

Reader's Guide

The **Reader's Guide** provides assistance in using the **2017 New Castle County Budget** document. Its primary goal is to facilitate the readability of the budget document and to increase its effectiveness as a communication device between New Castle County government and its citizens. In this section, readers can find answers to frequently asked questions and be directed to other sections of this document to find information such as:

Guide to the Document

What is contained in each tab or section	Page 2
Who represents the County	Page 4
How the County is organized	Page 8
What is the budgetary process	Page 14
What are the departments and funds in the budget.....	Page 21
How your County tax dollar is spent	Page 25
Historic Tax/Sewer Rates	Page 26
Population Projections.....	Page 27
What is the per capita budget	Page 28
Statistics of New Castle County	Page 30
Promoting Economic Growth.....	Page 35
Operating Budgetary Profiles	Page 55
Capital Budget Summary	Page 211
Acronyms	Page 293
Glossary	Page 297
Index.....	Page 305

Property Taxes and Uses

What are the property tax rates.....	Page 25
What is the value of County services	Page 29
New and existing business changes in 2016-2017	Page 35
How much is received from property taxes.....	Page 80
What is the property tax assessment growth	Page 82

The Budget Document

The contents of tabbed sections in this document are summarized below:

Table of Contents

Provides readers with the type of information, the tabbed location and the page number.

Transmittal Letter

Formally transmits the budgets to the New Castle County Council and its citizens. This communication contains summaries of major initiatives in the budget, significant accomplishments, and noteworthy policy issues facing the County.

Reader's Guide

Provides assistance on using the budget document, locating information, and contains information regarding staffing levels, budgetary funds, budgetary processes, organizational relationships, economic development, as well as a profile of the community.

Policy Initiatives

Communicates the County's mission and major programmatic/financial policies, goals, objectives and accomplishments.

Budgetary Profiles

Provides overviews of all budgetary funds subject to appropriation. Schedules, tables and graphs provide summaries of the sources and uses of funds for the prior year actual, current year actual, and proposed budget year.

Operating Budget Summary

Provides revenue and expenditure trends and assumptions with an explanation of major changes for the fiscal year. Departmental services, goals and objectives, and selected organizational performance measures are presented.

Capital Budget Summary

Provides detail for capital projects approved for FY2017. The chapter discusses funding sources, debt service, the capital improvements planning cycle and criteria used to establish priorities.

Appendix

Provides miscellaneous statistics about the County's full-time positions for three fiscal years, acronyms, a glossary of terms, and an index.

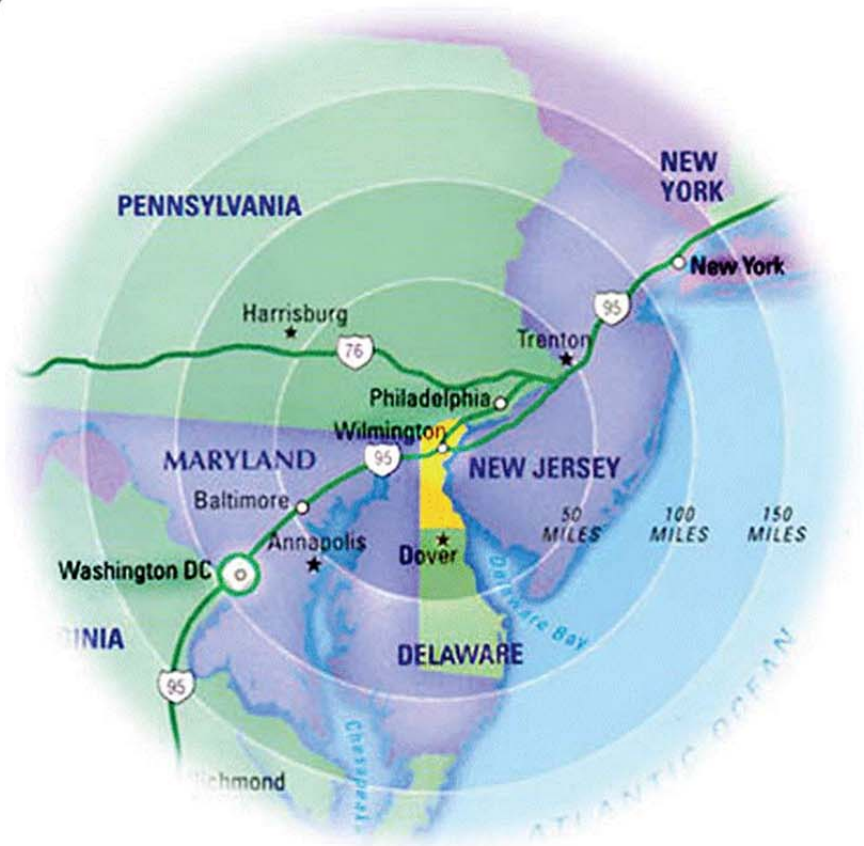
New Castle County & Regional Map

New Castle County Delaware



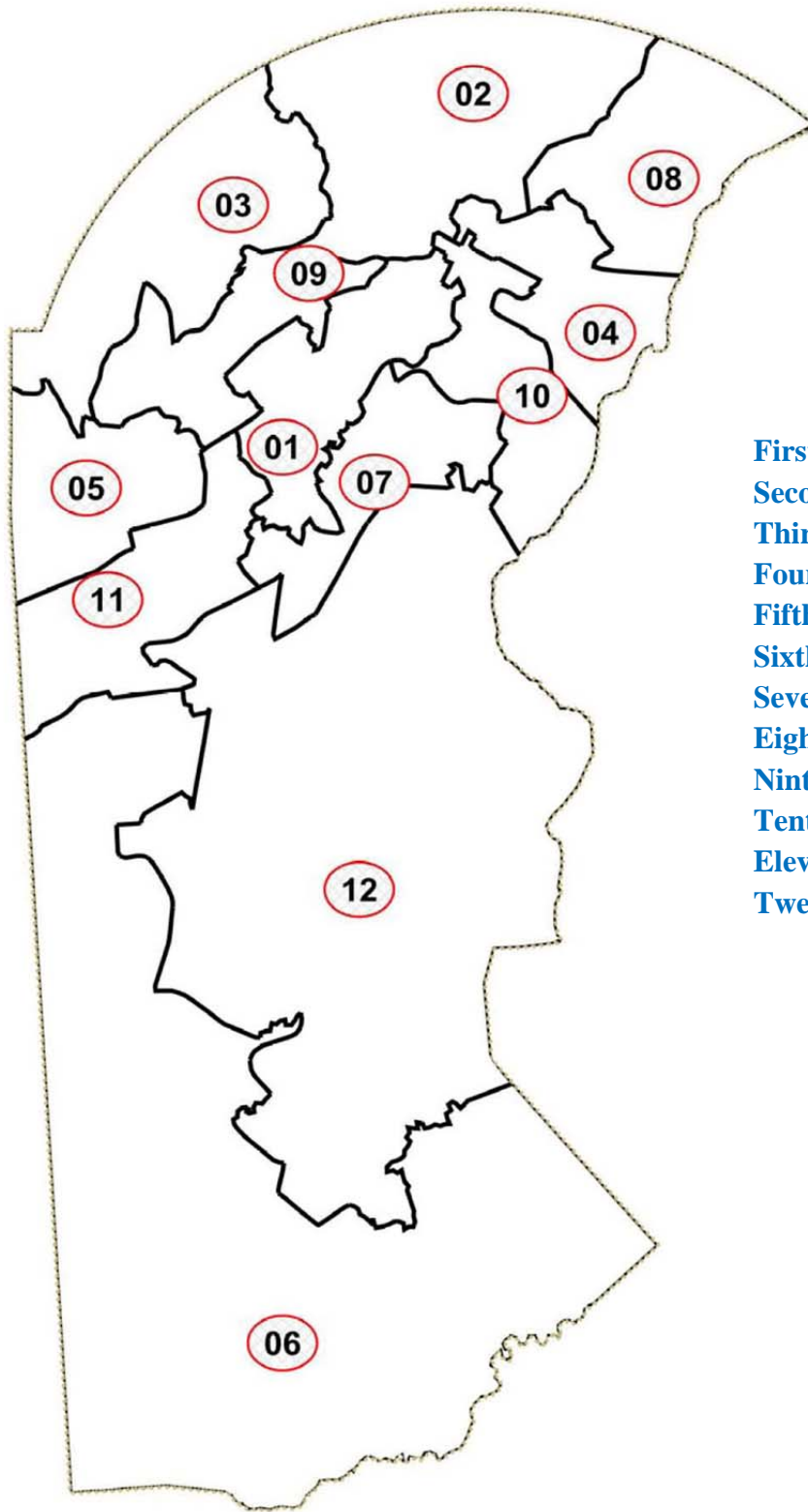
**Unincorporated &
Incorporated Areas**

Regional Location



**Yellow Area indicates
New Castle County**

New Castle County Governance Map



County Executive
Thomas P. Gordon

County Council President
Chris Bullock

First District	Kenneth R. Woods
Second District	Robert S. Weiner
Third District	Janet Kilpatrick
Fourth District	Penrose Hollins
Fifth District	Lisa Diller
Sixth District	William E. Powers
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



0 2 4 Miles

The New Castle County Community

The State of Delaware (the “State”) is composed of three counties: New Castle, Kent, and Sussex, of which the northernmost is New Castle. All of New Castle County’s towns and cities are independent, incorporated municipalities, each with its own powers of taxation. Two of the three major cities in the State, Wilmington and Newark, are located in New Castle County.

The County is bordered on the east for 40 miles by the Delaware River, on the north by Pennsylvania, on the west by Maryland, and on the south by Kent County, Delaware. The County comprises a land area of approximately 437 square miles. The City of Wilmington, the County seat, is the largest incorporated city in the State.

The County is divided into two physiographic provinces. The Fall Line, which passes through the cities of Newark and Wilmington, separates the crystalline rocks of the Piedmont (the northern quarter of the County) from the unconsolidated sediments of the Coastal Plain (the balance of the County and State). Elevations in the County range from sea level to a maximum of 447.85 feet in Brandywine Hundred, the highest point in the State.

The County Government was established in January 1967, replacing the Levy Court Commission with a Council-Executive form of government. The powers and duties of the County Government are set forth in Chapter 11, Title 9 of the *Delaware Code*. The County Government is composed of (i) a legislative body (the “Council”), and (ii) an administrative body headed by the County Executive (the “Administration”), which now includes five operating departments as a product of the 1998 Countywide reorganization, and four judiciary (row) offices.

The Council, which has all legislative powers, is composed of a President who is elected at-large, and 12 members representing each of the County’s respective districts. The County Executive, who is elected at-large and is limited to no more than two consecutive four-year terms, is responsible for the entire range of executive, administrative, and fiscal duties performed by all County departments, agencies, and offices. The County Executive appoints a Chief Administrative Officer who assists the County Executive in the supervision of the executive and administrative agencies of the County, and is responsible by code for the Annual Operating Budget, the six-year Capital Program, and the Annual Capital Budget of the County. The four judiciary (row) offices have elected officials who serve four-year terms.

The County That Started a State...That Started a Nation...

New Castle County, Delaware is located in the Middle Atlantic region. Bordered by Pennsylvania to the north, Maryland to the west, the Delaware River to the east, and Kent County, Delaware, to the south, New Castle County is the northernmost of Delaware's three counties, the smallest in area but the largest in population.

New Castle County has a rich history, as the home of early European settlements, a center of industry in the colonial era, home to three signers of the Declaration of Independence, and the first county in the first state.

To early European explorers, the land along the Delaware River and Bay looked like a gold mine. The native Lenni Lenapes were a peaceful tribe with no centralized governing structure. Abundant wildlife made the area ideal for hunting; not only was there ample meat for eating, but there was easy money to be made by fur traders.

Native Americans had lived in the area for over 10,000 years. The rivers and streams provided a generous variety of marine life and the land supported both the wildlife and a wide range of vegetation. The Lenapes worked with the traders until, plagued by new diseases and faced with a threat to their way of life, they moved away from the areas being settled by Europeans.

With the migration of the Lenapes, who had no notion of even the concept of land ownership, there were no practical impediments to permanent settlements along the Delaware. And, as wildlife populations steadily decreased due to over-hunting, agriculture became more common.

New Castle County, as a government unit, was formed in 1673 when the military governor for the ruling Dutch set up three judicial districts on the western shore of the Delaware River. During the early days following European colonization, control of the land along the Delaware River went back and forth between the Dutch and the Swedes.

New Castle County



New Castle County

New Castle County underwent a number of changes in political control and in boundaries. It was controlled by the Swedes and the Dutch before the British prevailed. Part of the land granted to William Penn, New Castle County was at one time part of Pennsylvania, and later, had boundaries that extended into what is now New Jersey and Maryland. In 1704, William Penn granted the colonists in what is now Delaware the right to their own assembly, while still sharing a governor with Pennsylvania.

Delaware played a critical role in the Revolutionary War. The state sent representatives to the Continental Congress. Three signers of the Declaration of Independence lived in New Castle County. The only battle of the Revolutionary War to take place on Delaware soil occurred in New Castle County, at Cooch's Bridge, south of Newark.

As the first state to ratify the Constitution, Delaware proclaims itself the First State. New Castle County, as the first regional jurisdiction established, is proud to be the First County of the First State.

During the Civil War, Delaware was a border state. While the two lower counties lent more support to the South, New Castle County was supportive of the Union. Major links in the Underground Railroad were located in New Castle County.

Prior to 1967, New Castle County was governed by a three-person Levy Court. With the growth in population and in the complexity of government, the Levy Court system was no longer the most effective means of county government service delivery.

Therefore, in 1967, the State General Assembly approved an Executive/Council form of government for New Castle County. The County Executive is elected to a four-year term and can only serve consecutively for two terms. County Council is comprised of 13 members, one member elected from each of 12 councilmanic districts and the Council President, who serves at large.

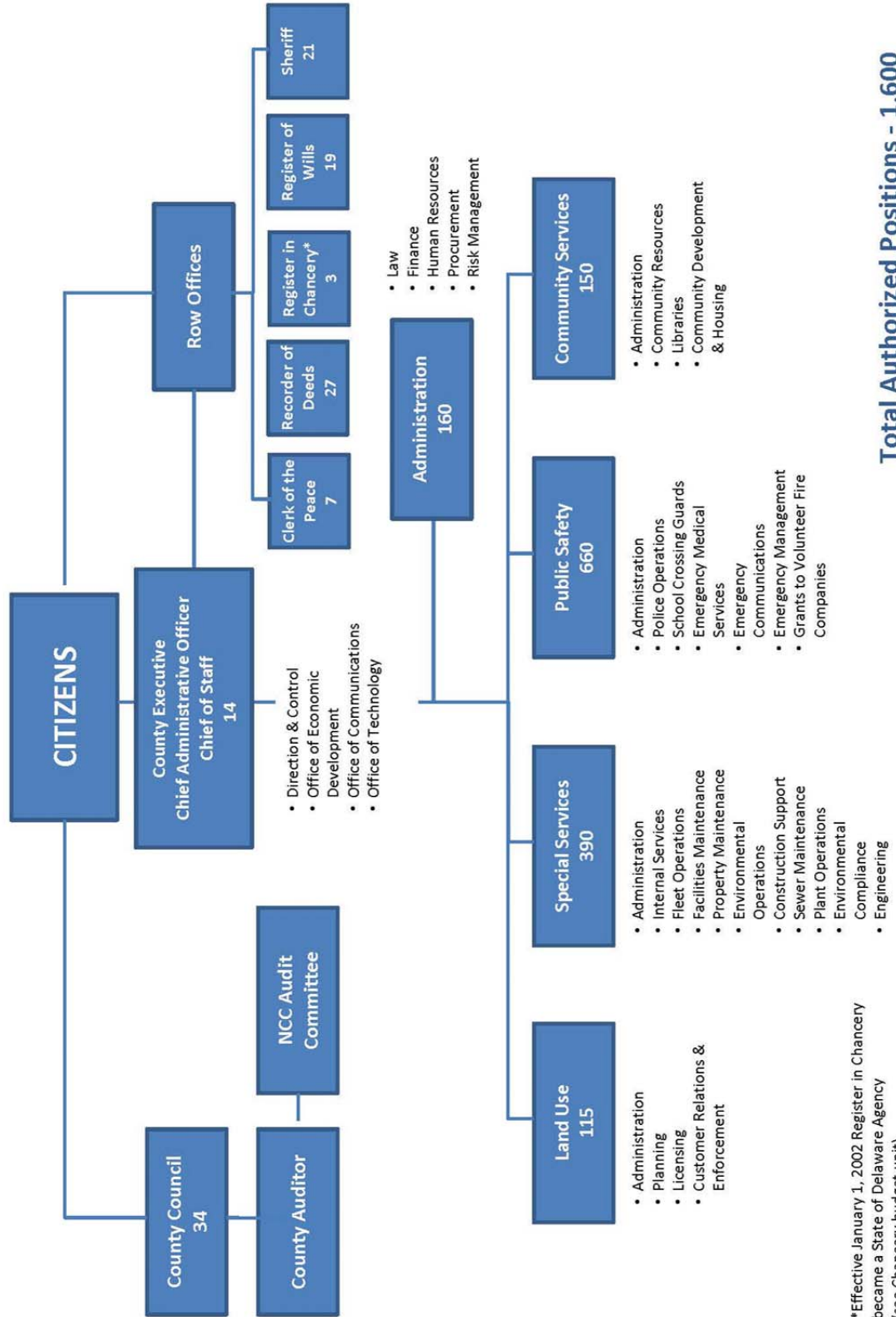
Councilmembers serve four-year terms and the terms are staggered such that half of Council comes up to re-election every two years (except following redistricting). There are no term limitations for Councilmembers.



The New Castle County Courthouse was constructed in 1732 on the side of an earlier court house. New Castle County was originally Delaware's capitol and the meeting place of the State Assembly. In 1777 during the Revolutionary War, the capitol was moved to Dover following concerns regarding New Castle's proximity to the Delaware River.

How the County is Organized

New Castle County Organization Chart For Fiscal Year 2017



*Effective January 1, 2002 Register in Chancery became a State of Delaware Agency (see Chancery budget unit)

Total Authorized Positions - 1,600

New Castle County Boards and Commissions

The New Castle County Executive and County Council appoint residents to serve in a variety of capacities on its boards and commissions.

COUNTY COUNCIL

Audit Committee – The Audit Committee is a five-member public board, mandated by County law that is responsible for: establishing an audit schedule for the coming year; monitoring the progress of ongoing audits; following up on audits previously completed; considering special audit requests or needs expressed by Council, the Executive or the Chief Financial Officer; preparing an annual performance appraisal of the Auditor for consideration by Council in its annual performance review; assisting the Auditor with any problems encountered in the execution of his duties, ensuring maximum cooperation between the work of the Auditor and the auditing needs of the Council, the Executive and external auditors; recommending to Council any staffing, equipment or office needs necessary for improving the operating of the Auditor’s office; considering input from and consulting with, when appropriate, the County Office of Finance; and establishing a peer review of the Office of the County Auditor at least every three (3) years.

FINANCE

New Castle County Financial Advisory Council (NCCFAC) – The New Castle County Financial Advisory Council is a nine-member board that meets at least three times annually and otherwise as determined by the Chairperson. The purpose of the board is to: advise the County Executive, County Council, and Chief Financial Officer regarding current and projected economic conditions and trends, particularly as they affect New Castle County.

Other Post-Employment Benefits (OPEB) – The Other Post-Employment Benefits Board of Trustees oversees the management of the healthcare trust fund for New Castle County retirees.

Board of Assessment Review – The Board of Assessment Review hears appeals from any property owner who alleges that his/her property has been improperly assessed for the purposes of taxation. The Board, on the basis of evidence presented at the appeal hearing, determines whether the assessment is correct. If the Board finds that the assessment is greater than it should be, the Board then orders the Assessment Office of the Office of Finance to reduce the assessment to the amount established by the Board. The Board also hears appeals from denials by the Office of Finance of applications of property tax exemptions.

LAND USE

Board of Adjustment – The Board of Adjustment hears requests from property owners for variances from a variety of County laws and regulations.

Historic Review Board – The Historic Review Board makes recommendations and delineations for historic district boundaries, maintains a survey of historic properties and reviews permits relative to historic properties.

License, Inspection & Review Board – The License, Inspection & Review Board hears appeals regarding the issuance, transfer, renewal, refusal, suspension, revocation or cancellation of a County license or with respect to the effect of any County inspection.

New Castle County Boards and Commissions *(Continued)*

LAND USE *(Continued)*

Planning Board – The New Castle County Planning Board is a nine-member public board, mandated by State law, that is responsible for reviewing proposed changes to zoning, subdivision regulations, deed restrictions and the Comprehensive Development Plan. Deed Restriction Changes refer only to those deed restrictions to which New Castle County is a party or a beneficiary. This does not include community deed restrictions. Following review and a public hearing, the Board issues recommendations on these proposals which are provided to County Council prior to their taking action. The Planning Board is also tasked with rendering a final decision on subdivision variances and appeals of Land Use Department interpretations of subdivision regulations. These, too, are discussed at a public hearing and testimony taken, before the Board acts to render a decision.

Resource Protection Area Technical Advisory Committee (RPATAC) – The RPATAC provides technical support and submits recommendations to the Department of Land Use regarding issues impacting protected environmental resources.

Rental Housing Advisory Board – The Rental Housing Advisory Board advises the Department of Land Use on matters of policy and implementation of the rental housing registration, inspection, and Tenants’ Rights Guide programs. Studies the effectiveness of the program and suggests changes for improvement to the Department of Land Use, including proposing additional rental unit inspection criteria and reviewing the random inspection process. Approves revisions to the Tenants’ Rights Guide as necessary; revisions shall be made by the Department of Land Use and approved by a majority of the Committee. Maintains an ongoing dialogue between the Department of Land Use, landlords, residential rental property owners, tenants, civic associations and the community. Initiates reviewing, hearing and making recommendations to County Council.

Design Review Advisory Committees (DRAC) – A DRAC is responsible for reviewing land development applications to ensure compliance with the Community Redevelopment Plan and/or Design Guidelines Manual and making recommendations to the Department of Land Use. In addition, the committees review and make recommendations regarding revisions and updates to the Community Redevelopment Plan and/or Design Guidelines Manual based on community standards. The current DRACs are: Centreville Village, Claymont, Hockessin Village and North St. Georges.

COMMUNITY SERVICES

Community Services Advisory Board – The Community Services Advisory Board, made up of nine members, advises the General Manager of the Department of Community Services on issues relating to the functions of the Department and establishes any subcommittees that may be related to the functions of the Department.

Housing Advisory Board – The Housing Advisory Board is a thirteen-member board responsible for reviewing and providing comments on the annual workforce housing and Housing Trust Fund. Reports are provided to the County Executive and County Council by the Department of Community Services and Department of Land Use. The Board advises the County Executive, County Council and Department of Community Services on how to prioritize fund allocations from the New Castle County Housing Trust Fund, reviews and provides comments on revisions to the New Castle County Housing Trust Fund and Chapter 7 Division 40.07.300 through Division 40.07.353 as it relates to workforce housing, and assists the Departments of Community Services and Land Use in Workforce Housing and Housing Trust Fund related functions as requested.

New Castle County Boards and Commissions *(Continued)*

COMMUNITY SERVICES *(Continued)*

Library Advisory & Review Board – The Library Advisory Board is a thirteen-member board made up of general citizens and library friends groups responsible for advising the County Library Manager, recommending programs concerning local library needs and the implementation of an effective County library system, and for reviewing and making recommendations on such matters as: all new and modified administrative policies; the budget; long-range plans; site selection for new libraries; conceptual plans for the construction and expansion of new and existing libraries; and material changes in the Master Plan.

HUMAN RESOURCES

Diversity Commission – The Diversity Commission is responsible for monitoring the County’s policy to promote and encourage business opportunities for small, minority and women-owned business enterprises and encouraging their participation in County contracts as prime vendors and contractors. In addition, the Board monitors the County’s policy to ensure that all human resources activities are conducted in a manner that provides opportunity for all and ensures the workforce is representative of the community it serves, thereby reflecting diversity in the workplace.

Human Resources Advisory Board – The Human Resources Advisory Board represents the public interest in the merit system, devotes its efforts to the broader aspects of the program through studies, investigations, and recommendations, and advises the Chief Human Resources Officer, County Executive and County Council on the improvement of human resources administration in County employment. The Board also hears and acts upon all appeals as provided in Chapter 26 of the *New Castle County Code*.

Pension Board – The Pension Board reviews all ordinances that propose amending the pension related sections in Chapter 26 of the *New Castle County Code* and makes recommendations to County Council and the County Executive. The Board may, from time to time and in its sole discretion, provide preretirement education and counseling to County employees, and may pay for the cost of such programs from the pension fund established in Section 26.04.601 of the *New Castle County Code*.

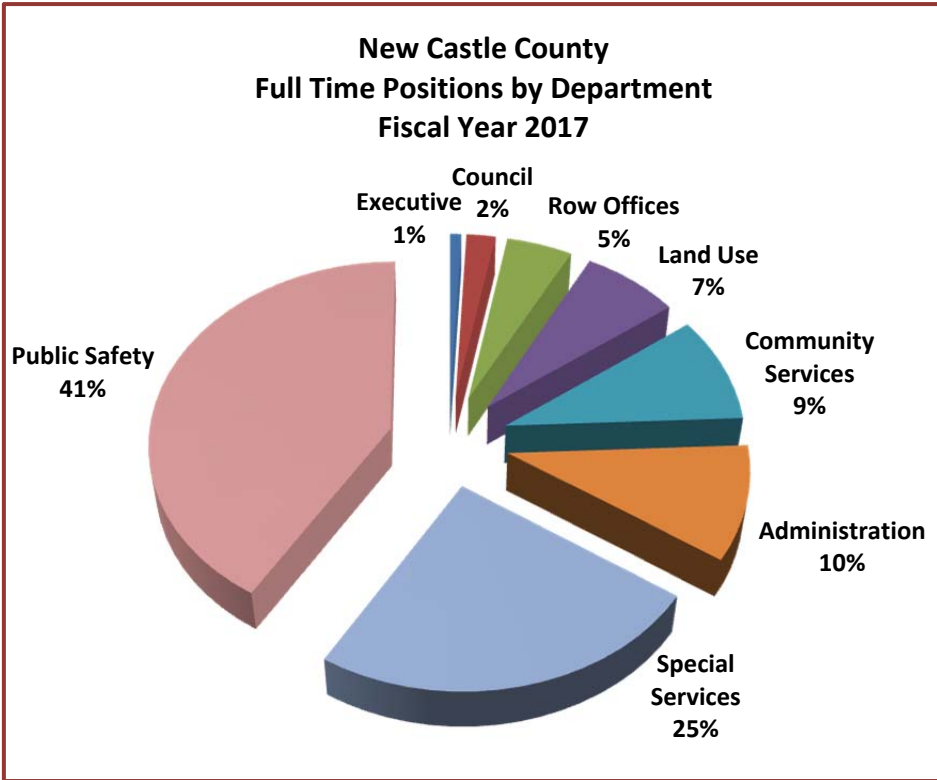
PUBLIC SAFETY

Fire and Ambulance Advisory Board – The Fire and Ambulance Advisory Board represents the needs of the County volunteer fire, ambulance, and rescue services before the County Executive and County Council. It establishes standards and procedures regarding the dispatch of volunteer fire service equipment and the delivery of emergency medical services; the Board was developed to best serve the needs of every fire company. The Board proposes equipment changes for the County Emergency Communication Center and for emergency medical services. It reviews, comments and makes recommendations on the proposed budget of the County Emergency Communications Center and the budget for the County Emergency Services Division before each is submitted to County Council and acts as the liaison in all matters between County government and the volunteer fire and ambulance service.

ETHICS COMMISSION

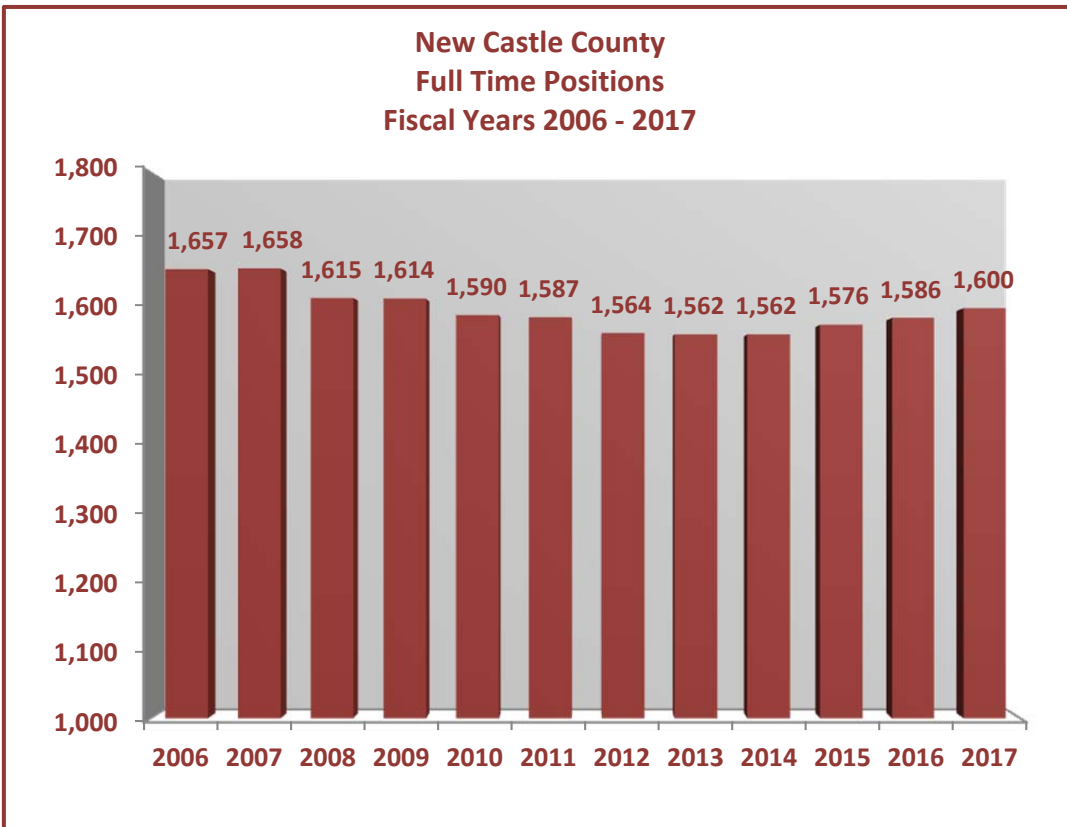
Ethics Commission – The New Castle County Ethics Commission, created by the Ethics Code, is responsible for administering and enforcing the Code. It has been operational since late 1990. The Commission’s duties include issuing advisory opinions, conducting preliminary inquiries, investigations and hearings concerning alleged Code violations, imposing sanctions if appropriate, and administering the financial interests disclosure process.

Full-Time Positions



Full-Time Positions by Department

County Council	34
County Executive	14
Administration	160
Special Services	390
Land Use	115
Community Services	150
Public Safety	660
Row Offices	77
	1,600



FY2017 Approved Budget reflects an increase of fourteen positions from the FY2016 Approved Budget on July 1st.

(Departmental Highlights in Operating Budget Summary and Position Detail in Appendix)

New Castle County Position Summary

Department	FY2015	FY2016	Position Changes For FY2016	FY2017	Position Changes For FY2017*
County Council	34	34	0	34	0
County Executive	13	13	0	14	1
Administration	161	161	0	160	-1
Special Services	391	390	-1	390	0
Land Use	118	118	0	115	-3
Community Services	149	148	-1	150	2
Public Safety	633	645	12	660	15
Register in Chancery	3	3	0	3	0
Register of Wills	19	19	0	19	0
Recorder of Deeds	27	27	0	27	0
Sheriff	21	21	0	21	0
Clerk of the Peace	7	7	0	7	0
TOTAL FULL-TIME POSITIONS	1,576	1,586	10	1,600	14
Employees Per 1,000 Population	2.83	2.84		2.85	
Population	555,979	559,093		562,354	

- Fiscal Year 2017 full-time positions are funded in the operating, grant, and capital budgets. Operating positions are 1,541.9; grant positions are 34.7; and capital positions are 23.4. The number of full-time positions for Fiscal Year 2017 reflects an increase of fourteen positions from the FY2016 budget. Total employees per 1,000 population for Fiscal Year 2017 will be 2.85.

REFER TO:

- Transmittal Letter** Tab and **Operating Budget Summary** Tab for a discussion of the Fiscal Year 2017 departmental position changes.
- Appendix** Tab for a detailed listing of positions and changes for Fiscal Years 2015, 2016 and 2017.

*Detail on position changes from FY2016 to FY2017 is located in the Appendix.

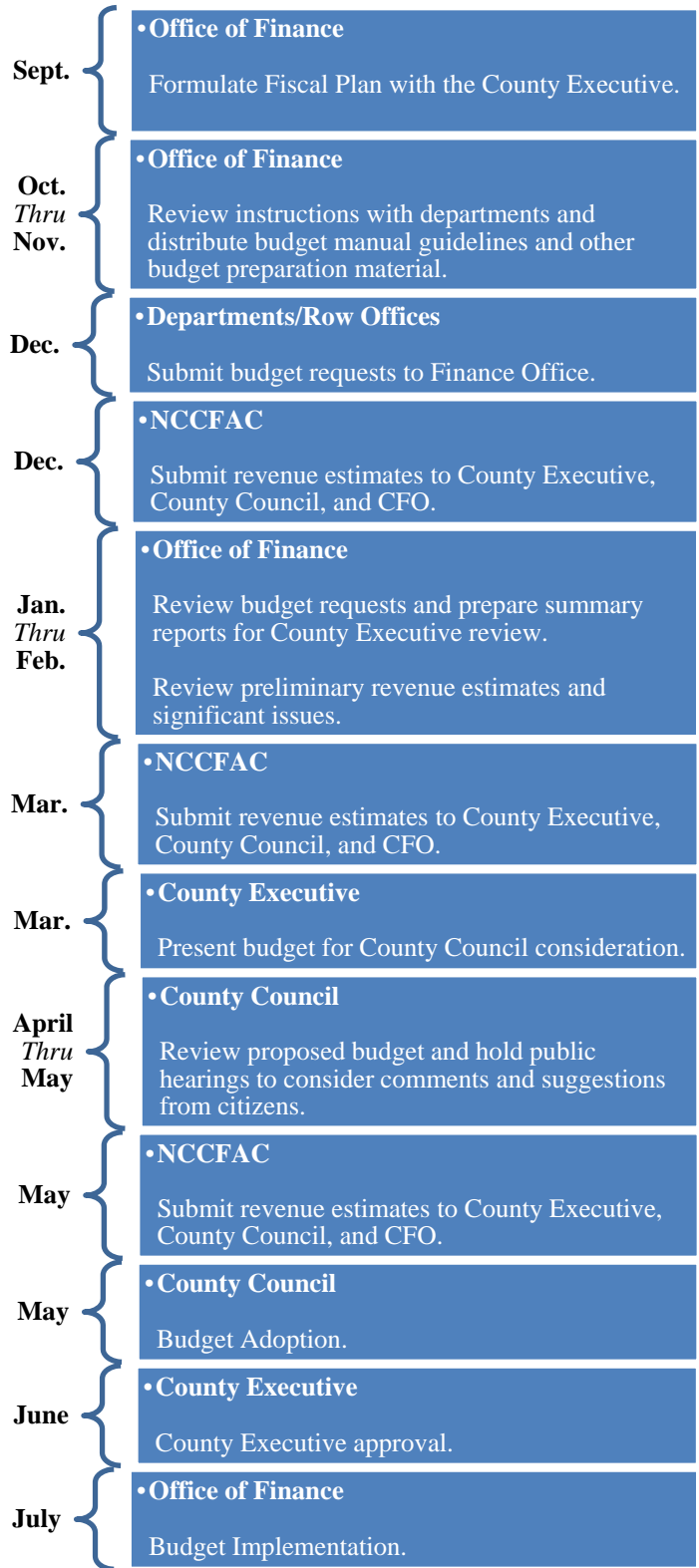
NEW CASTLE COUNTY BUDGETARY PROCESS

Development of the annual Operating Budget begins in September of each year preceding the beginning of the fiscal year (July 1). Formal conclusion of the process generally occurs in May when County Council holds statutory public hearings and takes formal action to adopt the budget. The budget, which must be adopted by June, becomes operational on July 1.

The New Castle County Reorganization Act requires that the Chief Administrative Officer shall annually prepare a Capital Program and Budget under the direction of the County Executive. The Capital Budget must be approved by County Council prior to adoption of the annual Operating Budget (see “Capital Budget Summary” for further information).

The Budget Cycle

One of the functions of a budget is to provide a financial plan for the organization’s operations for a given period of time. For New Castle County, the budget provides a plan from July through June of each year. The budget is developed with the aid, cooperation, and resources of many participants. The entire process consumes almost a full year, from development of the fiscal plan and budget guidelines by the County Executive and Budget Staff in September and October, through the implementation of the approved budget. Opportunities for public comment are available throughout April and May before the final adoption of the budget by June. An overview of a typical New Castle County Budget Cycle follows:



NEW CASTLE COUNTY BUDGETARY PROCESS

Budget Cycle Descriptions

Budget Cycle Descriptions

1. During September and October, the Executive Budget Committee meets with the County Executive and staff to review the County's service level performance, update the fiscal plan for the succeeding fiscal year, and review the impact upon the financial model. As a result of these performance evaluations, which are discussed on the following page, and the fiscal plan update, service level and budgetary strategies are developed for presentation to County Council for their input.
2. Budget and service level parameters are developed along with a budget preparation manual.
3. The development of the recommended budget formally commences in November with the distribution of the budget preparation manual and guidelines to the County departments and offices for preparation of departmental requests and revenue estimates.
4. By December 1 of each year, NCCFAC submits to the County Executive, County Council and Chief Financial Officer their certification of the General and Sewer Fund revenue and expenditures by major categories. Their certification, with the assistance of the Office of Finance is for the current fiscal year and one succeeding fiscal year.
5. During the last two weeks in December, the County departments and offices submit their completed service level requests and revenue estimates to the Budget Office.
6. After receiving completed service level requests and revenue estimates, the Budget Office reviews each request and estimate in preparation for the departmental/office administrative hearing process. During January and February, the Chief Administrative Officer, Chief Financial Officer, and Budget Staff review each request and revenue estimate with managers and members of each department/office.
7. By March 1 of each year, NCCFAC submits to the County Executive, County Council and Chief Financial Officer their certification of the General and Sewer Fund revenue and expenditures by major categories. Their certification, with the assistance of the Office of Finance is for the current fiscal year and one succeeding fiscal year.
8. The County Executive's recommended budget is prepared during March and submitted to County Council by April 1.
9. By May 1 of each year, NCCFAC submits to the County Executive, County Council and Chief Financial Officer their certification of the General and Sewer Fund revenue and expenditures by major categories. Their certification, with the assistance of the Office of Finance is for the current fiscal year and one succeeding fiscal year.
10. During April and May, County Council holds a series of public hearings on each department/office budget. During these hearings, citizens are invited to comment on the budgets.

NEW CASTLE COUNTY BUDGETARY PROCESS

Budget Cycle Descriptions *(Continued)*

Budget Cycle Descriptions *(Continued)*

11. In late May, but no later than June 1, County Council formally adopts the annual Operating Budget.
12. After adoption, if the County Executive approves the ordinance(s) presented to him/her, he/she signs this legislation and returns said ordinance(s) to the Clerk of the County Government. The ordinance(s) take effect in 30 days unless a different effective date is specified in the ordinance. Title 9, Section 1156(d) sets forth the provisions for disapproval of said ordinance(s).
13. When the budget is formally approved, budget documents are distributed to the departments for budget implementation in July. During the fiscal year, the Budget Staff monitors and reviews budgetary and revenue activities for the current year and prepares budget projections for the upcoming fiscal year. These projections are used to determine year-end cash balances and to prepare for the upcoming fiscal year budget.

NEW CASTLE COUNTY BUDGETARY PROCESS

Budget Roles and Responsibilities

Every New Castle County employee plays a role in budgeting – whether in its formulation, preparation, implementation, administration, or evaluation. Ultimately, of course, each General Manager, through the Chief Administrative Officer, is accountable to the County Executive for the performance of departmental personnel in meeting specific objectives within allocated resource limits.

Actual budget responsibility can be identified more specifically:

- The **Program Manager** is responsible for preparing an estimate of revenue and remaining cost requirements for the current fiscal year, projecting the base budget requirements for the next fiscal year, and developing other requests that change or revise the program so that it will be more effective, efficient, productive, and economical.
- The **Budget Liaisons** serve as the vital communication links between the Departments and the Budget Office Staff. Liaisons are responsible for coordinating information, checking to see if forms are completed properly, reviewing budget submissions, making sure that all necessary documentation is submitted, monitoring the internal review process to meet timelines, and serving as troubleshooters for problems throughout the budget process.
- The **Capital Program and Budget Review Committee** is comprised of the Chief Administrative Officer, Chief Financial Officer, Budget Office and Land Use staff. This team is responsible for reviewing all capital projects for timing and cost considerations, compiling lifecycle costs, and preparing a preliminary capital improvement plan for recommendation. During the year, the CPBRC meets quarterly with each department to review and monitor the status of all approved capital projects and programmed capital projects.
- The **Division Manager** and **General Manager** are responsible for reviewing historical performance, anticipating future problems and opportunities, considering alternative solutions, and modifying and assembling their departmental data into a cohesive budget information package. General Managers critically evaluate all requests, prioritize, and submit a balanced budget plan including only those requests which support the County Executive’s workplan, administrative direction, and departmental mission.
- The **Office of Finance** is responsible for preparing short-range and long-range revenue and expenditure forecasts, and calculating departmental budget targets. Assistance with preparation requirements and presentation formats is provided to departmental General Managers or Budget Liaisons. Budget Office Staff also coordinate the collating, analysis, and summarizing of departmental requests, and the preparation of budget review materials for the County Executive, Chief Administrative Officer, Chief Financial Officer, and County Council. In addition, the Chief Financial Officer plays a key role in translating the County Executive’s goals and objectives for the County into recommended funding decisions. The Chief Financial Officer is responsible for reviewing the Departmental Operating and Capital Budget/Program requests, and submitting recommendations for review to the County Executive and Chief Administrative Officer.
- The **Chief Administrative Officer** is responsible for reviewing the total financial program, formulating a countywide proposed budget, and submitting it to the County Executive.
- The **New Castle County Financial Advisory Council (NCCFAC)** advises the County Executive, County Council, and the Chief Financial Officer of current and projected economic conditions and trends, particularly as they affect New Castle County. NCCFAC also submits to the County Executive, County Council, and the Chief Financial Officer estimates of the General and Sewer Fund revenue for the current fiscal year and the one succeeding fiscal year; and estimates of the General and Sewer Fund expenditures for the current fiscal year and the one succeeding fiscal year.
- The **County Executive** is responsible for submission of the County’s recommended budget to County Council.
- The **County Council** is responsible for review, public hearings, evaluation, and approval of the final budget.

NEW CASTLE COUNTY

Budget Presentation Format/Budgetary Basis

Budget Presentation Format

The Operating Budget is prepared using an alternative-service level focus (Modified Zero-Base Budget), wherein service level mixes are selected consistent with projected funding availability. Each department or service function prepares a budget request package which is reviewed during administrative budget meetings, wherein the impacts upon service delivery are discussed to determine conformance with the County's annual fiscal and service goals. Upon acceptance of each departmental service delivery level, a recommended budget is prepared with the funding needs over the next year.

Unlike relying entirely upon the traditional budget approach, the alternative-service level focus provides to management a quantitative tool to assess multiple service delivery options when resources are limited. In addition, this process focuses upon substantive service and equity issues as compared to the pedagogy of the traditional line-item budget.

Departments are required to submit Program Improvement Requests (PIRs) forms for new funding requests.

The purpose of Program Improvement Requests (PIRs) is to separate and identify all new requests for (1) personnel, (2) programs and services and (3) major equipment (exclusive of new automobiles, desks, etc.). PIRs will be categorized into three groups:

- **"Mandated"** Program Improvement Requests - includes: (1) the operating budget for new facilities which are mandated to come online during the forthcoming fiscal year, and (2) budget increases due to changes in law or policy.
- **"Revenue Driven"** Program Improvement Requests - includes those requests which can clearly demonstrate an increased net revenue yield.
- **"Improved Service"** Program Improvement Requests - includes those requests which reflect a new or improved service to be offered by the County.

Budgetary Basis

The budgets of general governmental type funds (for example, the General Fund) are prepared on a modified accrual basis. Briefly, this means that obligations of the County are budgeted on an accrual basis, but revenues are recognized only when they become measurable and available as net current assets.

The enterprise funds (for example, the Sewer Fund) are budgeted on a full accrual basis. Not only are expenses recognized when a commitment is made, but revenues are also recognized when they are due to the County.

The Comprehensive Annual Financial Report (CAFR) shows the status of the County's finances on the basis of "Generally Accepted Accounting Principles" (GAAP). In most cases this conforms to the way the County prepares its budget. Exceptions are the treatment of depreciation expense (which is not shown in the budget, although the full purchase price and related debt service of equipment and capital improvements is, while purchases of capital improvements are depreciated in the CAFR for enterprise funds) and compensated absences (accrued but unused sick leave) which are treated slightly differently in the budget and in the CAFR.

The Comprehensive Annual Financial Report shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes.

NEW CASTLE COUNTY

General Budgetary Controls

General Budgetary Controls

New Castle County maintains budgetary controls to ensure compliance with legal provisions embodied in the annual appropriated budget adopted by the County Council. Appropriations are legislated at the departmental level by object of expenditure. Appropriation control is maintained through the accounting system and reservation of specified appropriations. Real-time budgetary status information is available through New Castle County's online accounting system.

Adjustments to the Annual Budget (After Adoption by County Council)

The Chief Administrative Officer or his or her designee is authorized to grant intradepartmental variations from the budgeted amounts for the line items entitled "Salaries and Wages, Employee Benefits, Travel and Civic Affairs, Communication and Utilities, Materials and Supplies, Contractual Services, Equipment, Grants and Fixed Charges, Land and Structures, and Debt Service" as contained in the annual operating budget and grants budget provided that:

- 1) On no single occurrence shall the variation granted increase any (1) line item by more than twenty thousand dollars (\$20,000.00).
- 2) No line item variation increases or decreases the department's total operating budget; i.e., for each line item increase, there shall be corresponding decrease(s) in other line item(s).
- 3) The Chief Administrative Officer, with the approval of the County Executive, is authorized to allocate and allot funds within each department, office or board, notwithstanding appropriations by budget units, within lump-sum line item appropriations, contained in the annual operating budget, as is deemed appropriate for the most efficient and effective operation of each department, officer, or board. However, there shall be no change in the number of positions within a department listed in the annual operating budget without the approval of Council. There shall be no addition of newly-created Merit System positions without the prior approval of a majority of New Castle County Council.

Financial Reporting to County Council and the County Executive

By the second Tuesday of each month, the Chief Administrative Officer or his or her designee forwards to each member of County Council reports and information concerning the status of the financial and other affairs of the County so as to keep County Council informed as to all offices, departments, and agencies receiving appropriations from the County treasury. The monthly report includes, but is not limited to, the following items: (1) intradepartmental line item variations; (2) ordinances appropriating new revenues; (3) Council contingency funds; (4) Executive contingency funds; (5) grant closings and (6) operating reserves.

The Chief Financial Officer also provides to County Council, a financial report, or "Checkbook Presentation" regarding the current and projected financial status of the County. This report highlights revenue and expenditure projections for the current fiscal year, along with cash flow projections for the next five fiscal years. These reports are published on the website for the public to view at: <http://www.nccde.org/202/Checkbooks>.

The Budget Office prepares various reports regarding the County's fiscal status to the County Executive utilizing narrative and graphic presentations. These monthly reports are used to develop the aforementioned "Checkbook Presentation."

As part of the Budget Office's due diligence, all County Departments and Row Offices are required to submit every two months to the Budget Office an annual forecast of revenues and expenditures. This is to ensure budgetary compliance, to highlight any potential problem areas, and to plan for the upcoming fiscal years.

NEW CASTLE COUNTY

Balanced Budget/Performance Measurement

Definition of a Balanced Budget

Pursuant to Delaware Code, 9 *Del. C.* Section 1158(c), the County Executive must certify to County Council that the estimated yield from each item of revenue to be used in balancing the annual budget must equal to the estimated expenditures as indicated below:

- The County Council, at the meeting at which the annual operating budget ordinance is adopted, and within the limits of its power and subject to other provisions of this title, shall ordain such taxes and other revenue measures as will yield sufficient revenue, which, together with any available surplus, will balance the budget.
- Revenues shall be estimated only upon the basis of the cash receipts anticipated for the fiscal year.
- The estimated yield from each item of revenue and of the amounts of surplus to be used in the balancing of the budget shall be certified to the County Council by the County Executive.
- The Annual Operating Budget ordinance shall not become effective until the County Council shall have adopted revenue measures which, together with the available surplus, shall in the opinion of the County Executive be estimated to yield sums at least sufficient to balance the proposed expenditures. The Office of Finance shall not approve any expenditure under any portion of an annual operating budget ordinance until such balancing shall have been provided.

Performance Measurement

Service level performance is evaluated through a variety of indicators outlined below:

- **Citizen feedback** - includes meetings with and reports of civic committees and alliance groups.
- **Citizen surveys** - includes questionnaires, selected service surveys, and listening campaigns (e.g., police).
- **Media feedback** - includes communication to and from various media.
- **Internal program evaluations** - performance evaluations initiated by the Executive Office and County Council's Legislative Committees.
- **Control Self-Assessment** - Office of Finance initiative to provide greater assurance for compliance of financial processes and provide opportunity for improvement.
- **External program evaluations** - performance evaluations commissioned by the Executive Office, e.g., paramedic service delivery, 9-1-1 center configuration and service response, information technology (e-government), fiscal service delivery (Accounts Payable, Payroll, Purchasing and Budgeting).
- **Performance Measures** - statistical information to evaluate performance.

In addition, other empirical tools such as management by observation, awards, and competitive grant funding are used in measuring the County's service level performance.

NEW CASTLE COUNTY

Funds Structure

Funds Structure

The New Castle County operating budget encompasses the following major funds:

- √ **General Fund (Governmental Fund)** - This fund is used to account for the general operating activities of the County. General government, police, emergency medical services, emergency communications, land use, recreational activities, row offices, libraries, and general governmental debt service are financed through real property taxes, licenses and permits, interest, rentals, service charges, intergovernmental, and other revenues.
- √ **Sewer Facilities Fund (Proprietary Fund)** - This fund is used to account for the operation of the County sewer system, and is financed through service charges and fees.
- √ **Light Tax Fund (Governmental Fund)** - This fund is used to account for community street light costs financed with revenues from users within the light districts. Service is provided by a local utility with billings and collections provided by New Castle County.
- √ **Crossing Guard Fund (Governmental Fund)** - This fund is used to account for school crossing guard costs financed with revenues from users within the school districts.

The following non-proprietary project-type non-major funds are utilized by New Castle County:

- √ **Grants Fund (Governmental Fund)** - This fund is used to account for certain project-type activities of the County. Community development and housing, public safety, recreation and libraries are financed through this fund with revenue from Federal, State, local, and private sources. Grant programs will be authorized as funding awards are received from various agencies and other sources. The grants fund budget is a separate and distinct budget from the operating budget.
- √ **Capital Projects Funds (Governmental Fund)** - These funds are used to account for financial resources provided by bond proceeds, intergovernmental grants and private contributions used for the acquisition of all capital facilities (other than those financed by proprietary funds). The various capital projects funds are: Building Construction and Improvements, Park Development, Public Safety, and Miscellaneous Capital Improvements. The Capital Program and Budget is a separate and distinct document from the Operating Budget.
- √ **Pension Fund (Fiduciary Fund)** - This fund is used to account for the activities of the defined benefit plan for County employees. The fiduciary activities are reported in a separate statement of fiduciary net assets and a statement of changes in fiduciary net assets.
- √ **Other Post-Employment Benefits Trust Fund (Fiduciary Fund)** - This fiduciary fund is used to account for the assets of the other post-employment trust fund which are held in a trustee capacity for the employees of New Castle County. The OPEB Program, which is part of the County's legal entity, is a single employer defined benefit OPEB plan that provides medical and life insurance benefits to eligible county employees.

NEW CASTLE COUNTY

Reader's Index to the Operating Budget

The Reader's Index to the Operating Budget is included as a cross-reference document to depict the relationships among programs, organizational units (department unit) and activities/services provided. Those departments or services that have an asterisk (*) have other funding provided by non-operating budget sources (Capital and Grant).

Program: General Government	Activities/Services	Fund(s)
County Council	Legislation	General
	Audit	General
County Executive	Direction and Control	General
	Office of Economic Development	General
	Office of Communications	General
Administration*	Law	General
	Risk Management/General Insurance	General
	Office of Procurement	General
	Office of Technology	General
	Accounting and Budget	General
	Treasury	General, Light, Sewer
	Assessment	General
	Employee Services	General
	Pension and Benefits	General
Prothonotary	Prothonotary	General
Register in Chancery⁽¹⁾ <i>⁽¹⁾ Effective 1/1/2002 became a State of Delaware Agency</i>	Register in Chancery	General
Register of Wills	Wills Administration and Probate	General
Recorder of Deeds	Deeds and Corporate Filings	General
Sheriff	Sheriff	General
Clerk of the Peace	Clerk of the Peace	General

NEW CASTLE COUNTY
Reader's Index to the Operating Budget *(Continued)*

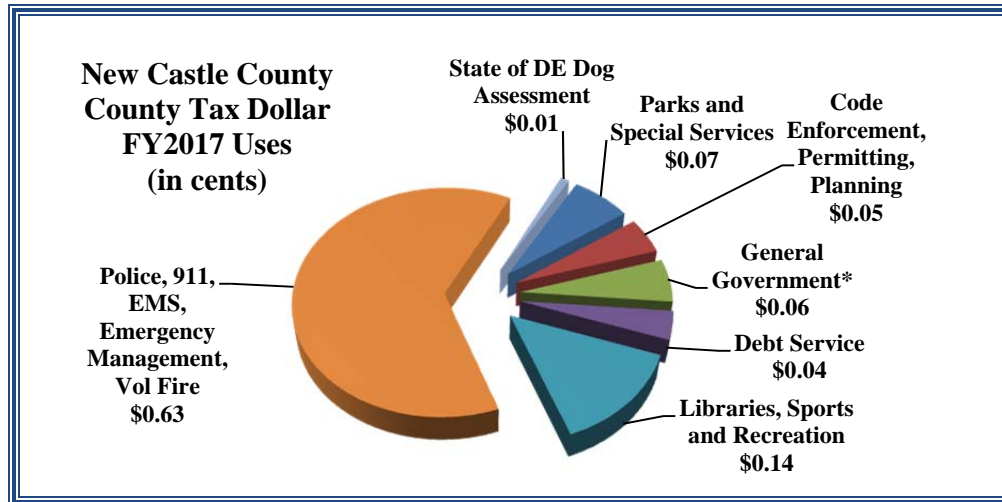
Program: Special Services	Activities/Services	Fund(s)
Special Services*	Administration	General
	Internal Services	General
	Fleet Operations	General
	Facilities Maintenance	General
	Property Maintenance	General
	Environmental Operations	Sewer
	Construction Support	Sewer
	Sewer Maintenance	Sewer
	Plant Operations	Sewer
	Environmental Compliance	Sewer
Engineering	General	
Program: Land Use		
Land Use*	Administration	General
	Planning	General
	Licensing	General
	Erosion & Sediment Control	Sewer
	Customer Relations and Enforcement	General
Program: Community Services		
Community Services*	Administration	General
	Recreation	General
	Sports & Athletics	General
	Community Development & Housing	General
	Rockwood Museum	General
	Arts/Cultural	General
	Community Partnership	General
	Senior Services	General
	Technical Services	General
	Libraries	General
Carousel Park	General	

NEW CASTLE COUNTY
Reader's Index to the Operating Budget *(Continued)*

Program: Public Safety	Activities/Services	Fund(s)
Public Safety*	Administration	General
	Police Operations	General
	School Crossing Guards	Crossing Guard
	Emergency Medical Services	General
	Emergency Communications	General
	Emergency Management	General
	Fire, Rescue and Ambulance Services	General
	Dog Control Assessment	General
Program: Debt Service		
Non-Departmental	Debt Service	General, Sewer
Program: Contingency		
	Council Contingency	General
	Executive Contingency	General
	Severance Contingency	General
	Salary Adjustment Contingency	General, Sewer
	Personnel Adjustment Contingency	General
Program: Ethics		
Ethics	Ethics Commission	General

NEW CASTLE COUNTY FY2017 County Real Property Tax Rates June 30, 2016

The pie chart below presents the FY2017 County property tax dollar and the services it will fund.



*County Executive, County Council, Law, Risk Management, HR, Admin Services, Finance, Row Offices and Ethics.

FY2017 County Real Property Tax Rates

New Castle County property tax rates are adopted annually by County Council. The County tax rate is stated in terms of a certain rate on every one hundred dollars of taxable real property assessment in the County. The tax rate is based upon the certified annual and quarterly estimates of real property assessments and services provided. For incorporated municipalities, the County must provide a tax credit for those County services that the municipality performs for its residents and pays for out of the municipality's revenues (subject to certain conditions under Title 9, Section 1158 of the *State Code*). Tax credits granted to municipalities include police services, local parks, recreation, dog control, housing and planning services. Accordingly, the FY2017 New Castle County real property tax rates are as follows:

Location	Tax Rate in Cents Per \$100 of Assessed Valuation
Those portions of New Castle County not within any of the following incorporated municipalities.	70.06
Arden	58.21
Ardencroft	58.21
Ardentown	58.21
Bellefonte	69.66
Delaware City	25.29
Elsmere	31.93
Middletown	25.29
Newark	24.36
New Castle	25.29
Newport	28.38
Odessa	36.40
Townsend	36.16
Wilmington	24.36

New Castle County Rate History 1995-2017

Unincorporated Real Property Tax Rate			
Fiscal Year	Tax Rate in Cents per \$100 of Assessed Valuation	Increase (Decrease) in Cents	Percent Increase (Decrease)
1995	43.35	1.90	4.6
1996	45.50	2.15	5.0
1997	45.50	0.00	0.0
1998	45.50	0.00	0.0
1999	45.50	0.00	0.0
2000	45.50	0.00	0.0
2001	45.50	0.00	0.0
2002	45.50	0.00	0.0
2003	45.50	0.00	0.0
2004	45.50	0.00	0.0
2005	45.50	0.00	0.0
2006	45.50	0.00	0.0
2007	47.78	2.28	5.0
2008	56.14	8.36	17.5
2009	56.14	0.00	0.0
2010	70.18	14.04	25.0
2011	70.18	0.00	0.0
2012	70.06	(0.12)	(0.2)
2013	70.06	0.00	0.0
2014	70.06	0.00	0.0
2015	70.06	0.00	0.0
2016	70.06	0.00	0.0
2017	70.06	0.00	0.0
Residential Sewer Rate			
Fiscal Year	Per 1,000 Billable Gallons	Increase (Decrease) in Cents	Percent Increase (Decrease)
1995	3.24517	.00000	0.0
1996	3.24517	.00000	0.0
1997	3.24517	.00000	0.0
1998	3.24517	.00000	0.0
1999	3.24517	.00000	0.0
2000	3.24517	.00000	0.0
2001	3.24517	.00000	0.0
2002	3.24517	.00000	0.0
2003	3.24517	.00000	0.0
2004	3.24517	.00000	0.0
2005	3.24517	.00000	0.0
2006	4.53409	1.28892	39.7
2007	4.64787	0.11378	2.5
2008	4.64787	0.00000	0.0
2009	4.64787	0.00000	0.0
2010	5.11288	0.46501	10.0
2011	5.31747	0.20459	4.0
2012	5.52486	0.20739	3.9
2013	5.52486	0.00000	0.0
2014	5.74033	0.21547	3.9
2015	5.74033	0.00000	0.0
2016	5.74033	0.00000	0.0
2017	5.74033	0.00000	0.0

NEW CASTLE COUNTY
Population Projections
June 30, 2016

Age Group	YEAR						
	2010	2015	2020	2025	2030	2035	2040
00-04	33,175	32,969	34,450	34,375	32,733	32,047	32,273
05-09	34,027	34,116	33,462	34,907	34,809	33,223	32,567
10-14	35,001	34,819	34,827	33,981	35,339	35,266	33,684
15-19	40,768	35,288	35,356	35,436	34,425	35,744	35,654
20-24	40,501	42,339	35,721	35,968	36,099	34,908	36,131
25-29	36,342	39,772	42,687	36,179	36,534	36,747	35,345
30-34	34,591	37,709	39,985	42,972	36,514	37,007	37,245
35-39	34,891	34,414	37,912	40,114	43,079	36,735	37,302
40-44	38,193	34,817	34,470	37,993	40,054	43,052	36,775
45-49	41,408	38,272	34,657	34,417	37,890	39,866	42,818
50-54	40,508	40,649	37,759	34,385	34,183	37,647	39,486
55-59	34,209	39,019	39,577	36,966	33,781	33,687	37,048
60-64	28,701	32,859	37,333	38,053	35,676	32,779	32,737
65-69	20,780	26,803	30,791	35,109	35,882	33,814	31,181
70-74	14,945	18,391	24,307	28,000	31,964	32,820	31,039
75-79	12,108	13,079	15,918	21,110	24,332	27,867	28,712
80-84	9,452	9,525	10,528	12,880	17,114	19,780	22,690
85 & up	9,270	10,939	12,045	13,244	15,598	20,028	24,393
Totals	538,870	555,779	571,785	586,089	596,006	603,017	607,080

Source: Delaware Population Consortium

Population Projection Series

November 5, 2015

NEW CASTLE COUNTY

Per Capita Budget

Fiscal Years 2015-2016-2017

The total operating budget for Fiscal 2017 is **\$267,283,718**. Per capita cost, referring to cost per each person in New Castle County, is \$475.30 per person for the Fiscal 2017 budget. The operations of Public Safety and Special Services account for 61% of the total operating budget.

Department	2015 Budget	2016 Budget	2017 Budget
County Council	\$6.22	\$6.42	\$6.51
County Executive	\$3.76	\$3.88	\$4.36
Administration	\$35.21	\$36.72	\$37.78
Special Services	\$112.11	\$110.46	\$113.91
Land Use	\$23.09	\$22.82	\$24.55
Community Services	\$33.76	\$33.69	\$35.56
Public Safety	\$160.92	\$165.71	\$174.38
Prothonotary	\$0.06	\$0.06	\$0.08
Register in Chancery	\$0.45	\$0.46	\$0.46
Register of Wills	\$2.79	\$2.81	\$2.85
Recorder of Deeds	\$4.05	\$4.05	\$4.08
Sheriff	\$3.43	\$3.52	\$3.56
Clerk of the Peace	\$1.19	\$1.21	\$1.29
Debt Service	\$70.94	\$64.47	\$63.07
Ethics Commission	\$0.38	\$0.39	\$0.53
Council Contingency	\$0.54	\$0.48	\$0.40
Executive Contingency	\$0.72	\$0.72	\$0.64
Salary Contingencies (Non-Departmental)	\$1.19	\$1.30	\$1.29
TOTAL PER CAPITA BUDGET	\$460.79	\$459.17	\$475.30
POPULATION	555,779	559,093	562,354

NEW CASTLE COUNTY **The Value of County Services in the Unincorporated Area**

Based on an average assessed home taxable value of \$74,080
(approximate market value of \$246,900 within the unincorporated area of the County)
each household will pay \$519.00 in County taxes for the year,
or approximately **\$43.25** per month, to support these County services:

- **24-Hour Police Protection**
- **24-Hour Emergency Medical Service**
- **24-Hour 9-1-1 Service**
- **24-Hour Dog Control**
- **15 Library Facilities**
- **300 Park Facilities**
- **Recreational Programming for ALL Age Groups**
- **Building Inspections and Permit Services**
- **Code Enforcement Services**
- **Customer Information and Assistance**
- **Comprehensive Land Use Planning**
- **Senior Programs**



NEW CASTLE COUNTY
Average/Median Tax Bill in Improved Residential Parcels

UNINCORPORATED AREA
(90.2% of All Property Tax Revenue)

Councilperson	AVERAGE		Council District	MEDIAN	
	Taxable Assessment	Tax Bill		Taxable Assessment	Tax Bill
Woods	44,198	\$ 309.65	LD01	45,600	\$ 319.47
Weiner	108,724	\$ 761.72	LD02	85,000	\$ 595.51
Kilpatrick	125,671	\$ 880.45	LD03	116,500	\$ 816.20
Hollins	39,178	\$ 274.48	LD04	40,300	\$ 282.34
Diller	56,207	\$ 393.78	LD05	51,900	\$ 363.61
Powers	73,475	\$ 514.77	LD06	72,200	\$ 505.83
Smiley	49,046	\$ 343.62	LD07	50,400	\$ 353.10
Cartier	63,153	\$ 442.45	LD08	59,600	\$ 417.56
Sheldon	63,753	\$ 446.65	LD09	60,900	\$ 426.67
Street	26,056	\$ 182.55	LD10	28,100	\$ 196.87
Tackett	60,276	\$ 422.29	LD11	56,800	\$ 397.94
Bell	78,206	\$ 547.91	LD12	80,300	\$ 562.58

INCORPORATED AREA
(9.8% of All Property Tax Revenue)

Incorporated Tax Area	Councilperson	AVERAGE		MEDIAN	
		Taxable Assessment	Tax Bill	Taxable Assessment	Tax Bill
Elsmere	Woods	36,439	\$116.35	37,600	\$120.06
Newport	Woods	44,633	\$126.67	38,850	\$110.26
Ardentown	Weiner	43,500	\$253.21	45,200	\$263.11
Newark	Kilpatrick	109,815	\$267.51	121,250	\$295.37
Wilmington	Hollins	50,937	\$124.08	40,400	\$98.41
Newark	Diller	65,903	\$160.54	64,200	\$156.39
Middletown	Powers	78,593	\$198.76	74,200	\$187.65
Townsend	Powers	84,757	\$306.48	93,000	\$336.29
Smyrna	Powers	124,780	\$874.21	113,800	\$797.28
New Castle	Smiley	46,782	\$118.31	49,500	\$125.19
Bellefonte	Cartier	51,942	\$361.83	51,400	\$358.05
Arden	Cartier	47,497	\$276.48	50,300	\$292.80
Ardentown	Cartier	46,307	\$269.55	46,800	\$272.42
Ardencroft	Cartier	50,349	\$293.08	50,000	\$291.05
Newark	Sheldon	113,980	\$277.65	124,600	\$303.53
Elsmere	Street	34,800	\$111.12	34,800	\$111.12
New Castle	Street	29,338	\$74.20	20,800	\$52.60
Wilmington	Street	34,212	\$83.34	30,300	\$73.81
New Castle	Bell	48,282	\$122.11	45,700	\$115.58
Delaware City	Bell	37,079	\$93.77	36,900	\$93.32
Middletown	Bell	140,394	\$355.06	136,000	\$343.94
Odessa	Bell	54,122	\$197.00	46,300	\$168.53

A Quick Look at New Castle County

Delaware, located on the eastern seaboard of the United States, is bordered by the Atlantic Ocean and the Delaware Bay, as well as by the states of New Jersey, Pennsylvania, and Maryland. With a land area of 1,982 square miles, Delaware ranks 49th in area among the 50 states.

New Castle, the northernmost county, affords easy access to the major metropolitan areas of the Northeast, with both New York City and Washington, DC just an hour and a half away by rail.

POPULATION:

Census 2010: 538,477

Source: *U.S. Census, 2010*

INCOME:

Median Household: \$64,537

Per capita income: \$32,406

Source: *U.S. Census Bureau*

COLLEGES & UNIVERSITIES:

Delaware College of Art and Design

Delaware State University – Wilmington

Delaware Technical and Community College

Drexel University – Wilmington

Goldey-Beacom College

University of Delaware

Wesley College

Widener University (Delaware Campus)

Wilmington University

CLIMATE:

Mean annual temperature: 54.0 degrees F

Mean daily temperature: From 33 degrees F in the winter to 77 degrees F in the summer.

Average annual precipitation: 45 inches

Source: *Office of the Delaware State Climatologist*

NATIONAL RECOGNITION FOR DELAWARE:

- Over 60 percent of the Fortune 500 companies are incorporated in Delaware.
- 4th in Business Friendliness, *CNBC's America's Top States for Business 2015*
- 4th in economic output per job, *U.S. Chamber of Commerce Foundation 2015*
- Ranked 6th for high-tech share of all business, high-speed broadband availability, business birthrate, export growth, STEM job concentration, *U.S. Chamber of Commerce Foundation 2014*
- 1st for legal climate, *2015 State Liability Systems Ranks, U.S. Chamber of Commerce*
- 6th in business incubation, *14th Annual BHI State Competitiveness Report*
- 1st for sales tax rank, and 14th for the overall state business tax climate, *The 2015 Tax Foundation's Index*
- 2nd for the best states for business cost, *Forbes 2015*

A Quick Look at New Castle County *(Continued)*

EDUCATION:

Public school districts, 2014 - 2015:	6 (123 schools)
Charter schools, 2014 - 2015:	18
Total public/non-public and charter enrollment, 2015 - 2016:	91,433

Educational Attainment of Population Age 25+

High School Graduate and higher:	89.4%
Bachelor's Degree and higher:	33.8%

Source: US Census Bureau

REAL ESTATE VALUE: APRIL 2015 – JULY 2016			
LOCATION	AVERAGE PRICE/SQ.FT.	MEDIAN SALES PRICE	HOMES FOR SALE
New Castle, Delaware	\$104	\$156,200	417
Wilmington, Delaware	\$129	\$213,500	1,667
Middletown, Delaware	\$124	\$212,750	414
Newark, Delaware	\$121	\$190,000	674
Philadelphia, Pennsylvania	\$148	\$162,500	18,706
Baltimore, Maryland	\$140	\$179,450	12,721
Washington DC	\$513	\$550,000	2,393
Richmond, Virginia	\$148	\$220,450	1,298
New York, New York	\$1,455	\$1,205,000	7,340

Source: Market Trend Report, Trulia.com

NEW CASTLE COUNTY UNEMPLOYMENT (Not Seasonally Adjusted)					
YEAR	2016	2016	2016	2016	2016
PERIOD	JANUARY	FEBRUARY	MARCH	APRIL	MAY
Labor Force	299,474	299,826	302,730	303,070	300,132
Employment	285,152	286,246	290,123	291,432	288,528
Unemployment	14,322	13,580	12,607	11,638	11,604
Unemployment Rate (%)	4.8%	4.5%	4.2%	3.8%	3.9%

Source: Delaware Department of Labor

A Quick Look at New Castle County *(Continued)*

DELAWARE'S ECONOMIC RANKINGS	
INDICATOR	RANK
OVERALL	2
IT Professionals	3
Managerial, Prof & Tech Jobs	9
Manufacturing Value-Added	7
High-Wage Trade Services	1
Export Focus on Manufacturing	6
Foreign Direct Investment	1
Broadband Telecommunications	10
High-Tech Jobs	13
Science and Engineers	7
Patents	3
Industry Investment in R&D	1
Immigration of Knowledge Workers	4
Job Churning	13
Fast Growing Firms	8
Migration of U.S. Knowledge Workers	12

*Source: Information Technology and Innovation,
The 2014 State New Economy Index*

A Quick Look at New Castle County *(Continued)*

OCCUPATION DESCRIPTION	EMPLOYMENT	MEDIAN HOURLY WAGE
Production Occupations	9,290	\$18.76
Construction	9,760	\$22.37
Installation, Maintenance, and Repair	10,480	\$24.01
Office and Administrative Support Occupations	52,100	\$16.96
Sales and Related Occupations	30,100	\$12.83
Life, Physical, and Social Science	4,290	\$36.24
Computer and Mathematical	13,330	\$43.15
Architecture and Engineering	4,070	\$40.44
Legal	4,320	\$49.26
Business and Financial Operations	23,090	\$34.04
Management	13,820	\$62.25
Healthcare Practitioners and Technical Occupations	19,350	\$33.83
Healthcare Support Occupations	7,910	\$14.27
Education, Training and Library	16,010	\$25.14
Community and Social Services	4,840	\$19.59
Arts, Design, Entertainment, Sports, and Media	2,680	\$21.75
Protective Services	6,660	\$14.66
Food Preparation and Serving	23,620	\$9.66
Building and Grounds Cleaning and Maintenance	9,390	\$11.56
Personal Care and Service Occupations	9,250	\$11.15
Transportation and Material Moving	17,550	\$14.26

Source: Delaware Department of Labor

RECREATION AND THE ARTS:

- Major outdoor recreation attractions include numerous state, city and county parks, nature and recreation areas including boat ramps and fishing areas. The Atlantic Ocean beaches of southern Delaware are the state's largest attraction and are within a two-hour drive.
- Tax-free shopping is available throughout the county in several regional malls, shopping centers, markets, and the downtown districts of major towns.
- Historical sites are abound in New Castle County, including those in the cities and towns of Wilmington, New Castle, Odessa and Newark.
- A wide variety of attractions in Delaware include theatres, race tracks, golf courses, as well as casinos, world-class museums and gardens, many in the Brandywine Valley area of northern Delaware and nearby Pennsylvania.

Descriptions of most of these recreational attractions plus special events may be found online at www.visitdelaware.com.

Promoting Economic Growth within New Castle County

The main priority of the New Castle County Office of Economic Development is to provide new, developing, and existing businesses with the resources they need to grow, remain successful, and contribute to our vibrant local economy. We assist local and national companies with government regulations and the permitting process. In coordination with the Delaware Economic Development Office and other partnerships, we work to attract new businesses and existing ones through marketing and outreach. Because of our positive business climate, more than 60% of all Fortune 500 companies have incorporated in our state, such as DuPont, AstraZeneca, Bank of America, W.L. Gore, and many others. We have thriving business and great opportunities in the pharmaceutical, biotechnology, financial services, clean energy, and manufacturing sectors.

To further expand economic development opportunities in New Castle County, the Office of Economic Development has commissioned the New Castle County Economic Development Strategic Plan. The NCC Economic Development Strategic Plan provides a competitive assessment of the County as a “product” in the highly competitive economic development marketplace. The report includes a SWOT analysis, Target Industry Identification, and an Economic Development Strategic Action Plan.

This study uses information obtained through a combination of: review of many prior studies, reports, and other information provided by County staff; numerous focus groups and interviews with employers and key-influencers in the County and State; and a review of key statistical and other secondary-source information, including the County’s and other websites, a process that is commonly used by companies and site location consultants when searching for a site to accommodate industrial, office, R&D and other projects.

From this research, three primary Goals were recommended for New Castle County’s future economic development efforts:

- Become nationally recognized as a place that continually seeks to maximize its economic development competitiveness, with particular emphasis on:
 - A simple, swift and certain development permit and approval process that facilitates high quality growth.
 - An effective business-education-government collaboration that provides a desirable and adaptable workforce that meets the needs of today’s and tomorrow’s businesses and offers the training and services needed by today’s and tomorrow’s workers.
 - An adequate supply of attractive and functional commercial and industrial sites and buildings.
 - Flexible and effective business assistance and incentive programs that have a demonstrated significant return on investment.
- Maintain a diversified economy that encourages retention and expansion of businesses and business sectors already in the County and supports recruitment and creation of new businesses and business types that can be successful in the future.
- Continually improve the “quality of place” of New Castle County and its constituent communities to encourage businesses.

Promoting Economic Growth within New Castle County *(Continued)*

New Castle County Business and Finance Programs

- **New Castle County Partial Property Tax Exemption Program:** Businesses that invest at least \$50,000 in new construction of commercial or manufacturing facilities in unincorporated areas of the county are eligible for three year property tax abatement for the increased assessment due to new development.
- **Small Issue Industrial Development Bonds:** New Castle County Government offers tax-exempt bond financing for projects related to infrastructure, energy, community development and other economic development purposes.
- **Tax Exemption for New or Renovated Commercial or Manufacturing Projects:** (Applicable only to the city of Wilmington) New or renovated commercial or manufacturing projects within the City of Wilmington are eligible to receive a partial tax exemption on the increase in the New Castle County and local school district portions of property tax attributable to the new construction. The cost of new construction and/or the cost of site acquisition and construction must exceed fifty thousand dollars (\$50,000).
- **New Castle County Economic Development Strategic Plan:** The New Castle County Economic Development Strategic Plan provides a competitive assessment of the County as a “product” in the highly competitive economic development marketplace. The report includes a SWOT analysis, Target Industry Identification, and an Economic Development Strategic Action Plan.

Financial Incentives Offered Through the Delaware Economic Development Office (DEDO)

The State of Delaware offers grant, loan and tax credit incentive programs that support businesses in relocating, expanding, hiring new employees, and developing new products within New Castle County. The State of Delaware takes a comprehensive approach in supporting businesses and entrepreneurs of all sizes and has special programs that play to Delaware’s strengths, including:

- **Delaware Strategic Fund (DSF):** The Delaware Strategic Fund represents the primary funding source used by DEDO to provide customized financial assistance to businesses - for businesses considering locating in the State of Delaware, financial assistance may be provided in the form of low interest loans, grants, or other creative instruments to support the attraction of businesses that pay sustainable wages, with assistance terms that are negotiated specific to each firm's individual needs and situation.
- **Capital Investment:** Projects that require major capital investments representing targeted industries and creating new jobs with sustainable wages and benefits may qualify for cash incentives to offset major capital investments that are necessary for the new business expansion.
- **Workforce Training Grants:** The Delaware Economic Development Office offers matching training grants for customized training for up to \$100,000 per qualified project. The matching portion of the grant can be an in-kind contribution while training is customized to the company’s specific needs.
- **Workforce Recruitment:** To assist in the hiring process, the Delaware Economic Development Office will coordinate recruitment efforts with the Department of Labor to ensure your employment needs are met or exceeded.
- **National Emergency Grants:** The Delaware Economic Development Office (DEDO) and the Delaware Department of Labor, Division of Employment and Training (DOL/DET) work collaboratively to assist Delaware companies with funds made available through the National Emergency Grant (NEG). These funds are granted by the US Department of Labor in order to temporarily expand the services that the State is able to provide in times of emergency. They can be granted to the State to help provide services to affected workers from large layoffs, plant/business closures, or natural disasters and provides funding to train workers who have been unemployed for greater than 23 weeks.

Promoting Economic Growth within New Castle County *(Continued)*

- **Bank Franchise Tax Credit (Managed by the Office of the State Bank Commissioner):** The bank franchise tax liability can be adjusted by tax credits. Tax credits available include: Travelink tax credits calculated in accordance with Department of Transportation Travelink tax credit reporting requirements; and an employee tax credit for certain new bank employees, provided the bank has at least 200 new qualified employees and invests at least \$15,000 per new qualified employee; and a Historic Preservation tax credit as administered by the Delaware State Historic Preservation Office; and a Veterans' Opportunity Credit.
- **New Business Facility Corporate Income Tax Credit:** Any eligible corporate taxpayer that makes a qualified investment (\$200,000 or more) and that hires five or more qualified employees (\$40,000 per employee) is entitled to receive a tax credit. Eligible corporations receive credits of \$500 for each qualified employee and \$500 for each \$100,000 invested, not to exceed fifty percent of their tax liability in a given year. Unused credits may be carried forward. The credits can be taken each year over a ten year span but may not exceed 50% of the company's pre-credit tax liability.
- **Alternative Investment Credit Required for Telecommunications Services:** Instead of five employees and \$40,000 of investment per employee (as mentioned in the New Business Facility Corporate Income Tax Credit), telecommunication service businesses are required to hire at least 50 qualified employees and make a minimum investment of \$15,000 per qualified employee. Telecommunication service businesses meeting these criteria are entitled to a \$500 tax credit for each qualified employee hired and a \$500 credit for each \$100,000 in qualified investment made.
- **Gross Receipts Tax Credit:** The Gross Receipts tax break is a straight reduction offered over a ten-year period.
- **Public Utility Tax Credit:** Any firm that is eligible for tax credits under the Blue Collar Jobs Act is also entitled to receive for five years a rebate of 50 percent of the public utility tax that it owes on the operation of new or expanded enterprise.
- **Business Finder's Fee Tax Credit:** The Business Finder's Fee (BFF) Tax Credit is designed to incentivize existing Delaware businesses to leverage their relationships with suppliers, customers and other businesses to relocate to Delaware, resulting in job creation, increased revenues and stronger supply networks. Both the existing Delaware company (Sponsor Firm) and the new relocating business (New Business Firm) shall be eligible for a tax credit equal to \$500 multiplied by the number of full-time Delaware employees of the New Business firm each tax year for 3 years following the date in which the New Business Firm is certified in Delaware.
- **Research & Development Tax Credits:** Qualified businesses with research and development expenses are eligible for Delaware research and development tax credits. In addition, under House Bill 318, Delaware doubled the research and development tax credit available to smaller businesses, while keeping in place the annual cap of \$5 million for the credit as whole. Under this act, businesses with less than \$20 million average annual gross receipts for the most recent four years are entitled to a credit equal to 100% of the corresponding federal credit.
- **Veterans Opportunity Credit:** The credit is an incentive to hire veterans who served in overseas conflicts since 2001. This is based on W-2 wage and for a qualified employer located in Delaware who hires one or more qualified veterans.
- **Work Opportunity Tax Credit (WOTC) Federal Program:** The WOTC is an employer credit designed to help move people from welfare into gainful employment and obtain on-the-job experience. The credit for the employer can be as much as: \$2,400 for each new adult hire; \$1,200 for each new summer youth hire; \$4,800 for a veteran entitled to compensation for a service-connected disability; \$9,000 for each new long-term family assistance recipient hired over a two-year period.

