

CAPITAL PROGRAM & BUDGET



Fiscal Year 2015 - 2020
Approved

Thomas P. Gordon
County Executive



New Castle County
Approved
Capital Program & Budget
FY 2015 - 2020

Ordinance #14-034
Resolution #14-093

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Capital Program & Budget**

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This prestigious award is the highest form of recognition in government budgeting that a local government can receive. Of nearly 40,000 units of local government eligible, an average of only 2% each year receive this honor.

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **NEW CASTLE COUNTY, DELAWARE for its annual budget for the fiscal year beginning July 1, 2013.**

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

**New Castle County
Elected Officials
For Fiscal Year 2015**

Executive

County Executive..... **Thomas P. Gordon**

Row Offices

Register of Wills **Ciro Poppiti, III**

Recorder of Deeds **Michael E. Kozikowski**

Sheriff **Trinidad Navarro**

Clerk of the Peace **Kenneth W. Boulden, Jr.**

County Council

President of Council **Christopher Bullock**

First District..... **Joseph M. Reda**

Second District **Robert S. Weiner**

Third District **Janet Kilpatrick**

Fourth District **Penrose Hollins**

Fifth District **Lisa Diller**

Sixth District **William E. Powers, Jr.**

Seventh District **George Smiley**

Eighth District **John J. Cartier**

Ninth District..... **Timothy P. Sheldon**

Tenth District..... **Jea P. Street**

Eleventh District..... **David L. Tackett**

Twelfth District **J. William Bell**

County Planning Board

Richard Killingsworth
Chairperson

Sandra D. Anderson

Robert C. McDowell

William V. McGlinchey

David K. Sheppard

Robert Snowden

Ruth Visvardis

Arthur R. Wilson

Leone Cahill

PROJECT DIRECTORY AND DESCRIPTION

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Facilities/Equipment and Landfill Facilities

0126	<u>Army Creek Landfill Upgrade</u> – various wells and additional equipment as required by EPA approved plan.	42
0401	<u>Building Rehabilitation</u> – capital improvements to County buildings as required.	37
1401	<u>City/County Building Rehabilitation</u> – capital improvements to the City/County building. Projects to be determined by the City of Wilmington.	39
0230	<u>Fleet Acquisitions</u> – purchase of heavy equipment, off road equipment and vehicles.	37
1406	<u>Fleet Equipment</u> – purchase of heavy equipment, off road equipment and vehicles. Funds for these purchases will come from the General Fund.	36
9808	<u>General Paving</u> – paving at various County locations including: curbs, sidewalks, and drainage repairs.	40
9909	<u>General Roof Renovations</u> – project for major rehabilitation at various County facilities.	41
0711	<u>Government Center Parking Lot</u> – paving of the Government Center parking lot.	38
9035	<u>Hazardous Substances & Asbestos Abatement</u> – abatement and/or disposal of asbestos and other hazardous materials.	40
8919	<u>Inspection of Tanks Environmental Control</u> – inspection of tanks, replacing, retrofitting and monitoring.	39
9910	<u>Security</u> - install upgraded integrated security systems at various County facilities, including the Gilliam Building, Connor Building, Base D, Southern Patrol and Library.	41

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Facilities/Equipment and Landfill Facilities (continued)

1204 **Vehicle Lift System** – replacement of vehicle lifts in the garage. **38**

Parks

0115 **Brandywine Springs Park Rehabilitation** – Lake Washington renovation, restoration of historic bridge abutment and pedestrian bridge. **52**

1408 **Carousel Park** – restoration and renovations for the facility and grounds. **55**

0609 **Delcastle Parking Renovations** – planned phased renovations of sidewalks, curbing, parking surfaces etc. **53**

0117 **District Park #5** – master plan, design, and construction to develop a district park located in Red Lion. **43**

0510 **Game Court Improvements** – improvements and renovations to existing tennis and basketball courts. Specific game court areas to be identified in year of authorization. **45**

0509 **General Parkland Improvements** – development and renovations of parks and recreation facilities. Construction materials, architectural services and other authorized park improvements. **46**

9916 **Glasgow Regional Park** – development of a regional park facility in the Glasgow Area. **56**

1504 **Glasgow Regional Park Hermitage** – rehabilitation effort of the Glasgow Park Hermitage. **55**

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Parks (continued)

1506	<u>Glasgow Regional Park Maintenance Base</u> – construction of maintenance base at Glasgow Regional Park.	48
0515	<u>Greenway Systems</u> – cross county pathway connector system for multi-use walking and biking.	47
0330	<u>Land Acquisition</u> – acquire land or development rights for unincorporated New Castle County.	52
9809	<u>Maintenance Base Renovations</u> – construct new crew space and storage facilities and renovations as required.	48
1403	<u>Middle Run Valley Bicycle Skills Area</u> – construction of small bicycle track and skills facility for children and bike users.	44
1402	<u>Middle Run Valley Reforestation & Improvements</u> – development and improvements to the Middle Run Valley Natural Area Property.	54
0704	<u>Multi-Purpose Athletic Fields</u> – installation of synthetic turf on athletic fields. <u>“De-authorized”</u>	54
0331	<u>Parkland Acquisition</u> – parkland acquisition.	43
9815	<u>Pavilion Renovations</u> – renovations of pavilions at various parks.	50
1302	<u>Play Area Improvements</u> – installation of play equipment in various parks as required.	51
1409	<u>Rockwood Park</u> – restoration and renovations for facility and grounds.	48

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Parks (continued)

- 0336** **Southern Regional Park** – development of a southern regional park. **53**
- 0121** **Sports Lighting** – lighting of existing sports fields. **49**

Sanitary Facilities

- 0621** **Airport Rd Pump Station Upgrade** – upgrade of electrical motor control center and generator replacement. **67**
- 0220** **Asset Management** – system analysis and real time dynamic modeling of the sewer collection system to plan and prioritize rehabilitation work. **71**
- 0101** **Backwater Valve Improvement** – to install backwater sewage valves in infiltration and inflow areas to prevent sewage backups during wet weather periods. **60**
- 0610** **Boxwood Rd Sanitary Sewer Improvements** – hydraulic analysis, metering, field investigation and design of sewer improvements to sanitary sewer located in the vicinity of the Little Mill Creek interceptor near Boxwood Road. **58**
- 0005** **Brandywine Hundred North Rehab Phase I** – rehabilitation of sewer system in North Brandywine Hundred area to correct capacity shortages due to infiltration and inflow and deteriorated pipe. **69**
- 1001** **Brandywine Hundred North Rehab Phase II** – design and construction of sewer rehabilitation projects in the North Brandywine Hundred area. **74**
- 0218** **Brandywine Hundred South Rehab Phase I** – rehabilitation of sewer system in South Brandywine Hundred area (Shellpot Interceptor) to correct capacity shortages due to infiltration and inflow. **70**

PROJECT DIRECTORY AND DESCRIPTION

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Sanitary Facilities (continued)

1002	<u>Brandywine Hundred South Rehab Phase II</u> – design and construction of sewer rehabilitation projects in the South Brandywine Hundred area.	74
0216	<u>Buttonwood Pump Station Upgrade</u> – installation of pumps and associated mechanical/electrical upgrades.	65
0705	<u>Christiana River Force Main</u> – evaluation of the Christiana River Force Main to determine present condition and develop a long term plan.	68
0615	<u>Christiana Pump Station Upgrade</u> – rehabilitation of Christiana Pump Station.	66
0219	<u>Countywide Manhole Rehabilitation</u> – this project will rehabilitate and repair over 3,500 manholes identified as deficient. The work includes replacing the frame, cover and internal repairs and renovations as needed.	70
1206	<u>Countywide Trenchless Rehabilitation</u> – lining sewer mains countywide by cured in place pipe lining (CIPPL).	75
0004	<u>Delaware City Treatment Plant Rehab</u> – rehabilitation of treatment plant, including disinfection, removal, treatment and processes.	77
1303	<u>DelDot Coordination Project II</u> – replacement and repairs of sanitary sewer in coordination with DelDot paving projects.	75
0616	<u>Electrical Power Distribution Upgrade</u> – evaluation and upgrade of power equipment at various pump stations.	66
0622	<u>General Sewer Improvements</u> – force account for major capital improvements, design, review and inspections.	61

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Sanitary Facilities (continued)

1102	<u>Glasgow Area Sewer Improvements</u> – upgrade 10”, 12” and 15” diameter sewer; rehabilitate 12” gravity sewer and demolish/decommission the Glasgow Heights pump station.	61
9604	<u>Hyde Run Relief</u> – relief sewer construction to alleviate identified system construction points.	59
1004	<u>Kirkwood Trunk Line Interceptor</u> – design and construction of approximately 4,000 lf of sanitary sewer improvements to the Kirkwood Trunk Line.	59
1404	<u>Little Mill Basin Rehabilitation</u> – analysis, design and construction to remove infiltration/inflow from the interceptor system.	76
0323	<u>Mill Creek Interceptor Relief</u> – place 4,900 lf of 24” relief sewer along Mill Creek between Limestone Rd. and Stoney Batter Road.	57
0406	<u>MOT Area Maintenance Base</u> – regional operations base to support growing population in Southern New Castle County.	72
0215	<u>Naamans Pump Station Upgrade</u> – installation of pumps and complete electrical upgrade.	64
0612	<u>North Delaware Interceptor System</u> – rehabilitation, replacement of Old North Delaware Governor Printz Interceptor.	73
0420	<u>Old State Rd Interceptor</u> – evaluation, analysis and design of the sewer system at the confluence of the Old State Road and State Road Interceptors.	57
0422	<u>Pike Creek Improvements</u> – infiltration and inflow analysis of the interceptor and design improvements to the interceptor to accommodate additional flows and to connect the system to the White Clay Interceptor.	72

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Sanitary Facilities (continued)

0006	<u>Pump Station Meters</u> – upgrade flow meters at major pump stations.	63
0106	<u>Pump Station Rehabilitation</u> – pump station rehabilitation including electricity, controls, pumps, infrastructure and buildings.	64
0618	<u>Richardson Park Pump Station Upgrade</u> – upgrade/replacement of the pumps generators, electrical motor control center, and power distribution equipment.	67
0708	<u>Septage Receiving Station Upgrade</u> – rehabilitation of the New Castle County septage receiving station to address potential FOG issues, odor issues and other concerns.	78
1407	<u>Sewer Fleet Equipment</u> – purchase of heavy equipment, off road equipment and vehicles. Funds for these purchases will come from the Sewer Fund.	62
1304	<u>Sewer Repairs and Rehabilitation II</u> – sewer repairs and rehabilitation as determined by the Department of Special Services from analysis.	76
0611	<u>South Christiana Interceptor Analysis</u> – planning, metering, field work and analysis of South Christiana Sewer Interceptor.	58
9603	<u>Southern Sewer Service Area</u> – construction of sanitary sewer system south of the C&D Canal to include treatment plant, pump stations, force mains, and interceptor sewer lines.	79
0107	<u>Special Services Complex</u> – site improvements at the Special Services Churchmans Road complex including: storage sheds and storage domes, expanded parking facilities and other site improvements as needed.	69

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Sanitary Facilities (continued)

9705	<u>Stoney Creek Pump Station Upgrade</u> – total rehabilitation and replacement of Stoney Creek Pump Station and force main.	68
0217	<u>Terminal Ave Pump Station Upgrade</u> – installation of pumps and complete electrical upgrades.	65
0224	<u>Turkey Run Interceptor Rehabilitation</u> – rehabilitate the Turkey Run Interceptor between Washington Street and the Fairfax Development.	71
0424	<u>Water Farm #1 Improvements</u> – construction of improvements at Water Farm #1 in sewer district south of the C&D Canal, to include treatment process changes, land acquisition, pump stations, force mains and discharge modification.	77
0619	<u>Wastewater Treatment Plants/Discharge Elimination</u> – monitor, evaluation/update County treatment facilities as required by the EPA under the Clean Water Act.	78
0002	<u>White Clay Creek P/S Rehabilitation</u> – installation of 5 th pump, waterproofing and rehabilitation of electrical/mechanical systems.	63
0614	<u>White Clay Sewer Basin Rehabilitation</u> – study and analysis of the White Clay Sanitary Sewer System.	73

Stormwater

0413	<u>Countywide Drainage Problems</u> – to provide for future storm drainage projects, to be specified in year of funding authorization.	80
1110	<u>General Stormwater Improvements</u> – force account for major capital improvements, design, review, and inspections.	82

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Stormwater (continued)

- | | | |
|-------------|--|-----------|
| 0414 | <u>New Castle Conservation District</u> – to provide for future storm drainage projects to be planned, designed & constructed in cooperation with New Castle Conservation District. | 80 |
| 0517 | <u>Stormwater Mitigation Projects</u> – funds for drainage emergencies due to storms. | 81 |
| 0625 | <u>Stormwater Basin Renovation</u> – major structural rehabilitation as defined in the UDC and failed basin rehabilitation. | 81 |
| 1305 | <u>Stormwater Basin Renovation II</u> – major structural rehabilitation as defined in the UDC and failed basin rehabilitation. | 82 |

Community Services

- | | | |
|-------------|---|-----------|
| 0605 | <u>Bear Library Expansion</u> – increase public access area of Bear Library to include section occupied by Technical Services. | 85 |
| 0905 | <u>Claymont Library</u> – construction of a 17,500 square foot stand alone library. | 86 |
| 1205 | <u>Route 9 Community Library</u> – construction of a 12,500 square foot Community Library in the Route 9 corridor. | 86 |
| 0329 | <u>Southern Library</u> – construction of a 25,000 square foot regional library that can be expanded to 40,000 sq ft. | 85 |
| 1301 | <u>Newark Library Renovation</u> – create needed meeting room and a small storage area. | 87 |

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Community Services (continued)

1410 **Surratte Pool Renovations** – repairs to Surratte pool, bathhouse and surrounding pool area. **84**

1511 **Show Mobile** – to purchase a Show Mobile trailer for special events. **84**

Public Safety – Emergency Communications Center

1307 **800 MgHZ Communications Equipment** – purchase new equipment beginning FY 2015. **91**

0410 **Computer System** – purchase and install department computer network to include hardware, software, planning, training and management fees. **90**

1108 **Communications Upgrade** – FCC mandate to upgrade voice paging system. **90**

Public Safety – Emergency Medical Services

0710 **EMS Stations** – design and construction of new paramedic emergency medical stations in New Castle County. **92**

1106 **Lifepak 15 Upgrades** – purchase Lifepak 15 monitoring devices. **92**

Public Safety – Law Enforcement

1501 **Crime Fighting Platform** – yearly licenses, maintenance and managed services, service fees and yearly maintenance. **94**

1308 **Police Academy Renovation** – construction of new locker room and shower facilities. **94**

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Public Safety – Law Enforcement (continued)

- 1306** **Police Range** – review Police Range needs. **93**
- 1505** **Public Safety Building Renovations** – correct several design deficiencies that are critical – such as the HVAC system, sprinkler system, electrical and domestic water system. **96**
- 0712** **Public Safety Facility** – Minquas Public Safety Facility. **93**
- 1509** **Public Safety Vest Protection** – purchase replacement protective vests for police officers and EMS staff. **95**

Administration

- 9918** **Information Systems Expansion** – identify and implement additional technical business solutions. **98**
- 1508** **Technology Imp. Electronic Plan Review** –utilize technology to streamline plan review processes, provide consistency and improve coordination. **98**

County Executive

- 8933** **Executive Capital Contingency** – allocated by the County Executive to meet increased costs of an authorized project, not to exceed 10% of original authorization; or as the County Executive deems necessary. **100**

**New Castle County
Legend for Identification Prefixes
of Capital Project Budget Years**

<u>Fiscal Year Budgeted</u>	<u>Capital Year Prefix</u>
1990	90
1991	91
1992	92
1993	93
1994	94
1995	95
1996	96
1997	97
1998	98
1999	99
2000	00
2001	01
2002	02
2003	03
2004	04
2005	05
2006	06
2007	07
2008	08
2009	09
2010	10
2011	11
2012	12
2013	13
2014	14
2015	15
2016	16
2017	17
2018	18
2019	19
2020	20

**New Castle County
FY 2015 Capital Budget
By Department and Project**

	<i>FY 2015 Capital Budget</i>		<i>FY 2015 Capital Budget</i>
Special Services			
Sewer/Stormwater			
Asset Management	\$ 500,000		
Brandywine Hundred North Rehab Phase I	1,500,000		
Brandywine Hundred South Rehab Phase I	1,500,000		
Christiana River Force Main	1,750,000		
Countywide Trenchless Rehabilitation	1,000,000		
DelDot Coordination Project II	500,000		
General Sewer Improvements	475,000		
General Stormwater Improvements	93,000		
Glasgow Area Sewer Improvements	250,000		
Little Mill Basin Rehabilitation	1,500,000		
Pike Creek Improvements	1,000,000		
Pump Station Rehabilitation	900,000		
Sewer Fleet Equipment	1,337,000		
Sewer Repairs & Rehabilitation II	1,500,000		
South Christiana Interceptor Analysis	2,000,000		
Southern Sewer Service Area	400,000		
Special Services Complex	2,000,000		
Stormwater Basin Renovation II	600,000		
Wastewater Treatment Plants/Discharge	50,000		
Water Farm #1 Improvements	1,300,000		
	\$ 20,155,000		
		Facilities/Equipment	
		Building Rehabilitation	\$ 800,000
		Fleet Equipment	2,984,000
		Government Center Parking Lot	1,904,000
		Vehicle Lift System	95,000
		Security	500,000
		Total Facilities/Equipment	\$ 6,283,000
		Parks	
		Carousel Park	\$ 1,500,000
		Delcastle Parking Renovations	1,300,000
		Game Court Improvements	175,000
		General Parkland	350,000
		Glasgow Regional Park Hermitage	3,554,000
		Land Acquisition	1,500,000
		Multi-Purpose Athletic Fields	(1,525,000)
		Parkland Acquisition	500,000
		Pavilion Renovations	110,000
		Play Area Improvements	325,000
		Rockwood Park	2,000,000
		Total Parks	\$ 9,789,000
		Total Special Services	\$ 36,227,000

**New Castle County
FY 2015 Capital Budget
By Department and Project**

	<i>FY 2015 Capital Budget</i>		<i>FY 2015 Capital Budget</i>
Community Services		Administration	
Facilities/Equipment			
Show Mobile	\$ 160,000	Information Systems Expansion	\$ 3,204,000
		Technology Imp. Electronic Plan Review	410,000
Library Facilities			
Route 9 Community Library	\$ 12,761,000	Total Administration	\$ 3,614,000
Total Community Services	\$ 12,921,000		
Public Safety		TOTAL FY 2015 CAPITAL BUDGET	\$ 58,386,000
Emergency Communications Center			
Computer System	\$ 100,000		
800 MghZ Communications Equipment	1,500,000		
Emergency Medical Services			
EMS Stations	\$ 255,000		
Law Enforcement			
Crime Fighting Platform	\$ 195,000		
Police Academy Renovation	75,000		
Police Range	350,000		
Public Safety Building Renovations	3,069,000		
Public Safety Vest Protection Program	80,000		
Total Public Safety	\$ 5,624,000		

Development of the Capital Program and Budget

Overview

The New Castle County Reorganization Act requires that the Chief Administrative Officer (CAO) shall annually prepare a Capital Program and Budget under the direction of the County Executive. In preparing the Capital Program and Budget, the CAO shall confer with the Department of Land Use to ascertain that the proposed program is in accordance with the County Comprehensive Development Plan. In fiscal 1989 the Budget Office within the Office of Finance became the principal agency responsible for assisting the CAO in the coordination and preparation of the Capital Program and Capital Budget. Also, in 2005 by Executive Order a Capital Strategies and Review Committee (CSRC) currently consisting of the Executive Office, Office of Finance, Procurement, Land Use, Special Services, County Council and Law was established.

No later than the first day of April of each year the County Executive shall recommend to County Council, a capital program for the ensuing six years and a capital budget for the ensuing year. No later than the date that the program is submitted to County Council, the County Executive shall submit it to the Department of Land Use for its review and recommendations to County Council. The County Executive shall also submit it to the Planning Board for the sole purpose of determining if it is in accordance with the Comprehensive Development Plan.

No later than the first day of June of each year, the County Council is required to approve a capital program and adopt a capital budget before it ordains the annual operating budget. The program shall detail each capital project. Each project shall show the amount of appropriations that have been expended or are to be expended and the funding sources for each of the fiscal years presented in the program. The Capital Budget Ordinance shall show in detail the capital expenditures to be made or incurred in accordance with the capital program.

County Council may not amend the capital program as submitted to it by the County Executive until it has received from same, recommendations

with respect to the proposed amendment. County Council shall not be bound by such recommendations and may act without them if they are not received within 15 days from the date they are requested.

The reader is referred to the appropriate sections of Title 9 of the Delaware Code which are Sections 1134, 1135, 1136, 1137, 1159, 1332, 1341, 1343 and 1361 for further details regarding the capital programming and budget process.

Capital Projects Strategies and
Review System (CAPSTARS)

The CSRC is operationally responsible for the County’s Capital Projects Strategies and Review System (CAPSTARS).

CAPSTARS was implemented to establish quantitative fiscal strategies that would provide greater linkage to the County’s Comprehensive Development Plan; and to provide a unified review system that would evaluate strategic plan considerations and financial compliance. Results achieved through the implementation of CAPSTARS include seven key quantitative fiscal strategies which are consistent with the Comprehensive Development Plan; cost standards to more readily quantify the impact of certain capital improvements upon the annual operating budget; and a quarterly capital review with each County agency to evaluate program/plan conformance and fiscal compliance. Additional benefits are also provided to the County Council in the form of more timely and quantitative information regarding each of their district’s capital projects. Overall, the entire capital program and budget administration is substantially more fiscally significant to management and is more closely linked to the County’s Comprehensive Development Plan.

Major components of CAPSTARS are presented in the following pages 2 through 13 with Departmental Profiles starting on page 16.

Key Financial Policies (KFP's)

The County has adopted, as a part of the annual budget, quantitative financial policies that address (1) project duration, (2) the recommended percentage of debt service to the operating budgets, (3) the recommended percentage of cost increase in the six-year capital program after the base year, (4) the limitations to amendments during the year, (5) the three-year operating budget impact, (6) the quarterly capital project and program review, and (7) the monthly capital cash forecast for twelve months and a quarterly variance analysis. The following are the “Key Financial Policies” for the fiscal year beginning July 1, 2014.

 **KFP #1**

- Each capital project will have a “sunset provision” after 24 months which can be lifted only by a resolution adopted by County Council.

Rationale

- Each agency must commit to the timely completion of each project adopted by the County Council and approved by the County Executive.

Impact

- Each agency will have 24 months from the date of authorization to complete all projects. Projects authorized prior to July 1, 2012 must be completed on or before June 30, 2014. Projects approved for continuance are to be completed on or before June 30, 2015.

- The Fiscal Year 2015 Capital Program sunsets 10 projects with an approximate savings of \$1.7 million.

 **KFP #2**

- The recommended percentage of debt service to the operating budgets is:
 - (a) **General Fund** - 15%
 - (b) **Sewer Fund** - 20%

Rationale

- Growing debt service payments as a percentage of the operating budget must be limited so as to maintain the financial flexibility of the County.

Impact

- Capital expenditures funded by general obligation debt will have to be programmed to avoid increasing the future debt burden upon the residents. Exceptions to this policy may be considered only for projects with a contemporary impact upon the health, safety and welfare of the residents and county employees. Pages 11 and 12 present the percentage of debt service to the operating budgets.

 **KFP #3**

- The recommended percentage of cost increase in each year of the six year capital program after the respective base year is:

(a) General Fund

5% for the fiscal years 2015-2020
(non-cumulative).

(b) Sewer Fund

No greater than the acceptable annual sewer rate increase for user fees.

KFP #3 is to provide for cost increases to authorized capital projects currently in the approved Capital Program. Use of KFP #3 for new project requests will be evaluated by the CSRC on a project-by-project basis for approval.

Rationale

- Each agency must manage their Capital Program within certain time and cost constraints so as to maintain effective project and cost controls.
- County Executive must submit to County Council a balanced operating budget.

Impact

- Each agency will become more sensitive to project completion within the original budget and time frame. County government will limit sewer capital activity to projects that do not exceed a net debt service to operating budget percentage of 20% and/or an annual rate increase of 20%.



KFP #4

- Capital project amendments during a year shall not exceed the annually adopted budget and funding levels. All amendments shall be reviewed and evaluated by the CSRC.

Rationale

- Each agency must manage their Capital Program within certain time and cost constraints so as to maintain effective project and cost controls.

Impact

- Project amendments will require each agency to adjust their existing projects and program to conform to existing authorizations. This will limit project addition and project cost overruns. Exceptions to this policy may be considered only for projects with a contemporary impact upon the health, safety and welfare of the residents and County employees.



KFP #5

- Each agency shall submit a three year operating budget impact for personnel services costs, materials and supplies and debt service costs with each project request.

Rationale

- Each agency must disclose the operating budget impact so that total project-related costs can be considered in the decision-making process.

Impact

- Annual operating budget costs will be considered in the project acceptance process. These operating costs will provide management and County Council with total project-related costs.



KFP #6

- Quarterly capital project and program reviews conducted by the CSRC are to monitor existing project performance and to update the six year capital program.

Rationale

- Each agency must actively manage each project and provide quarterly reports on the physical and fiscal status of each project to management and County Council.

Impact

- A Capital Project Status Report and a Proposed Capital Program and Budget Summary are prepared by each agency for each of the capital projects in the budget and for the proposed Capital Program and Budget for the next fiscal year.



KFP #7

- Each agency shall submit to the CSRC a monthly capital cash forecast (receipts and disbursements) for a twelve-month period and a quarterly variance analysis (forecast to actual).

Rationale

- Each agency must actively oversee and report the fiscal activity of each project in order to maximize the County’s investment opportunities and to meet the Treasury arbitrage regulations.

Impact

- Monthly, each agency will project the next twelve months' activity for each project. Quarterly, a “forecast to actual” report is prepared by the Budget Office for each agency to explain the variances for each project.

Quarterly Capital Review

During the fiscal year, the Chief Administrative Officer and the members of CSRC meet quarterly to review and monitor the status of all approved capital projects and programmed capital projects. A status report summary of all capital projects is issued at the end of each review forum. The quarterly review is held with each County agency that has authorized capital projects or programmed capital projects to determine.

■ **Status of existing projects**

- Financial liquidity
- Estimated completion date
- Changes in project scope

■ **Status of the program for the next six years**

- Planned project scope and/or cost adjustments
- Conformance with the County’s Comprehensive Development Plan and, if applicable, the agency’s Comprehensive Plan
- New and/or deleted planned projects

■ **Impact of Capital Spending upon the Operating Budget**

- Project acceptability
- Additional costs/or savings to the Operating Budget
- Fiscal Planning

The table on the following page presents the impact of the 2015 Capital Budget upon the annual Operating Budget.

Annual Operating Budget Impact

The FY 2015 Approved Capital Budget and the Annual Operating Budget Impact is summarized by department below. Additional information is available in the Departmental Profiles on pages 16 through 30.

FY 2015 Capital Budget		Annual Operating Budget Impact			
Department	Appropriations	Personnel Service Costs	Other Operating Costs	Debt Service Costs	Total
Special Services	\$36,227,000	\$21,190	\$4,750	\$2,594,221	\$2,620,161
Community Services	12,921,000	-	-	800,250	800,250
Public Safety	5,624,000	-	-	413,841	413,841
Administration	3,614,000	-	-	203,264	203,264
County Executive	-	-	-	-	-
Total	\$58,386,000	\$21,190	\$4,750	\$4,011,576	\$4,037,516
Capital Project Fund	-	21,190	4,750	2,499,764	2,525,704
Sewer Project Fund	-	-	-	1,511,812	1,511,812

The Linkage Between The Comprehensive Development Planning Process and The Capital Program and Budget Process

The Comprehensive Development Planning process has three essential components:

- A **Long-Range** element - The New Castle County updated Comprehensive Development Plan (20-25 years).
- A **Mid-Range** element - The Capital Improvements Program (6 years).
- A **Short-Range** element - The annual Capital Budget and the Annual Profile (1 year).

The Comprehensive Development Plan (the long-range element) is not an end-state plan, but a component of a planning process, i.e., a generalized model of the future which expresses policy direction for a 20-25 year period. It contains background information, a land use concept map, implementation considerations, goals and policies with which to address the following issues:

- Growth Management
- Natural Resources
- Transportation
- Community Character and Land Use Intensity
- Housing
- Agriculture
- Economic Development
- Community Facilities
- Intergovernmental Coordination

While the goals and policies must, of necessity, be pursued individually and in concert with the agencies (Federal, State, and Municipal) and County departments responsible for implementing them, the overall planning process synthesizes and coordinates them. The development of specific objectives should be the results of more specific analyses on the part of each County operating department, of each issue — long range, mid-range, or short-range as indicated.

As a result of system-wide changes identified by the annual profiles and the analysis of the probable impacts of those changes, the mid-range program can be updated in terms of trends, goals and policies, capital projects, and implementation programs — within the context of the long-range issues.

One of the basic purposes of capital improvement programming is to coordinate physical and fiscal planning in order that the greatest possible benefits can be realized from the County’s existing and anticipated financial resources. In order to accomplish this, a ranking of desired public improvements is established by assigning a need-based priority to each project. This ranking is then related to the County’s ability to pay for the projects over time. By this procedure, a prioritized sequence of projects (the program itself) is established.

Other positive results of the Capital Program and Budget process include:

- + Translation of the County’s Comprehensive Development Plan, individual Department’s functional plans, and other programs and policies into tangible projects.
- + The possibility of guiding private development so that it occurs in a way that is in conformity with the Comprehensive Development Plan.

- + The coordination of the capital projects of all County Departments so that they will further the implementation of the Comprehensive Development Plan.
- + Keeping the public informed of the County’s long-range development plans.
- + Enabling the County Executive and the County Council to better understand long-term cash needs and better plan the financing necessary for both capital and operating activities.

Another short-range component of the planning process is the annual profile — which is the culmination of the previous year’s monitoring of demographic data, developmental trends, changing regulatory and environmental conditions, and the impact of all these factors on the mid and long-range programs. This analysis provides the basis for the next year’s plan of action — primarily as will be embodied in its capital budget.

The Annual Profile, then, serves three basic purposes:

- √ It monitors changes in baseline conditions and so informs decision-makers.
- √ It analyzes the impacts of changes in baseline conditions on goals and policies.
- √ It provides an update, via the modification of objectives, to the mid-range component of the planning process; and thence, to the long-range component — thus completing the cycle.

The general policies or strategies which are utilized in developing the capital program include:

- * Conformance with New Castle County’s Comprehensive Development Plan, as updated.
- * Maintenance or improvement of the ratio of debt service to the total operating budget, with the life of specific issues paralleling the life (three year minimum) of respective assets (\$5,000 minimum), utilizing the analytical tool of constant principal repayment.

- * Maximization of intergovernmental funding (Federal, State, Municipal and Private) of activities which are in conformance with New Castle County's Comprehensive Development Plan.
- * Protection of the County's investment in existing facilities, where appropriate, to avoid the higher cost of rehabilitation and/or replacement associated with deferment.
- * Authorization of new projects only as consistent with each department's ability to complete prior authorized projects.
- * Utilization (where appropriate) of user fees as a revenue source to offset (in full or in part) the operating and debt service expenses resulting from capital projects when completed.
- * Fostering economies of scale through inter-jurisdictional cooperation.

- * Promotion of economic development and its inherent contributions (leverage; private sector investment; expansion of existing job market).

This entire process can be summarized as follows:

- √ The continuous monitoring of change.
- √ The continuous refinement of goals and policies in order to reorganize change in such a way as to give direction to fiscal and development-related decisions.
- √ Ensuring the inter-relationship of capital programming and budgeting with the Comprehensive Development Plan.
- √ Ensuring the Capital Program and Budget are in conformity with the State of Delaware's Quality of Life Legislation.

Debt Management

Rating Upgrade

Concentrated efforts have been made to maintain and improve the County’s “high-grade” ratings for its general obligation bonds through innovations in financial and debt administration. On February 2, 2001, Standard and Poor’s of New York upgraded New Castle County from “AA” to the prestigious “AAA”. October 2, 2002 Fitch Ratings of New York upgraded New Castle County to “AAA” and six days later on October 8, 2002 Moody’s Investors Service also announced that New Castle County had earned its Triple-A rating. These AAA ratings were reaffirmed again in August 2012 by all three agencies. Attaining the top bond rating from all three rating agencies reflects the strong financial management and planning capabilities, and the quality of its elected and administrative leadership, as well as its activity, wealth and social characteristics. These high-grade ratings will reduce the cost of raising capital for County projects and will result in a substantial savings for the County taxpayers. The County will continue to seek ways to improve and maintain these ratings so as to provide the finest quality services and lowest cost.

Legal Debt Margin

Title 9 of the Delaware Code Section 1163(a)(7) establishes a debt ceiling of three percent of the assessed value of taxable real estate excluding debt for certain special assessments and enterprise funds.

The County has traditionally made prudent use of its debt authority. Based on the precertified July 1, 2014 taxable value, the three percent debt limit would permit \$550,740,360 in debt. The amount of outstanding debt

applicable to the three percent debt limit is \$161,940,834. There is an additional \$221,048,672 of enterprise fund debt outstanding not subject to the debt limit in accordance with Title 9 of the Delaware Code. This includes the \$2,194,506 Revolving Fund Loan payable to the State of Delaware for Sewer and Stormwater projects.

Policy Statement

Active debt management provides fiscal advantages to the citizens of this County. Overuse of debt places a burden on the financial resources of the County and its taxpayers. The following legislative fundamentals and administrative guidelines provide a framework and limit on debt utilization.

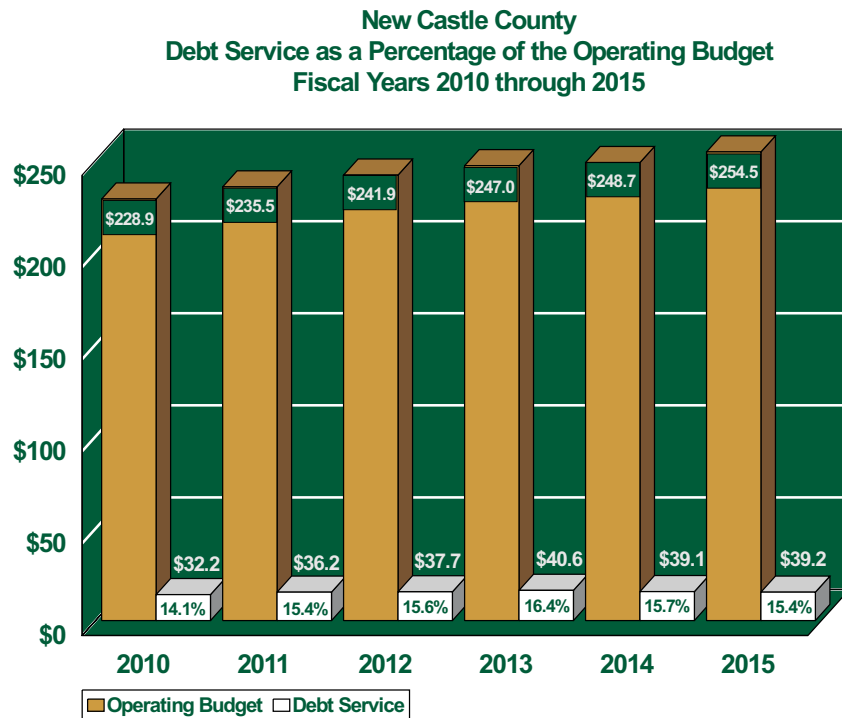
- (1) Debt shall not exceed 3 percent of taxable assessed evaluation (Legislative)... Currently 0.9%
- (2) Net direct debt shall not exceed \$400 per capita (Administrative)... Currently \$294
- (3) Debt principal to be retired in 10 years... Currently 53%
- (4) Net overall debt per capita (net direct plus overlapping) shall not exceed the \$1,025 median for similar sized counties (Administrative)... Currently \$608
- (5) Annual debt service requirements shall not exceed Key Financial Policy #2 limitations (Legislative) as presented in the chart on the following page: “Debt Service as a Percentage of the Operating Budget.”

The following table presents the County’s debt position as a percent of assessed taxable value.

Type	Debt	Assessed Taxable Value	Percent	
			Currently	Allowable
Subject to Debt Margin	\$161,940,834	\$18.4 Billion	0.9%	3.0%
All Debt	\$380,795,000	\$18.4 Billion	2.1%	N/A

Debt Service as a Percentage of the Operating Budget

New Castle County’s debt service funding in the operating budget for the past five years and the current fiscal year as a percentage of the operating budget is presented in the following bar chart:



In accordance with Key Financial Policy #2 (KFP #2), debt service as a percentage of the general and sewer fund is as follows for the Fiscal Year 2015 proposed operating budget.

	Maximum % Age Per KFP #2	% Age for FY 2015
General Fund	15%	11.8%
Sewer Fund (G.O. Bond)*	20%	26.0%
Sewer Fund (All Debt)*	20%	26.2%

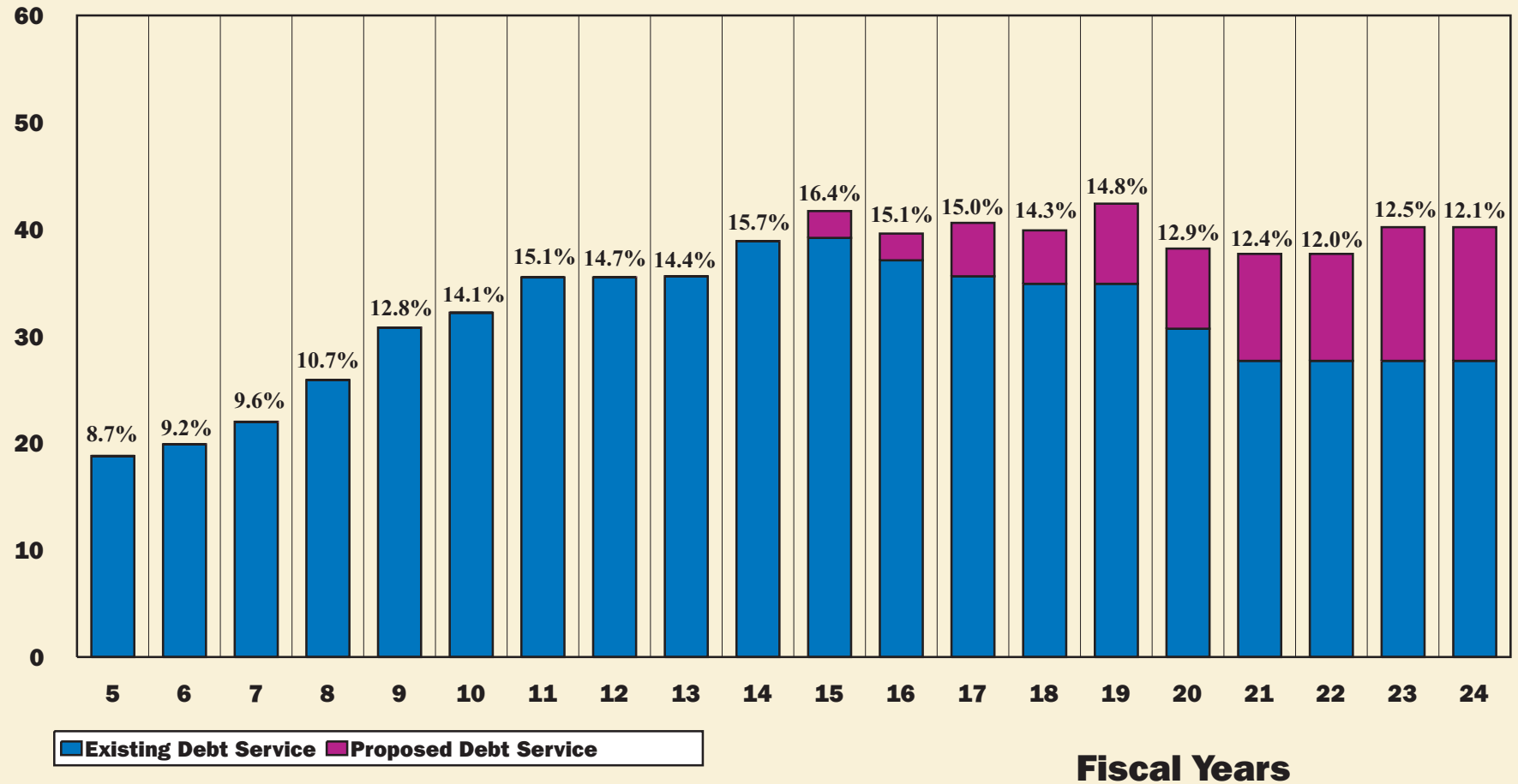
*Includes federal mandated sewer rehabilitation in Brandywine Hundred. In addition, due to budget reductions in other Sewer Fund line items the debt service line item is now a greater percentage of the total budget.



New Castle County's "AAA" Bond Rating by all three rating agencies.

Existing and Proposed Debt Service As a Percentage of Operating Budget Fiscal Year 2005 - 2024

Millions



This chart reflects principal and interest payments as well as projected payments based on debt offerings of \$50 Million every other year thereafter beginning in FY 2015. Operating growth in FY 2015 is estimated at 3.0% a year.

Bond Authorizations

Future issuance of debt based on available **bond authorizations** as of February 28, 2014 is limited to **\$212.3 million**. Available spending authority vis-a-vis capital appropriations as of February 28, 2014 is limited to **\$121.3 million**, of which **\$91.9 million** is held in reserve pending project need.

Investment Policy

The investment of capital funds is incorporated into the County's cash management program. All unexpended bond proceeds are deposited in a custodial account for arbitrage tracking. All other funds are deposited into a consolidated treasurer's account and invested with other funds in order to obtain maximum earnings. The segregation of each project's equity is preserved and reported daily. Each agency managing capital projects is required to submit a capital cash forecast for 12 months every month. This projection includes receipts and disbursements by month for each capital project managed by the agency.

Interest earned on capital funds during the construction period is generally credited to the general and enterprise fund wherein the debt service is paid.

Development Impact Fees

In FY 1998, New Castle County adopted the New Castle County Unified Development Code (UDC). Included in the UDC are provisions to allow New Castle County to charge development impact fees to be used for future infrastructure needs of the County.

Impact fees are one-time payments used to generally fund capital facility improvements that are necessary to accommodate new development (i.e. libraries, fire service, emergency medical services, police, county facilities, parks and sewers) while maintaining the quality of life within communities.

As of February 28, 2014, impact fees collected and projected uses for New Castle County operations are presented on the following page.

**DEVELOPMENT IMPACT FEES
REVENUES AND EXPENSES**

Parks - North C&D		Parks - South C&D	
Balance 6/30/2013	\$347,983.27	Balance 6/30/2013	\$414,839.33
Revenue	0.00	Revenue	0.00
Expenditures	(328.00)	Expenditures	0.00
Balance 2/28/2014	\$347,655.27	Balance 2/28/2014	\$414,839.33
Libraries - North C&D		Libraries - South C&D	
Balance 6/30/2013	\$144,760.44	Balance 6/30/2013	\$91,004.07
Revenue	0.00	Revenue	0.00
Expenditures	(138.00)	Expenditures	0.00
Balance 2/28/2014	\$144,622.44	Balance 2/28/2014	\$91,004.07
Emergency Medical - North C&D		Emergency Medical - South C&D	
Balance 6/30/2013	\$40,543.30	Balance 6/30/2013	\$8,553.81
Revenue	0.00	Revenue	0.00
Expenditures	(7.00)	Expenditures	0.00
Balance 2/28/2014	\$40,536.30	Balance 2/28/2014	\$8,553.81
Law Enforcement - North C&D		Law Enforcement - South C&D	
Balance 6/30/2013	\$56,958.61	Balance 6/30/2013	\$28,881.52
Revenue	(50,000.00)	Revenue	0.00
Expenditures	(62.00)	Expenditures	0.00
Balance 2/28/2014	\$6,896.61	Balance 2/28/2014	\$28,881.52
Sewer - North C&D		Sewer South C&D	
Balance 6/30/2013	0.00	Balance 6/30/2013	\$1,119,733.10
Revenue	0.00	Revenue	243,575.67
Expenditures	0.00	Expenditures	0.00
Balance 2/28/2014	\$0.00	Balance 2/28/2014	\$1,363,308.77
Fire Service		County Facilities	
Balance 6/30/2013	\$988,247.14	Balance 6/30/2013	\$276,181.65
Revenue	0.00	Revenue	(250,000.00)
Expenditures	(517.00)	Expenditures	(112.00)
Balance 2/28/2014	\$987,730.14	Balance 2/28/2014	\$26,069.65

Definitions

The **Capital Program** is a schedule of all County capital improvements anticipated to be undertaken during the next six fiscal years. It states the time schedule, estimated costs, and sources of financing.

The **Capital Budget** is a detailed list of capital spending authorizations (appropriations) to be made or incurred in accordance with the Capital Program from funds subject to the control or appropriation of the County Council.

A **Capital Improvement** is any permanent physical improvement and/or activity with a normal life of three years or more and a cost exceeding \$5,000. The \$5,000 limit may be waived in the case of a series of small project expenditures which are essentially elements of a large development program, the total of which exceeds \$5,000.

An **Activity** includes all capital improvements required to perform one type of service for the public. It may encompass one or more development programs and one or more projects.

A **Development Program** is a major capital improvement which will be carried to completion in stages over a period of years. It may be broken into a series of projects.

A **Project** is the basic unit of the capital improvements program. A project is a capital improvement which generally will span a shorter period of time for completion.

Fiscal Year (FY) refers to a year beginning July 1 and ending June 30. Fiscal years are referred to by the year in which they end.

Funding Source identifies the source of revenue to fund the capital appropriations, i.e., Bonds, Federal, State, Other.

Prior Authorizations are the total cumulative-to-date appropriations previously approved by County Council.

Obligated Amount represents the total expenditures plus encumbrances charged to each project in the Capital Program.

Comprehensive Development Plan - The adopted Comprehensive Development Plan (CDP) is the County's primary policy document with respect to land development. Management of natural and cultural resources, preservation of existing development quality, and direction of infrastructural initiatives. The CDP will ultimately contain the adopted service standards for all types of community facilities.

Long Range Departmental Master Plans - The Long-Range Departmental Master Plans (LRP's) are based on the demographic projections, facilities standards, and demand coefficients of the CDP. The LRP's project departmental capital needs for a period of 18 years beyond the budget year. The LRP's are a major means of carrying out long-range capital planning and of determining the conformity of capital projects with the CDP.

Departmental Profiles
FY 2015 - 2020 Capital Program and Budget

Introduction

The following briefly profiles certain Department's functions and objectives concerning capital programming and budgeting.

Department of Special Services

The quality of the County's living environment depends in a number of significant ways on functions performed by the Department of Special Services:

- Safe treatment and disposal of wastewater is achieved through the County's sanitary sewer system which currently includes 4 treatment plants and over 1,800 miles of sewers, over 40,000 manholes, and 170 pump stations. In addition to carrying out a major program of improvements to this system, the Department monitors the discharge of industrial wastewater.

- To control erosion and flooding, the Department maintains 45 stormwater management facilities, reviews development proposals for compliance with the drainage code and constructs stormwater systems.

- Protection of the County's investment in existing facilities will continue to be a major goal.

- The development and maintenance of parkland controlled by New Castle County.

- In order to achieve these functions, the Department has developed program objectives for the recommended and approved FY 2015 and throughout the remainder of the program's years. These are as follows:

Sewer

Sanitary Facilities - The rehabilitation of existing facilities, particularly the White Clay Sewer Basin, Brandywine Hundred North and South and Naamans Creek basins including rehabilitation of various pumping stations and the DelDot Coordination project.

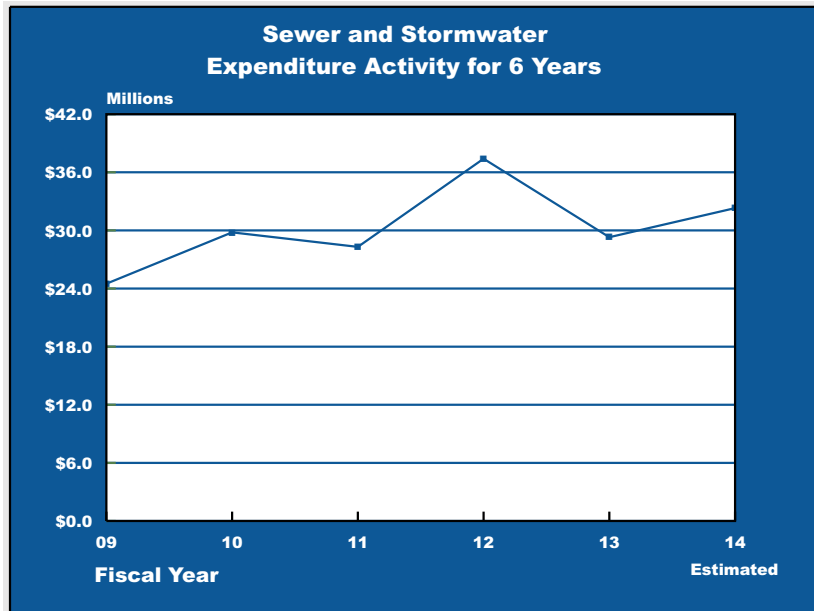
Stormwater - Protection of existing commercial, industrial, and residential investments. A major rehabilitation program has been developed to address long-term stormwater needs.



Pigeon Run Stormwater management basin beautifies the County's drainage effort.

Department of Special Services *(Continued)*

The accompanying chart is a six-year line-graph for sewer and stormwater expenditures. Annotated below the chart is the amount of available appropriations for each category at February 28, 2014 and the appropriations recommended and approved for FY 2015.



Available Appropriations
as of 2/28/2014
\$72.9 Million

Recommended FY 2015
Capital Appropriations
\$20.2 Million

Approved FY 2015
Capital Appropriations
\$20.2 Million

Department of Special Services (Continued)

Measurement of the FY 2015 Capital Project impact upon the annual operating budget after project completion is presented below as an addition to or reduction of cost.

FY 2015 Capital Budget Title	Appropriations	Annual Operating Budget Impact			
		Personnel Service Costs	Other Operating Costs	Debt Service Costs	Total
SEWER					
SANITARY FACILITIES					
Asset Management	\$500,000	\$ -	\$ -	\$41,250	\$41,250
Brandywine Hundred North Rehab Phase I	1,500,000			123,750	123,750
Brandywine Hundred South Rehab Phase I	1,500,000			123,750	123,750
Christiana River Force Main	1,750,000			144,375	144,375
Countywide Trenchless Rehabilitation	1,000,000	-	-	82,500	82,500
DelDot Coordination Project II	500,000	-	-	41,250	82,500
General Sewer Improvements	475,000	-	-	39,187	39,187
General Stormwater Improvements	93,000	-	-	-	_*
Glasgow Area Sewer Improvements	250,000	-	-	20,625	20,625
Little Mill Basin Rehabilitation	1,500,000	-	-	123,750	123,750
Pike Creek Improvements	1,000,000	-	-	82,500	82,500
Pump Station Rehabilitation	900,000	-	-	74,250	74,250
Sewer Fleet Equipment	1,337,000	-	-	-	_*
Sewer Repairs & Rehabilitation II	1,500,000	-	-	123,750	123,750
South Christiana Interceptor Analysis	2,000,000	-	-	165,000	165,000
Southern Sewer Service Area	400,000	-	-	-	_**
Special Services Complex	2,000,000	-	-	165,000	-
Stormwater Basin Renovation II	600,000	-	-	49,500	49,500
Wastewater Treatment Plants/Discharge	50,000	-	-	4,125	4,125
Water Farm #1 Improvements	1,300,000	-	-	107,250	107,250
TOTAL SEWER	\$20,155,000	\$ 0	\$ 0	\$1,511,812	\$1,511,812

*Sewer Fund

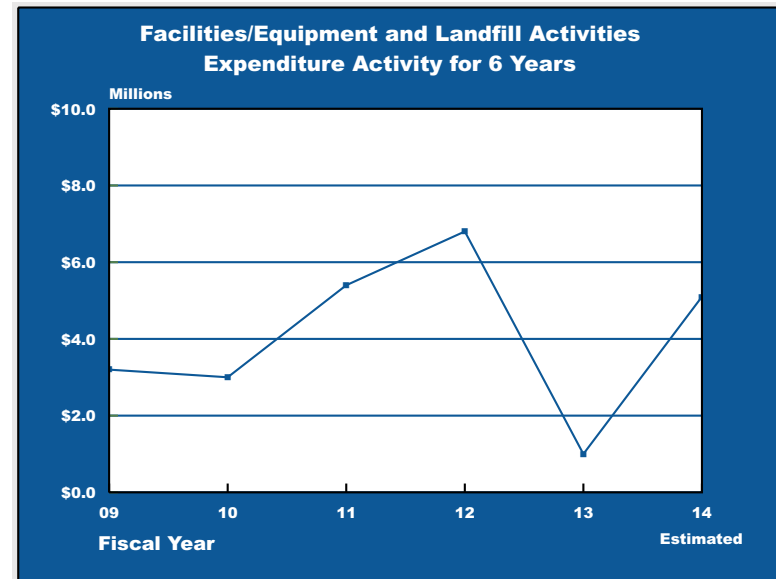
**Capital Recovery Fee

Department of Special Services *(Continued)*

Facilities/Equipment and Landfill Facilities

- **Environmental Protection** - Protection of environment and facilities from hazardous substances (asbestos, PCB's, Radon, chemicals) and underground fuel tanks (fuel oil, gasoline, diesel).
- **Building and Facilities Improvement/Additions** - Rehabilitation and modification of County agencies' facilities and equipment and facility acquisition.
- **Landfills** - Prevention of further movement of leachate from the Army Creek Landfill. This facility has been closed for many years. Remediation at this facility is ongoing.
- **Fleet Equipment** - Purchase and upgrade County fleet equipment as needed and required.

The accompanying chart is a six-year line-graph for Facilities/Equipment and Landfill Facilities expenditures. Annotated below the chart is the amount of available appropriations at February 28, 2014 and the appropriations recommended and approved for FY 2015.



Available Appropriations
as of 2/28/2014
\$8.2 Million

Recommended FY 2015
Capital Appropriations
\$6.3 Million

Approved FY 2015
Capital Appropriations
\$6.3 Million



New Castle County Government Center

Department of Special Services (Continued)

Measurement of the FY 2015 Capital Project impact upon the annual operating budget after project completion is presented below as an addition to or reduction of cost.

FY 2015 Capital Budget		Annual Operating Budget Impact			
Title	Appropriations	Personnel Service Costs	Other Operating Costs	Debt Service Costs	Total
FACILITIES/EQUIPMENT					
Building Rehabilitation	\$800,000	\$ -	\$ -	\$66,000	\$66,000
Fleet Equipment	2,984,000	-	-	-	-*
Government Center Parking Lot	1,904,000	-	-	157,080	157,080
Security	500,000	-	-	41,250	41,250
Vehicle Lift System	95,000	-	-	7,837	7,837
TOTAL FACILITIES/EQUIPMENT	\$6,283,000	\$ 0	\$ 0	\$272,167	\$272,167

*Reserve Account

Department of Special Services *(Continued)*

Parks

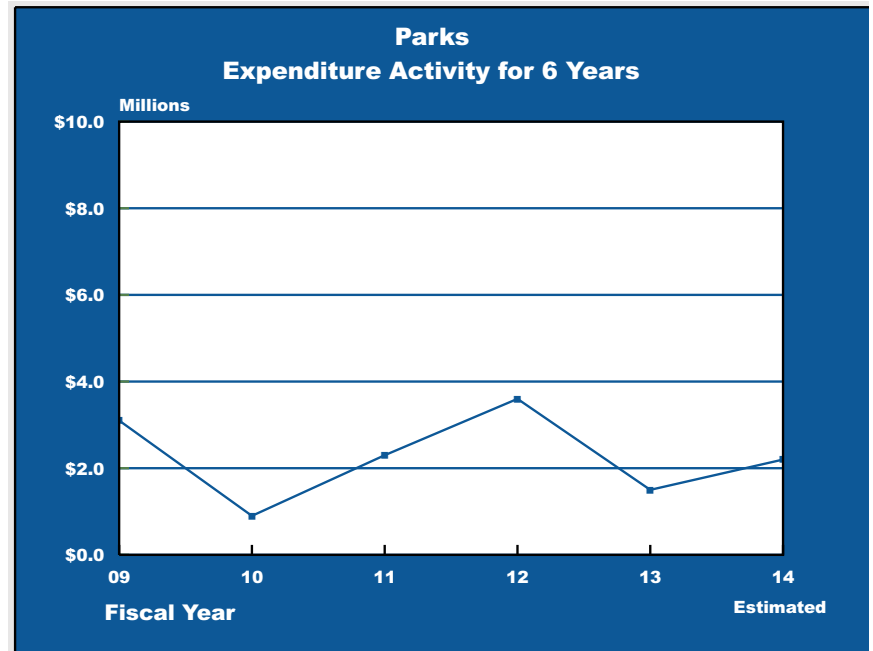
Special Services has responsibility for developing and maintaining over 7,000 acres of parkland controlled by the County.

- **Land Development** - Expansion and development of existing and new parks/recreational facilities consistent with the Department’s Comprehensive Development Plan.
- **Land Acquisition** - Expansion of strategic land holdings for the preservation of natural areas, farmland, and the development of District Parks, when approved, in the Departmental Long Range Plan.



One of many community playgrounds maintained by the Parks Section.

The chart shown below is a six-year line-graph for Parks expenditures. Annotated below the chart is the amount of available appropriations at February 28, 2014 and the appropriations recommended and approved for FY 2015.



Available Appropriations
as of 2/28/2014
\$12.4 Million

Recommended FY 2015
Capital Appropriations
\$9.8 Million

Approved FY 2015
Capital Appropriations
\$9.8 Million

Department of Special Services (Continued)

Measurement of the FY 2015 Capital Project impact upon the annual operating budget after project completion is presented below as an addition to or reduction of cost.

FY 2015 Capital Budget		Annual Operating Budget Impact			
Title	Appropriations	Personnel Service Costs	Other Operating Costs	Debt Service Costs	Total
PARKS					
Carousel Park	\$1,500,000	\$ -	\$ -	\$123,750	\$123,750
Delcastle Parking Renovations	1,300,000	-	-	107,250	107,250
Game Court Improvements	175,000	\$1,955	600	14,437	16,992
General Parkland Improvements	350,000	-	-	28,875	28,875
Glasgow Regional Park Hermitage	3,554,000	-	-	293,205	293,205
Land Acquisition	1,500,000	-	-	123,750	123,750
Multi-Purpose Athletic Fields	(1,525,000)	-	-	(123,162)	(123,162)
Play Area Improvements	325,000	19,235	4,150	26,812	50,197
Parkland Acquisition	500,000	-	-	41,250	41,250
Pavilion Renovations	110,000	-	-	9,075	9,075
Rockwood Park	2,000,000	-	-	165,000	165,000
TOTAL PARKS	\$9,789,000	\$21,190	\$4,750	\$810,242	\$836,182

Department of Community Services

The Department of Community Services provides cultural, educational and recreational programming and housing services for County residents.

- Sports and recreational programs offered by the Department include sports leagues and tournaments, the Senior Sports Center at PAL, Smart Beginnings, summer camps, Safety Town, Arts Studio courses and workshops, equestrian events and programs at Carousel Park and Special Events programming, e.g. Cub-A-Ree.

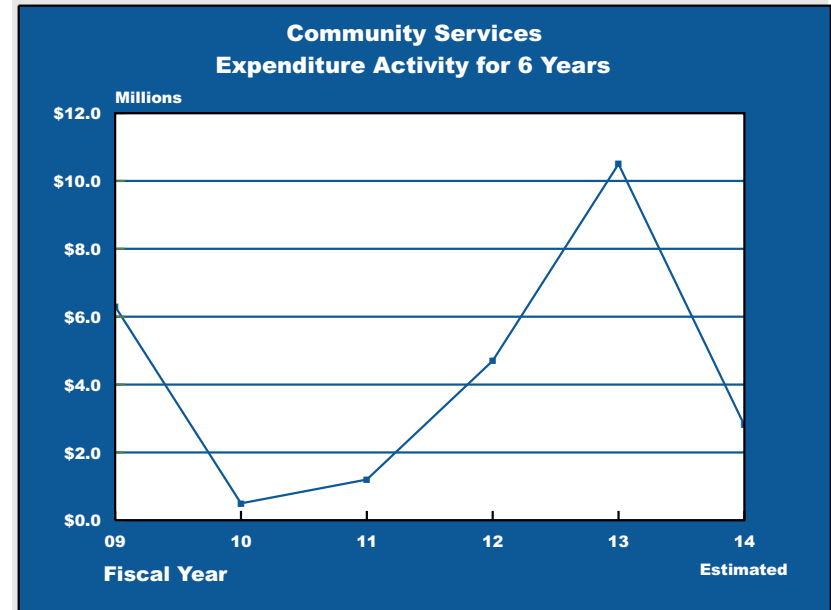
- The County’s library system provides a total of 15 public libraries. Nine facilities are directly administered by the Department (Appoquinimink, Claymont, Brandywine Hundred, Hockessin, Kirkwood, Newark, Bear, Elsmere and Woodlawn), and six are contractually managed (Corbit-Calloway, Delaware City, New Castle, Wilmington and its two branches, La Biblioteca del Pueblo and the North Wilmington Branch);

- Management of the Community Development Block Grant (CDBG) Program, the Section 8 Housing Assistance Program, the Rental Rehabilitation Grant Program, Emergency Shelter Grant Program and the State of Delaware Housing Development Fund.

- Capital program objectives include:

- **Facilities/Miscellaneous** - Repairs to Surratte pool, bath house and the surrounding pool area. Purchase of a Show Mobile trailer for special events.
- **Library Facilities** - Begin design and planning for the Southern Library and the Route 9 Community Library. Bear Library was completed and opened January of 2013. Claymont Library was completed and opened October of 2013.

The accompanying chart is a six-year line-graph for Community Services Department expenditures. Annotated below the chart is the amount of available appropriations at February 28, 2014 and the appropriations recommended and approved for FY 2015.



Available Appropriations
as of 2/28/2014
\$13.4 Million

Recommended FY 2015
Capital Appropriations
\$12.9 Million

Approved FY 2015
Capital Appropriations
\$12.9 Million

Department of Community Services (Continued)

Measurement of the FY 2015 Capital Project impact upon the annual operating budget after project completion is presented below as an addition to or reduction of cost.

FY 2015 Capital Budget		Annual Operating Budget Impact			
Title	Appropriations	Personnel Service Costs	Other Operating Costs	Debt Service Costs	Total
LIBRARIES					
Bear Library	\$ -	\$ -	\$ -	\$21,780	\$21,780
Claymont Library	-	-	-	(6,188)	(6,188)*
Route 9 Community Library	12,761,000	-	-	771,458	771,458
Show Mobile	160,000	-	-	13,200	13,200
TOTAL PARKS	\$12,921,000	\$ -	\$ -	\$800,250	\$800,250

*State Funding

Bear Library - Friends donations reduced and replaced with bonds.
Claymont Library - Friends was increased and bonds were reduced.

Department of Public Safety

The Department of Public Safety provides county law enforcement, emergency communications (911), emergency medical services, and emergency preparedness services to the residents of New Castle County. The following briefly describes the department’s functions and objectives in this year’s Capital Budget and Program.

The **New Castle County Police** represent the largest municipal **Law Enforcement** agency in the State of Delaware. Providing jurisdictional Police services to over 500,000 residents of New Castle County, they respond to all emergency and non-emergency calls for service in all unincorporated and some incorporated areas in New Castle County. Capital Program objectives include:

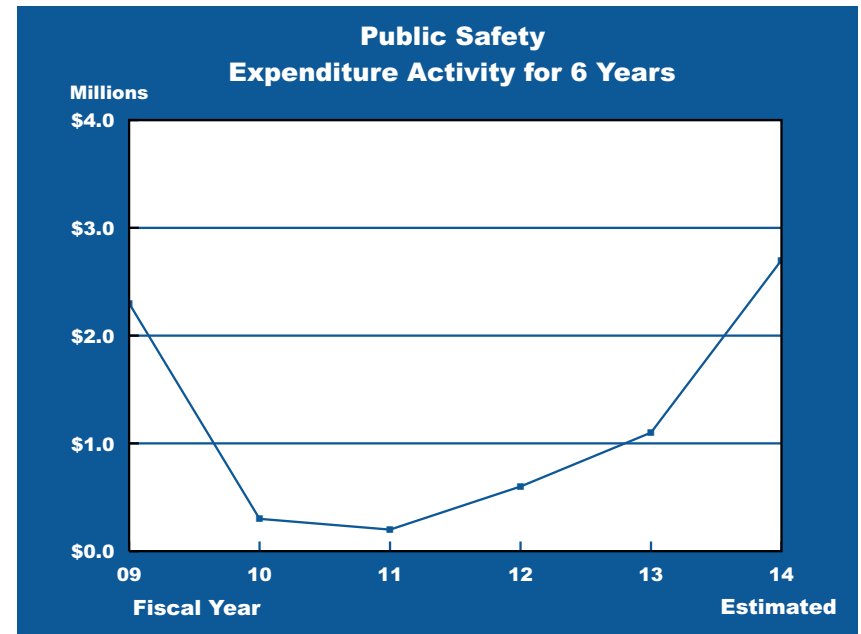
- **Law Enforcement Facilities** - Centralize facilities to coordinate the service needs of County residents by optimizing logistical placement of Police Officers.
- **Communications Improvements** - Protect the lives of police officers and residents through state-of-the-art equipment and technology.

The **Emergency Communications Division** serves as the vital link between the populace of New Castle County and all related requests for emergency police, fire, rescue and medical service. Additionally, the Emergency Communications Division assists in the dispatch of other municipal user groups and other incorporated municipal police agencies. Capital Program objectives include:

- **Communication Improvements** - Protection of County residents through state-of-the-art communications networks.

Emergency Medical Services provides for direct medical services to all life threatening and non-life threatening emergencies. The advanced life support units, working in conjunction with all volunteer fire companies, now provides for a program which establishes the best in initial medical observations and stabilization during medical situations.

The chart shown below is a six-year line-graph for the Department of Public Safety expenditures. Annotated below the chart is the amount of available appropriations at February 28, 2014 and the appropriations recommended and approved for FY 2015.



Available Appropriations
as of 2/28/2014
\$6.6 Million

Recommended FY 2015
Capital Appropriations
\$5.6 Million

Approved FY 2015
Capital Appropriations
\$5.6 Million

Department of Public Safety (Continued)

Measurement of the FY 2015 Capital Project impact upon the annual operating budget after project completion is presented below as an addition to or reduction of cost.

FY 2015 Capital Budget		Annual Operating Budget Impact			
Title	Appropriations	Personnel Service Costs	Other Operating Costs	Debt Service Costs	Total
PUBLIC SAFETY					
Computer System	\$100,000	\$ -	\$ -	\$ -	\$ - *
800 MgHZ Communications Equipment	1,500,000	-	-	123,750	123,750
Crime Fighting Platform	195,000	-	-	10,085	10,085**
EMS Stations	255,000	-	-	20,625	20,625***
Police Academy Renovation	75,000	-	-	6,188	6,188
Police Range	350,000	-	-	-	- ***
Public Safety Building Renovations	3,069,000	-	-	253,193	253,193
Public Safety Vest Protection Program	80,000	-	-	-	- ****
Total Public Safety	\$5,624,000	\$ -	\$ -	\$413,841	\$413,841

*Department of Public Safety

**Prt. Technology Fee

***Prt. State

****Prt. State, Impact Fee's



EMS Vehicle and Equipment.

New Castle County Airport

On June 30, 1995 New Castle County transferred operation and control of the New Castle County Airport to the Delaware River and Bay Authority (DRBA), vis-a-vis a 30-year lease agreement.

All capital improvements at the County Airport will be financed and managed by DRBA.

A six-year expenditure activity graph is not presented here as New Castle County has not incurred capital expenditures after FY 1995.



New Castle County Airport

Department of Administration

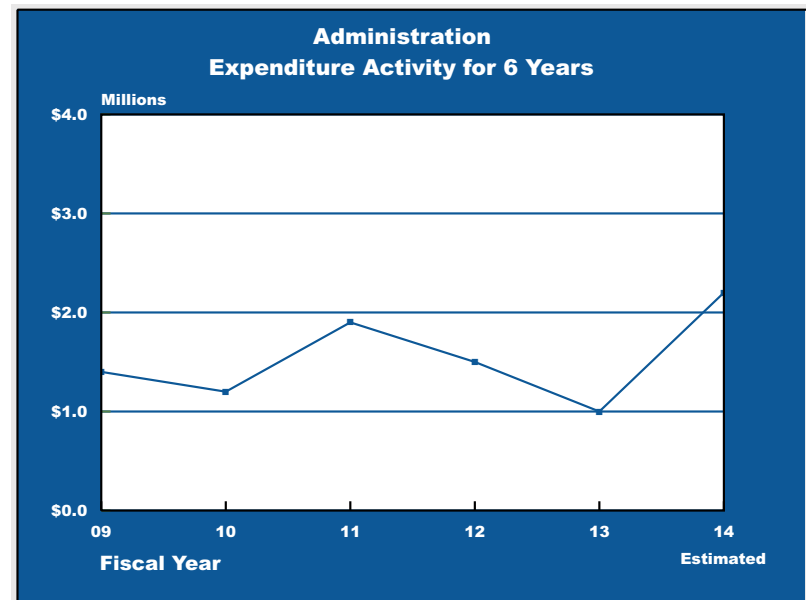
The Department of Administration provides support service to all County departments and offices. Centralized services provided by this department include:

- Finance
- Human Resources
- Law
- Information Systems
- Procurement
- Central Services (mail, printing, records management and storeroom)
- Customer Information and Assistance

Program objectives for FY 2015 and throughout the remainder of the program years are as follows:

- **Information Systems** - Provide a County-wide computer communications network and implement additional technical business solutions throughout the County.

The chart shown below is a six-year line-graph for the Department of Administration expenditures. Annotated below the chart is the amount of available appropriations at February 28, 2014 and the appropriations recommended and approved for FY 2015.



Available Appropriations
as of 2/28/2014
\$1.8 Million

Recommended FY 2015
Capital Appropriations
\$3.6 Million

Approved FY 2015
Capital Appropriations
\$3.6 Million

Department of Administration *(Continued)*

Measurement of the FY 2015 Capital Project impact upon the annual operating budget after project completion is presented below as an addition to or reduction of cost.

FY 2015 Capital Budget		Annual Operating Budget Impact			
Title	Appropriations	Personnel Service Costs	Other Operating Costs	Debt Service Costs	Total
ADMINISTRATION					
Information Systems Expansion	\$3,204,000	\$ -	\$ -	\$203,264	\$203,264*
Technology Imp. Electronic Plan Review	410,000	-	-	-	- **
Total Administration	\$3,614,000	\$ -	\$ -	\$203,264	\$203,264

*State Funding

**Reserve Account

County Executive

The County Executive section of the Capital Program is to provide contingency project funding to meet increased costs of an authorized project or other contingency criteria.

A six-year expenditure activity graph is not presented here since expenditure activity is recorded in the respective departments where the project is authorized. Annotated below is the amount of available appropriations at February 28, 2014 and the appropriations recommended and approved for FY 2015.

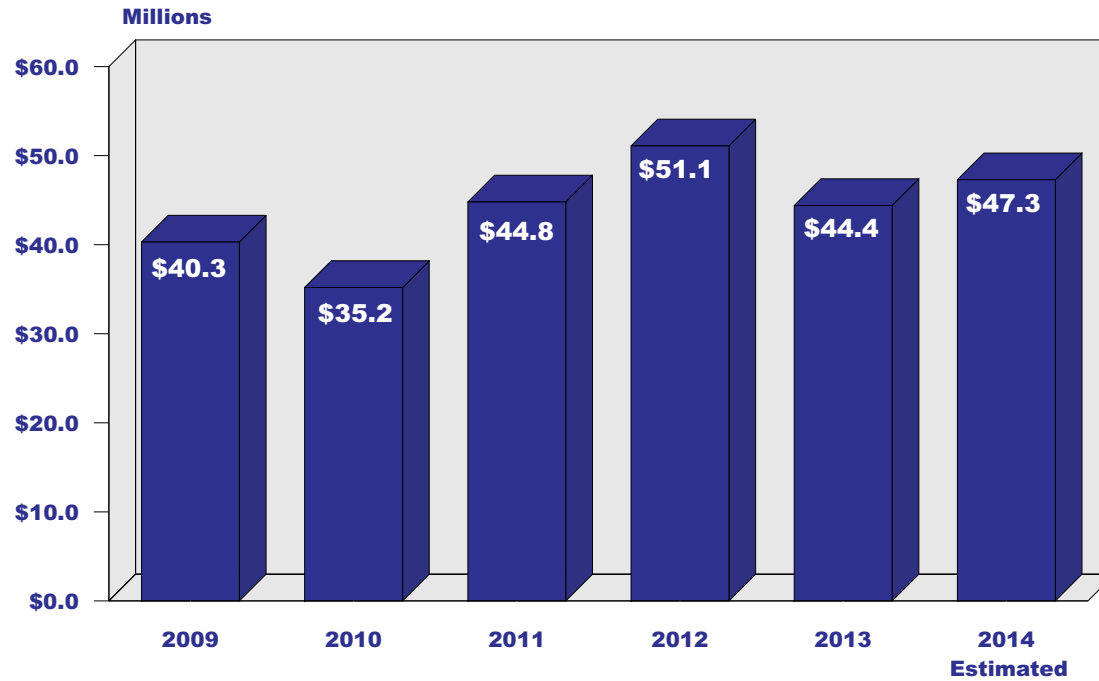
Available Appropriations as of 2/28/2014 \$1.0 Million	Recommended FY 2015 Capital Appropriations \$0.0 Million
Approved FY 2015 Capital Appropriations \$0.0 Million	



Measurement of the FY 2015 Capital Project impact upon the annual operating budget after project completion is presented below as an addition to or reduction of cost.

FY 2015 Capital Budget		Annual Operating Budget Impact			
Title	Appropriations	Personnel Service Costs	Other Operating Costs	Debt Service Costs	Total
COUNTY EXECUTIVE					
Executive Capital Contingency	\$ -	\$ -	\$ -	\$ -	\$ -
Total County Executive	\$ -	\$ -	\$ -	\$ -	\$ -

New Castle County Expenditure Activity for 2009 - 2014 By Program



Executive	0.0	0.0	0.0	0.0	0.0	0.0
Sewer/Stormwater	24.5	29.8	30.9	37.4	29.3	32.3
Facilities/Equipment	3.2	2.5	6.5	4.8	1.0	5.1
Parks	3.1	0.9	2.0	3.8	1.5	2.2
Information Systems	1.4	1.2	1.1	1.6	1.0	2.2
Public Safety	1.8	0.3	0.3	0.4	1.1	2.7
Community Services	6.3	0.5	4.0	3.1	10.5	2.8

**NEW CASTLE COUNTY
FY 2015
CAPITAL BUDGET AND PROGRAM SUMMARY**

SUMMARY - APPROPRIATIONS AND FUNDING

(in thousands)

ALL CAPITAL PROJECTS

DEPARTMENT/SOURCE OF FUNDS	Prior Auth.	Avail. Balance 02/28/14	Obligated Amount 02/28/14	%	FISCAL YEAR						Bal. To Complete	Total Cost
					2015	2016	2017	2018	2019	2020		
SPECIAL SERVICES	\$537,120	\$93,597	\$443,523	83%	\$36,227	\$43,382	\$40,877	\$38,632	\$33,428	\$26,476	\$49,250	\$805,392
COMMUNITY SERVICES	29,642	13,373	16,269	55%	12,921	11,288	0	0	0	0		53,851
PUBLIC SAFETY	60,649	6,550	54,099	89%	5,624	12,583	3,869	119	0	0		82,844
ADMINISTRATION	27,893	1,752	26,141	94%	3,614	3,255	2,145	1,849	1,849	1,849		42,454
COUNTY EXECUTIVE	960	960	0	0%	0							960
	\$656,264	\$116,232	\$540,032		\$58,386	\$70,508	\$46,891	\$40,600	\$35,277	\$28,325	\$49,250	\$985,501
BONDS	\$484,219	-	-	-	\$48,625	\$51,019	\$39,967	\$32,562	\$27,518	\$21,418	\$49,250	\$754,578
FEDERAL	4,381	-	-	-	0	600						\$4,981
STATE	23,906	-	-	-	3,356	11,547	0					\$38,809
GENERAL FUND	41,382	-	-	-	4,075	4,181	4,529	5,173	5,138	4,970		\$69,448
IMPACT FEES	19,849	-	-	-	64	32						\$19,945
OTHER	82,527	-	-	-	2,266	3,129	2,395	2,865	2,621	1,937		\$97,740
TOTAL - PROJECT FUNDING	\$656,264	-	-	-	\$58,386	\$70,508	\$46,891	\$40,600	\$35,277	\$28,325	\$49,250	\$985,501