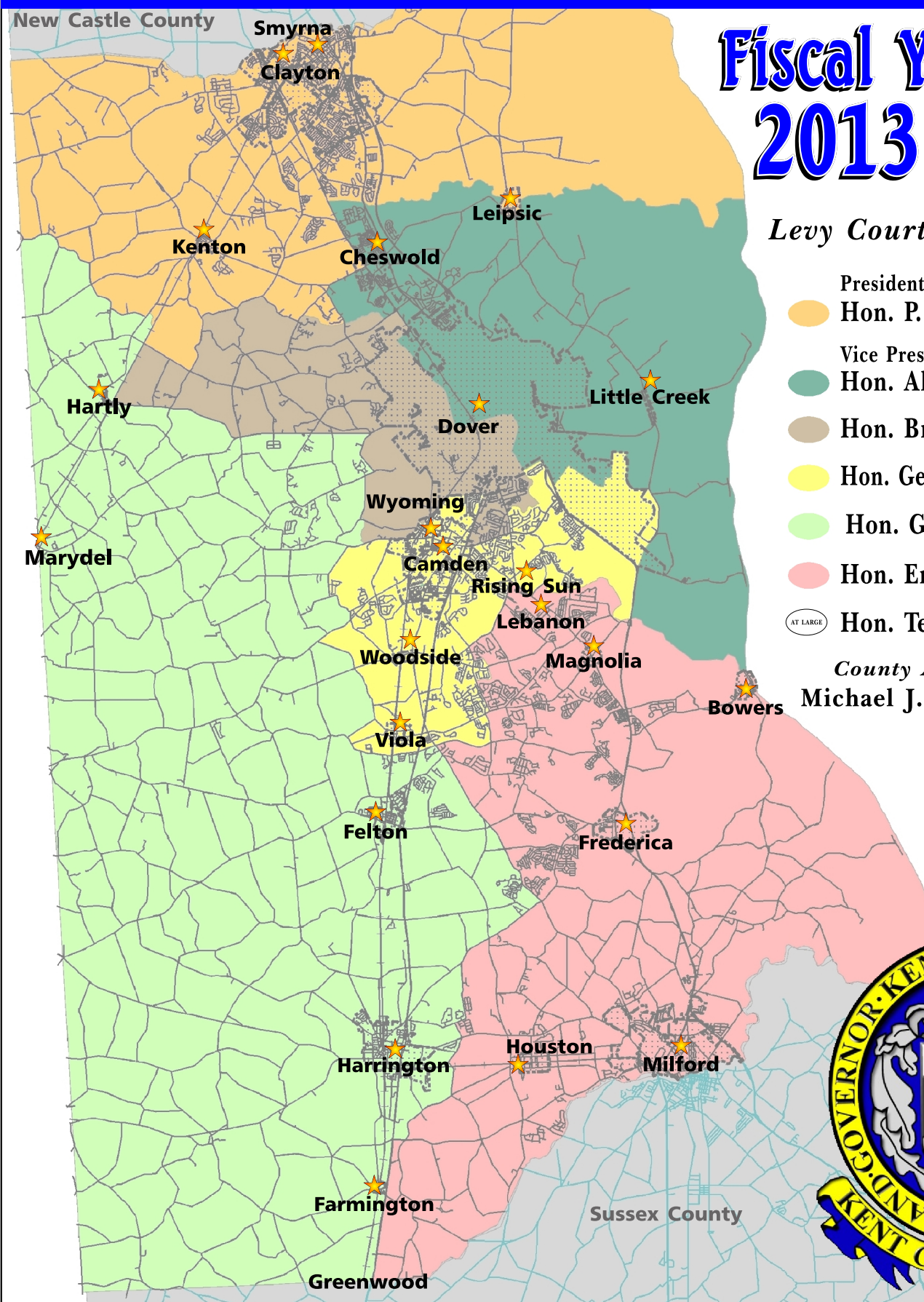
# KENT COUNTY LEVY COURT

## Fiscal Year 2013 Budget

### Levy Court Commissioner

- President  
 Hon. P. Brooks Banta
- Vice President  
 Hon. Allan F. Angel
- Hon. Bradley S. Eaby
- Hon. George "Jody" Sweeney
- Hon. Glen M. Howell
- Hon. Eric L. Buckson
- AT LARGE Hon. Terry L. Pepper

*County Administrator*  
**Michael J. Petit de Mange**





Kent County

Michael J. Petit de Mange, AICP  
County Administrator

Office of the Administrator

Kent County  
Administrative Complex  
555 Bay Road  
Dover, Delaware 19901  
(Handicapped Accessible)  
(302) 744-2305  
FAX: (302) 736-2279

## Levy Court Adopts New Election Districts Map

Dear Citizens:

On June 28, 2011, Kent County Levy Court adopted a new Election District Map for Kent County. As set forth in State Law, the Levy Court is required to adopt a new Election District Map following the conclusion of the decennial census by the United States Census Bureau. The purpose of redistricting is to adjust the district boundaries to ensure that each of the six (6) election districts contain approximately the same number of residents.

As required by State Law, following the release of the 2010 Census by the Federal Government in February of 2011, Levy Court appointed a Redistricting Commission in March of 2011 to lead the redistricting effort and to offer a formal recommendation to Levy Court for its consideration. The Commission was charged with reviewing the 2010 Census Data for the County and formulating a recommendation for balancing the population in each of six (6) Levy Court Districts. The Commission completed its work in May and presented its recommendation in the form prescribed by law to Levy Court in June of 2011. After review and public hearing, Levy Court adopted the redistricting Ordinance and Map as presented.

Since the Election District Map is relatively new, and 2012 is an election year, we have chosen to display the new Election District Map on the cover of this document. The new Election District Map may be viewed online at the Kent County website ([www.co.kent.de.us](http://www.co.kent.de.us)). Thank you.

Sincerely,

Michael J. Petit de Mange, AICP  
County Administrator

“Serving Kent County With Pride”

# KENT COUNTY LEVY COURT

## DELAWARE

### Fiscal Year 2013 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



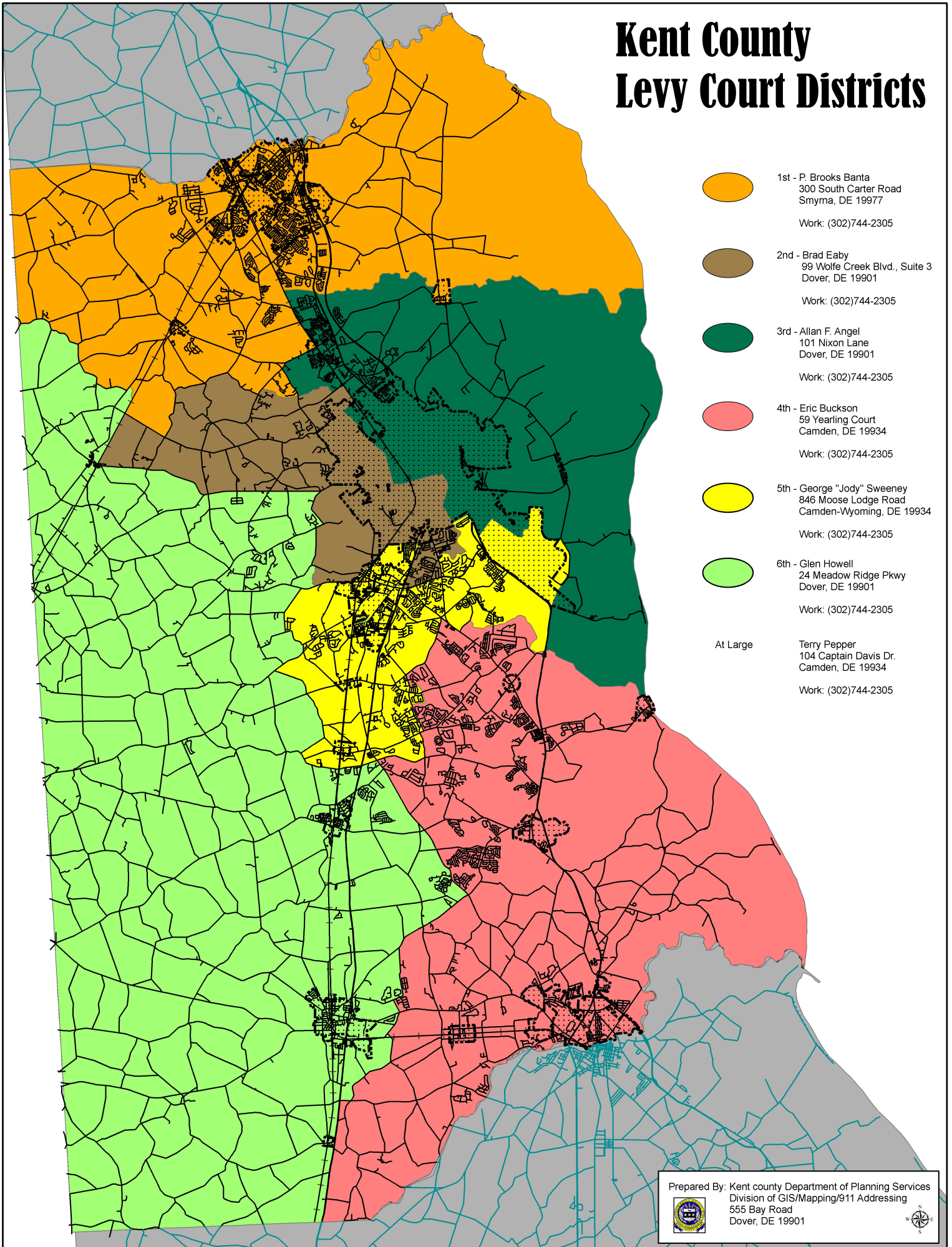
**Hon. Terry L. Pepper**  
At Large







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

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

### **General Information**

Kent County has a population estimated to be 167,236 in the year 2012. It 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 over 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, Milford, Clayton, Cheswold, Kenton, Little Creek, Leipsic, Felton, Magnolia, Frederica and most recently Harrington and Hartly as well as, unincorporated areas. 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 Benefits 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 2013 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. Medicare eligible retirees and dependents must be covered under the Medicare Supplement Plan. 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. Cash back is not available to retirees or dependents covered by Medic-fill.
- 12) 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.
- 13) 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, 2012, shall be used as the rate for reimbursement for the first six months of the County's 2013 fiscal year and the GSA rate in effect as of January 1, 2013, shall be used as the rate for reimbursement for the last six months of the fiscal year.

- 14) 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.
- 15) 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. However, it does not include the merit-based 2% step increase.
- 16) In accordance with the annual actuarial valuation report dated February 23, 2012, a contribution of \$1,478,654 to the Kent County Employee Pension Fund is required in fiscal year 2013. The General Fund portion of the FY 2013 pension contribution is \$1,145,654 and the Sewer Funds portion is \$333,000.

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 \$509,725 and the Sewer Fund's portion is \$151,300.

- 17) The successor collective bargaining agreement approved by the members of CWA Local 1036/Branch 312 and Levy Court on June 28, 2011 states that the members of the bargaining unit located at Kent County Wastewater Treatment Facility "will receive the same pay/salary increase under the same conditions as the other County employees..." In addition the agreement provides for an individual performance award of \$400, \$300 or \$250 for each member achieving specified goals, payable on or about November 1. The contract will expire on December 31, 2014.
- 18) The successor collective bargaining agreement approved by the members of the AFSCME Council 81, Local 781 and Levy Court on July 12, 2011 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 contract will expire on June 30, 2015.
- 19) By County ordinance, any position that remains vacant for two consecutive fiscal years is considered eliminated. However, due to federal funding requirements, the vacant Assistant Director of Public Safety – Emergency Management Division position will continue to be retained.

- 20) Effective July 1, 2011, Kent County Levy Court added the Office of Economic Development and Business Assistance to the Department of Administration. Previously Kent County awarded grant funding to Kent Economic Partnership Inc. for the purposes of economic development activities. The not-for-profit organization was reconstituted as an advisory body to the Levy Court and existing staff was absorbed by the County.
- 21) Effective January 8, 2013, per House Bill (HB) 169 as amended by House Amendment (HA) 1 and signed by Governor Jack Markell on July 25, 2011, the salaried 3 member Board of Assessment is dissolved and replaced with an appointed 7 member Board of Assessment Review. The staff and administration responsibilities of the former Board of Assessment will be incorporated into the Department of Finance.
- 22) In May 2011 the Sheriff's Office relocated from the State of Delaware Court House to the County Complex Building. Funding as been included in this budget to increase the hours for Sheriff Office clerical staff from 37.5 hours per week to 40 hours per week like most other County employees and reclassify one existing Secretary (Grade 6) position to Senior Secretary (Grade 8).
- 23) Funding has been included in this budget to reflect reclassification of an existing Custodian position to a Maintenance Worker I and establishment of a two-level Maintenance Worker career ladder. Both positions are in the Treatment Plant Administrative section of the Wastewater Facilities Division.
- 24) Effective July 1, 2012, all classified, unclassified and elected employees shall receive a 2.2 percent cost of living adjustment increase.
- 25) The annual rate of pay shall remain unchanged for part-time, temporary and contractual employees and those employees with statutorily established salaries.
- 26) Effective July 1, 2012, all retirees receiving a pension in the Kent County Employee Retirement Program shall receive a 2.2 percent cost of living adjustment increase.



## 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 expenses 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 2013 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 2013 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 2013 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 2014 through fiscal year 2017. 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 2013 budget process:

Budget instructions distributed by County Administrator	September 29, 2011
Budget submissions due from Cost Center Managers	October 31, 2011
Finance review with Managers	November 1, 2011 through November 28, 2011
Administrator review with Cost Center Managers and Finance Staff	December 1, 2011 through February 1, 2012
Levy Court Orientation and Budget Meetings (Discussions are open to the public for observations of Budget and Finance Committee Process.)	March 6, 2012 & March 13, 2012
Introduce Resolutions for budget hearing (Available for public review)	April 10, 2012
Hold budget hearing: Pass budget resolution (Public participation is encouraged.)	April 24, 2012
Budget takes effect	July 1, 2012

## 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, Landfill, 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.

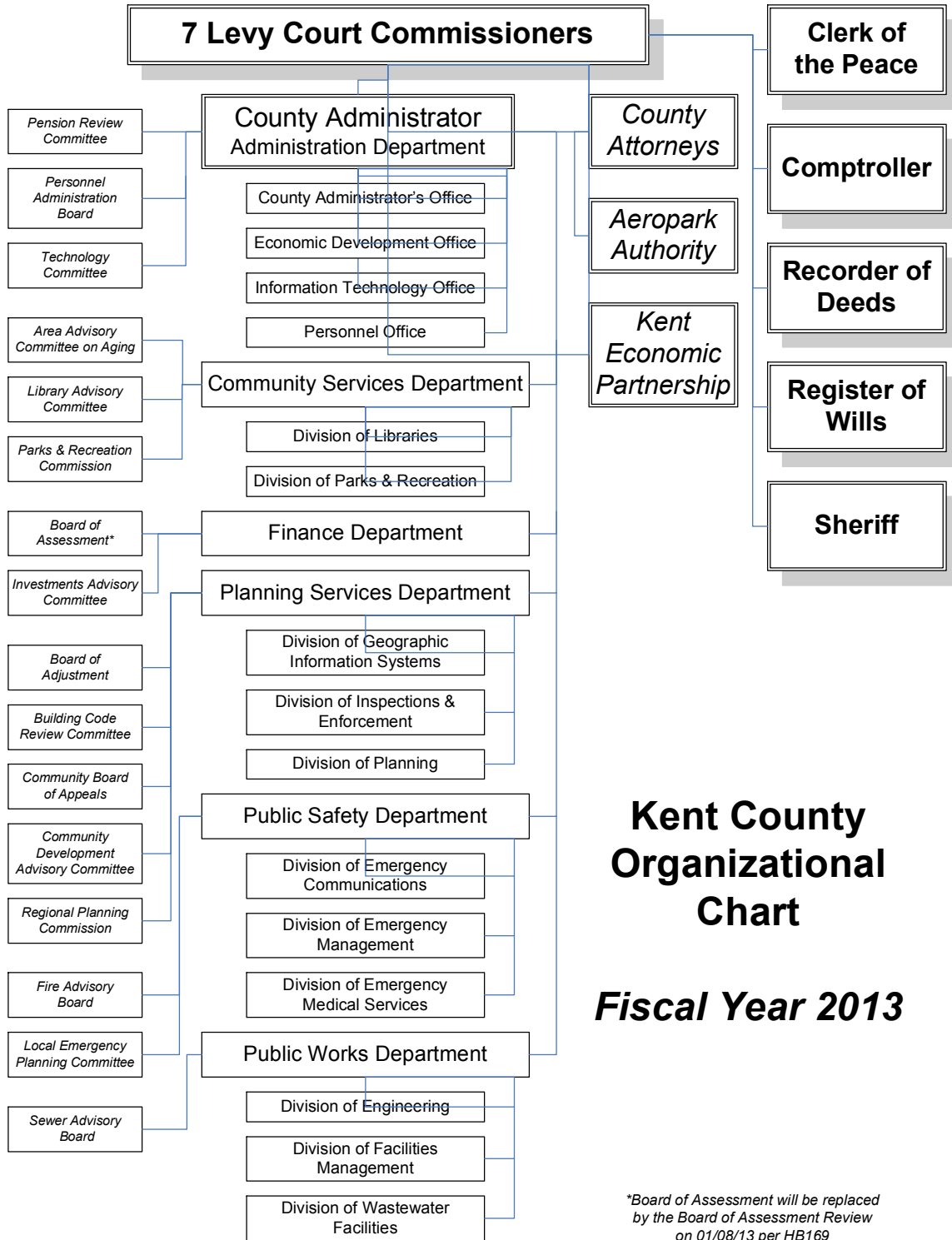
- **Trust and Agency Funds** -- These funds account for assets held by the County as a trustee or agent for individuals, private organizations and other governmental units. Agency funds are custodial in nature and do not involve measurement of results of operations. At the current time, the County has 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 Economic Development, 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 2013*

*\*Board of Assessment will be replaced by the Board of Assessment Review on 01/08/13 per HB169*

## POSITION SUMMARY

Cost Centers	FY 2011 Approved	FY 2012 Approved	FY 2013 Approved	FY 2013 Funded
<b>Administration</b>	<b>31</b>	<b>30</b>	<b>30</b>	<b>30</b>
General Administration	15	13	13	13
Economic Development	-	2	2	2
Personnel	5	4	4	4
Information Technology	11	11	11	11
<b>Finance</b>	<b>19</b>	<b>18</b>	<b>18</b>	<b>18</b>
Administration	3	3	3	3
Accounting	11	10	10	10
Tax Section	5	5	5	5
<b>Board of Assessment</b>	<b>17</b>	<b>14</b>	<b>14</b>	<b>14</b>
Assessment	14	11	11	11
Board of Assessment *	3	3	3	3
<b>Community Services</b>	<b>25</b>	<b>20</b>	<b>20</b>	<b>20</b>
Administration	2	2	2	2
Library	7	6	6	6
Parks	10	8	8	8
Recreation	6	4	4	4
<b>Planning Services</b>	<b>45</b>	<b>39</b>	<b>38</b>	<b>38</b>
Administration	2	2	2	2
Geographic Info Systems	6	6	5	5
Inspections & Enforcement	18	16	16	16
Zoning Inspections & Enforcement	2	1	1	1
Planning	11	9	9	9
Grants	4	4	4	4
Manufactured Housing	2	1	1	1
<b>Public Safety</b>	<b>71</b>	<b>72</b>	<b>72</b>	<b>71</b>
Administration	1	1	1	1
Emergency Communications	22	24	24	24
Emergency Medical Services	46	45	45	45
Emergency Management	2	2	2	1
<b>Facilities Management</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>10</b>
Facilities Management	11	10	10	10
<b>Row Offices</b>	<b>31</b>	<b>25</b>	<b>25</b>	<b>25</b>
Clerk of the Peace	3	3	3	3
Comptroller	3	3	3	3
Recorder of Deeds	12	6	6	6
Register of Wills	5	5	5	5
Sheriff	8	8	8	8
<b>Public Works</b>	<b>66</b>	<b>67</b>	<b>67</b>	<b>67</b>
Engineering	14	13	13	13
Environmental Programs	3	3	3	3
KCWTF-Operations	19	19	19	19
KCWTF-Maintenance	24	25	25	25
KCWTF-Treatment Plant	6	7	7	7
<b>Grand Total</b>	<b>316</b>	<b>295</b>	<b>294</b>	<b>293</b>

\*Effective January 8, 2013 the salaried 3-member Board of Assessment is dissolved and replaced with an appointed 7-member board of Assessment Appeals. Therefore the total approved positions will decrease by three.

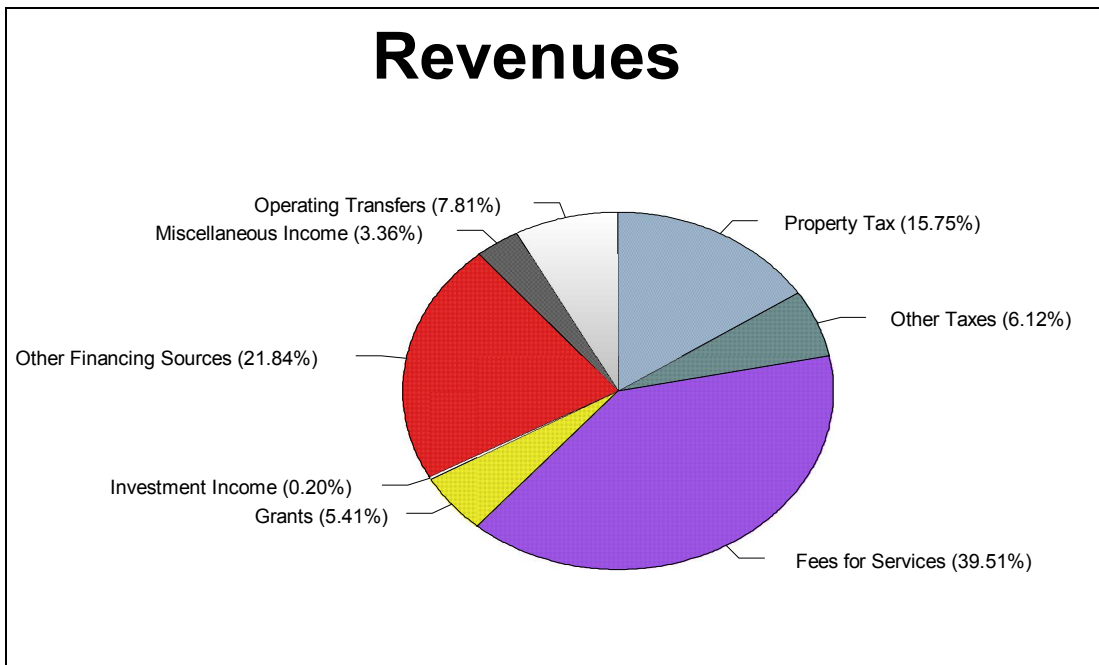


## ALL FUND SUMMARY Fiscal Year 2013

Fund	Budgeted Receipts	Budgeted Expenditures	Receipts Less Expenditures
<b>Governmental</b>			
General	\$ 22,422,600	\$ 22,422,600	
<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	814,600	814,600	
AeroPark	18,400	18,400	
<b>Proprietary</b>			
<b>Enterprise</b>			
Sewer	16,103,700	16,103,700	
Sewer Capital Projects	13,381,600	13,381,600	
Landfill	1,000	30,000	(29,000)
Street Lights	854,500	854,500	
Trash Collection	2,974,100	2,974,100	
<b>Internal Service</b>			
Medical Benefits Fund	4,013,600	4,013,600	
<b>Sub-Total</b>	61,928,600	61,957,600	(29,000)
Less: Interfund Transfers		0	
<b>Total</b>	\$ 61,928,600	\$ 61,957,600	\$ (29,000)

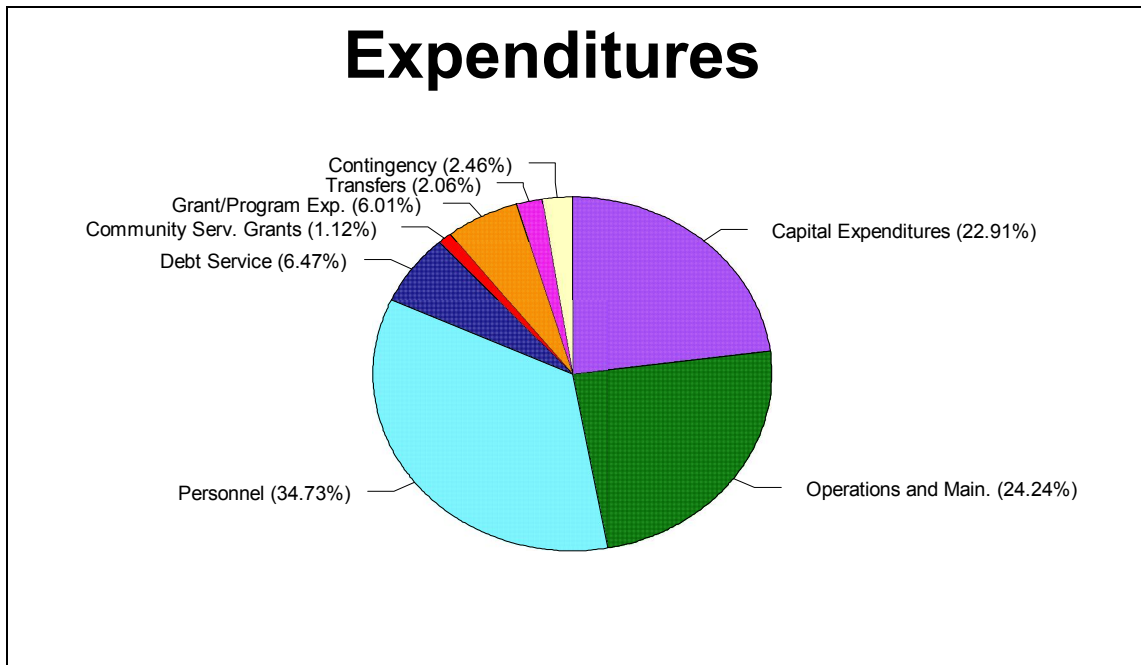
**SUMMARY OF REVENUE – ALL FUNDS COMBINED**

Property Tax	\$ 9,755,500
Other Taxes	3,790,100
Fees for Service	24,465,900
Grants	3,350,100
Investment Income	126,100
Other Financing Sources	13,524,600
Miscellaneous Income	2,080,300
Operating Transfers	4,836,000
<b>Total</b>	<b>\$ 61,928,600</b>



**SUMMARY OF EXPENDITURES – ALL FUNDS COMBINED**

Capital Expenditures	\$ 14,196,200
Operations and Maintenance	15,019,600
Personnel	21,519,900
Debt Service	4,010,400
Community Service Grants	691,000
Grants/Program Expenses	3,723,100
Transfers	1,275,600
Contingency	1,521,800
<b>Total</b>	<b>\$ 61,957,600</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 2013 Budget Assumptions**

### **Revenues**

#### **Property Taxes**

Property taxes were estimated based on the net assessed value (net of exemptions) of \$3,278,116,300 as of January 31, 2012, at 30 cents per \$100 and 97 percent collection rate. The resulting estimated property tax revenue for fiscal year 2013 is \$9,500,000.

#### **Real Estate Transfer Tax**

The real estate transfer tax rate for fiscal year 2013 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 2013 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 2013.

The Library Standards Grant is received from the State of Delaware and the amount estimated is based on the grant award received in FY 2012.

### **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 2013.

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 2012. The County contribution for employees with dependent care coverage is budgeted for fiscal year 2013 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 2013 budget.

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

There is a cost of living adjustment increase of 2.2% in FY 2013 for employees as well as retirees. This cost of living adjustment increase is reflected in each department's personnel cost.

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 2013 budget includes funding in each cost center for a contribution to the Pension Fund of \$1,478,654. General Fund portion is \$1,145,654 and the Sewer Fund portion is \$333,000. 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 2012 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 deposited into the trust on February 1, 2007. Accordingly, the fiscal year 2013 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 for FY 2012 and 2013, which is included in the fiscal year 2013 budget. Each cost center contains a proportional amount with the General Fund portion being \$509,725 and the Sewer Fund portion being \$151,300.

**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 cost 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 division is responsible for recruiting, testing, interviewing and assisting in the selection of County employees. Personnel records are managed and employee benefits are coordinated for all County employees. Additional tasks include administrative assistance regarding insurance risk management and County-wide training programs. The costs for this division are allocated to the direct cost centers based on their number of employees.
- 3) **Information Technology** – The Information Technology Division 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 division 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 Department provides accounting services for all cost centers. This department 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 division 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 the 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 this department 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:**

*Disks 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 charged 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 homeowners 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 ranging 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 - \$800.00. There is a refund processing fee of \$5.00.

**Parks:**

Field rentals are available from March 1 – November 15

**Big Oak Ball Fields**

Weekends 1 field \$80.00 per day, Full weekend 1 field \$150.00, Seasonal individual league rental (Up to 3 weekday nights not to exceed 12 weeks) \$600.00 per field.

Multipurpose Sports Fields – 1 Field \$80.00 per day, Full weekend 1 field \$150.00, Seasonal individual league rental (Up to 3 weekday nights not to exceed 12 weeks) \$600.00 per field.

**Browns Branch Ball Fields**

Weekends 1 field \$80.00 per day, Full weekends 1 field \$150.00

Season individual league rental (Up to 3 weekday nights not to exceed 12 weeks) \$600.00 per field.

**Brecknock Youth Only Ball Fields**

Weekends 1 field \$50.00 a day, Full weekend 1 field \$90.00

Multipurpose Sports Field – 1 field \$80.00 per day, Full weekends 1 field \$150.00  
Seasonal individual league rental, (Up to 3 weekday nights not to exceed 12 weeks) \$600.00 per field.

Any individual sports field may be reserved weekdays for an hourly fee of \$15.00 with a two hour minimum.

**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 and Civil Union Licenses:* Marriage and Civil Union licenses issued at \$50.00 for 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. Also, photocopy fees are \$0.25 per page with a \$1.00 minimum.

*Ceremony Fees:* Ceremony performance fee of \$50.00 for residents and \$75.00 for non-residents

**Register of Wills:**

*Closing cost:* 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 from 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% (one 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 for one defendant and \$5.00 for each additional defendant at the same address. \$75.00 for out of state servings, for each serving.

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

*Sherriff Fee:* A fee of 4 percent of the bid price charged on all Sheriff sales (tax, mortgage and personal). The maximum fee shall be \$10,000, The minimum fee shall be \$500.00

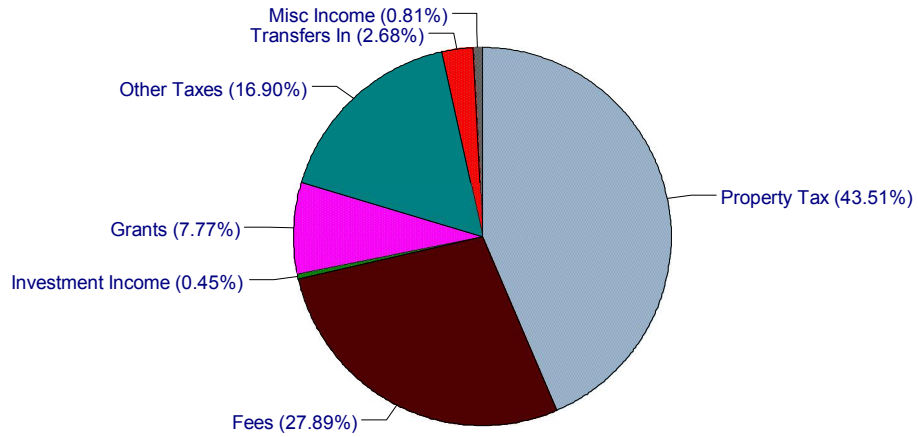
*Certified Mailing Fees:* \$20.00 per mailing.

**Special Programs:**

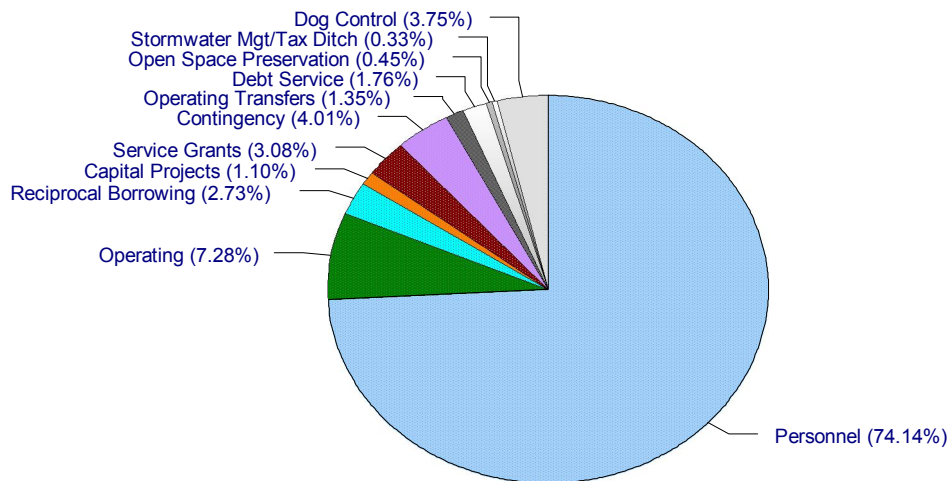
*Dog Licenses:* See Kent County Code §128-50 for a complete listing of types of dog licenses and fees.

# General Fund

## Revenues



## Expenditures



## Summary of General Fund Revenues

Revenue Description	Actual FY 2010	Actual FY 2011	Adopted FY 2012	Amended FY 2012	Adopted FY 2013
<b>Taxes</b>					
Property Taxes - Current	9,569,004	9,666,231	9,386,000	9,386,000	9,500,000
Property Taxes - Delinquent	180,280	259,637	180,000	180,000	250,000
Library Tax - Current	664,600	675,869	665,000	597,000	612,800
Library Tax - Delinquent	17,138	18,895	14,000	12,000	12,000
Suburban Parks - Current	15,149	15,346	15,300	15,300	15,300
Suburban Parks - Delinquent	164	207	-	-	-
Real Estate Transfer Tax	2,788,504	2,605,293	2,800,000	2,800,000	2,800,000
Telephone Tax	257,270	326,606	270,000	270,000	270,000
Penalty & Interest	89,574	103,895	80,000	80,000	80,000
<b>Total Tax Revenue</b>	<b>13,581,683</b>	<b>13,671,979</b>	<b>13,410,300</b>	<b>13,340,300</b>	<b>13,540,100</b>
<b>Payment in Lieu of Taxes</b>	<b>5,158</b>	<b>6,145</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>
<b>Federal Grants</b>					
Emergency Management Planning Grant	71,908	69,242	76,600	76,600	100,400
<b>State Grants</b>					
LEPC Grant	47,400	46,900	46,900	46,900	45,400
DEMA Special Project Grants	41,041	16,594	-	12,868	-
Library Standards Grant	176,308	184,598	184,600	184,600	172,400
Paramedic State Grant	1,319,154	1,287,700	1,377,800	1,377,800	1,413,400
Rat Abatement State Grant	10,000	10,000	10,000	10,000	10,000
<b>Total Grants</b>	<b>1,665,811</b>	<b>1,615,034</b>	<b>1,695,900</b>	<b>1,708,768</b>	<b>1,741,600</b>
<b>Fees for Services</b>					
Dog License Fees	83,753	95,806	82,500	82,500	82,500
Building Entrance ID's Fees	560	480	500	500	500
Room Rental Fees	2,595	1,693	1,500	1,500	2,000
Amish ID Fees	4,600	3,440	1,000	1,000	4,600
Information Technology Fees	5,162	6,571	5,000	5,000	5,000
Return Check Fees	1,980	1,560	2,000	2,000	2,000
Manufactured Housing Letter Fees	12,560	11,940	11,000	11,000	12,000
Board of Assessment Fees	722	562	800	800	500
Park Rental Fees	2,750	2,730	2,800	2,800	2,800
Recreation Fees	309,032	319,766	290,000	290,000	310,000
Library Fines	8,370	14,597	9,000	9,000	12,000
Library Materials Replacement Fees	-	448	500	500	600
Library Copy Fees	5,165	218	4,800	4,800	4,800
Tax Mapping Fees	1,807	3,639	2,000	2,000	2,000
Street Addressing Fees	13,850	11,600	10,000	10,000	10,000
Inspections & Enforcement Fees	1,246,085	988,445	1,100,000	1,100,000	1,000,000
House Demolition Reimbursement	15,490	8,410	30,000	30,000	30,000
Grass Cutting Reimbursement	22,584	29,797	35,000	35,000	40,000
Code Enforcement Fines	584	351	200	200	300
Manufactured Housing Demo Reimb.	17,151	27,771	15,000	15,000	15,000



Revenue Page 2	Actual FY 2010	Actual FY 2011	Adopted FY 2012	Amended FY 2012	Adopted FY 2013
Planning Applications Fees	84,463	81,782	75,000	75,000	50,000
Planning Maps Fees	195	220	300	300	200
Planning Forms/Documents Fees	880	920	700	700	1,000
Zoning Applications Fees	19,602	19,340	17,500	17,500	19,000
Planning Copy Fees	157	167	300	300	200
HUD Fees	300	1,800	-	-	-
Paramedic Fees - Special Events	82,237	77,499	80,000	80,000	73,000
Clerk of the Peace Fees	51,350	58,595	40,000	40,000	60,000
Marriage Ceremony Fees	20,600	26,250	12,500	12,500	25,000
Monitions Expenses Reimbursements	28,321	23,063	36,000	36,000	27,000
County Monitions Fees	44,051	52,554	45,000	45,000	33,000
Recorder of Deeds Fees	1,969,111	2,020,861	1,800,000	1,800,000	2,000,000
Recorder of Deeds Copy Fees	196,100	221,464	240,000	240,000	221,000
Real Estate Transfer Tax Processing Fees	79,432	71,415	78,000	78,000	78,000
Local Government Records Maint. Fees	8,072	7,940	6,000	6,000	8,000
Recorders Maintenance Fees	20,757	19,324	20,000	20,000	20,000
State Document Fees	8,072	7,940	6,000	6,000	8,000
Deeds Internet Fees	44,354	62,370	55,000	55,000	60,000
Register of Wills Fees	525,836	611,298	550,000	550,000	450,000
Wills Advertising Reimbursements	5,046	4,989	7,000	7,000	7,000
Wills Copy Fees	1,040	1,069	1,200	1,200	1,000
Sheriff Civil Fees	304,094	364,472	400,000	400,000	350,000
Sheriff Monitions/Auction Fees	26,856	44,380	25,000	25,000	25,000
Sheriff Fee on Sales	976,222	2,216,829	800,000	800,000	1,200,000
IRB Financing Fees	-	131,075	-	-	-
<b>Total Fees for Services</b>	<b>6,251,950</b>	<b>7,657,440</b>	<b>5,899,100</b>	<b>5,899,100</b>	<b>6,253,000</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>93,323</b>	<b>136,800</b>	<b>136,800</b>	<b>119,000</b>
<b>Interest Income</b>	<b>179,609</b>	<b>126,056</b>	<b>180,000</b>	<b>180,000</b>	<b>100,000</b>
<b>Other Revenues</b>	<b>48,285</b>	<b>91,047</b>	<b>10,000</b>	<b>68,100</b>	<b>40,000</b>
<b>Operating Transfer From Capital Projects Contingency</b>	<b>302,259</b>	<b>249,004</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Transfer from Fund Balance</b>	<b>-</b>	<b>-</b>	<b>454,000</b>	<b>454,000</b>	<b>600,200</b>
<b>Total Revenues</b>	<b>\$ 22,149,289</b>	<b>\$ 23,533,214</b>	<b>\$ 21,814,800</b>	<b>\$ 21,815,768</b>	<b>\$ 22,422,600</b>

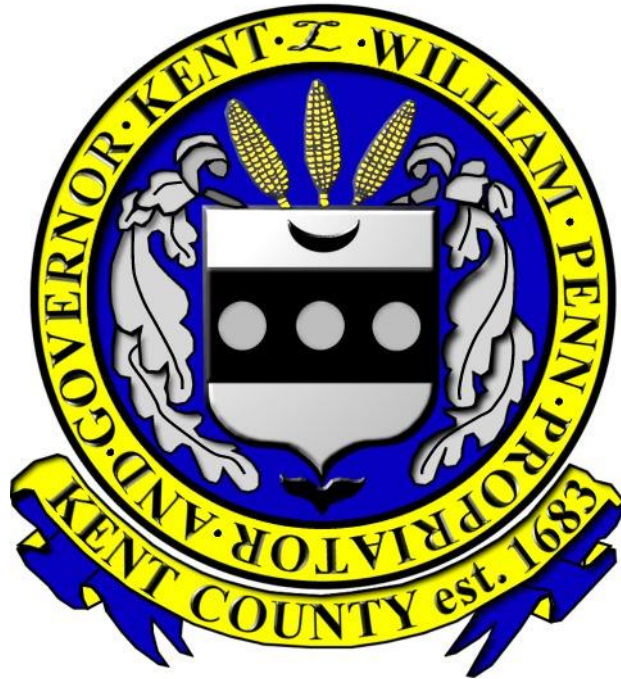
<b>Summary of General Fund Expenditures</b>
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Expenditure Description	Actual FY 2010	Actual FY 2011	Adopted FY 2012	Amended FY 2012	Adopted FY 2013
<b>Departmental Expenditures</b>					
<b>Unrestricted Funds</b>					
<b>General Administration</b>					
Administration	\$ 889,350	\$ 940,600	\$ 996,700	\$ 997,300	\$ 989,200
Economic Development	-	-	-	137,000	167,800
Information Technology	986,461	1,021,552	1,054,100	1,054,600	1,045,400
Personnel	376,645	352,446	411,100	411,400	397,900
Legal Services	116,124	85,548	156,700	156,700	156,700
<b>Finance Department</b>					
Finance Administration	322,223	319,678	327,500	327,800	337,400
Accounting Services	667,402	676,701	713,000	713,500	733,200
Tax Section	540,409	511,753	536,300	536,500	503,900
Monitions Office	160,664	165,019	218,800	218,800	192,300
Assessment Division	1,111,596	1,074,804	1,069,300	1,070,200	1,047,600
Board of Assessment	44,859	44,367	44,800	44,800	25,600
<b>Community Services</b>					
Community Services Administration	196,156	194,415	205,200	205,200	198,500
Library Services	1,301,043	1,142,904	1,236,700	1,171,104	1,309,900
Recreation	712,266	690,269	714,300	714,100	726,600
Parks	812,330	761,071	808,300	813,495	806,300
Suburban Parks	15,195	15,245	15,300	15,300	15,300
<b>Planning Services</b>					
Planning Services Administration	241,639	232,876	244,700	244,800	242,700
Geographic Information Systems	593,616	589,630	604,900	605,100	533,800
Inspections & Enforcement	1,590,612	1,541,480	1,604,300	1,629,300	1,552,700
Zoning Inspections & Enforcement	83,397	92,415	110,800	112,300	104,000
Planning Division	1,296,289	1,264,155	1,383,600	1,375,600	1,314,100
Manufactured Housing	116,277	109,524	111,800	111,900	109,500
<b>Public Safety</b>					
Public Safety Administration	76,016	75,694	86,000	87,600	86,400
Emergency Communications	1,913,480	1,986,687	2,156,000	2,156,600	2,352,000
Mobile Command Center	21,558	19,845	25,700	25,700	25,700
Emergency Medical Services	4,322,854	4,215,866	4,511,700	4,487,700	4,623,100
EMS - Special Event & Non-Reimbursable Costs	480,948	458,532	525,200	525,200	639,700
Emergency Management	197,245	158,144	153,200	167,057	200,800
<b>Public Works</b>					
County Complex - Facilities Mgt.	759,584	709,552	798,000	802,300	782,300

Expenditure Page 2	Actual FY 2010	Actual FY 2011	Adopted FY 2012	Amended FY 2012	Adopted FY 2013
<b>Row Offices</b>					
Clerk of the Peace	212,688	215,240	228,600	228,600	231,400
Comptroller	158,004	148,564	154,800	154,800	159,800
Recorder of Deeds	732,349	660,916	604,400	604,600	554,500
Register of Wills	337,471	328,323	347,500	347,700	339,700
Sheriff	568,839	569,321	656,300	666,800	605,700
<b>Special Grants and Programs</b>					
Open Space Preservation (1)	331,589	174,904	100,000	102,176	100,000
Storm Water Management/Tax Ditch (2)	200,000	-	75,000	150,000	75,000
Dog Control Support	791,437	891,335	840,800	840,800	840,800
Community Service Grants	604,947	626,347	605,200	561,800	691,000
<b>Other Expenditures</b>					
Contingency	-	-	857,200	815,000	900,000
Building Security	-	-	-	-	120,000
Debt Retirement	140,854	145,140	150,400	150,400	157,300
Interest Expense	252,595	248,151	243,200	243,200	237,600
Benefit to Retirees	43,855	91,013	60,000	60,000	100,000
<b>Total Unrestricted Funds</b>	<b>24,320,866</b>	<b>23,550,026</b>	<b>25,747,400</b>	<b>25,844,832</b>	<b>26,333,200</b>
<b>Restricted Funds</b>					
LEPC Grant	43,790	39,024	46,900	59,174	45,400
Library Standards Grant	212,123	189,656	184,600	184,900	172,400
<b>Total Restricted Funds</b>	<b>255,913</b>	<b>228,680</b>	<b>231,500</b>	<b>244,074</b>	<b>217,800</b>
Less: Indirect Cost Allocation	(4,354,358)	(4,324,945)	(4,679,900)	(4,679,900)	(4,679,000)
<b>Total Operating Expenditures</b>	<b>20,222,421</b>	<b>19,453,761</b>	<b>21,299,000</b>	<b>21,409,006</b>	<b>21,872,000</b>
<b>Operating Transfers</b>					
Capital Projects Fund					
General Fund Contribution	91,995	1,069,200	52,100	52,100	88,000
DE Realty Transfer Tax	20,300	57,300	114,200	114,200	118,400
Sheriff Auction Fees	18,728	44,000	16,000	16,000	40,700
Deeds Recorder Maintain Fees	-	-	30,000	30,000	-
Inspection Fees	1,000	-	-	-	-
Clerk of the Peace Fees	-	-	-	27,000	-
Community Development Block Grant	272,448	275,499	303,500	303,500	303,500
<b>Total Operating Transfers</b>	<b>404,471</b>	<b>1,445,999</b>	<b>515,800</b>	<b>542,800</b>	<b>550,600</b>
<b>Total Expenditures</b>	<b>\$ 20,626,892</b>	<b>\$ 20,899,760</b>	<b>\$ 21,814,800</b>	<b>\$ 21,951,806</b>	<b>\$ 22,422,600</b>

(1) Open Space Preservation amount listed in fiscal year 2012 amended budget includes the unexpended balance from prior year appropriation and is intended to remain available during FY 2012. The prior year appropriations carried forward to fiscal year 2012 is \$2,176.

(2) Storm Water Management/Tax Ditch amount listed in fiscal year 2012 amended budget includes the unexpended balance from prior year appropriation and is intended to remain available during FY 2012. The prior year appropriations carried forward to fiscal year 2012 is \$75,000.



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<b>Department of Administration</b>
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Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Administration	\$ 889,350	\$ 940,600	\$ 997,300	\$ 989,200
Economic Development	-	-	137,000	167,800
Information Technology	986,461	1,021,552	1,054,600	1,045,400
Personnel	376,645	352,446	411,400	397,900
Legal	116,124	85,548	156,700	156,700
Subtotal	\$ 2,368,580	\$ 2,400,146	\$ 2,757,000	\$ 2,757,000
Less: Indirect Costs	(2,368,580)	(2,400,146)	(2,620,000)	(2,589,200)
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 137,000</b>	<b>\$ 167,800</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 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ 777,872	\$ 774,336	\$ 798,600	\$ 788,800
Travel	8,235	9,025	16,500	14,600
Insurance	13,724	63,487	63,800	68,400
Office Supplies	29,053	20,739	31,700	25,800
Furniture/Equipment	525	1,077	800	1,200
Legal/Contract Services	40,653	42,869	51,390	55,800
Utilities	7,897	8,360	9,300	9,200
Maintenance	2,550	3,410	2,900	3,200
Vehicle Expense	-	-	200	200
Miscellaneous	8,841	17,297	22,110	22,000
<b>Total</b>	<b>\$ 889,350</b>	<b>\$ 940,600</b>	<b>\$ 997,300</b>	<b>\$ 989,200</b>

## Economic Development

### **Mission**

The Kent County Economic Development office functions under the daily supervision of the Kent County Administrator. The purpose of the office is to provide support services to existing businesses in Kent County that will assist with business retention and expansion efforts while also seeking to attract new businesses that compliment a target list of industries focused on Tourism, Education, Entrepreneurship, Health Care, Manufacturing, and Agriculture.

The Economic Development Director and Staff also function as Director and Staff for the KEP (Kent Economic Partnership, a 501(c)(3) non profit corporation that promotes economic development initiatives in Kent County), and in that capacity they report to the eleven member KEP Board of Directors which is appointed by the Kent County Levy Court Commissioners.

Additional responsibilities of the Economic Development office include functioning as staff for the Kent County Aero Park Authority (a seven member Authority that is appointed by the Kent County Levy Court) as they fulfill their mission to develop the Kent County Aero Park and the adjacent Civil Air Terminal.

### **Goals**

- To provide efficient and effective business support services to existing businesses in Kent County in an effort to retain employment and expand job opportunities among current employers
- To assist in providing additional employment opportunities and capital investment in Kent County through the expansion of existing business and the active recruiting of new businesses that are compatible with the current economic community
- To provide seamless cooperation with other Economic Development entities and partnerships representing municipal, county, state, utility, and non-profit interests in their efforts to support and expand business opportunities in the central Delaware region
- To develop a County wide consensus on the strengths, weaknesses, opportunities and threats (also known as SWOT Analysis) which are currently presenting themselves to the economic and business community in Kent County



## Expenses:

<b>Departmental Expense</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ -	\$ -	\$ 122,100	\$ 127,000
Travel	-	-	-	1,000
Insurance	-	-	-	1,000
Indirect Costs	-	-	-	25,900
Office Supplies	-	-	4,300	3,300
Legal/Contract Services	-	-	3,500	6,000
Utilities	-	-	500	500
Vehicle Expense	-	-	500	1,000
Miscellaneous	-	-	6,100	2,100
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 137,000</b>	<b>\$ 167,800</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 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 872,260	\$ 874,783	\$ 892,700	\$ 910,500
Insurance	3,485	5,042	5,200	5,200
Office Supplies	4,717	4,238	6,900	5,900
Furniture/Equipment	8,428	29,100	4,500	-
Legal/Contract Services	3,157	3,180	3,600	3,500
Operational Supplies	2,072	5,642	2,000	2,000
Utilities	20,445	16,160	18,000	18,000
Maintenance	71,757	83,308	116,400	95,000
Vehicle Expense	140	99	300	300
Consulting Fees	-	-	5,000	5,000
<b>Total</b>	<b>\$ 986,461</b>	<b>\$ 1,021,552</b>	<b>\$ 1,054,600</b>	<b>\$ 1,045,400</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 monthly 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 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ 332,350	\$ 316,040	\$ 357,100	\$ 348,200
Travel	873	2,043	2,349	1,700
Insurance	12,240	2,375	2,700	2,800
Office Supplies	9,924	9,044	11,300	10,800
Furniture/Equipment	656	1,125	1,200	1,200
Legal/Contract Services	8,212	8,871	22,051	18,200
Operating Supplies	3,823	3,184	4,000	4,000
Utilities	1,457	1,449	1,600	1,600
Maintenance	7,250	7,424	7,700	8,200
Vehicle Expense	-	-	100	100
Miscellaneous	(140)	891	1,300	1,100
<b>Total</b>	<b>\$ 376,645</b>	<b>\$ 352,446</b>	<b>\$ 411,400</b>	<b>\$ 397,900</b>

Legal
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Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Legal/Contract Services	\$ 116,124	\$ 85,548	\$ 156,700	\$ 156,700
<b>Total</b>	<b>\$ 116,124</b>	<b>\$ 85,548</b>	<b>\$ 156,700</b>	<b>\$ 156,700</b>



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Department of Finance
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## Revenue:

Departmental Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Property Taxes - Current	\$ 9,569,004	\$ 9,666,231	\$ 9,386,000	\$ 9,500,000
Property Taxes - Delinquent	180,280	259,637	180,000	250,000
Penalty & Interest	89,574	103,895	80,000	80,000
Payment in Lieu of Taxes	5,158	6,145	5,500	5,500
Return Check Fees	1,980	1,560	2,000	2,000
Manufactured Housing Letter Fees	12,560	11,940	11,000	12,000
Monitions Expenses Reimbursement	28,321	23,063	36,000	27,000
County Monition Fees	44,051	52,554	45,000	33,000
Board of Assessment Fes	722	562	800	500
<b>Total</b>	<b>\$ 9,931,650</b>	<b>\$ 10,125,587</b>	<b>\$ 9,746,300</b>	<b>\$ 9,910,000</b>

## Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Finance Administration	\$ 322,223	\$ 319,678	\$ 327,800	\$ 337,400
Accounting Services	667,402	676,701	713,500	733,200
Tax Section	540,409	511,753	536,500	503,900
Monitions	160,664	165,019	218,800	192,300
Assessment Division	1,111,596	1,074,804	1,070,200	1,047,600
Board of Assessment	44,859	44,367	44,800	25,600
Subtotal	2,847,153	2,792,322	2,911,600	2,840,000
Less: Indirect Costs	(989,625)	(996,379)	(1,041,300)	(1,070,600)
<b>Total</b>	<b>\$ 1,857,528</b>	<b>\$ 1,795,943</b>	<b>\$ 1,870,300</b>	<b>\$ 1,769,400</b>

Finance Administration
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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 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 319,685	\$ 316,615	\$ 323,500	\$ 329,600
Travel	-	-	-	2,800
Insurance	1,061	1,492	1,700	1,700
Office Supplies	534	659	1,200	1,200
Legal/Contract Services	194	167	400	1,200
Utilities	749	745	900	800
Miscellaneous	-	-	100	100
<b>Total</b>	<b>\$ 322,223</b>	<b>\$ 319,678</b>	<b>\$ 327,800</b>	<b>\$ 337,400</b>



<b>Accounting Services</b>
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**Mission**

The Accounting division is comprised of the Governmental and Proprietary Fund sections. The division 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 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 612,304	\$ 616,092	\$ 650,000	\$ 668,300
Insurance	2,449	3,877	4,100	4,100
Office Supplies	7,683	9,022	7,700	8,800
Furniture/Equipment	1,408	2,112	2,200	2,200
Legal/Contract Services	906	502	600	600
Utilities	2,394	2,381	2,600	2,400
Maintenance	40,253	42,655	46,100	46,600
Miscellaneous	5	60	200	200
<b>Total</b>	<b>\$ 667,402</b>	<b>\$ 676,701</b>	<b>\$ 713,500</b>	<b>\$ 733,200</b>

Tax Section
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### Mission

The Kent County 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

Revenues:

Departmental Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Property Taxes - Current	\$ 9,569,004	\$ 9,666,231	\$ 9,386,000	\$ 9,500,000
Property Taxes - Delinquent	180,280	259,637	180,000	250,000
Penalty & Interest	89,574	103,895	80,000	80,000
Payment in Lieu of Taxes	5,158	6,145	5,500	5,500
Return Check Fees	1,980	1,560	2,000	2,000
Manufactured Housing Letter Fees	12,560	11,940	11,000	12,000
<b>Total</b>	<b>\$ 9,858,556</b>	<b>\$ 10,049,408</b>	<b>\$ 9,664,500</b>	<b>\$ 9,849,500</b>

Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ 241,646	\$ 224,441	\$ 230,600	\$ 230,800
Insurance	2,084	2,658	2,800	2,600
Indirect Costs	215,868	206,663	220,200	184,400
Office Supplies	55,152	57,285	59,615	62,800
Furniture/Equipment	267	-	-	-
Legal/Contract Services	8,547	3,126	4,685	4,800
Utilities	2,095	2,065	2,300	2,100
Maintenance	14,572	15,167	15,900	15,900
Vehicle Expense	97	278	200	300
Miscellaneous	81	70	200	200
<b>Total</b>	<b>\$ 540,409</b>	<b>\$ 511,753</b>	<b>\$ 536,500</b>	<b>\$ 503,900</b>

Monitions - 4061

Revenue:

<b>Departmental Revenue</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Monitions Expenses Reimbursement	\$ 28,321	\$ 23,063	\$ 36,000	\$ 27,000
County Monitions Fees	44,051	52,554	45,000	33,000
<b>Total</b>	<b>\$ 72,372</b>	<b>\$ 75,617</b>	<b>\$ 81,000</b>	<b>\$ 60,000</b>

Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ 59,346	\$ 62,483	\$ 64,400	\$ 65,700
Insurance	608	746	900	1,000
Indirect Costs	53,745	54,159	58,600	54,600
Office Supplies	4,394	469	2,000	1,200
Legal/Contract Services	42,238	46,831	92,400	69,300
Utilities	333	331	400	400
Miscellaneous	-	-	100	100
<b>Total</b>	<b>\$ 160,664</b>	<b>\$ 165,019</b>	<b>\$ 218,800</b>	<b>\$ 192,300</b>

## Assessment

### **Mission**

The primary responsibility of the Assessment Division is to 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**

- 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

## Revenues:

<b>Departmental Revenue</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Board of Assessment Fees	\$ 722	\$ 562	\$ 800	\$ 500
<b>Total</b>	<b>\$ 722</b>	<b>\$ 562</b>	<b>\$ 800</b>	<b>\$ 500</b>

## Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ 757,535	\$ 751,987	\$ 731,000	\$ 744,100
Travel	-	-	2,200	2,200
Insurance	12,390	13,400	14,500	13,800
Indirect Costs	292,281	257,650	268,600	225,700
Office Supplies	8,856	9,259	12,523	12,000
Furniture/Equipment	-	190	-	800
Legal/Contract Services	7,086	8,938	6,200	12,200
Operating Supplies	401	22	-	600
Utilities	3,328	3,311	3,600	3,400
Maintenance	26,780	26,817	27,377	27,600
Vehicle Expense	2,939	3,230	4,000	5,000
Miscellaneous	-	-	200	200
<b>Total</b>	<b>\$ 1,111,596</b>	<b>\$ 1,074,804</b>	<b>\$ 1,070,200</b>	<b>\$ 1,047,600</b>

Board of Assessment
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### 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. Effective January 8, 2013, per HB 169 as amended by HA 1 and signed by Governor Jack Markell on July 25, 2011, the salaried 3 member Board of Assessment is dissolved and replaced with an appointed 7 member Board of Assessment Review. The Staff and administration responsibilities of the former Board of Assessment will be incorporated into the Department of Finance.

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

Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 44,859	\$ 44,367	\$ 44,800	\$ 25,600
<b>Total</b>	<b>\$ 44,859</b>	<b>\$ 44,367</b>	<b>\$ 44,800</b>	<b>\$ 25,600</b>

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

Departmental Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Library Tax Current	\$ 664,600	\$ 675,869	\$ 597,000	\$ 612,800
Library Tax Delinquent	17,138	18,895	12,000	12,000
Library Fines	8,370	14,597	9,000	12,000
Library Material Replacement Fee	-	448	500	600
Library Copy Fees	5,165	218	4,800	4,800
Library Standards Grant	176,308	184,598	184,600	172,400
Recreation Fees	309,032	319,766	290,000	310,000
Park Rental Fees	2,750	2,730	2,800	2,800
Suburban Parks Tax Current	15,149	15,346	15,300	15,300
Suburban Parks Tax Delinquent	164	207	-	-
<b>Total</b>	<b>\$ 1,198,676</b>	<b>\$ 1,232,674</b>	<b>\$ 1,116,000</b>	<b>\$ 1,142,700</b>

## Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Administration	\$ 196,156	\$ 194,415	\$ 205,200	\$ 198,500
Library Services	1,301,043	1,142,904	1,171,104	1,309,900
Library Standards Grant	212,123	189,656	184,900	172,400
Recreation	712,266	690,269	714,100	726,600
Parks	812,330	761,071	813,495	806,300
Suburban Parks	15,195	15,245	15,300	15,300
<b>Total</b>	<b>\$ 3,249,113</b>	<b>\$ 2,993,560</b>	<b>\$ 3,104,099</b>	<b>\$ 3,229,000</b>

Community Services Administration
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### Mission

Community Services Administration 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 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 165,860	\$ 167,253	\$ 173,300	\$ 177,700
Insurance	720	928	1,200	1,300
Indirect Costs	28,402	25,066	28,700	17,900
Office Supplies	419	247	700	500
Legal/Contract Services	46	46	100	100
Utilities	709	875	1,000	900
Vehicle Expense	-	-	100	-
Miscellaneous	-	-	100	100
<b>Total</b>	<b>\$ 196,156</b>	<b>\$ 194,415</b>	<b>\$ 205,200</b>	<b>\$ 198,500</b>





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## Library Services

### **Mission**

The Kent County Division of Library Services' mission is to provide convenient access to quality library resources to all 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

### **Goals**

Increase our collection of eBooks. Fifty percent ( 50% ) of all books published are being offered in eBook format

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 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Library Tax Current	\$ 664,600	\$ 675,869	\$ 597,000	\$ 612,800
Library Tax Delinquent	17,138	18,895	12,000	12,000
Library Fines	8,370	14,597	9,000	12,000
Library Material Replacement Fees	-	448	500	600
Library Copy Fees	5,165	218	4,800	4,800
<b>Total</b>	<b>\$ 695,273</b>	<b>\$ 710,027</b>	<b>\$ 623,300</b>	<b>\$ 642,200</b>

## Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 384,335	\$ 404,051	\$ 387,900	\$ 404,400
Travel	-	-	-	300
Insurance	20,624	10,478	11,600	7,200
Indirect Costs	91,421	108,836	87,500	214,200
Office Supplies	3,347	4,769	5,000	5,900
Furniture/Equipment	1,740	1,403	3,600	3,600
Legal/Contract Services	9,793	1,067	2,400	2,800
Operating Supplies	2,409	4,074	2,800	4,600
Utilities	27,763	36,720	45,200	38,200
Rent	70,531	-	-	-
Maintenance	1,563	16,616	12,700	15,600
Vehicle Expense	300	100	100	100
Miscellaneous	-	8,750	3,304	200
Reciprocal Borrowing	687,217	546,040	609,000	612,800
<b>Total</b>	<b>\$ 1,301,043</b>	<b>\$ 1,142,904</b>	<b>\$ 1,171,104</b>	<b>\$ 1,309,900</b>

Library Standards Grant
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## Revenue:

Departmental Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Library Standard Grant	\$ 176,308	\$ 184,598	\$ 184,600	\$ 172,400
<b>Total</b>	<b>\$ 176,308</b>	<b>\$ 184,598</b>	<b>\$ 184,600</b>	<b>\$ 172,400</b>

## Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 115,390	\$ 123,977	\$ 95,500	\$ 110,100
Travel	90	-	400	300
Office Supplies	328	210	1,600	400
Furniture/Equipment	19,205	8,696	15,700	5,000
Legal/Contract Services	4,800	4,800	6,400	4,800
Operating Supplies	54,003	38,505	51,300	38,300
Vehicle Expense	13,476	9,750	9,000	8,500
Miscellaneous	4,831	3,718	5,000	5,000
<b>Total</b>	<b>\$ 212,123</b>	<b>\$ 189,656</b>	<b>\$ 184,900</b>	<b>\$ 172,400</b>

## Recreation

**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, flag football, horseshoes, baseball, softball, soccer and field hockey
- Implement new marketing strategies based on social networking
- Work with staff and community stakeholders to develop cost-specific plans for an indoor recreation center that addresses current and future needs of Kent County citizens

Revenue:

Departmental Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Recreation Fees	\$ 309,032	\$ 319,766	\$ 290,000	\$ 310,000
<b>Total</b>	<b>\$ 309,032</b>	<b>\$ 319,766</b>	<b>\$ 290,000</b>	<b>\$ 310,000</b>

Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 302,263	\$ 260,120	\$ 273,100	\$ 273,800
Travel	-	-	-	2,600
Insurance	14,594	3,952	4,400	4,400
Indirect Costs	138,441	140,751	149,800	139,200
Office Supplies	3,337	4,188	3,600	3,600
Furniture/Equipment	2,274	-	2,000	7,700
Legal/Contract Services	226,113	251,652	246,914	263,500
Operating Supplies	8,631	11,563	13,900	12,200
Utilities	3,193	3,369	3,300	3,400
Rent	10,453	10,751	12,786	12,000
Maintenance Expenses	-	-	2,000	2,100
Vehicle Expense	1,217	1,923	2,300	2,100
Miscellaneous	1,750	2,000	-	-
<b>Total</b>	<b>\$ 712,266</b>	<b>\$ 690,269</b>	<b>\$ 714,100</b>	<b>\$ 726,600</b>

## Parks

### **Mission**

Our mission is to provide safe, 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
- Open the Hunn Conservation Area to the public by building an ADA compliant stone dust path system designed to encourage pedestrian and bike traffic
- Develop public-private partnerships to guide renovation projects at the Goggin Manor House (Brecknock Park) and at Wildcat Manor (Hunn Conservation Area)
- Work toward implementing specific goals of the Kent County Park, Recreation and Open Space Long Range Strategic Plan
- Complete funded capital projects at Browns Branch, Big Oak and Kesselring Park (land)
- Develop and submit grant request (DeLWCTF) for design & construction of wetland bridge spanning the Isaac Branch between the nature trail at Brecknock Park and Kesselring park land

## Revenue:

Departmental Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Park Rental Fees	\$ 2,750	\$ 2,730	\$ 2,800	\$ 2,800
<b>Total</b>	<b>\$ 2,750</b>	<b>\$ 2,730</b>	<b>\$ 2,800</b>	<b>\$ 2,800</b>

## Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 591,357	\$ 565,170	\$ 570,900	\$ 585,600
Travel	-	-	2,700	1,900
Insurance	11,532	11,974	12,800	13,700
Indirect Costs	104,638	96,425	103,400	97,800
Office Supplies	1,399	1,511	2,100	2,000
Furniture/Equipment	3,024	3,498	3,000	1,800
Legal/Contract Services	13,669	9,715	17,700	12,900
Trash Pick-Up Fees	3,225	2,912	4,000	3,000
Operating Supplies	7,327	12,420	14,800	14,900
Utilities	27,152	26,693	30,500	28,800
Rent	-	387	600	500
Maintenance	20,278	16,869	25,500	23,500
Vehicle Expense	15,309	16,645	21,000	22,000
Miscellaneous	4,612	1,380	3,700	2,500
Contingency	(4,610)	(4,600)	-	(4,600)
Capital Expenditures	11,280	72	-	-
Grant/Program	2,138	-	795	-
<b>Total</b>	<b>\$ 812,330</b>	<b>\$ 761,071</b>	<b>\$ 813,495</b>	<b>\$ 806,300</b>

Suburban Parks
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## Revenue:

Department Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Suburban Parks Tax Current	\$ 15,149	\$ 15,346	\$ 15,300	\$ 15,300
Suburban Parks Tax Delinquent	164	207	-	-
<b>Total</b>	<b>\$ 15,313</b>	<b>\$ 15,553</b>	<b>\$ 15,300</b>	<b>\$ 15,300</b>

## Expenses:

## 4301 – Old Mill

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 2,620	\$ 2,600	\$ 2,600	\$ 2,800
Insurance	30	50	50	-
Indirect Costs	665	682	600	500
Furniture/Equipment	130	130	130	-
Operating Supplies	700	700	800	800
Vehicle Expense	520	520	520	600
<b>Total</b>	<b>\$ 4,665</b>	<b>\$ 4,682</b>	<b>\$ 4,700</b>	<b>\$ 4,700</b>

## 4302 - Royal Grant

Departmental Expense	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 3,470	\$ 3,500	\$ 3,500	\$ 3,700
Insurance	100	100	100	-
Indirect Costs	665	681	600	500
Furniture/Equipment	230	230	230	-
Operating Supplies	1,000	1,000	1,100	1,100
Vehicle Expense	700	670	670	900
<b>Total</b>	<b>\$ 6,165</b>	<b>\$ 6,181</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>



4303 – Eagles Nest

<b>Departmental Expense</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,700
Insurance	100	100	100	-
Indirect Costs	665	682	600	500
Furniture/Equipment	100	100	100	-
Operating Supplies	400	400	500	600
Rent	100	100	100	-
Vehicle Expense	500	500	500	600
<b>Total</b>	<b>\$ 4,365</b>	<b>\$ 4,382</b>	<b>\$ 4,400</b>	<b>\$ 4,400</b>
<b>Total Suburban Parks</b>	<b>\$ 15,195</b>	<b>\$ 15,245</b>	<b>\$ 15,300</b>	<b>\$ 15,300</b>



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<b>Department of Planning Services</b>
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## Revenue:

Departmental Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Tax Mapping Fees	\$ 1,807	\$ 3,639	\$ 2,000	\$ 2,000
Street Addressing Fees	13,850	11,600	10,000	10,000
Inspections & Enforcement Fees	1,246,085	988,445	1,100,000	1,000,000
House Demolition Reimbursement	15,490	8,410	30,000	30,000
Grass Cutting Reimbursement	22,584	29,797	35,000	40,000
Rat Abatement State Grant	10,000	10,000	10,000	10,000
Code Enforcement Fines	584	351	200	300
Manufactured Housing Demo Reimb	17,151	27,771	15,000	15,000
Planning Application Fees	84,463	81,782	75,000	50,000
Planning Map Fees	195	220	300	200
Planning Forms and Documents	880	920	700	1,000
Planning/Zoning Application Fees	19,602	19,340	17,500	19,000
Planning Copy Fees	157	167	300	200
<b>Total</b>	<b>\$ 1,432,848</b>	<b>\$ 1,182,442</b>	<b>\$ 1,296,000</b>	<b>\$ 1,177,700</b>

## Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Administration	\$ 241,639	\$ 232,876	\$ 244,800	\$ 242,700
Geographic Information Systems	593,616	589,630	605,100	533,800
Inspections & Enforcement	1,590,612	1,541,480	1,629,300	1,552,700
Zoning Inspections & Enforcement	83,397	92,415	112,300	104,000
Planning	1,296,289	1,264,155	1,375,600	1,314,100
Manufactured Housing	116,277	109,524	111,900	109,500
<b>Total</b>	<b>\$ 3,921,830</b>	<b>\$ 3,830,080</b>	<b>\$ 4,079,000</b>	<b>\$ 3,856,800</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) and 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 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ 181,517	\$ 178,650	\$ 186,400	\$ 190,700
Insurance	787	1,064	1,300	1,300
Indirect Costs	58,316	52,303	55,900	49,500
Office Supplies	440	445	600	600
Legal/Contract Services	205	40	200	200
Utilities	374	374	400	400
<b>Total</b>	<b>\$ 241,639</b>	<b>\$ 232,876</b>	<b>\$ 244,800</b>	<b>\$ 242,700</b>

## Geographic Information Systems

### **Mission**

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

The GIS section 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 section 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 the GIS website in house and eliminate our current GIS web site SmartMAP allowing us to reduce the maintenance cost. 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 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Tax Mapping	\$ 1,807	\$ 3,639	\$ 2,000	\$ 2,000
Street Addressing Fees	13,850	11,600	10,000	10,000
<b>Total</b>	<b>\$ 15,657</b>	<b>\$ 15,239</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>

## Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ 429,577	\$ 428,367	\$ 431,300	\$ 382,500
Insurance	1,998	2,839	2,900	2,800
Indirect Costs	142,945	139,490	149,000	127,200
Office Supplies	2,071	2,008	3,300	3,400
Furniture/Equipment	935	935	1,000	1,000
Legal/Contract Services	677	586	1,000	1,000
Utilities	1,417	1,409	1,600	1,500
Maintenance	13,996	13,996	15,000	14,400
<b>Total</b>	<b>\$ 593,616</b>	<b>\$ 589,630</b>	<b>\$ 605,100</b>	<b>\$ 533,800</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**

- 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
- 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
- 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 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Inspections & Enforcement Fees	1,246,085	988,445	1,100,000	1,000,000
House Demolition Reimbursement	15,490	8,410	30,000	30,000
Grass Cutting Reimbursement	22,584	29,797	35,000	40,000
Rat Abatement	10,000	10,000	10,000	10,000
<b>Total</b>	<b>\$ 1,294,159</b>	<b>\$ 1,036,652</b>	<b>\$ 1,175,000</b>	<b>\$ 1,080,000</b>

## Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 1,149,344	\$ 1,145,810	\$ 1,169,500	\$ 1,200,300
Insurance	31,828	12,836	13,600	13,500
Indirect Costs	253,157	236,948	258,500	175,000
Office Supplies	14,831	15,474	15,446	16,300
Furniture/Equipment	936	936	900	900
Legal/Contract Services	19,060	7,850	24,400	24,100
Operating Supplies	994	1,195	1,654	1,700
Utilities	9,562	8,541	10,100	9,500
Maintenance	8,095	7,981	8,800	8,300
Vehicle Expense	20,807	23,916	23,300	28,100
Miscellaneous	-	-	100	-
Grant/Program	81,998	79,993	103,000	75,000
<b>Total</b>	<b>\$ 1,590,612</b>	<b>\$ 1,541,480</b>	<b>\$ 1,629,300</b>	<b>\$ 1,552,700</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 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Code Enforcement Fines	\$ 584	\$ 351	\$ 200	\$ 300
<b>Total</b>	<b>\$ 584</b>	<b>\$ 351</b>	<b>\$ 200</b>	<b>\$ 300</b>

## Expenses:

Departmental Expense	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 47,426	\$ 53,252	\$ 67,300	\$ 68,400
Insurance	911	1,059	1,400	1,400
Indirect Costs	33,745	34,868	37,600	30,200
Office Supplies	99	52	300	100
Legal/Contract Services	-	35	400	100
Operating Supplies	-	90	100	200
Utilities	752	814	700	800
Vehicle Expense	464	2,245	4,500	2,800
<b>Total</b>	<b>\$ 83,397</b>	<b>\$ 92,415</b>	<b>\$ 112,300</b>	<b>\$ 104,000</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 Planning and Housing and Community Development.

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

## Revenue:

<b>Departmental Revenue</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Planning Application Fees	84,463	81,782	75,000	50,000
Planning Map Fees	195	220	300	200
Planning Forms and Documents	880	920	700	1,000
Planning/Zoning Application Fees	19,602	19,340	17,500	19,000
Planning Copy Fees	157	167	300	200
<b>Total</b>	<b>\$ 105,297</b>	<b>\$ 102,429</b>	<b>\$ 93,800</b>	<b>\$ 70,400</b>

## Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ 648,705	\$ 658,602	\$ 681,500	\$ 695,800
Travel	-	2,699	3,000	3,000
Insurance	15,235	20,107	20,300	22,100
Indirect Costs	547,646	511,700	543,800	492,100
Office Supplies	10,196	10,237	11,600	10,000
Furniture/Equipment	936	936	1,200	1,000
Legal/Contract Services	69,494	56,868	109,400	85,300
Operational Supplies	-	-	-	200
Utilities	2,955	2,937	3,200	3,000
Maintenance	1,097	-	1,400	1,400
Vehicle Expense	-	-	100	100
Miscellaneous	25	69	100	100
<b>Total</b>	<b>\$ 1,296,289</b>	<b>\$ 1,264,155</b>	<b>\$ 1,375,600</b>	<b>\$ 1,314,100</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 and 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 derelict or abandoned manufactured houses to be removed
- 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 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Manufactured Housing Demo Reimb	17,151	27,771	15,000	15,000
<b>Total</b>	<b>\$ 17,151</b>	<b>\$ 27,771</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>

#### Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 63,459	\$ 61,029	\$ 61,600	\$ 63,900
Insurance	1,032	1,077	1,300	1,300
Indirect Costs	33,865	29,023	30,900	26,500
Office Supplies	334	210	489	300
Legal/Contract Services	15,901	16,447	15,200	15,200
Operating Supplies	51	49	111	200
Utilities	778	753	1,000	800
Vehicle Expense	857	936	1,300	1,300
<b>Total</b>	<b>\$ 116,277</b>	<b>\$ 109,524</b>	<b>\$ 111,900</b>	<b>\$ 109,500</b>

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

Departmental Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Telephone Tax	\$ 257,270	\$ 326,606	\$ 270,000	\$ 270,000
State Paramedic Grant	1,319,154	1,287,700	1,377,800	1,413,400
Paramedic Fees - Special Events	82,237	77,499	80,000	73,000
Emergency Management Planning Grant	71,908	69,242	76,600	100,400
LEPC Grant	47,400	46,900	46,900	45,400
DEMA Special Project Grants	41,041	16,594	12,868	-
Rental Income 911 Center	17,386	17,386	17,400	17,400
<b>Total</b>	<b>\$ 1,836,396</b>	<b>\$ 1,841,927</b>	<b>\$ 1,881,568</b>	<b>\$ 1,919,600</b>

Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Administration	\$ 76,016	\$ 75,694	\$ 87,600	\$ 86,400
Emergency Communications	1,913,480	1,986,687	2,156,600	2,352,000
Mobile Command Center	21,558	19,845	25,700	25,700
Emergency Medical Services (EMS)	4,322,854	4,215,866	4,487,700	4,623,100
EMS - Special Events & Non-Reimbursable Costs	480,948	458,532	525,200	639,700
Emergency Management - EMPG	197,245	158,144	167,057	200,800
Emergency Management - LEPC - State Funding	43,790	39,024	59,174	45,400
<b>Total</b>	<b>\$ 7,055,891</b>	<b>\$ 6,953,792</b>	<b>\$ 7,509,031</b>	<b>\$ 7,973,100</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 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ 74,817	\$ 74,494	\$ 82,700	\$ 82,300
Travel	-	-	2,300	2,300
Insurance	783	776	1,000	600
Office Supplies	292	307	500	400
Furniture/Equipment	-	-	800	600
Utilities	124	117	200	200
Miscellaneous	-	-	100	-
<b>Total</b>	<b>\$ 76,016</b>	<b>\$ 75,694</b>	<b>\$ 87,600</b>	<b>\$ 86,400</b>

## Emergency Communications

### Mission

The Kent County Department of Public Safety Emergency Communication Division, 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 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Telephone Tax	\$ 257,270	\$ 326,606	\$ 270,000	\$ 270,000
Rental Income 911 Center	\$ 17,386	\$ 17,386	\$ 17,400	\$ 17,400
<b>Total</b>	<b>\$ 274,656</b>	<b>\$ 343,992</b>	<b>\$ 287,400</b>	<b>\$ 287,400</b>

Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 1,538,951	\$ 1,609,114	\$ 1,706,100	\$ 1,769,100
Travel	2,892	3,890	6,100	7,100
Insurance	9,508	16,516	17,000	17,400
Indirect Costs	176,758	176,003	207,900	314,400
Office Supplies	1,682	2,688	2,614	2,500
Furniture/Equipment	14,865	6,067	19,300	20,300
Legal/Contract Services	10,461	7,322	12,900	10,900
Trash Pick-Up Fees	845	580	1,000	600
Operating Supplies	3,982	7,778	8,800	9,600
Utilities	61,450	62,633	74,000	79,800
Rent	16	-	-	-
Maintenance	91,964	93,754	100,400	119,800
Miscellaneous	106	342	486	500
<b>Total</b>	<b>\$ 1,913,480</b>	<b>\$ 1,986,687</b>	<b>\$ 2,156,600</b>	<b>\$ 2,352,000</b>

4271 – Mobile Command Center

Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 4,990	\$ 4,029	\$ 4,400	\$ 4,400
Insurance	1,958	1,881	3,000	3,000
Office Supplies	-	-	-	200
Furniture and Equipment	-	-	-	1,000
Operating Supplies		309	400	1,100
Utilities	4,199	4,138	4,400	4,400
Rent	6,000	6,000	6,000	6,000
Maintenance	1,600	-	3,000	1,600
Vehicle Expense	2,811	3,488	4,300	3,800
Miscellaneous	-	-	200	200
<b>Total</b>	<b>\$ 21,558</b>	<b>\$ 19,845</b>	<b>\$ 25,700</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 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
State Paramedic Grant	\$ 1,319,154	\$ 1,287,700	\$ 1,377,800	\$ 1,413,400
<b>Total</b>	<b>\$ 1,319,154</b>	<b>\$ 1,287,700</b>	<b>\$ 1,377,800</b>	<b>\$ 1,413,400</b>

Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 4,039,479	\$ 3,890,573	\$ 4,116,900	\$ 4,223,000
Travel	-	2,381	4,800	4,700
Insurance	51,008	56,582	58,800	49,500
Office Supplies	5,720	5,359	6,200	6,400
Furniture/Equipment	11,885	6,895	15,300	16,000
Legal/Contract Services	7,520	9,627	25,700	25,800
Trash Pick-Up Fees	614	421	700	500
Operating Supplies	51,413	63,381	73,800	73,300
Utilities	48,465	51,008	56,300	63,900
Rent	20,599	19,787	19,900	19,900
Maintenance	10,529	13,707	27,892	38,000
Vehicle Expense	74,750	94,058	80,100	100,100
Miscellaneous	872	2,087	1,308	2,000
<b>Total</b>	<b>\$ 4,322,854</b>	<b>\$ 4,215,866</b>	<b>\$ 4,487,700</b>	<b>\$ 4,623,100</b>

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

Revenue:

Departmental Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Paramedic Fees - Special Events	\$ 82,237	\$ 77,499	\$ 80,000	\$ 73,000
<b>Total</b>	<b>\$ 82,237</b>	<b>\$ 77,499</b>	<b>\$ 80,000</b>	<b>\$ 73,000</b>

Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 58,699	\$ 50,574	\$ 64,600	\$ 64,600
Travel	-	715	-	-
Indirect Costs	412,207	398,790	447,900	560,900
Furniture/Equipment	2,812	-	1,888	-
Legal/Contractual	-	-	-	1,500
Operating Supplies	5,422	6,574	10,812	10,800
Maintenance	1,808	1,879	-	1,900
<b>Total</b>	<b>\$ 480,948</b>	<b>\$ 458,532</b>	<b>\$ 525,200</b>	<b>\$ 639,700</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 and visitors of 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 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
LEPC State Grant	\$ 47,400	\$ 46,900	\$ 46,900	\$ 45,400
<b>Total</b>	<b>\$ 47,400</b>	<b>\$ 46,900</b>	<b>\$ 46,900</b>	<b>\$ 45,400</b>

Expenses:

Departmental Expense	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 31,094	\$ 36,340	\$ 36,600	\$ 37,400
Travel	1,592	773	1,100	1,100
Insurance	615	966	1,000	1,000
Office Supplies	73	140	1,000	1,000
Legal/Contract Services	9,200	-	-	200
Operating Supplies/Related	-	198	200	-
Utilities	449	450	500	500
Vehicle Expense	767	-	-	-
Miscellaneous	-	157	1,594	200
Contingency	-	-	17,180	4,000
<b>Total</b>	<b>\$ 43,790</b>	<b>\$ 39,024</b>	<b>\$ 59,174</b>	<b>\$ 45,400</b>

4210, 4211 & 4212 – Emergency Management – EMPG (Federal Funding Grant) and DEMA special grants

Revenue and Grants:

Departmental Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Emergency Management Planning Grant	\$ 71,908	\$ 69,242	\$ 76,600	\$ 100,400
DEMA Special Projects	41,041	16,594	12,868	-
<b>Total</b>	<b>\$ 112,949</b>	<b>\$ 85,836</b>	<b>\$ 89,468</b>	<b>\$ 100,400</b>

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

Departmental Expense	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 90,214	\$ 76,009	\$ 80,200	\$ 79,500
Travel	-	1,801	-	-
Insurance	467	-	-	-
Office Supplies	207	465	1,100	1,500
Furniture and Equipment	-	-	300	3,800
Legal/Contract Services	902	648	1,100	1,100
Trash Pick-Up Fees	269	184	400	300
Operating Supplies	749	777	800	1,000
Utilities	17,261	17,911	19,700	24,700
Rent	552	552	600	600
Maintenance	3,367	3,190	5,500	9,600
Vehicle Expense	208	902	800	1,500
Miscellaneous	23	13	100	100
<b>Total</b>	<b>\$ 114,219</b>	<b>\$ 102,452</b>	<b>\$ 110,600</b>	<b>\$ 123,700</b>

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

Departmental Expense	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Insurance	\$ 820	\$ 984	\$ 1,200	\$ 1,500
Indirect Costs	41,165	38,114	41,400	75,600
<b>Total</b>	<b>\$ 41,985</b>	<b>\$ 39,098</b>	<b>\$ 42,600</b>	<b>\$ 77,100</b>

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

Departmental Expense	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Travel	\$ 10,764	\$ 8,478	\$ 9,632	\$ -
Furniture and Equipment	1,016	1,741	435	-
Legal and Contractual	23,261	175	-	-
Contingency	6,000	6,200	2,800	-
Grant Program Expenses	-	-	990	-
<b>Total</b>	<b>\$ 41,041</b>	<b>\$ 16,594</b>	<b>\$ 13,857</b>	<b>\$ -</b>



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Public Works (General Fund) Facilities Management

Expenses:

Department Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Facilities Management	\$ 759,584	\$ 709,552	\$ 802,300	\$ 782,300
Less: Indirect Costs	(759,584)	(709,552)	(802,300)	(782,300)
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Facilities Management
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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 Library.

### Goals

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

Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 423,049	\$ 374,900	\$ 408,500	\$ 398,200
Insurance	38,817	39,525	40,500	32,600
Office Supplies	360	389	300	400
Furniture/Equipment	9,211	3,370	4,000	400
Legal/Contract Services	3,140	5,560	4,200	4,200
Trash Pick-Up Fees	2,745	2,371	2,500	2,500
Operating Supplies	8,674	10,672	11,000	11,900
Utilities	234,164	244,256	289,000	288,800
Maintenance	34,753	23,703	34,500	35,000
Vehicle Expense	6,689	3,722	6,300	6,800
Miscellaneous	(2,018)	1,084	1,500	1,500
<b>Total</b>	<b>\$ 759,584</b>	<b>\$ 709,552</b>	<b>\$ 802,300</b>	<b>\$ 782,300</b>

Row Offices

- 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 and civil union licenses and performing civil marriage and civil union ceremonies in Kent County.

#### Revenue:

Departmental Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Clerk of the Peace Fees	\$ 51,350	\$ 58,595	\$ 40,000	\$ 60,000
Marriage Ceremony Fees	20,600	26,250	12,500	25,000
<b>Total</b>	<b>\$ 71,950</b>	<b>\$ 84,845</b>	<b>\$ 52,500</b>	<b>\$ 85,000</b>

#### Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 155,482	\$ 158,761	\$ 164,200	\$ 168,300
Travel	1,538	-	1,900	2,700
Insurance	3,820	3,724	4,400	4,300
Indirect Costs	43,955	45,131	49,300	45,200
Office Supplies	1,247	1,185	1,800	2,300
Legal/Contract Services	1,466	1,088	1,400	1,500
Utilities	1,664	1,659	1,600	1,800
Maintenance	3,516	3,692	3,700	5,000
Vehicle Expenses	-	-	100	100
Miscellaneous	-	-	200	200
<b>Subtotal</b>	<b>212,688</b>	<b>215,240</b>	<b>228,600</b>	<b>231,400</b>
Less: Indirect Costs	(72,183)	(70,304)	(74,300)	(77,100)
<b>Total</b>	<b>\$ 140,505</b>	<b>\$ 144,936</b>	<b>\$ 154,300</b>	<b>\$ 154,300</b>

## Comptroller

**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 departments 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 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 150,424	\$ 140,258	\$ 147,200	\$ 149,300
Insurance	3,649	3,561	3,800	3,900
Office Supplies	1,070	2,789	1,300	3,500
Furniture & Equipment	400	-	-	-
Legal/Contract Services	784	424	500	1,200
Utilities	562	557	700	600
Maintenance	1,115	975	1,200	1,100
Vehicle Expense	-	-	-	100
Miscellaneous	-	-	100	100
<b>Subtotal</b>	<b>\$ 158,004</b>	<b>\$ 148,564</b>	<b>\$ 154,800</b>	<b>\$ 159,800</b>
Less: Indirect Costs	(158,004)	(148,564)	(154,800)	(159,800)
<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 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Real Estate Transfer Tax	\$ 2,788,504	\$ 2,605,293	\$ 2,800,000	\$ 2,800,000
Recorder of Deeds Fees	1,969,111	2,020,861	1,800,000	2,000,000
Recorder of Deeds Copy Fees	196,100	221,464	240,000	221,000
Real Estate Transfer Tax Process Fees	79,432	71,415	78,000	78,000
Local Government Record Maint. Fees	8,072	7,940	6,000	8,000
Recorders Maintenance Fees	20,757	19,324	20,000	20,000
State Document Fees	8,072	7,940	6,000	8,000
Deeds Internet Fees	44,354	62,370	55,000	60,000
<b>Total</b>	<b>\$ 5,114,402</b>	<b>\$ 5,016,607</b>	<b>\$ 5,005,000</b>	<b>\$ 5,195,000</b>

Expenses:

<b>Departmental Expenses</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ 353,629	\$ 324,615	\$ 326,400	\$ 340,400
Travel	25	-	128	-
Insurance	6,233	8,040	8,300	8,600
Indirect Costs	198,319	160,702	171,800	109,200
Office Supplies	162,406	156,606	82,600	79,000
Furniture/Equipment	2,449	3,674	3,800	3,700
Legal/Contract Services	5,789	3,795	4,500	6,400
Utilities	3,499	3,484	3,800	3,700
Maintenance	-	-	3,000	3,000
Vehicle	-	-	72	300
Miscellaneous	-	-	200	200
<b>Total</b>	<b>\$ 732,349</b>	<b>\$ 660,916</b>	<b>\$ 604,600</b>	<b>\$ 554,500</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
- 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 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Register of Wills Fees	\$ 525,836	\$ 611,298	\$ 550,000	\$ 450,000
Wills Advertising Reimbursements	5,046	4,989	7,000	7,000
Wills Copy Fees	1,040	1,069	1,200	1,000
<b>Total</b>	<b>\$ 531,922</b>	<b>\$ 617,356</b>	<b>\$ 558,200</b>	<b>\$ 458,000</b>

#### Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 228,511	\$ 226,430	\$ 228,600	\$ 238,000
Insurance	5,669	6,794	7,000	7,600
Indirect Costs	83,912	80,285	88,100	68,200
Office Supplies	6,514	5,329	6,600	8,500
Furniture/Equipment	1,841	1,784	1,800	1,800
Legal/Contract Services	9,848	6,529	14,000	14,000
Utilities	1,082	1,077	1,200	1,200
Maintenance	93	95	200	200
Vehicle Expense	-	-	100	100
Miscellaneous	1	-	100	100
<b>Total</b>	<b>\$ 337,471</b>	<b>\$ 328,323</b>	<b>\$ 347,700</b>	<b>\$ 339,700</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.) 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:

Departmental Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Sheriff Civil Fees	\$ 304,094	\$ 364,472	\$ 400,000	\$ 350,000
Sheriff Monition/Auction Fees	26,856	44,380	25,000	25,000
Sheriff Fee of Sales	976,222	2,216,829	800,000	1,200,000
<b>Total</b>	<b>\$ 1,307,172</b>	<b>\$ 2,625,681</b>	<b>\$ 1,225,000</b>	<b>\$ 1,575,000</b>

Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 444,166	\$ 431,636	\$ 432,700	\$ 449,400
Insurance	17,792	16,040	15,200	15,600
Indirect Costs	70,820	70,212	84,800	86,700
Office Supplies	4,610	6,052	7,500	9,100
Furniture/Equipment	1,420	2,403	1,400	1,400
Legal/Contract Services	9,987	12,488	3,200	12,200
Operating Supplies	-	67	600	2,100
Utilities	11,028	10,117	11,700	4,200
Rent	-	-	70,000	-
Maintenance	-	8,105	8,500	9,500
Vehicle Expense	9,016	11,823	11,000	15,500
Miscellaneous	-	378	200	-
Contingency	-	-	20,000	-
<b>Total</b>	<b>\$ 568,839</b>	<b>\$ 569,321</b>	<b>\$ 666,800</b>	<b>\$ 605,700</b>



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<b>Special Grants and Programs</b>
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Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Open Space Preservation (1)	\$ 331,589	\$ 174,904	\$ 102,176	\$ 100,000
Storm Water Management/Tax Ditch (2)	200,000	-	150,000	75,000
Dog Control Support	791,437	891,335	840,800	840,800
Community Service Grants	604,947	626,347	561,800	691,000
<b>Total</b>	<b>\$ 1,927,973</b>	<b>\$ 1,692,586</b>	<b>\$ 1,654,776</b>	<b>\$ 1,706,800</b>

Notes:

(1) Open Space Preservation amount listed in fiscal year 2012 amended budget includes the unexpended balance from prior year appropriation and is intended to remain available during FY 2012. The prior year appropriations carried forward to fiscal year 2012 is \$2,176.

(2) Storm water Management / Tax Ditch amount listed in fiscal year 2012 amended budget includes the unexpended balance from prior year appropriation and is intended to remain available during FY 2012. The prior year appropriations carried forward to fiscal year 2012 is \$75,000.

Open Space Preservation
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Departmental Expense	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Program Expense	\$ 331,589	\$ 174,904	\$ 102,176	\$ 100,000
<b>Total</b>	<b>\$ 331,589</b>	<b>\$ 174,904</b>	<b>\$ 102,176</b>	<b>\$ 100,000</b>

Storm Water Management/Tax Ditch
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Departmental Expense	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Program Expense	\$ 200,000	\$ -	\$ 150,000	\$ 75,000
<b>Total</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 75,000</b>

Dog Control Support
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Departmental Expense	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Dog Control	\$ 729,189	\$ 808,864	\$ 758,300	\$ 758,300
Dog Licensing	62,248	82,471	82,500	82,500
<b>Total</b>	<b>\$ 791,437</b>	<b>\$ 891,335</b>	<b>\$ 840,800</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:

Division	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Agriculture/Soil/Water	\$ 112,000	\$ 111,500	\$ 111,500	\$ 111,500
Economic Development	71,000	76,000	18,500	21,000
Public Safety	380,247	383,097	365,850	500,000
Service Organizations	41,700	55,750	65,950	58,500
<b>Total</b>	<b>\$ 604,947</b>	<b>\$ 626,347</b>	<b>\$ 561,800</b>	<b>\$ 691,000</b>

## 4430 – Agriculture/Soil/Water

Organization	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Delaware State University	\$ 15,500	\$ 15,000	\$ 15,000	\$ 15,000
Kent Conservation District	75,000	75,000	75,000	75,000
First State Resource Conservation	6,000	6,500	6,500	6,500
University of Delaware	15,500	15,000	15,000	15,000
<b>Total</b>	<b>\$ 112,000</b>	<b>\$ 111,500</b>	<b>\$ 111,500</b>	<b>\$ 111,500</b>

## 4431-Economic Development

Organization	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Kent Economic Partnership	\$ 56,000	\$ 60,000	\$ -	\$ -
Fire Fighter's Convention	1,000	1,000	1,000	1,000
Kent County Visitors' Bureau	14,000	15,000	15,000	20,000
Kent County Visitors' Bureau	-	-	2,500	-
<b>Total</b>	<b>\$ 71,000</b>	<b>\$ 76,000</b>	<b>\$ 18,500</b>	<b>\$ 21,000</b>

## 4433 – Public Safety

Organization	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Kent County S.P.C.A.	14,400	2,250	-	-
Volunteer Fire Companies	365,847	365,847	365,850	500,000
Vol. Fire. Co. Smoke Detectors	-	15,000	-	-
<b>Total</b>	<b>\$ 380,247</b>	<b>\$ 383,097</b>	<b>\$ 365,850</b>	<b>\$ 500,000</b>

## 4432 – Service Organizations

Organization	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Community Service Organizations	\$ 41,700	\$ 55,750	\$ 65,950	\$ 58,500
<b>Total</b>	<b>\$ 41,700</b>	<b>\$ 55,750</b>	<b>\$ 65,950</b>	<b>\$ 58,500</b>

<b>Service Organizations (4432)</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Aid in Dover, Inc.	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
American Diabetes Association	200	200	650	650
Boys & Girls Clubs of Delaware	15,000	15,000	15,000	15,000
Boys State Program (American Legion)	-	200	200	200
Capitol Park Civic Association	-	-	500	-
Carolling on the Green - CDCC	200	200	200	200
Central Delaware Chamber of Commerce	1,000	1,000	1,000	1,000
Central Delaware Habitat for Humanity	-	1,000	1,000	2,000
Central Delaware Mentoring	-	-	-	1,000
Delaware Adolescent Program (dapi)	-	-	-	500
Delaware Agricultural Museum and Village	-	1,000	1,500	2,000
Delaware Crime Stoppers	500	500	500	500
Delaware Guidance Services for Children	-	1,000	-	-
Delaware Environthon	250	300	300	500
Delaware FFA	500	600	500	700
Delaware Senior Olympics	400	400	400	400
Diamond State Community Land Trust	500	-	-	-
Dover Art League, Inc	500	-	-	-
Dover/Kent County MPO	800	800	800	800
Food Bank of Delaware	-	-	-	1,000
Frederica Senior Center	2,000	2,500	2,500	2,500
Greater Harrington Historical Society	-	500	-	-
Harrington Community Parade	500	500	500	600
Harvest Years Senior Center, Inc.	2,000	2,500	2,000	2,000
Hope Clinic	-	6,400	16,600	-
House of Pride	-	200	-	-
Inner City Cultural League	250	250	500	500
Kent County 4-H Clubs	500	600	600	600
Kent County Crime Watch Association	1,500	1,500	1,000	2,250
Kent County Fund for the Arts	-	-	-	1,000
Kent - Sussex Industries	-	-	-	1,000
L. Lillian Smith Senior Center	-	-	2,000	2,000
Mamie A. Warren Senior Center	2,000	2,500	2,500	2,500
Milford Housing Development Corp.	500	500	500	500
Milford Community Parade	500	500	500	600
Milford Senior Center	2,000	2,500	2,500	2,500
Modern Maturity Center	3,000	4,000	4,000	4,000
NCALL Research	1,000	1,000	1,000	1,000
Read Aloud Delaware	300	300	300	500
Reading ASSIST Institute	-	-	250	-
Reel Expectations	300	300	-	-
Ronald McDonald House	2,000	2,000	1,000	2,800
Smyrna Clayton July 4th Association	500	500	500	600
The Shepherd Place, Inc	3,000	3,000	3,000	3,000
Unity Perspectives	-	500	500	-
Wyoming Peach Festival	-	-	150	600
<b>Total</b>	<b>\$ 41,700</b>	<b>\$ 55,750</b>	<b>\$ 65,950</b>	<b>\$ 58,500</b>



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<b>Special Revenue Grant Funds</b>
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Grant Fund	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Community Development Block Grant				
Revenue	\$ 1,138,950	\$ 1,243,498	\$ 1,678,257	\$ 1,319,500
Expenditures	1,138,950	1,243,498	1,678,257	1,319,500
Community Development Block Grant - R				
Revenue	86,023	123,033	-	-
Expenditures	86,023	123,033	-	-
Neighborhood Stabilization Grant				
Revenue	\$ 1,581,777	\$ 971,685	\$ 935,814	\$ -
Expenditures	1,581,777	971,685	935,814	-
FmHA Housing Preservation Block Grant				
Revenue	\$ 30,113	\$ 26,370	\$ 25,000	\$ 25,000
Expenditures	30,113	26,370	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

<b>Departmental Revenue</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Grant	\$ 830,006	\$ 949,640	\$ 1,372,216	\$ 1,016,000
Additional Program Income	36,496	18,359	2,541	-
Operating Transfer In	272,448	275,499	303,500	303,500
<b>Total</b>	<b>\$ 1,138,950</b>	<b>\$ 1,243,498</b>	<b>\$ 1,678,257</b>	<b>\$ 1,319,500</b>

Expenses: CDBG

<b>Departmental Expenses</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Grant Expenditures	\$ 866,502	\$ 967,999	\$ 1,374,757	\$ 1,016,000
County Match	272,448	275,499	303,500	303,500
<b>Total</b>	<b>\$ 1,138,950</b>	<b>\$ 1,243,498</b>	<b>\$ 1,678,257</b>	<b>\$ 1,319,500</b>

Revenue: CDBG-R

<b>Departmental Revenue</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Grant	\$ 86,023	\$ 123,033	\$ -	
<b>Total</b>	<b>\$ 86,023</b>	<b>\$ 123,033</b>	<b>\$ -</b>	<b>\$ -</b>

Expenses: CDBG-R

<b>Departmental Expenses</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Grant Expenditures	\$ 86,023	\$ 123,033	\$ -	\$ -
<b>Total</b>	<b>\$ 86,023</b>	<b>\$ 123,033</b>	<b>\$ -</b>	<b>\$ -</b>

Neighborhood Stabilization Grant
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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 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. In fiscal year 2011, Kent County was awarded NSP-09 funds. Kent County's amended award is \$467,017, of which \$440,492 goes directly towards purchasing and rehabilitating foreclosed and abandoned homes and \$26,525 is allocated for administration of the program.

Revenue:

Departmental Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Grant	\$ 1,581,777	\$ 971,685	\$ 935,814	\$ -
<b>Total</b>	<b>\$ 1,581,777</b>	<b>\$ 971,685</b>	<b>\$ 935,814</b>	<b>\$ -</b>

Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Grant Expenditures	\$ 1,581,777	\$ 971,685	\$ 935,814	\$ -
<b>Total</b>	<b>\$ 1,581,777</b>	<b>\$ 971,685</b>	<b>\$ 935,814</b>	<b>\$ -</b>

## FmHA Housing Preservation Grant Fund

### 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:

Departmental Revenue	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Grant	\$ 29,892	\$ 26,370	\$ 25,000	\$ 25,000
Additional Program Income	221	-	-	-
<b>Total</b>	<b>\$ 30,113</b>	<b>\$ 26,370</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>

Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Grant Expenditures	\$ 30,113	\$ 26,370	\$ 25,000	\$ 25,000
<b>Total</b>	<b>\$ 30,113</b>	<b>\$ 26,370</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>



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<h2 style="margin: 0;">General Fund Capital Project Fund</h2>
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**Fiscal Year 2013 General Fund Capital Projects**

Department and Project Description	FY 2013 Estimated Costs	Funding Sources					Total
		General Fund Contribution	Realty Transfer Tax	Sheriff Fees	Grant Funding	Capital Projects Reserves	
<b>Administration - Information Technology</b>							
<b>Audio Visual Replacement Fund</b>	18,000	18,000					18,000
To provide funding for future replacement of Audio Visual equipment. FY2013 funding of \$18,000 is the first of five proposed equal annual funding amounts from FY2013 through FY2017 to provide a total of \$90,000 for future equipment replacement.							
<b>Department Upgrades</b>	19,500	19,500					19,500
Replacement of outdated workstations. Review and recommend new computer hardware and software							
<b>Community Services - Parks</b>							
<b>Big Oak - Ball Field Dugout Shelters</b>	10,000				10,000		10,000
Construction of six on-grade ball field dugout shelters.							
<b>Brecknock - Historic Structure Improvement Fund</b>	10,000				10,000		10,000
To provide funding for future rehabilitation of the Goggin Manor House. FY2013 funding of \$10,000 is the first of five proposed equal annual funding amounts from FY2013 through FY2017.							
<b>Brown's Branch - Ball Field Dugout Shelters</b>	10,000				10,000		10,000
Construction of six on-grade ball field dugout shelters.							
<b>Kesselring - Wetland Bridge</b>	110,000				50,000	60,000	110,000
Design, engineering and construction of elevated wetland bridge crossing over the Isaac Branch from the Brecknock Park Lower Nature Trail to the Kesselring Property.							
<b>Tidbury - Sign and Flag Pole</b>	5,000					5,000	5,000
Construction of a park entrance sign, including a lighted flag pole.							
<b>Community Services - Recreation</b>							
<b>Recreation Center</b>	100,000					100,000	100,000
Additional funding for future construction of 44,000 square foot recreation center on 10-acre campus with roadways, storm water management and utilities.							
<b>Replace 15 Passenger Van</b>	10,000	10,000					10,000
To provide funding for replacement of van in FY2016. FY2013 funding of \$10,000 is the first of four proposed equal annual funding amounts from FY2013 through FY2016 to provide a total of \$40,000 for planned replacement in FY2016.							



**Fiscal Year 2013 General Fund Capital Projects**

Department and Project Description	FY 2013 Estimated Costs	Funding Sources					Total
		General Fund Contribution	Realty Transfer Tax	Sheriff Fees	Grant Funding	Capital Projects Reserves	
<b>Planning</b>							
Plotter Replacement	10,000					10,000	10,000
Replace plotter / scanner shared by two departments. Budgeted in General Fund Capital Projects for one-half of the \$20,000 estimated cost. The Sewer Fund Budget covers the other half.							
<b>Public Safety - Emergency Medical Division</b>							
Cardiac Monitor Replacement	30,100		21,100		9,000		30,100
This project allows for continued rotational replacement of our multi-functional cardiac monitor/pacemaker/defibrillator							
Radio Replacement	10,500		7,400		3,100		10,500
Replace first three of twenty six radios due to rebanding							
Vehicle/Conversion	57,000		39,900		17,100		57,000
Emergency Response Vehicle addition to fleet of vehicles							
<b>Public Safety - Emergency Communications</b>							
Radio Replacement	10,500	10,500					10,500
Replacement of portable radios							
<b>Public Safety - Headquarters</b>							
HVAC System Upgrade - Phase 2	253,300				27,000	226,300	253,300
Replace heating and air conditioning system in Public Safety headquarters building. Project is planned to be done in three phases over two to three years.							
<b>Record of Deeds</b>							
Deeds Imaging Computer Replacement Fund	30,000					30,000	30,000
To provide funding for replacement computer hardware in FY2016.							
FY2013 funding of \$30,000 is the second 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>							
Vehicle Replacement	16,500			16,500			16,500
Civil Mobile for Sheriff	24,200			24,200			24,200
Provide ability for Deputies to remotely enter service information, allowing office staff and attorneys immediate access to data.							
<b>Special Projects</b>							
County Vehicle & Equipment Replacement	30,000	30,000					30,000
This project allows for replacement of County vehicles and equipment on an ongoing basis.							
Economic Development - Strategic Development	50,000		50,000				50,000
To increase Strategic Development funding							
<b>Total</b>	<b>814,600</b>	<b>88,000</b>	<b>118,400</b>	<b>40,700</b>	<b>106,200</b>	<b>461,300</b>	<b>814,600</b>

Kent County Levy Court  
Capital Projects Fund - FY 2013

PRIOR YEARS OPEN PROJECTS	Amended FY 2012	Adopted FY 2013	Proposed FY 2014	Proposed FY 2015	Proposed FY 2016	Proposed FY 2017	TOTAL
<b>ADMINISTRATION</b>							
Information Technology							
Project Costs:							
	150,000		25,000	25,000	25,000	25,000	250,000
Disaster Recovery Plan, Equipment, Testing (FY04-FY09)	52,000						52,000
Implement new backup system and procedures (FY06)	45,000						45,000
Credit Card Acceptance (FY07)							
GIS System Enhancements: Server/Database Upgrade (FY07-FY09)	79,400						79,400
Vista Office07 Upgrade (FY08)	92,000						92,000
Server / Hardware Replacement (FY10)	30,000						30,000
Replace Parks and Recreation Scheduling Software (FY10)	50,000						50,000
Network Security Cisco ASA 5510 (FY11)	6,000						6,000
Additional AS/400 Disk Space (FY11)	4,500						4,500
IT Future Capital Outlays	300,000		50,000	50,000	50,000	50,000	500,000
IT Software Upgrade Fund	150,000						150,000
Replacement Servers	10,000						10,000
Server Replacement - 911 Dispatch Center	13,000						13,000
Department Upgrades	46,100	19,500	30,000	30,000	30,000	30,000	185,600
Audio Visual Replacement Fund		18,000	18,000	18,000	18,000	18,000	90,000
	958,900	37,500	123,000	123,000	123,000	123,000	1,557,500

<b>Source of Funds:</b>							
General Fund Contribution	458,900	37,500	123,000	123,000	123,000	123,000	1,016,500
Capital Projects Fund Reserves (General Fund Contribution)	500,000	41,000					541,000
	958,900	68,100	123,000	123,000	123,000	123,000	1,557,500

**COMMUNITY SERVICES**

Parks

Big Oak County Park Development

Project Costs:

Parking Lot Connector and Trail Paving	17,000						17,000
Ball Field Dugout Shelters		10,000					10,000
Ball Field Restrooms and Storage			15,000	15,000	100,000	100,000	115,000
Ball Field Lights				5,000			5,000
Sign and Flag Pole	17,000	10,000	20,000	20,000	100,000	100,000	247,000

Source of Funds:

General Fund Contribution			20,000	20,000	100,000	100,000	220,000
Realty Transfer Tax							
Capital Projects Fund Reserves (General Fund Contribution)	17,000	10,000					27,000
Capital Projects Fund Reserves (Realty Transfer Tax)	17,000	10,000	20,000	20,000	100,000	100,000	247,000

Kent County Levy Court  
Capital Projects Fund - FY 2013

	PRIOR YEARS OPEN PROJECTS	Amended FY 2012	Adopted FY 2013	Proposed FY 2014	Proposed FY 2015	Proposed FY 2016	Proposed FY 2017	TOTAL
<b>Brecknock Park</b>								
<b>Project Costs:</b>								
Fenced Storage Compound (FY09)	9,900		10,000	10,000	10,000	10,000	10,000	9,900
Historic Structure Improvement Fund							60,000	50,000
New Pavilion							70,000	50,000
	9,900	10,000	10,000	10,000	10,000	10,000	70,000	119,900
<b>Source of Funds:</b>								
General Fund Contribution	9,000		10,000	10,000	10,000	10,000	70,000	108,000
Capital Projects Fund Reserves (General Fund Contribution)	900							10,900
	9,900	10,000	10,000	10,000	10,000	10,000	70,000	119,900
<b>Browns Branch Park</b>								
<b>Project Costs:</b>								
Paving - Park Entrance, Roadway, Walkways		40,000		10,000				50,000
Water Softener		4,300						4,300
Ball Field Dugout Shelters			10,000					10,000
Sign and Flag Pole				5,000				5,000
Sports Fields Irrigation System						50,000	60,000	120,000
		44,300	10,000	15,000		50,000	60,000	189,300
<b>Source of Funds:</b>								
General Fund Contribution				5,000		60,000	60,000	125,000
Capital Projects Fund Reserves (General Fund Contribution)		4,300	10,000					14,300
Capital Projects Fund Reserves (Realty Transfer Tax)		40,000		10,000				50,000
		44,300	10,000	15,000		60,000	60,000	189,300
<b>Hunn Property</b>								
<b>Project Costs:</b>								
Roadway, Parking, and Trails (FY06, FY07)	314,700							314,700
	314,700							314,700
<b>Source of Funds:</b>								
Realty Transfer Tax	289,800							289,800
Capital Projects Fund Reserves (Realty Transfer Tax)	24,900							24,900
	314,700							314,700
<b>Kesseling Property</b>								
<b>Project Costs:</b>								
Master Plan		50,000	110,000					50,000
Wetland Bridge		50,000	110,000					110,000
		50,000	110,000					160,000



Kent County Levy Court  
Capital Projects Fund - FY 2013

	PRIOR YEARS OPEN PROJECTS	Amended FY 2012	Adopted FY 2013	Proposed FY 2014	Proposed FY 2015	Proposed FY 2016	Proposed FY 2017	TOTAL
<b>COMMUNITY SERVICES</b>								
Recreation								
Project Costs:								
Recreation Center	2,994,300		100,000	200,000	200,000	200,000	200,000	3,894,300
Replace Van 15 Passenger			10,000	10,000	10,000	10,000		40,000
	2,994,300		110,000	210,000	210,000	210,000	200,000	3,934,300
Source of Funds:								
General Fund Contribution			10,000	10,000	10,000	10,000		40,000
Reserve Transfer - General Fund	2,509,300							2,509,300
Realty Transfer Tax	485,000			200,000	200,000	200,000	200,000	1,285,000
Capital Projects Fund Reserves (General Fund Contribution)			100,000					100,000
Capital Projects Fund Reserves (Realty Transfer Tax)			110,000	210,000	210,000	210,000	200,000	3,934,300

<b>COMMUNITY SERVICES</b>								
Library								
Project Costs:								
ADA Compliant Doors		6,000						6,000
Sign for Library Building		7,500						7,500
Replace Air Conditioning Units		4,700						4,700
New Security Cameras		3,300						3,300
		21,500						21,500
Source of Funds:								
General Fund Contribution		13,500						13,500
Capital Projects Fund Reserves (General Fund Contribution)		8,000						8,000
		21,500						21,500

<b>PLANNING</b>								
Project Costs:								
Plotter Replacement (at 50% of total; cost shared with Sewer Fund)			10,000					10,000
			10,000					10,000

Source of Funds:								
Capital Projects Fund Reserves (General Fund Contribution)			10,000					10,000
			10,000					10,000

Kent County Levy Court  
Capital Projects Fund - FY 2013

	PRIOR YEARS OPEN PROJECTS	Amended FY 2012	Adopted FY 2013	Proposed FY 2014	Proposed FY 2015	Proposed FY 2016	Proposed FY 2017	TOTAL
<b>PUBLIC SAFETY</b>								
<b>Emergency Medical</b>								
<b>Project Costs:</b>								
Vehicle Replacement / Conversion		56,000	57,000	57,000	57,500	58,500	60,000	346,000
Cardiac Monitors/Pacemakers/Defibrillators		25,000	30,100	30,100	30,100	30,100	30,100	175,500
Garage Door Upgrade for EMS Headquarters		17,000						17,000
Radio Replacement			10,500	10,500	10,500	10,500	10,500	52,500
Parking Lot Expansion (FY11)	46,600							46,600
Drainage	2,500							2,500
	49,100	98,000	97,600	97,600	98,100	99,100	100,600	640,100
<b>Source of Funds:</b>								
General Fund Contribution		56,700	68,400	68,300	68,700	69,400	70,400	401,900
Realty Transfer Tax		29,400	29,200	29,300	29,400	29,700	30,200	177,200
State Grant - Paramedic - (30% - 2010 and forward)		11,900						61,000
Capital Projects Fund Reserves (General Fund Contribution)	49,100	98,000	97,600	97,600	98,100	99,100	100,600	640,100
	49,100	98,000	97,600	97,600	98,100	99,100	100,600	640,100
<b>Emergency Communications</b>								
<b>Project Costs:</b>								
Verizon Phone Diversity		7,500	10,500	10,500				7,500
Radio Replacement		7,500	10,500	10,500				21,000
								28,500
<b>Source of Funds:</b>								
General Fund Contribution		7,500	10,500	10,500				7,500
Realty Transfer Tax		7,500	10,500	10,500				28,500
								28,500
<b>Public Safety Headquarters</b>								
<b>Project Costs:</b>								
Phone System Replacement		100,000						100,000
HVAC System Upgrade		500,000	253,300	184,300				937,600
		600,000	253,300	184,300				1,037,600
<b>Source of Funds:</b>								
Federal Grant -- EMPG		39,800						39,800
State Grants -- Paramedic		62,000	27,000	19,700				108,700
Realty Transfer Tax				164,600				164,600
Capital Projects Fund Reserves (General Fund Contribution)		480,600	226,300					706,900
Capital Projects Fund Reserves (Realty Transfer Tax)	17,600							17,600
	600,000	600,000	253,300	184,300				1,037,600



Kent County Levy Court  
Capital Projects Fund - FY 2013

	PRIOR YEARS OPEN PROJECTS	Amended FY 2012	Adopted FY 2013	Proposed FY 2014	Proposed FY 2015	Proposed FY 2016	Proposed FY 2017	TOTAL
<b>Source of Funds:</b>								
General Fund Contribution	30,000							30,000
Sheriff's Fees	44,000	16,000	40,700	16,500	16,500		16,500	133,700
Insurance Claim	1,800							1,800
	75,800	16,000	40,700	16,500	16,500		16,500	165,500
<b>SPECIAL PROJECTS</b>								
<b>Dover Public Library</b>								
<b>Project Costs:</b>								
Building Construction Contribution (FY11)	1,000,000							1,000,000
	1,000,000							1,000,000
<b>Source of Funds:</b>								
Reserve Transfer - General Fund	1,000,000							1,000,000
	1,000,000							1,000,000
<b>Economic Development</b>								
<b>Project Costs:</b>								
Land Acquisition & Construction (FY07)	985,000							985,000
Strategic Development (FY11)	500,000	50,000	50,000	50,000	50,000	50,000	50,000	800,000
	1,485,000	50,000	50,000	50,000	50,000	50,000	50,000	1,785,000
<b>Source of Funds:</b>								
Reserve Transfer - General Fund (Realty Transfer Tax)	1,485,000							1,485,000
Realty Transfer Tax	1,485,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
	1,485,000	50,000	50,000	50,000	50,000	50,000	50,000	1,785,000
<b>Inner City Cultural League Building Fund</b>								
<b>Project Costs:</b>								
Building Construction Contribution		10,000						10,000
		10,000						10,000
<b>Source of Funds:</b>								
Capital Projects Fund Reserves (General Fund Contribution)		10,000						10,000
		10,000						10,000
<b>COUNTY VEHICLE AND EQUIPMENT REPLACEMENT</b>								
<b>Project Costs:</b>								
County Vehicle and Equipment Replacement		30,600	30,000	32,000	32,000	32,000	32,000	188,600
		30,600	30,000	32,000	32,000	32,000	32,000	188,600
<b>Source of Funds:</b>								
General Fund Contribution		30,600	30,000	32,000	32,000	32,000	32,000	158,000
Capital Projects Fund Reserves (General Fund Contribution)		30,600	30,000	32,000	32,000	32,000	32,000	30,600
		30,600	30,000	32,000	32,000	32,000	32,000	188,600



Kent County Levy Court  
Capital Projects Fund - FY 2013

	PRIOR YEARS OPEN PROJECTS	Amended FY 2012	Adopted FY 2013	Proposed FY 2014	Proposed FY 2015	Proposed FY 2016	Proposed FY 2017	TOTAL
<b>Project Costs:</b>	7,186,200	1,095,500	814,600	852,000	652,500	764,100	802,100	12,167,000
<b>Source of Funds:</b>								
General Fund Contribution	529,000	52,100	88,000	280,100	257,900	385,000	435,000	2,018,100
Realty Transfer Tax	899,800	114,200	118,400	482,900	318,700	319,400	320,400	2,573,800
Clerk of the Peace Fees		27,000						27,000
Deed's Fees	44,000	30,000						30,000
Sheriff Fees		16,000	40,700		16,500		16,500	133,700
Willis Fees	60,000							60,000
Capital Projects Fund Reserves (Fees)			30,000	30,000				120,000
Capital Projects Fund Reserves (General Fund Contribution)	576,400	650,400	271,300		30,000	30,000		1,498,100
Capital Projects Fund Reserves (Realty Transfer Tax)	24,900	74,600	160,000	10,000				269,500
Reserve Transfer -- General Fund (Realty Transfer Tax)	1,485,000							1,485,000
Reserve Transfer -- General Fund	3,544,500							3,544,500
Insurance Claim	1,800							1,800
Federal Grant -- EMPG		39,800						39,800
State Grants -- Delaware Land and Water								
State Grants -- Conservation Trust Fund	29,800	91,400	56,200	49,000	29,400	29,700	30,200	79,800
State Grants -- Paramedic								
<b>Total Source of Funds</b>	<b>7,186,200</b>	<b>1,095,500</b>	<b>814,600</b>	<b>852,000</b>	<b>652,500</b>	<b>764,100</b>	<b>802,100</b>	<b>12,167,000</b>

SUMMARY

## General Fund Capital Projects -- Detail for Prior Years Open Projects and Amended FY2012 Projects

Department and Project	Description	Funding Source *	Status **	Amended Budget
<b>ADMINISTRATION</b>				
<b>Information Technology</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	WIP	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	R	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 of \$14,000.	GF	WIP	79,400
Vista Office 07 Upgrade (FY08)	Upgrade MS Office Suite for approximately 280 machines (includes training).	GF	WIP	92,000
Server / Hardware Replacement (FY10)	For replacements due to unexpected equipment failures.	GF	U	30,000
Replace Parks and Recreation Scheduling Software (FY10)	Replace Parks and Recreation Scheduling Software which is no longer supported.	CP(GF)	WIP	50,000
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
Additional AS/400 Disk Space (FY11)	Purchase new model of disk drives for increased disk storage space for old AS/400.	GF	R	4,500
IT Future Capital Outlays	This project allows IT to be able to provide for unforeseen but necessary hardware and equipment to maintain the County's computer infrastructure.	CP(GF)	U	300,000

General Fund Capital Projects -- Detail for Prior Years Open Projects and Amended FY2012 Projects

Department and Project	Description	Funding Source *	Status **	Amended Budget
IT Software Upgrade Fund	This project allows IT to be able to provide for unforeseen but necessary software upgrades to maintain the County's technology infrastructure.	CP(GF)	U	150,000
Replacement Servers (FY12)	Replace Microsoft IIS - Sonic Foundry Streaming Video server and API Imaging SQL server	GF	NS	10,000
Server Replacement - 911 Dispatch Center (FY12)	Replacement of outdated servers at the 911 dispatch center	CP(GF)	NS	13,000
Department Upgrades (FY12)	Replacement of outdated computer work stations.	CP(GF), GF	WIP	46,100
<b>COMMUNITY SERVICES</b>				
<b>Parks</b>				
<b>Big Oak Park</b>				
Parking Lot Connector and Trail Paving (FY12)	Connect the two parking lots on the north side of the stream crossing (ball field side) and pave the pedestrian lane across the stream	CP(RTx)	NS	17,000
<b>Brecknock Park</b>				
Fenced Storage Compound (FY09)	Construct compound area for safe storage for equipment and implements	CP(GF), GF	WIP	9,900
<b>Browns Branch Park</b>				
Paving - Park Entrance, Roadway, Walkways (FY12)	Provide asphalt top coat on the park entrance and roadway and pave three park walkways	CP(RTx)	NS	40,000
Water Softener (FY12)	Install new water softener in Browns Branch maintenance and public restroom building due to high iron content in the water.	CP(GF)	C	4,300
<b>Hunn Property</b>				
Roadway, Parking, and Trails (FY06, FY07)	Design, engineering and construction of vehicle access and parking area, trail head, storm water management, bike and pedestrian trail, amenities and informational kiosk.	CP(RTx), RTx	R	314,700
<b>Kesselring Property</b>				
Master Plan (FY12)	Master Plan for site design at Kesselring, including cost estimates for park development and recreation center schematic design	CP(GF)	NS	50,000
<b>Parks Equipment</b>				
Zero Turn Trim Mowers Replacement (FY12)	Replacement of two zero turn trim mowers, includes trade in of old mowers.	CP(GF), GF	R	24,500

General Fund Capital Projects -- Detail for Prior Years Open Projects and Amended FY2012 Projects

Department and Project	Description	Funding Source *	Status **	Amended Budget
St. Jones River Greenway				
Phase III - Design, Engineering and Construction (FY05-FY08)	Continuation of the design, engineering and construction of St. Jones Greenway	CP(GF), G, GFT, RTX	H	216,400
<b>Recreation</b>				
Recreation Center	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>Library</b>				
ADA Compliant Doors (FY12)	Replace doors for compliance with American with Disabilities Act	GF	WIP	6,000
Sign for Library Building (FY12)	Provide signage on outside of building for identification of County Library	GF	C	7,500
Replace Air Conditioning Units (FY12)	Replacement of two stolen outdoor air conditioning units	GF	C	4,700
New Security Cameras (FY12)	Installation of new security cameras	CP(GF)	C	3,300
<b>PUBLIC SAFETY</b>				
<b>Emergency Medical Services</b>				
Vehicle Replacement/Conversion (FY12)	Replacement of one emergency medical vehicle. Includes conversion of the new vehicle to advanced life support unit.	G, RTx	WIP	56,000
Cardiac Monitor Replacement (FY12)	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	WIP	25,000
Garage Door Upgrade for EMS Headquarters (FY12)	Replace existing bay doors and operators at emergency medical services building, with increased insulating value and added safety features.	CP(GF), G	NS	17,000
Parking Lot Expansion and Drainage (FY11)	Preliminary 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.	CP(GF)	WIP	49,100
<b>Emergency Communications</b>				
Verizon Phone Diversity (FY12)	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".	RTx	WIP	7,500

General Fund Capital Projects -- Detail for Prior Years Open Projects and Amended FY2012 Projects

Department and Project	Description	Funding Source *	Status **	Amended Budget
<b>Public Safety Headquarters</b>				
Phone System Replacement (FY12)	Replace existing phone system in the Public Safety headquarters building. The current system is thirteen years old and replacement parts are obsolete.	CP(GF), G	NS	100,000
HVAC System Upgrade - Phase 1 (FY12)	Replace heating and air conditioning system in Public Safety headquarters building. Project is planned to be done in three phases over two to three years.	CP(GF), CP(RTX), G	NS	500,000
<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	22,100
<b>ROW OFFICES</b>				
<b>Clerk of Peace</b>				
Upgrade to Genesis System (FY12)	Upgrade of WinMarriage software to Web-based technology. Budget provides for three equal annual payments, years FY2012 through FY2014.	F	WIP	27,000
Recorder of Deeds	To provide funding for replacement of computer hardware and software 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.	F	NS	30,000
<b>Register of Wills</b>				
Deeds Imaging Computer Hardware (FY12)	To automate office workflow processes for probated and unprobated estates. Provide cashing 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 and Office Relocation (FY11)	Purchase new work stations for deputies and secretaries and new desk for sheriff and relocation to County Complex	F,GF	WIP	47,000
Vehicle Replacement (FY11)	Purchase two new vehicles to serve court documents and transport prisoners (note \$1,800 of funding was from insurance claim)	F	C	28,800
Vehicle Replacement (FY12)	Purchase of one new Sheriff vehicle	F	NS	16,000

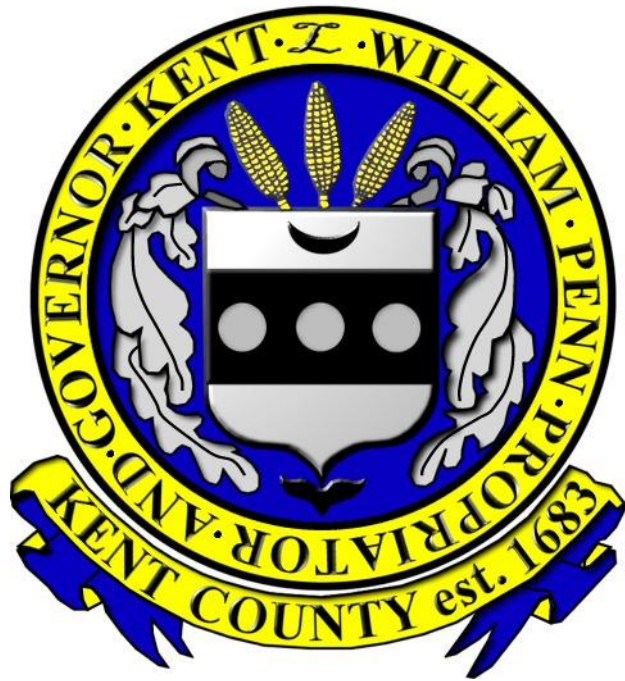
**General Fund Capital Projects -- Detail for Prior Years Open Projects and Amended FY2012 Projects**

Department and Project	Description	Funding Source *	Status **	Amended Budget
<b>SPECIAL PROJECTS</b>				
<b>Dover Public Library</b>				
Building Construction Contribution (FY11)	Contribution from Kent County for the City of Dover Library Building Fund project	GFT	U	1,000,000
<b>Economic Development</b>				
Land Acquisition & Construction (FY07)	For land acquisition and construction. 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	985,000
Strategic Development (FY11-FY12)		GFT(RTX)	U	550,000
<b>Inner City Cultural League Building Fund</b>				
Building Construction Contribution (FY12)	Contribution towards construction of building	CP (GF)	NS	10,000
<b>County Vehicle and Equipment Replacement</b>				
County Vehicle and Equipment Replacement (FY12)	This project allows for replacement of County vehicles and equipment on an ongoing basis.	CP (GF)	U	30,600
<b>Total</b>				<b>8,281,700</b>

All amounts rounded to hundreds

\*Funding Source: CP(Source)-Capital Projects Reserves, 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.



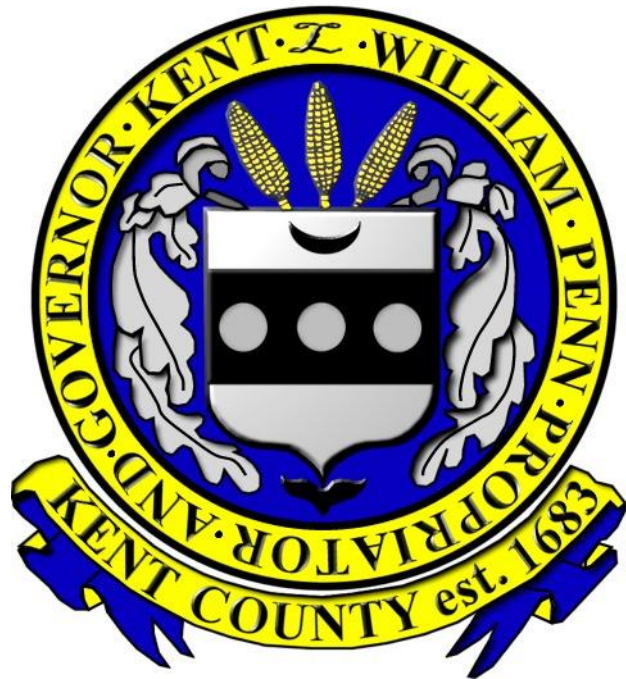
Revenue:

Departmental Revenue	Actual FY2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Land Lease	\$ 15,897	\$ 18,377	\$ 18,400	\$ 18,400
Interest Income	31	51	-	-
<b>Total</b>	<b>\$ 15,928</b>	<b>\$ 18,428</b>	<b>\$ 18,400</b>	<b>\$ 18,400</b>

Expenses:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 20,601	\$ 20,601	\$ -	\$ -
Indirect Costs	7,489	7,984	-	-
Office Supplies	4	4	-	-
Legal and Advertising	1,015	-	13,400	13,400
Maintenance Expense	-	-	5,000	5,000
<b>Total</b>	<b>\$ 29,109</b>	<b>\$ 28,589</b>	<b>\$ 18,400</b>	<b>\$ 18,400</b>

<b>Fund Balance at Beginning of Year - 7/01/2010</b>		<b>\$ 22,033</b>
Revenues: 2011		
Interest Income	\$ 51	
Land Leases	18,377	
<b>Total Revenues FY 2011</b>		<b>\$ 18,428</b>
Expenditures: 2011		
Personnel	\$ 20,601	
Indirect Costs	7,984	
Office Supplies	4	
<b>Total Expenses FY 2011</b>		<b>\$ 28,589</b>
<b>Fund Balance as of 6/30/2011</b>		<b>\$ 11,872</b>



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## **Sewer Fund Budget**

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 167 miles of force-main piping, 222 miles of gravity piping, 92 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 2013 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 cost of living adjustment increase of 2.2% in FY 2013 for employees as well as retirees. The cost of living adjustment increase is reflected in each department's personnel cost.
- Contract user flows into the system are tracking on average for fiscal year 2012. These average flow levels have been incorporated into the estimated 2013 revenue projection.
- Budgeting for emergency capital repairs begun in Fiscal Year 2006. It has effectively addressed emergency system repairs and is continued at the same level of \$250,000 for fiscal year 2013.
- Budgeting for the Working Capital Reserve, also began in fiscal year 2006, is continued at the same level of \$500,000.
- Operating budget contingency is funded at \$621,800.
- All user fee rates are projected to remain unchanged, at the fiscal year 2008 rates.

## SEWER FUND – FISCAL YEAR 2013 BUDGET ASSUMPTIONS

The fiscal year 2013 budget increased by 5.5% (\$827,200) over the amended fiscal year 2012 budget. The primary increase in expenses is debt service which is \$596,200 higher than fiscal year 2012. Other significant increases in expenses for fiscal year 2013 as compared to fiscal year 2012 are capital project operating revenue transfer, which increased from \$538,000 to \$725,000 and contingency

The primary rise in revenue is due to the use of Debt Service Fees for Wastewater Treatment Facilities Expansion Project.

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 2013 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 2013 expenditures. **There are no user rate fee increases in the adopted fiscal year 2013 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 \$13.7 million and will provide funds for approximately 85.2 percent of the budgeted operating expenses. Funds for the remaining 14.8 percent of expenses are provided from hauler charges, permit and review fees, interest income, main systems impact fees 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 2013. 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 uniform rate for contract users remains \$2.34 per 1,000 gallons of flows for fiscal year 2013.

The City of Harrington will be on line during the entire 2013 fiscal year. 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. The fiscal year 2013 Permit and Review fees remain unchanged from Fiscal year 2012. Fiscal year 2013 permit and review fees are projected to decrease from fiscal year 2012 amounts. 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. 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 effective January 2007. These permits are valid for three years.

*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.

### **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 improvement fees.

The fiscal year 2013 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.

In Fiscal year 2013 there is also a contribution from the Main System Capital Improvement Fees (MSCIF) for the debt service payment of the Wastewater Treatment Facility Expansion Upgrade Project.

### **Maturing Investments**

Another source of revenue is impact fee investments that are scheduled to mature during fiscal year 2013. These funds are collected impact fees that are related to the main sewer transmission line and pumping stations. One hundred six thousand dollars (\$106,000) is scheduled to mature in fiscal year 2013. 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 Exchanged Agreement.

#### **Rebate Income**

The Wastewater Treatment Plant is participating in a demand response program under rules set up by PJM Environmental Information, 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 0.32% 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 Generation Attributes Tracking System (GATS) Administrator for PJM Environmental Information Services, Inc. This income comprises 1.55% of total revenue.

**Debt Service Tax Interest Credits** are rebates paid by the IRS for bonds issued under the American Recovery and Investment 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 0.93% of total revenue.

**Milford Debt Service Reimbursement** is collected as per the User Agreement (40 year note at 2.25%) for The City of Milford's portion of debt service incurred for the Southern Transmission Bypass. This income comprises 0.19% of total revenue.

**Other Income** is comprised of 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.

## **Expenditures**

### **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 2013 is budgeted at \$ 4,895,400 for all employees, including those in the collective bargaining unit. The salary portion of the departments' personnel expense includes a 2.2% cost of living increase.

A collective bargaining unit contract was signed on June 28, 2011. The contract is retroactive back to January 1, 2009 and expires on December 31, 2014.

Two (2) reclassifications are reflected in the 2013 fiscal year budget. The positions for reclassification are of an existing Custodian position to a Maintenance Worker I and establishment of a two-level Maintenance Worker career ladder.

The Sewer Fund's share of pension fund contribution for fiscal year 2013 is \$333,000 and the Sewer Fund's share of post employment benefits for fiscal year 2013 is \$151,300. An actuarial study was completed in February 2012.

### Position Summary

	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>
Public Works – Sewer Fund	<b>66</b>	<b>67</b>	<b>67</b>
Engineering	14	13	13
Environmental Programs	3	3	3
KCWTF - Operations	19	19	19
KCWTF - Maintenance	24	25	25
KCWTF – Treatment Plant Admin.	6	7	7

### **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 fiscal year 2013 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 2013 is \$1,286,000.

### **Indirect Costs**

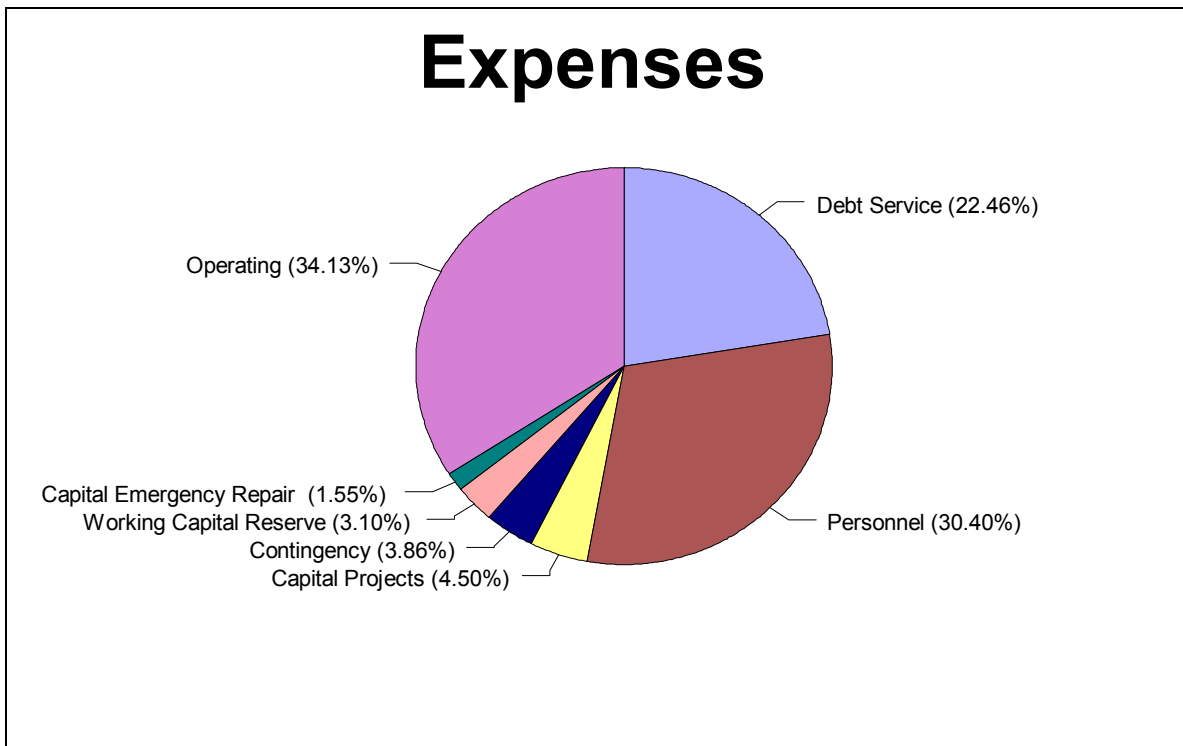
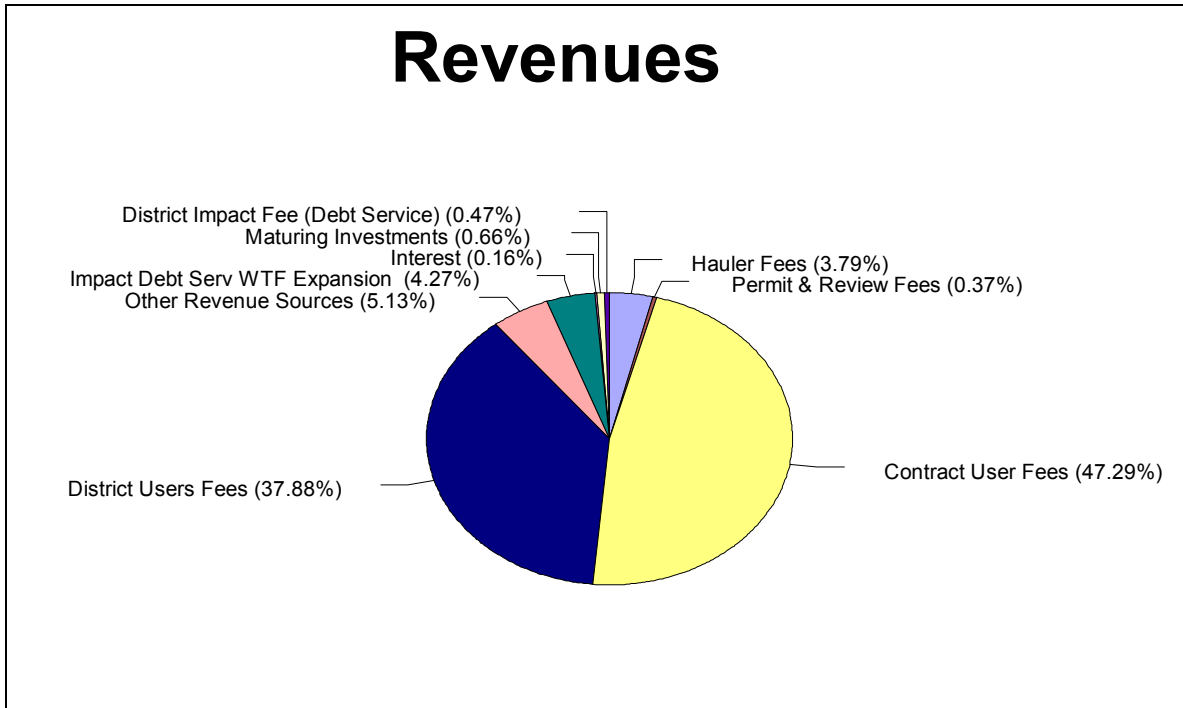
Indirect costs represent the value of managerial, financial, information technology, personnel, facilities management and legal support provided for direct costs centers. Indirect costs are allocated to the direct cost centers in the following manner:

- 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 division is responsible for recruiting, testing, interviewing and assisting in the selection of County employees. Personnel records are managed and employee benefits are coordinated for all County employees. Additional tasks include administrative assistance regarding insurance risk management and County-wide training programs. The costs for this division are allocated to the direct cost centers based on their number of employees.
- 3) **Information Technology** – The 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 division 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 division provides accounting services for all cost centers. This division 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 division 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 this department 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 2013 unrestricted revenue and expense projected by category for the Sewer Fund are shown below.



<h2 style="margin: 0;">Sewer Fund</h2> <h3 style="margin: 0;">Summary of Revenues and Expenditures</h3>
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Sewer Fund	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
<b>Unrestricted Revenue</b>				
User Fees	\$14,425,575	\$12,877,560	\$13,438,500	\$13,715,300
Hauler Charges	576,189	518,843	544,000	518,500
Hauler Debt Service Fee	101,680	91,561	96,000	91,500
Penalties	127,462	143,872	100,000	120,000
Maturing Impact Fee Investment	106,000	106,000	106,000	106,000
Rent	19,846	34,199	28,200	34,200
Interest	13,251	12,927	25,000	25,000
Pretreatment Fines	-	-	1,000	1,000
Lime Sales	35,377	31,241	30,000	30,000
Permit & Review Fees	133,858	112,031	63,500	59,000
Other Income	150,420	129,160	131,500	121,500
Employee Pension Withholding	24,991	26,641	30,900	35,800
District Impact Fee Contribution Towards South Central District Debt Service		75,000	75,000	75,000
MSCIF Contribution To Debt Service for WWTF Expansion Project	-	-	-	687,000
Rebate Income	108,088	125,326	52,000	52,000
Energy Credits	-	-	375,000	250,000
Debt Service Tax Interest Credits	-	39,479	148,000	150,000
Milford Debt Service Reimbursement	-	-	31,900	31,900
<b>Total Unrestricted Revenue</b>	<b>\$ 15,822,737</b>	<b>\$ 14,323,840</b>	<b>\$ 15,276,500</b>	<b>\$ 16,103,700</b>
<b>Direct Expenditures</b>				
Engineering				
Administration	\$ 1,289,703	\$ 1,305,868	\$ 1,435,000	\$ 1,559,600
Environmental Programs	313,911	322,473	367,380	364,500
Treatment Plant Administration	550,275	590,029	626,500	669,400
Operations	3,827,186	3,498,247	4,173,200	3,982,900
Maintenance	3,078,058	3,289,032	3,771,200	3,805,000
Amortization	12,205	11,045	18,000	10,000
Capital Projects	260,770	300,000	538,000	725,000
Working Capital Reserve	500,000	500,000	500,000	500,000
Capital Emergency Fund	250,000	250,000	250,000	250,000
Contingency	-	-	573,420	621,800
Capitalized Operating Expense	2,119,824	1,410,437	-	-
Septage Loan Redemption	101,680	91,561	96,000	91,500
Bond Redemption	1,150,065	753,742	1,578,800	1,944,500
Interest Expense	625,231	918,454	1,349,000	1,579,500
<b>Total Expenditures</b>	<b>\$ 14,078,908</b>	<b>\$ 13,240,888</b>	<b>\$ 15,276,500</b>	<b>\$ 16,103,700</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.

## **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 division 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**

- Complete design of sewer conveyance infrastructure for the East Dover Sanitary Sewer Area Expansion by July 2013
- Complete connection of existing buildings under master plumbing contract for Kitts Hummock Sanitary Sewer Area Expansion by September 2012 and begin connection of existing buildings under master plumber contract
- Complete design of sewer conveyance infrastructure for the Pickering Beach Sanitary Sewer Area Expansion by July 2013
- Complete the design of the Delaware Solid Waste Authority (DSWA) leachate pump station and force main by July 2013

<b>Departmental Expenses</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ 909,138	\$ 866,795	\$ 937,400	\$ 1,096,400
Travel	-	-	-	2,300
Insurance	42,328	18,285	19,900	10,800
Indirect Costs	240,508	331,301	347,400	321,900
Office Supplies	5,178	5,275	5,900	5,900
Furniture/Equipment	13,446	5,433	22,300	19,600
Legal/Contract Services	43,654	31,322	39,100	38,400
Operating Supplies	3,752	5,972	5,600	5,800
Utilities	7,651	8,123	8,200	8,600
Maintenance	6,474	5,224	9,000	7,400
Vehicle Expense	15,753	23,624	34,200	36,500
Consulting Fees	1,647	2,197	5,000	5,000
Miscellaneous	7	2,175	800	800
Interest	167	142	200	200
<b>Total</b>	<b>\$ 1,289,703</b>	<b>\$ 1,305,868</b>	<b>\$ 1,435,000</b>	<b>\$ 1,559,600</b>

**Note:**

## Furniture &amp; Equipment:

(2) Desktop Computer and Monitor	\$ 1,800
Laptop Computer	1,500
AutoCAD Software	3,500
50% Plotter (Cost Split with Planning)	10,000
Copier Lease	<u>2,800</u>

Total - Engineering Administration – Furniture and Equipment: \$ 19,600

## **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 also 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 on 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 also 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 also 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 and determine other necessary steps to ensure that the influent phosphorous is reduced to its maximum extent in order to reduce anticipated KCRWTF operating cost
- 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 polychlorinated biphenyl (PCB) as required by the Delaware River and Basin Commission as part of the Pollution Prevention Program
- Develop a greenhouse gas (GHG) emission inventory for the wastewater facility

<b>Departmental Expenses</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ 231,577	\$ 227,736	\$ 244,580	\$ 247,900
Travel	887	2,113	2,500	3,100
Insurance	5,858	6,075	6,600	7,000
Indirect Costs	38,536	47,596	50,100	49,800
Office Supplies	676	678	900	900
Furniture/Equipment	60	-	400	4,500
Legal/Contract Services	22	-	1,400	1,400
Operating Supplies	921	367	1,100	800
Utilities	1,963	1,797	2,200	2,000
Maintenance	1,466	843	1,800	1,500
Vehicle Expense	5,606	6,871	6,300	7,600
Miscellaneous	11,531	11,036	18,500	8,000
Testing/ Monitoring	14,808	17,361	31,000	30,000
<b>Total</b>	<b>\$ 313,911</b>	<b>\$ 322,473</b>	<b>\$ 367,380</b>	<b>\$ 364,500</b>

**Note:**

Furniture and Equipment:

Refrigerated Sampler \$ 4,500

Total – Environmental Programs – Furniture and Equipment: \$ 4,500

## **Wastewater Treatment Facilities: Plant Administration**

### **Mission**

The mission of Plant Administration is to provide leadership and support for the practice of continuous improvement for the facilities processes and the employees.

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 various building upgrades and renovation projects
- Develop a system that recognizes and rewards employee excellence and exemplary contribution to Kent County
- Explore new technologies for site energy sustainability



Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 424,057	\$ 462,593	\$ 485,300	\$ 518,400
Insurance	6,865	7,508	7,400	15,100
Indirect Costs	58,046	77,843	82,600	84,200
Office Supplies	951	1,896	1,700	1,600
Furniture/Equipment	5,606	1,223	6,300	1,400
Legal/Contract Services	19,639	14,942	16,100	19,200
Operating Supplies	1,850	1,252	3,100	2,800
Utilities	19,491	18,183	21,500	18,200
Maintenance	12,590	4,571	-	6,000
Vehicle Expense	1,180	-	2,400	2,400
Miscellaneous	-	18	100	100
Capital Expenditures	-	-	-	-
<b>Total</b>	<b>\$ 550,275</b>	<b>\$ 590,029</b>	<b>\$ 626,500</b>	<b>\$ 669,400</b>

**Note:**

Furniture and Equipment:  
Copier Lease

\$ 1,400

Total – Plant Administration – Furniture and Equipment:

\$ 1,400

## **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 Capacity Expansion and Nutrient Removal Upgrade Project
- Reduce safety and environmental incidents and health/injuries by 10 percent annually
- Plan and start projects for energy sustainability for the plant

<b>Departmental Expenses</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Amended FY 2012</b>	<b>Adopted FY 2013</b>
Personnel	\$ 1,300,006	\$ 1,253,545	\$ 1,339,800	\$ 1,346,400
Travel	235	-	-	-
Insurance	43,753	45,803	47,400	90,000
Indirect Costs	361,700	335,919	340,000	333,000
Office Supplies	2,234	1,518	2,700	2,500
Furniture/Equipment	11,829	14,765	66,000	25,000
Legal/Contract Services	9,294	10,942	34,700	44,400
Trash Fund	22,020	24,098	31,000	35,000
Operating Supplies	524,254	375,205	456,700	438,500
Utilities	1,258,018	1,182,118	1,352,800	1,200,600
Rent	2,751	4,411	6,200	6,300
Maintenance	239,832	202,367	224,700	243,000
Vehicle Expense	9,493	9,945	8,500	8,500
Miscellaneous	555	381	1,000	500
Testing/Monitoring	32,274	37,230	59,400	68,000
Capital Expenditures	8,938	-	202,300	141,200
<b>Total</b>	<b>\$ 3,827,186</b>	<b>\$ 3,498,247</b>	<b>\$ 4,173,200</b>	<b>\$ 3,982,900</b>

**Note:**

Furniture & Equipment:

Lockers	\$ 500
(2) Computer Screens for SCADA Servers	600
Turbidity Meter	1,200
Spare Sealer for Bac-ts (Used)	2,500
Autoclave	5,000
Glassware	1,000
New DO Meter	2,000
(4) Graphite Bearings	3,200
Motor and Fan Air Scrubber	6,000
Conveyor Frame 40 ft	2,000
(2) Polymer Mixers	<u>1,000</u>

Total – Operations and Bio-Solids - Furniture and Equipment: \$ 25,000

Operating Capital Items:

General Contract Labor	\$ 100,000
Light Induction Bio-solids Area	16,200
2000 AMP Breaker & Enclosure Blower Bldg	<u>25,000</u>

Total - Operations and Bio-Solids – Operating Capital Items: \$ 141,200

Total - Operations and Bio-Solids - Equipment and Capital Items: \$ 166,200

## **Wastewater Treatment Facilities: Maintenance**

### **Mission**

The Maintenance section is responsible for operating and maintaining the County's regional wastewater collection system, which consists of 222 miles of gravity piping, 167 miles of force main piping, including Central and South Central bypasses with the additional system enhancements, and 92 pump stations and lift stations.

The Maintenance section is also responsible for the operation and maintenance of the Dover Air Force Base wastewater infrastructure.

This section is also responsible for 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 DSWA alternative bio-solids disposal options
- Complete the upgrade of the bio-solids process

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Personnel	\$ 1,473,274	\$ 1,538,430	\$ 1,654,800	\$ 1,686,300
Travel	3,464	3,180	3,500	4,300
Insurance	45,650	48,832	51,300	46,300
Indirect Costs	254,934	314,907	338,800	338,900
Office Supplies	27,026	29,552	28,400	30,200
Furniture/Equipment	42,884	67,512	153,400	251,600
Legal/Contract Services	11,658	160,656	14,600	13,700
Trash Fund	10,320	6,337	11,000	8,000
Operating Supplies	127,710	151,719	133,500	170,000
Utilities	657,239	542,607	657,900	634,900
Rent	3,311	3,486	4,000	1,000
Maintenance	262,550	292,137	298,800	286,400
Vehicle Expense	131,446	129,108	127,400	132,400
Miscellaneous	21,964	569	2,500	1,000
Capital Expenditures	4,628	-	291,300	200,000
<b>Total</b>	<b>\$ 3,078,058</b>	<b>\$ 3,289,032</b>	<b>\$ 3,771,200</b>	<b>\$ 3,805,000</b>

**Note:**

## Furniture and Equipment:

(20) Air Release Valves	\$ 24,000
(8) Extreme E-1 pumps	18,400
PS 12–15 horsepower Flygt Pump	14,000
Mig Welder	1,500
Mixer PS 14	10,000
(10) 8 Inch Hoses for Godwins	10,000
(4) 12 Volt Portable Pumps	6,400
Ice Machine	1,500
50 Ton Press	5,000
Portable Jetter	17,000
Spare Pump PS 11	12,000
Vehicle Lift	15,000
Tower Leases	6,800
Truck – Utility Body w/ Crane	65,000
Truck – Utility Body	<u>45,000</u>

Total - Maintenance – Furniture and Equipment: \$ 251,600

## Operating Capital Items:

General Labor & Equipment Contract	\$ 100,000
SCADA Communications Pole – Kenton Location	75,000
Bar screen PS 1	<u>25,000</u>

Total – Maintenance – Operating Capital Items: \$ 200,000

Total – Maintenance - Equipment and Capital Items: \$ 451,600

## 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 2013, 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 Kitts Hummock, Pickering Beach, East Dover and the final phase of Meadowbrook Acres to the Poly Tech High School Complex.

Major source of funding for projects will be USDA loans and grants, SRF Delaware Funding loans and grants, main system capital improvements fees (County-wide impact fees), district expansion fees and operating revenue.

### **Project Highlights – Fiscal Year 2013**

The Capital Projects budget includes a “Prior Budget Year” column. Major infrastructure projects show funding prior to fiscal year 2012. This allows the total project costs to be reported in the “Total” column. Also, a more complete project description of all fiscal year 2012 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.

Fiscal Year 2013										
Project Descriptions:	Prior Budget Years	Amended FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL		
1. TMDL study for development of site specific water standards	1,062,000	-	200,000	-	-	-	-	1,262,000		
2. TMDL offsite nutrient reduction project	-	300,000	383,000	-	-	-	-	683,000		
3. Plant elevated water storage tank (minimum 50,000 gal.)	250,000	-	-	-	-	-	-	250,000		
4. Renewable energy park	7,120,000	5,427,000	-	-	-	-	-	12,547,000		
5. WTF nutrient removal upgrade project with integral clarification & filtration	100,000	8,620,000	9,640,700	-	-	-	-	18,360,700		
6. Disinfection upgrades -- ultra-violet system (includes weir control)	3,699,000	-	-	-	-	-	-	3,699,000		
7. Spray irrigation, land acquisition, and permitting to extend effluent flow limitations of stream discharge (Wilkins and Zettelemoyer & McFarland, Church and Carl King express land shown in prior yrs)	2,200,000	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. Admin & blower building HVAC upgrades via DOE EECSBG Program	412,000	288,000	-	-	-	-	-	700,000		
10. Replace clarifier 1 & 2 superstructure Bridge/Walkway/Trough	-	250,000	250,000	-	-	-	-	500,000		
11. Renovate Building 1" (Ex. Solids Handling Bldg) for office space & equipment storage	-	-	105,000	-	-	-	-	105,000		
<b>Total</b>	<b>14,843,000</b>	<b>15,485,000</b>	<b>11,178,700</b>	<b>900,000</b>	<b>900,000</b>	<b>400,000</b>	<b>-</b>	<b>43,706,700</b>		
<b>Source of Funds - Treatment Plant Upgrades:</b>										
Operating Revenues	60,000	538,000	355,000	300,000	300,000	-	-	1,553,000		
Working Capital Reserve	-	-	-	-	-	-	-	-		
DE SRF Delaware Stimulus Funding (ARRA) Loan	11,009,000	5,677,000	383,000	-	-	-	-	17,069,000		
DE SRF RZED Bond and USDA Loan	100,000	8,620,000	9,640,700	-	-	-	-	18,360,700		
DE SRF Grant	-	50,000	-	-	-	-	-	50,000		
DOE EECSBG Program - Formula Distribution	412,000	-	-	-	-	-	-	412,000		
Main System Capital Improvement Fees - Treatment portion	3,262,000	600,000	800,000	600,000	600,000	400,000	-	6,262,000		
<b>Total</b>	<b>14,843,000</b>	<b>15,485,000</b>	<b>11,178,700</b>	<b>900,000</b>	<b>900,000</b>	<b>400,000</b>	<b>-</b>	<b>43,706,700</b>		

Fiscal Year 2013										
		Prior Budget Years	Amended FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL	
<b>Conveyance System Upgrades:</b>										
<b>Project Costs:</b>										
12	Central Transmission System Enhancements Phase 1 from Rt. 10 to Walnut Shade Rd.	2,132,000	-	-	-	-	-	-	2,132,000	
13	Central Transmission System Enhancements Phase 3 from PS14 to Rt. 10	-	1,025,000	-	-	-	-	-	1,025,000	
14	Little Heaven Transmission System Relocation Design, ROW acquisition, Environ. Review incl. Archaeology	250,000	-	1,230,000	-	-	-	-	1,480,000	
15	Southern Transmission Bypass from PS7 to Church Hill Road	2,063,700	87,900	-	-	-	-	-	2,151,600	
	<b>Total</b>	<b>4,445,700</b>	<b>1,112,900</b>	<b>1,230,000</b>	-	-	-	-	<b>6,788,600</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	-	1,025,000	-	-	-	-	-	1,025,000	
	<b>Sub - Total</b>	-	<b>1,025,000</b>	-	-	-	-	-	<b>1,025,000</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>Southern Transmission Bypass</b>	-	-	-	-	-	-	-	-	
	USDA Loan	2,063,700	87,900	-	-	-	-	-	2,151,600	
	<b>Sub - Total</b>	<b>2,063,700</b>	<b>87,900</b>	-	-	-	-	-	<b>2,151,600</b>	
	<b>Total Funding - Conveyance System Upgrades</b>	<b>4,445,700</b>	<b>1,112,900</b>	<b>1,230,000</b>	-	-	-	-	<b>6,788,600</b>	



Fiscal Year 2013										
	Prior Budget Years	Amended FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL		
<b>Sanitary Sewer Districts:</b>										
Project Costs:										
Hartly Area:										
16	362,200	-	-	-	-	-	-	-	-	362,200
	9,137,800	-	-	-	-	-	-	-	-	9,137,800
Construction										
17	2,915,000	2,084,272	-	-	-	-	-	-	-	4,999,272
Kitts Hummock: sewer planning, design & construction										
18	14,000	4,000	101,200	1,147,800	-	-	-	-	-	1,267,000
Pickering Beach: sewer planning, design & construction										
19	8,000	4,300	101,700	1,026,000	-	-	-	-	-	1,140,000
East Dover: sewer planning, design & construction										
	12,437,000	2,092,572	202,900	2,173,800	-	-	-	-	-	16,906,272
Total Sanitary Sewer Districts										
<b>Source of Funds - Sanitary Sewer Districts:</b>										
Hartly Area:										
	6,000,000	-	-	-	-	-	-	-	-	6,000,000
	3,500,000	-	-	-	-	-	-	-	-	3,500,000
	9,500,000	-	-	-	-	-	-	-	-	9,500,000
Sub-Total										
Kitts Hummock: sewer planning, design & construction										
	2,400,000	-	-	-	-	-	-	-	-	2,400,000
	515,000	2,084,272	-	-	-	-	-	-	-	2,599,272
	2,915,000	2,084,272	-	-	-	-	-	-	-	4,999,272
Sub-Total										
Pickering Beach: sewer planning, design & construction										
	14,000	4,000	101,200	214,578	-	-	-	-	-	333,778
	-	-	-	933,222	-	-	-	-	-	933,222
	14,000	4,000	101,200	1,147,800	-	-	-	-	-	1,267,000
Sub-Total										
East Dover: sewer planning, design & construction										
	8,000	4,300	101,700	1,026,000	-	-	-	-	-	1,140,000
	8,000	4,300	101,700	1,026,000	-	-	-	-	-	1,140,000
	12,437,000	2,092,572	202,900	2,173,800	-	-	-	-	-	16,906,272
Total Funding - Sanitary Sewer Districts										

Fiscal Year 2013									
	Prior Budget Years	Amended FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL	
<b>Pump Station Upgrades:</b>									
<b>Project Costs:</b>									
<b>Pump Station 1 - Smyrna</b>									
20	60,000	-	75,000	-	-	-	-	135,000	
<b>Pump Station 2 - Denney's Road:</b>									
21	-	250,000	15,000	-	-	-	-	265,000	
22	75,000	-	75,000	-	-	-	-	150,000	
<b>Pump Station 3 - Dover:</b>									
23	120,000	-	-	-	160,000	-	-	280,000	
<b>Pump Station 4 - Rising Sun:</b>									
24	75,000	-	-	90,000	-	-	-	165,000	
<b>Pump Station 7 - Milford:</b>									
25	50,000	-	60,000	-	-	-	-	110,000	
<b>Pump Station 14 - Isaacs:</b>									
26	50,000	-	60,000	-	-	-	-	110,000	
27	Replace emergency power generation for various pump stations								
	125,000	-	50,000	-	-	-	-	175,000	
	(PS 5, PS 6A, PS 19, PS 20A, PS23)								
28	Relocate septage screen and build pre-treatment system								
	555,000	250,000	400,000	800,000	160,000	-	-	1,200,000	
	555,000	250,000	660,000	965,000	160,000	-	-	2,590,000	
<b>Source of Funds - Pump Station Upgrades:</b>									
	555,000	250,000	250,000	165,000	160,000	-	-	1,390,000	
	-	-	400,000	800,000	-	-	-	1,200,000	
	USDA Loan								
	555,000	250,000	660,000	965,000	160,000	-	-	2,590,000	
<b>Total Funding Pump Station Upgrades:</b>									

Fiscal Year 2013											
	Prior Budget Years	Amended FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL			
<b>Equipment</b>											
<b>Project Costs:</b>											
29	350,000	-	-	-	-	-	-	350,000			
30	100,000	-	-	-	-	-	-	100,000			
31	-	110,000	110,000	110,000	110,000	110,000	110,000	330,000			
	<b>450,000</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>780,000</b>			
<b>Total</b>											
<b>Source of Funds - Equipment:</b>											
	450,000	-	110,000	110,000	110,000	-	-	780,000			
<b>Total Funding Equipment:</b>											
	450,000	-	110,000	110,000	110,000	-	-	780,000			
<b>SUMMARY</b>											
<b>Grand Total Project Costs:</b>											
	32,730,700	18,940,472	13,381,600	4,148,800	1,170,000	400,000	-	70,771,572			
<b>Total Funding Sources:</b>											
	1,085,000	788,000	725,000	575,000	570,000	-	-	3,723,000			
	250,000	-	1,230,000	-	-	-	-	1,480,000			
	11,009,000	5,677,000	383,000	-	-	-	-	17,069,000			
	100,000	8,620,000	9,640,700	-	-	-	-	18,360,700			
	-	50,000	-	-	-	-	-	50,000			
	412,000	-	-	-	-	-	-	412,000			
	6,000,000	-	-	-	-	-	-	6,000,000			
	3,508,000	4,300	101,700	1,026,000	-	-	-	4,640,000			
	4,477,700	91,900	501,200	1,014,578	-	-	-	6,085,378			
	515,000	2,084,272	-	933,222	-	-	-	3,532,494			
	1,202,000	1,025,000	-	-	-	-	-	2,227,000			
	3,262,000	600,000	800,000	600,000	600,000	400,000	-	6,262,000			
	930,000	-	-	-	-	-	-	930,000			
	<b>32,730,700</b>	<b>18,940,472</b>	<b>13,381,600</b>	<b>4,148,800</b>	<b>1,170,000</b>	<b>400,000</b>	<b>-</b>	<b>70,771,572</b>			

## Capital Projects Narrative for Fiscal Years 2012 through 2017

### 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 is 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 (ARRA) 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 was the SRF Delaware Stimulus Funding (AARA) 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 (ARRA) Loan and SRF Planning Grant.

5. WTF Nutrient Removal Upgrade Project with 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 2014. The funding source will be DE SRF/RZED bond 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 funding sources are Delaware SRF Stimulus Funding (ARRA) with the exception of the equipment which was funded in the prior years by 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. 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 2014 and 2015. The units were installed in 2002 and have a life expectancy of about ten (10) years. The funding source will be Operating Revenues.

9. Administration & Blower Buildings Mechanical System Upgrades

The mechanical equipment in the administration building dates to the original plant construction and caused constant maintenance problems. We had to 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 sources were the Department of Energy (DOE) Electrical Efficiency and Conservation Block Grant (EECBG) Program Formula Distribution 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 was installed in the control room. The funding sources were DOE, EECBG Program – Formula Distribution and Operating Revenue.

10. 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 needed to begin in fiscal year 2012 and will be completed in fiscal year 2013. The funding source will be Operating Revenue.

11. Renovate Building "I" (Ex. Solids Handling Building) for Office Space and Equipment Storage

The office space will be renovated for procurement personnel. The building will be used for small equipment storage and inventory tracking. The relocation of staff to this building will place personnel closer to the loading dock and inventory stock. The funding source is Operating Revenue.

12. Central Transmission System Enhancements Phase 1, 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.

13. Central Transmission System Enhancements Phase 3, 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.

14. Little Heaven Transmission System Relocation Design and ROW Acquisition

This Project relocates 15,500 linear feet of 36 inch diameter force main outside the existing/proposed DelDOT's SR1 Right of Way. It is based on a Sewer Force main Relocation Agreement between DelDOT 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 DelDOT. The said agreement is still awaiting signature from DelDOT'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.

15. 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.

16. 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 begun in late fall 2009. The project will be completed in fiscal year 2011 with hook ups continuing through out fiscal year 2012. The funding sources are State of Delaware 21st Century Fund Grant and State of Delaware Revolving Fund Loan.

17. Kitts Hummock Sanitary Sewer 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 a USDA Loan and a USDA Grant.

18. Pickering Beach Sanitary Sewer District

This project includes planning, design and construction of a sanitary sewer collection and conveyance system due to failing septic systems and environmental concerns. This area will service approximately 39 EDU's. The funding sources are a USDA Loan and a USDA Grant.

19. East Dover Sewer District

This project is to provide a sewer collection and conveyance system where the area has environmental issues due to failing septic systems. The proposed extension area is generally located on the east side of Dover west of SR1 between South and North Little Creek Roads. The parks are served by community sewer systems badly in need of repair and upgrades. The funding source is a State of Delaware Revolving Fund Loan and a State of Delaware Grant.

20. Pump Station 1 (Smyrna) Lag Pump Replacement

This project involves 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.

21. 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 however due to budget constraints it was moved out to fiscal year 2012. The funding source is operating revenue.

22. 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. The normal replacement cycle is 5 years however due to budget constraints, the lead pump replacement has been moved out to 2014. The funding source is operating revenue.

23. 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.

24. 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. Due to budget constraints, the lead pump replacement has been moved out to fiscal year 2014. The funding source is operating revenue.

25. 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.

26. 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.

27. 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 61 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.

28. 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.

29. 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).

30. 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 was operating revenue FY2011.

31. Bio-solids Spreader Vehicle

This project replaces an existing piece of equipment used to spread bio-solids on agricultural lands. The funding source is operating revenue.



## Landfill Fund

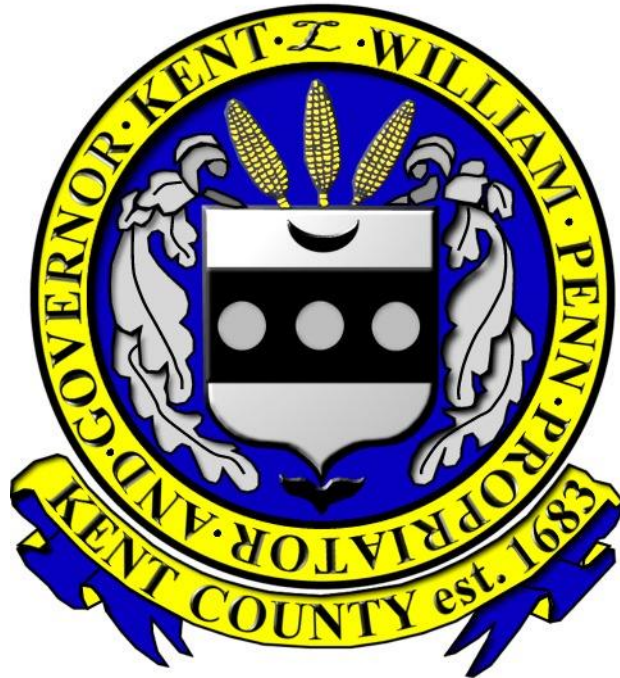
### Function

The Landfill Fund was established to account for cost attributed to the Houston Landfill. The Landfill is owned by the State and was operated by Kent County during the 1970s accepting residential and commercial waste. As the Operator, Kent County complied with regulations in effect at the time. In 1990, the Environmental Protection Agency (EPA) added the Houston Landfill to its national priority list. Kent 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”.

In response to the litigation the Houston Landfill Conservation Coalition (HLCC) was formed with other Principal Responsible Parties. Kent County is a member of the coalition. DNREC has released the County and the other coalition members from the Monitoring & Maintenance Plan by approving an Operation & Maintenance Plan. Two (2) annual inspections under this plan have been performed since then. The County is working with DNREC and the other coalition members on an Environmental Covenant as well as a corresponding amendment to Coalition Agreement. Kent County would assume all responsibilities under the Operation & Maintenance Plan in exchange for a “cash out” by the other Coalition members. The Coalition escrow account will be turned over to the County once both documents are approved and signed 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 operation, maintenance, insurance, legal expenses and general security. Presently, it is anticipated that there will be sufficient funds in the Houston Landfill Fund to cover anticipated long term cost.

	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Beginning Fund Balance	\$ 600,634	\$ 684,374	\$ 646,559	\$ 617,559
Revenues				
Interest	728	1,237	1,000	1,000
State Reimbursement	122,495	-	-	-
Total	<b>123,223</b>	<b>1,237</b>	<b>1,000</b>	<b>1,000</b>
Expenses				
Legal	34,808	33,662	25,000	25,000
Operational Supplies	4	413	-	-
Indirect Costs	4,671	4,977	5,000	5,000
Total	<b>39,483</b>	<b>39,052</b>	<b>30,000</b>	<b>30,000</b>
Estimated Ending Fund Balance	<b>\$ 684,374</b>	<b>\$ 646,559</b>	<b>\$ 617,559</b>	<b>\$ 588,559</b>



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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 127 active street light districts comprising approximately 12,083 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 2010	Acutal FY 2011	Amended FY 2012	Adopted FY 2013
Operational Insurance	\$ -	\$ 296	\$ -	\$ 200
Indirect Costs	63,360	76,988	85,100	85,100
Administrative Services	42,021	32,853	73,600	74,300
Office Supplies	75	63	100	100
Legal & Contractual Services	1,136	478	2,500	2,000
Equipment	-	4,160	-	-
Vehicle Expenses	525	915	600	1,500
Electric Company Charges	598,124	660,734	661,400	691,300
<b>Total</b>	<b>\$ 705,241</b>	<b>\$ 776,487</b>	<b>\$ 823,300</b>	<b>\$ 854,500</b>

## Summary of Revenue/Expenses by District

District		Actual	Actual	Amended	Adopted
#	Name	FY 2010	FY 2011	FY 2012	FY 2013
1	Briar Park	\$ 10,703	\$ 10,624	\$ 11,300	\$ 10,900
2	Kent Acres	8,346	8,168	8,300	9,300
3	Rodney Village	32,460	31,901	31,500	31,500
4	Capitol Park	18,568	21,818	20,900	20,900
6	Richardson Estates	1,422	1,395	1,400	1,400
8	Moores Lake	4,182	22,638	21,900	21,800
9	Old Mill Acres I	5,664	4,694	4,700	4,700
10	Northridge	8,103	7,591	7,600	7,600
11	Brookdale Heights	4,534	4,464	4,700	4,900
13	Windswept	4,531	4,416	4,700	4,900
14	Star Hill	9,211	9,107	8,900	8,900
21	Tamarac/Burwood	2,890	2,851	3,000	3,100
22	Sheffield Farms	8,027	7,869	8,300	8,700
23	Kentbourne	5,025	4,951	5,200	5,500
24	Eagles Nest	8,244	8,279	8,200	8,200
25	Old Mill Acres II	6,585	7,405	7,500	8,400
26	Pennwood	13,641	13,347	13,300	13,300
27	Hidden Acres	9,279	9,114	9,700	10,100
28	Windy Way	2,767	2,627	2,600	2,600
39	Brookfield	11,262	11,137	11,700	12,200
41	Stonegate	14,620	14,400	15,300	15,900
42	John-Charlton Estates	5,365	5,279	5,600	5,800
44	Wild Quail	8,360	7,684	7,800	7,800
48	Sandy Hills	7,755	7,638	8,100	8,400
49	Pleasant Woods	1,099	1,043	1,000	1,000
51	Normansmeade	3,437	3,226	3,300	3,300
54	Winding Ridge	2,705	2,525	2,500	2,500
55	Kentwood	12,737	12,487	12,500	12,500
56	Riverview Estates	8,047	7,538	7,600	7,600
57	Jonathans Landing	8,313	7,767	7,800	7,800
58	Misty Pines	6,251	6,207	6,600	6,900
59	South Glen	1,546	1,461	1,500	1,500
60	Summerfield Village	1,556	1,465	1,500	1,500
61	Carlisle Village IV	3,032	2,853	2,900	2,900
62	Canterville	1,851	1,759	1,700	1,700
63	Church Creek	9,424	9,304	9,800	10,200
64	Meadow Ridge	2,044	1,891	1,900	1,900
66	Magnolia Meadows	4,019	3,769	3,800	3,800
67	Moores Meadows	9,336	9,559	10,500	11,700
68	The Orchards	16,615	16,396	17,600	17,600
71	Oaknoll	4,137	3,854	3,900	3,900
72	Fields of Magnolia	4,358	4,306	4,600	4,800
73	Pleasant Hill Farms	7,120	7,106	7,500	7,700

District		Actual	Actual	Amended	Adopted
#	Name	FY 2010	FY 2011	FY 2012	FY 2013
74	Chimney Hill	\$ 12,640	\$ 11,870	\$ 12,000	\$ 12,000
75	Dykes Branch	17,606	17,297	18,200	18,200
76	Crystal Creek	1,396	1,306	1,300	1,300
77	Meadowbrook Acres	6,599	6,626	6,200	6,200
78	Village of Wild Quail	4,697	4,406	4,400	4,400
79	Hunters Ridge	4,195	3,952	4,000	4,000
80	Maplehurst	1,111	1,039	1,000	1,000
81	Doe Run	2,867	2,827	3,000	3,200
83	Cardinal Hills	4,554	4,274	4,300	4,300
84	Rolling Meadows	4,736	4,445	4,500	4,500
85	Village Drive	937	866	900	900
86	Twelve Oaks	7,642	7,479	7,500	7,500
87	Carlisle Village I, II, III	8,286	7,820	7,800	7,800
88	Planters Woods	5,778	5,443	5,500	5,500
89	Garrison Lake West/Fairway	1,906	1,776	1,800	1,800
90	Traybern	3,863	3,791	4,000	4,200
92	Wynn Wood	17,360	17,126	18,200	19,000
93	Mt. Vernon Estates	2,331	5,656	5,800	6,700
94	Jacksons Ridge	4,370	4,337	4,600	4,800
95	Planters Run	4,388	4,290	4,500	4,700
96	Pleasant Valley	2,798	2,617	2,600	2,600
97	Stag Crossing	2,488	2,315	2,300	2,300
98	Fernwood	5,179	4,979	5,100	5,300
99	Burtonwood Village	5,722	5,373	5,400	5,400
100	Chestnut Ridge	2,265	2,114	2,100	2,100
101	Lakeshore Village	25,779	23,369	23,600	23,700
102	Pheasant Pointe II	3,551	3,326	3,300	3,300
103	Brenford Station	10,570	9,935	10,000	10,000
104	Rockland Hills	4,702	4,422	4,400	4,400
105	Greenview/Highview Acr.	13,059	12,961	13,000	13,000
106	Grand Oaks	9,388	9,201	9,200	9,200
107	Rockland West	2,843	2,661	2,700	2,700
108	Derbywood	2,974	2,975	3,100	3,200
109	Otter Run	3,451	3,235	3,200	3,200
110	Twin Willows	8,603	8,156	8,100	8,100
111	Grandview Meadows	5,278	5,137	5,500	5,700
112	Quail Landing	7,724	7,317	7,600	7,900
113	Riverside	7,675	7,543	8,000	8,400
114	Wicksfield	9,752	12,653	13,900	13,900
115	Stonewater Creek	2,876	2,694	2,700	2,700
118	Weatherstone Crossing	2,733	6,558	6,600	7,500
120	Chestnut Ridge Sec 2	3,407	3,191	3,200	3,200
121	Pine Ridge	4,501	4,220	4,300	4,300
122	Heritage Trace	7,194	6,738	6,800	6,800
123	Providence Hill	1,853	1,726	1,700	1,700

## Summary of Revenue/Expenses by District Continued

District		Actual	Actual	Amended	Adopted
#	Name	FY 2010	FY 2011	FY 2012	FY 2013
124	Stone Ridge	8,176	8,013	8,000	8,000
126	Country Field	5,899	5,825	6,200	6,500
127	Pinehurst Village	6,650	6,239	6,300	6,300
128	Laureltowne	2,913	2,757	2,800	2,800
129	Point Landing	3,595	3,792	3,400	3,400
130	Harmony Hill	-	1,292	1,900	1,600
131	The First Tenth	2,561	1,740	1,700	1,700
132	Estates at Wild Quail	10,555	10,143	10,100	10,100
133	Longacre Village	9,780	11,479	14,000	16,300
134	Whitetail Run	4,579	5,946	5,800	10,200
135	Brenford Woods	3,892	3,709	3,700	3,700
136	Hampton Hills	8,499	7,539	8,100	8,600
137	Jockey Hollow	3,626	3,612	3,600	3,600
138	Satterfield	7,189	7,058	7,500	7,900
139	Spring Meadow	7,736	7,060	7,100	7,100
140	Meadows at Chestnut Ridge	2,302	4,176	4,600	4,600
141	Townsend Fields	3,142	2,948	3,000	3,000
143	Olde Field Village	2,146	2,015	2,000	2,000
144	Breeders Crown Farm	4,446	4,384	4,600	4,800
145	Courseys Point	1,493	1,369	1,400	2,400
146	Garrison Circle	1,331	1,259	1,300	1,300
147	Rsrv Chestnut Ridge	11,032	11,637	12,100	13,300
149	Timber Mills	3,493	3,266	3,300	3,300
150	Pintail Point	4,880	4,683	4,700	4,700
151	Champions Club Johnathans Landing	4,654	4,951	5,000	5,000
152	Roesville Estates	1,098	2,357	2,600	3,300
153	Barrett Farms	4,043	3,963	4,200	4,400
156	Mount Friendship	-	-	-	-
157	Village of Eastridge	3,724	3,615	3,600	3,600
158	Willowood	5,921	6,128	6,900	6,800
161	Hazel Farm	10,075	14,791	16,000	19,400
163	Pickering Point	-	297	-	1,300
164	Quail's Nest	4,447	5,422	5,400	5,600
165	Hunters Run	5,637	6,928	5,900	6,000
166	Lynnwood Village	2,172	2,572	2,800	3,900
167	Dogwood Meadows	4,726	4,480	4,500	4,500
168	Fiddlers Creek	1,979	2,432	3,100	4,100
170	East Bay Point	-	1,829	4,300	4,800
171	Wood Field	-	5,425	13,200	14,400
	<b>Grand Total</b>	761,189	\$ 793,086	\$ 823,300	\$ 854,500

District		Actual	Actual	Amended	Adopted
#	Name	FY 2010	FY 2011	FY 2012	FY 2013
1	Briar Park	\$ 72.10	\$ 71.55	\$ 77.45	\$ 77.45
2	Kent Acres	60.78	59.59	60.78	67.92
3	Rodney Village	81.39	79.79	79.81	79.81
4	Capitol Park	85.50	98.56	98.35	98.35
6	Richardson Estates	64.57	63.30	63.36	63.36
8	Moores Lake	-	98.50	92.46	92.46
9	Old Mill Acres I	88.37	73.09	73.11	73.11
10	Northridge	63.27	58.94	59.70	59.71
11	Brookdale Heights	73.86	72.96	77.22	79.95
13	Windswept	76.74	75.75	80.46	83.71
14	Star Hill	48.50	48.39	50.35	50.89
21	Tamarac/Burwood	92.28	91.14	97.02	101.23
22	Sheffield Farms	65.75	64.89	68.78	71.52
23	Kentbourne	95.71	94.50	100.63	105.15
24	Eagles Nest	83.26	83.02	83.17	83.05
25	Old Mill Acres II	85.52	96.17	97.28	109.53
26	Pennwood	96.18	94.29	94.27	94.31
27	Hidden Acres	97.07	95.84	102.08	106.58
28	Windy Way	52.11	49.05	49.52	49.52
39	Brookfield	82.91	81.85	87.02	90.04
41	Stonegate	80.57	79.54	84.47	87.81
42	John-Char Estates	95.06	93.89	99.70	103.88
44	Wild Quail	45.14	41.53	42.23	42.23
48	Sandy Hills	67.12	66.25	70.18	72.81
49	Pleasant Woods	57.81	54.78	55.29	54.90
51	Normansmeade	57.19	53.67	54.21	54.21
54	Winding Ridge	58.73	54.45	55.21	55.21
55	Kentwood	44.85	43.97	44.13	44.15
56	Riverview Estates	47.98	45.10	45.61	45.61
57	Jonathans Landing	47.29	44.50	44.96	44.96
58	Misty Pines	111.60	110.21	117.53	122.66
59	South Glen	57.14	53.36	54.06	54.06
60	Summerfield Village	85.47	79.80	80.58	80.58
61	Carlisle Village IV	47.92	44.98	45.58	45.58
62	Canterville	46.86	44.10	44.46	44.46
63	Church Creek	69.57	68.66	72.82	75.63
64	Meadow Ridge	67.94	63.01	64.05	64.05
66	Magnolia Meadows	59.79	55.93	56.66	56.66
67	Moores Meadows	92.90	91.73	95.88	106.42
68	The Orchards	94.34	92.98	99.81	99.81
71	Oaknoll	59.84	55.80	56.64	56.64
72	Fields of Magnolia	85.38	84.29	89.65	93.41
73	Pleasant Hill Farms	79.88	78.86	83.80	86.33

## Comparison of Annual Street Light Fees Per Unit Continued

#	District	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
	Name				
74	Chimney Hill	\$ 57.14	\$ 53.58	\$ 54.15	\$ 54.15
75	Dykes Branch	72.94	72.03	76.32	76.32
76	Crystal Creek	77.49	70.97	72.81	72.81
77	Meadowbrook Acres	35.14	33.09	33.61	33.61
78	Village of Wild Quail	55.88	52.43	52.94	52.94
79	Hunters Ridge	64.52	60.48	61.02	61.02
80	Maplehurst	85.47	79.64	80.47	80.47
81	Doe Run	92.31	91.14	97.02	101.84
83	Cardinal Hills	70.03	65.34	66.20	66.20
84	Rolling Meadows	55.67	52.25	52.80	52.80
85	Village Drive	58.59	54.07	55.61	55.61
86	Twelve Oaks	181.63	178.07	178.07	178.07
87	Carlisle Village I, II, III	47.62	44.92	45.30	45.30
88	Planters Woods	57.75	54.28	54.77	54.77
89	Garrison Lake W./Fairway	69.53	64.84	65.51	65.51
90	Traybern	89.27	88.13	93.78	97.73
92	Wynn Wood	95.15	93.95	100.04	104.37
93	Mt. Vernon Estates	-	73.50	75.96	87.67
94	Jacksons Ridge	84.01	82.93	88.19	92.39
95	Planters Run	54.35	53.62	56.65	58.63
96	Pleasant Valley	69.94	65.42	66.14	66.14
97	Stag Crossing	58.73	55.01	55.62	55.62
98	Fernwood	66.81	65.91	69.74	72.92
99	Burtonwood Village	59.33	55.55	56.20	56.20
100	Chestnut Ridge	62.90	58.67	59.52	59.52
101	Lakeshore Village	55.91	50.82	51.36	51.60
102	Pheasant Pointe II	58.03	54.53	54.90	54.90
103	Brenford Station	48.47	45.61	46.10	46.10
104	Rockland Hills	56.91	53.38	53.90	53.90
105	Greenview and Highview	127.43	127.05	127.04	127.09
106	Grand Oaks	98.73	96.79	96.74	96.80
107	Rockland West	63.16	59.13	59.68	59.68
108	Derbywood	86.80	85.73	90.99	94.47
109	Otter Run	64.73	60.74	61.18	61.18
110	Twin Willows	54.99	51.60	52.19	52.19
111	Grandview Meadows	97.99	96.76	103.06	107.49
112	Quail Landing	84.55	83.47	88.77	92.41
113	Riverside	92.00	90.83	96.68	100.77
114	Wicksfield	66.30	62.63	68.76	68.76
115	Stonewater Creek	77.73	72.80	73.45	73.45
118	Weatherstone Crossing	-	107.50	109.00	123.49
120	Chestnut Ridge Sec 2	60.73	56.96	57.61	57.61
121	Pine Ridge	49.23	46.29	46.82	46.82
122	Heritage Trace	51.16	47.97	48.59	48.59
123	Providence Hill	63.23	59.51	59.96	59.96



#	District	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
	Name				
124	Stone Ridge	\$ 100.81	\$ 98.83	\$ 98.84	\$ 98.84
126	Country Field	98.31	97.08	103.40	107.82
127	Pinehurst Village	51.87	48.74	49.25	49.25
128	Laureltowne	40.33	38.04	38.45	38.45
129	Point Landing	37.43	35.38	35.72	35.72
130	Harmony Hill	-	-	62.42	50.75
131	The First Tenth	116.59	114.30	114.30	114.30
132	Estates at Wild Quail	172.56	165.34	166.11	166.11
133	Longacre Village	69.66	73.36	87.36	101.88
134	Whitetail	75.88	71.56	75.96	97.94
135	Brenford Woods	35.28	33.45	33.66	33.66
136	Hampton Hills	161.80	159.39	171.93	182.04
137	Jockey Hollow	41.76	40.58	40.94	40.94
138	Satterfield	92.82	91.65	97.56	102.14
139	Spring Meadow	29.66	28.69	28.77	29.02
140	Meadows at Chstnut Ridge	37.28	35.37	39.19	39.19
141	Townsend Fields	58.04	54.57	55.09	55.09
143	Olde Field Village	41.42	39.20	39.38	39.38
144	Breeders Crown Farm	70.41	69.52	73.57	76.63
145	Courseys Point	40.33	38.04	38.45	39.70
146	Garrison Circle	45.91	43.15	43.52	43.52
147	Reserve of Chestnut Ridge	70.12	67.60	69.57	69.57
149	Timber Mills	40.18	37.92	38.31	38.31
150	Pintail Point	128.11	123.23	123.66	123.66
151	Champions Club Johnathans Landing	38.46	40.92	41.34	41.34
152	Roesville Estates	57.81	54.78	50.93	47.87
153	Barrett Farms	97.90	96.67	102.96	107.42
157	Village of Eastridge	90.84	88.18	87.86	87.86
158	Willowwood	46.37	38.82	41.07	40.46
161	Hazel Farm	121.07	119.24	128.79	156.63
163	Pickering Point	-	-	-	51.52
164	Quail's Nest	-	66.50	67.52	70.39
165	Hunters Run	137.49	135.80	145.06	145.17
166	Lynnwood Village	81.40	80.36	87.67	122.82
167	Dogwood Meadows	47.66	43.90	44.32	44.32
168	Fiddlers Creek	81.40	80.36	78.23	103.03
170	East Bay Point	-	-	112.92	126.82
171	Wood Field	-	-	58.47	63.81

<b>Trash Collection Fund</b>
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**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 133 active Trash Collection Districts. The fiscal year 2013 budget projects approximately 12,216 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 2013 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:

Departmental Expenses	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
Operational Insurance	-	625	-	300
Indirect Costs	81,346	76,991	82,600	82,600
Administrative Services	58,381	73,011	73,600	74,000
Office Supplies	809	24,610	300	2,000
Legal & Contractual Services	387	4,315	500	2,200
Vehicle Expense	2,414	3,235	2,000	3,500
Miscellaneous	52	1,598	-	-
Equipment	19,257	521,755	118,800	-
Trash Collection	2,296,437	2,344,992	2,596,500	2,809,500
Capital Expense	-	34,690	-	-
<b>Total</b>	<b>\$ 2,459,083</b>	<b>\$ 3,085,822</b>	<b>\$ 2,874,300</b>	<b>\$ 2,974,100</b>

**Summary of Revenue/Expense by District**

District		Number of Customers Estimated for FY 2013	Yard Waste	Actual	Actual	Amended	Adopted
#	Name			FY 2010	FY 2011	FY 2012	FY 2013
1	Briar Park	141	Y	31,989	32,115	35,300	35,300
2	Kent Acres	139	Y	31,641	31,517	34,800	34,800
3	Rodney Village	409	Y	92,499	92,810	102,300	102,300
4	Capitol Park	206	Y	46,975	48,558	51,800	51,500
5	Taylor Estates	54	Y	12,140	12,302	13,500	13,500
6	Richardson Estates	37	Y	8,291	8,298	9,300	9,300
7	Woodland Beach	64	N	14,826	14,577	13,800	13,800
8	Moore's Lake	563	Y	125,626	126,055	140,800	140,800
9	South Old Mill Road	188	Y	41,812	41,847	46,800	47,000
10	Northridge Trailer Park	122	Y	-	-	-	30,500
11	Brookdale	60	Y	13,521	13,474	15,000	15,000
12	S Dover Manor	311	Y	70,034	70,145	77,800	77,800
14	Star Hill	417	Y	96,314	95,933	104,500	104,300
15	Woodbury	62	N	13,990	13,908	13,300	13,300
16	Richardson Circle/Holly Circle	97	N	22,274	22,062	20,900	20,900
17	Orchard/Hillside/Cntrbry Trails	135	N	30,391	30,458	29,000	29,000
18	Felton Heights	85	Y	19,300	19,563	21,300	21,300
19	Royal Grant	216	Y	47,372	47,764	53,500	54,000
20	Generals Greene	96	Y	21,892	21,779	24,000	24,000
24	Eagles Nest	103	Y	23,075	23,231	25,800	25,800
25	Old Mill Acres II	87	Y	19,488	19,488	21,800	21,800
27	Hidden Acres	95	Y	21,399	21,294	23,800	23,800
28	Brighton Place/Windy Way	54	Y	12,116	12,210	13,500	13,500
29	Hickory Dale	207	Y	46,406	46,465	51,800	51,800
30	Cypress Gardens	114	Y	25,550	25,585	28,500	28,500
31	DuPont Manor	72	N	16,274	16,306	15,500	18,000
32	Garrisons Lake I	85	Y	19,198	19,143	21,300	21,300
33	Lakewind	70	N	15,585	15,801	15,100	15,100
34	Woodshaven	146	Y	32,585	32,822	36,300	36,500
35	Hazelwood	39	N	8,786	8,840	8,400	8,400
36	Hunters Point	86	Y	19,298	19,267	21,500	21,500
37	Artis Drive	61	N	13,700	13,781	13,100	13,100
38	North Magnolia	247	Y	55,824	55,729	61,800	61,800
40	Bakers Choice	57	Y	12,827	12,948	14,300	14,300
41	Stonegate	180	Y	40,370	40,330	45,000	45,000
43	Green Briar	32	Y	7,388	7,283	8,000	8,000
44	Wild Quail	177	Y	39,692	39,651	44,300	44,300
45	Messina Hill	49	Y	11,120	11,551	12,300	12,300
46	South Camden	152	Y	33,999	34,387	38,000	38,000
47	Persimmon Lane	57	N	13,022	13,031	12,500	12,300
48	Sandy Hills	96	Y	17,949	19,552	22,000	24,000
49	Pleasant Woods	26	N	5,914	5,854	5,600	5,600
50	West Magnolia	50	N	11,340	11,297	10,800	10,800
51	Normansmeade	59	Y	13,240	13,240	14,800	14,800

## Summary of Revenue/Expense by District Continued

District		Number of Customers Estimated for FY 2013	Yard Waste	Actual	Actual	Amended	Adopted
#	Name			FY 2010	FY 2011	FY 2012	FY 2013
52	Foxhall/Courtside	33	N	7,431	7,468	7,100	7,100
53	Winmil	32	Y	7,200	7,250	8,000	8,000
54	Winding Ridge	44	Y	10,093	9,930	11,000	11,000
56	Riverview Estates	225	Y	50,546	50,447	56,300	56,300
57	Jonathans Landing	136	Y	30,750	30,567	34,000	34,000
58	Misty Pines	62	Y	12,323	12,391	13,800	15,500
61	Carlisle Village IV	63	Y	14,169	14,186	15,800	15,800
63	Church Creek	128	Y	28,552	28,522	31,800	32,000
64	Meadow Ridge	30	Y	6,740	6,723	7,500	7,500
65	Beaver Runne II	72	Y	16,150	16,131	18,000	18,000
66	Magnolia Meadows	69	Y	15,506	15,540	17,300	17,300
67	Moores Meadows	121	Y	27,196	27,114	30,300	30,300
68	The Orchards	153	Y	34,299	34,275	38,300	38,300
69	Bowers Beach	118	Y	27,880	26,999	30,300	29,500
70	Baileys	42	N	9,445	9,448	9,000	9,000
71	Oaknoll	69	Y	15,486	15,473	17,300	17,300
72	Fields of Magnolia	51	Y	11,434	11,435	12,800	12,800
73	Pleasant Hill Farms	95	Y	21,330	21,312	23,800	23,800
74	Chimney Hills	221	Y	49,556	49,642	55,300	55,300
78	Village of Wild Quail	77	Y	17,037	17,031	19,000	19,300
79	Hunters Ridge	65	Y	14,563	14,634	16,300	16,300
81	Doe Run	31	N	6,957	6,947	6,700	6,700
82	St. Jones Commons	143	Y	32,060	32,143	35,800	35,800
83	Cardinal Hills	68	Y	15,239	15,313	17,000	17,000
84	Rolling Meadows	85	Y	19,057	19,107	21,300	21,300
86	Twelve Oaks	42	Y	9,425	9,408	10,500	10,500
88	Planters Woods	100	Y	22,409	22,457	25,000	25,000
90	Traybern	43	Y	9,685	9,635	10,800	10,800
91	Frederica West	50	N	11,233	11,273	10,800	10,800
92	Wynn Wood	182	Y	40,862	40,827	45,500	45,500
93	Mount Vernon Estates	77	N	17,378	17,316	16,600	16,600
94	Jacksons Ridge	52	N	11,651	11,715	11,200	11,200
95	Planters Run	80	N	18,085	17,920	17,200	17,200
96	Pleasant Valley	40	N	8,960	8,960	8,600	8,600
97	Stag Crossing	42	N	9,489	9,425	9,000	9,000
98	Fernwood	73	N	17,172	16,563	15,500	15,700
99	Burtonwood Village	96	Y	21,599	21,645	24,000	24,000
100	Chestnut Ridge	92	N	20,632	20,615	19,800	19,800
101	Lakeshore Village	457	Y	102,215	102,209	114,000	114,300
102	Pheasant Pointe II	61	Y	13,692	13,664	15,300	15,300
103	Brenford Station	196	Y	40,600	42,315	47,300	49,000
104	Rockland Hills	70	Y	15,099	15,224	17,000	17,500
106	Grand Oaks	95	Y	21,294	21,290	23,800	23,800
107	Rockland West	45	N	10,083	10,080	9,700	9,700
109	Otter Run	53	N	11,943	11,922	11,400	11,400
110	Twin Willows	151	Y	27,210	32,263	36,500	37,800
111	Grandview Meadows	53	N	12,064	11,892	11,400	11,400

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

District		Number of Customers Estimated for FY 2013	Yard Waste	Actual	Actual	Amended	Adopted
#	Name			FY 2010	FY 2011	FY 2012	FY 2013
112	Quail Landing	28	N	4,961	5,432	5,400	6,000
113	Riverside	78	Y	15,243	15,953	17,800	19,500
114	Wicksfield	141	Y	21,332	28,001	32,300	35,300
115	Stonewater Creek	33	N	7,189	7,392	7,100	7,100
116	Wolf Creek	14	N	1,796	1,885	1,900	3,000
117	Irish Hill	105	Y	23,550	23,642	26,300	26,300
118	Weather Stond Crossing	1	Y	-	-	-	300
122	Heritage Trace	92	Y	17,329	18,697	20,800	23,000
123	Providence Hills	22	Y	3,875	4,225	4,800	5,500
126	Country Field	60	Y	13,440	13,440	15,000	15,000
127	Pinehurst Village	104	N	16,672	19,880	19,600	22,400
128	Laureltowne	44	Y	6,759	8,220	9,500	11,000
129	Point Landing	46	Y	10,089	10,328	11,500	11,500
130	Harmony Hill	3	N	-	-	-	600
132	Estates at Wild Quail	15	N	2,041	2,522	2,600	3,200
133	Longacre Village	61	N	5,227	8,108	8,200	13,100
135	Brenford Woods	88	Y	16,273	17,344	19,500	22,000
136	Hampton Hills	32	Y	7,264	7,195	8,000	8,000
137	Jockey Hollow	56	Y	9,996	12,450	14,000	14,000
138	Satterfield	51	N	10,789	11,385	11,000	11,000
139	Spring Meadow	166	N	26,842	30,600	30,500	35,700
140	Meadows at Chestnut Rdg.	56	Y	8,791	9,635	11,000	14,000
141	Townsend Fields	26	N	4,670	5,283	5,200	5,600
143	Olde Field Village	13	N	1,944	2,443	2,400	2,800
144	Breeders Crown Farms	57	Y	12,327	12,754	14,300	14,300
145	Coursey's Pointe	13	Y	1,661	2,240	2,500	3,300
147	Reserve at Chestnut Ridge	168	Y	23,806	30,249	35,000	42,000
149	Timber Mills	60	N	11,724	12,673	12,500	12,900
151	Champions Club	56	N	5,973	9,020	9,500	12,000
152	Roesville Estate Sec 1 & 2	28	N	1,643	3,986	4,300	6,000
153	Barrett Farm	18	N	3,616	4,032	3,900	3,900
155	Deer Meadows	41	Y	9,184	9,251	10,300	10,300
157	Village of Eastbridge	10	N	224	1,165	1,300	2,200
158	Willowwood	101	N	6,898	16,048	16,600	21,700
161	Hazel Farms	65	N	3,662	8,741	9,700	14,000
163	Pickering Pointe	10	N		896	2,200	2,200
165	Hunters Run	2	N	224	299	200	400
166	Lynnwood Village	8	N	653	1,101	1,100	1,700
167	Dogwood Meadows	1	N	224	224	200	200
168	Fiddler Creek	5	N	392	747	600	1,100
169	Village of Noble Pond	40	N	1,624	5,767	5,800	8,600
170	East Bay Point	12	N		859	1,700	2,600
	<b>Grand Total</b>	<b>12,216</b>		<b>2,570,718</b>	<b>2,645,009</b>	<b>2,874,300</b>	<b>2,974,100</b>



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

There is no increase in medical health benefits premiums over fiscal year 2012. The County contribution for employees with dependent care coverage is budgeted for fiscal year 2013 using the dependent care cost sharing ratio, 60 percent (60%) County and 40 percent (40%) employee, with minimum County contribution of \$175.00 per month as was implemented in 2006 fiscal year's budget.

Medical Trust	Actual FY 2010	Actual FY 2011	Amended FY 2012	Adopted FY 2013
<b>Beginning Fund Balance</b>	\$ 538,783	\$ 564,565	\$ 563,423	\$ 563,423
<b>Revenues</b>				
Employer Contributions	3,175,857	3,450,915	2,754,700	2,960,200
OPEB Contribution	-	-	678,900	600,000
Employee Contributions	367,712	399,944	399,100	399,100
Retiree Contributions	52,370	56,603	58,900	49,500
COBRA Contributions	8,404	9,444	8,800	4,700
Interest Income	82	52	100	100
Part D	35,606	-	33,000	-
Miscellaneous Income	-	15	-	-
<b>Total</b>	<b>\$ 3,640,031</b>	<b>\$ 3,916,973</b>	<b>\$ 3,933,500</b>	<b>\$ 4,013,600</b>
<b>Expenses</b>				
Medical Insurance	\$ 3,405,964	\$ 3,720,088	\$ 3,720,000	\$ 3,810,500
Claims - Dental	171,050	167,848	180,000	172,000
Reimbursables	1,610	230	-	-
Administration Fees	20,971	20,874	22,000	20,000
Trustee Fees	3,654	3,075	3,500	3,100
Contractual	11,000	6,000	8,000	8,000
<b>Total</b>	<b>\$ 3,614,249</b>	<b>\$ 3,918,115</b>	<b>\$ 3,933,500</b>	<b>\$ 4,013,600</b>
<b>Estimated Ending Fund Balance</b>	<b>\$ 564,565</b>	<b>\$ 563,423</b>	<b>\$ 563,423</b>	<b>\$ 563,423</b>



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## **Pension Trust Fund**

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 employees hired on or before June 29, 2010 or eight years if hired after June 29, 2010. 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 pension benefit is 2.0 percent of average compensation for each year of service for employees hired on or before December 21, 2010 or 1.85 percent if hired after December 21, 2010. (Average compensation is compensation averaged over the three consecutive years of service which produce the highest average.)

Effective July 2009 eligible employees hired before December 21, 2010 contribute 1% of their base salary to the plan. Effective December 21, 2010 eligible employees hired on or after December 21, 2010 contribute 3% of their base salary over \$6,000.

The actuarial evaluation of the plan is done annually. In accordance with the draft actuarial valuation report dated February 23, 2012 a contribution of \$1,478,654 to the Kent County Employee Retirement Fund is required for fiscal year 2013. The General fund's liability for fiscal year 2013 is \$1,145,654 and the Sewer funds liability is \$333,000. The County's contribution to the pension plan as recommended by an actuarial valuation for fiscal years 2011 and 2012 was \$ 1,539,544 and \$1,527,494, respectively.

<b>Fund Balance 6/30/2010</b>		<b>\$ 22,204,225</b>
<b>Revenues 2011</b>		
Investment Income	\$ 127,335	
Employer Contributions		
General Fund	1,218,517	
Sewer Fund	335,700	
Net Appreciation(Depreciation) in Fair Value of Investments	4,909,081	
<b>Total</b>		<b>\$ 6,590,633</b>
<b>Expenditures 2011</b>		
Pension Benefits	\$ 1,857,410	
Administration Costs	121,449	
Consultant	35,000	
Actuary Fees	18,241	
<b>Total</b>		<b>\$ 2,032,100</b>
<b>Fund Balance 6/30/2011</b>		<b>\$ 26,762,758</b>

<b>Retiree Benefits Trust Fund</b>
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Kent County Levy Court created the Retiree Benefits Trust Fund in 2006 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 years 2012 and 2013. Each cost center contains a proportional amount with the General Fund portion being \$509,725 and the Sewer Fund portion being \$151,300. The County’s contribution to the Retiree Benefit Trust Fund for fiscal years 2010 and 2011 were \$630,976.

<b>Fund Balance 6/30/2010</b>		<b>\$ 8,509,802</b>
<b>Revenues: 2011</b>		
Investment Income	254,183	
Employer Contributions		
General Fund	492,976	
Sewer Fund	138,000	
Net Appreciation(Depreciation) in Fair Value of		
Investments	1,363,954	
<b>Total</b>		<b>2,249,113</b>
<b>Expenditures: 2011</b>		
Pension Benefits	586,611	
Administration Costs	4,868	
<b>Total</b>		<b>591,479</b>
<b>Fund Balance 6/30/2011</b>		<b>\$ 10,167,436</b>



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## 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>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>DSWA</b>	Delaware Solid Waste Authority
<b>EDU</b>	Equivalent Dwelling Unit
<b>EHS-MS</b>	Environmental Health and Safety Management System
<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>FOG</b>	Fat, Oils and Grease
<b>FY</b>	Fiscal Year
<b>GASB</b>	Governmental Accounting Standards Board
<b>GATS</b>	Generation Attributes Tracking System
<b>GHG</b>	Greenhouse Gas
<b>GIS</b>	Geographic Information Services
<b>HA</b>	House Amendment
<b>HB</b>	House Bill
<b>HPG</b>	Housing Preservation Grant
<b>IU</b>	Industrial User
<b>ISO</b>	International Standardization Organization
<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>MSCIF</b>	Main System Capital Improvement Fund
<b>NBP</b>	National Bio-Solids Partnership
<b>NPDES</b>	National Pollutant Discharge Elimination System
<b>OHSAS</b>	Occupational Health and Safety Assessment System
<b>OPAC</b>	On-line Public Access Catalog
<b>PERS</b>	Public Employees Retirement System
<b>PCB</b>	Polychlorinated Biphenyl
<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>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>SIU</b>	Significant Industrial Users
<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**