

COUNTY OF DELAWARE
FISCAL YEAR 2021 (FY21) BUDGET
COUNTY COUNCIL

Brian P. Zidek, Chair

Dr. Monica Taylor

Kevin M. Madden

Elaine Paul Schaefer

Christine A. Reuther

Howard S. Lazarus, Executive Director

Drae M. McComas, Chief Financial Officer

December 16, 2020



COUNTY OF DELAWARE
FISCAL YEAR 2021 BUDGET

TABLE OF CONTENTS

Transmittal Letter	
Fiscal Year 2021 Budget by the Numbers	
Council Vision – A New Agenda	1
Protecting the Public’s Health and Safety is Job #1	2
Investing in our Neighbors, Not Profiting from their Incarceration	3
Changing how Delaware County Create Value and Opportunity	4
Creating a More Responsive and Agile Government	5
Community Guide to the Budget	6
Sources of Funds	8
Uses of Revenue	11
Does the Budget Balance?	12
Planning for the Unknown	12
Areas of Concern	12
Capital Improvement Program	13
Appendices	
A – Revenue Tables	
B – Expense Tables	
C – Council Agencies	
D – County Executive Agencies	
E – Courts and Criminal Justice	
F – Other Agencies	
G – Organizational Crosswalk	



November 2, 2020

TRANSMITTAL OF FISCAL YEAR 2020 BUDGET DOCUMENTS

TO: Chairman Zidek, Vice Chair Taylor and Councilmembers Madden, Reuther and Schaefer

I am pleased to present Delaware County's proposed budget for Fiscal Year 2021.

This year's budget represents a dramatic change from previous years' budgets, both in substance and presentation. It is designed to more clearly align the County's priorities with how taxpayer funds are raised and spent and be more inclusive, transparent, and accountable to the residents, workers, and taxpayers we serve. It is our first step in developing a true, performance-based financial plan.

The budget reflects your priorities of:

- 1) Making Delaware County government more accessible and accountable;
- 2) Addressing inequities and creating opportunity;
- 3) Building a more sustainable future; and
- 4) Having no new tax hikes.

These are important goals in any year, but especially this year as our county and the country continue to grapple with the impact of the COVID-19 pandemic and continues the critical conversation about what inclusion, equity, and opportunity means for every Delaware County resident. The budget addresses the uncertain financial picture by restoring an uncommitted General Fund balance and setting aside contingent monies in the event of shortfalls in local, state, and/or federal funding.

This budget invests in the future of the county; its residents, businesses, and neighborhoods by advancing sustainable economic and neighborhood development, protecting our parks and open spaces, creating a badly needed health department, and removing the profit motive from the county prison. Undoubtedly, some of the most impactful investments in this budget are focused on rebuilding and refocusing a depleted workforce, including the hiring of the county's first Diversity, Equity and Inclusion Officer. We believe these investments will create a more agile, responsive and effective government.

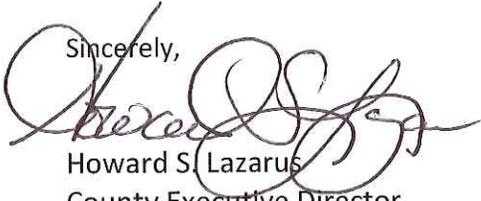
This year's budget also increases transparency about how taxpayer funds are raised and spent and provides accountability for achieving the priorities you have identified. Because the residents, businesses and workers of Delaware County deserve to know that their tax dollars are being used effectively and ethically, the County has already approved some of the most aggressive government and ethics reforms in its history and there are more to come.

In closing, I know every Delaware County resident joins with all of us in offering our profound thanks to the frontline workers, educators and everyone who has gone above and beyond to keep our economy

and our community moving forward this year. Their commitment has been inspiring and shows, once again, what has always made Delaware County great: its people.

As difficult as this year has been, it is an exciting time to be part of Delaware County's future. Our team looks forward to working with you in the coming weeks as you review and approve this budget's investments in Delaware County.

Sincerely,

A handwritten signature in black ink, appearing to read 'Howard S. Lazarus', written in a cursive style.

Howard S. Lazarus
County Executive Director



FISCAL YEAR 2021 BUDGET BY THE NUMBERS

TOTAL BUDGET

GENERAL FUND

GENERAL FUND REVENUES

	2020	2021	CHANGE \$	CHANGE %
Property Taxes and Related Fees	\$2 06,415	\$ 206,415	\$ -	0
General Government	57,116	45,164	(12,002)	(21.0)
Grants and Other	71,451	100,326	28,875	40.4
Fund Balance	23,099	764	(22,245)	(96.3)
TOTAL REVENUES	\$ 358,081	\$ 352,669	\$ (5,412)	(1.5)

GENERAL FUND EXPENDITURES BY ORGANIZATIONAL BREAKDOWN STRUCTURE (OBS)

	2020	2021	CHANGE \$	CHANGE %
Council Agencies	\$ 29,315	\$ 30,806	\$ 1,491	5.1
Executive Director Agencies	17,954	17,752	(202)	(1.1)
Courts and Criminal Justice	125,666	117,186	(8,480)	(6.7)
Other Agencies	6,577	6,080	(497)	(22.6)
Other Expenses	178,568	180,444	2,276	1.3
TOTAL EXPENSES	\$358,081	\$352,669	\$(5,412)	(1.5)

GENERAL FUND EXPENDITURES BY WORK BREAKDOWN STRUCTURE (WBS)

	2020	2021	CHANGE \$	CHANGE %
Social Welfare	84373	77299	(7,074)	(8.4)
Courts	62001	53189	(8,812)	(14.2)
Criminal Justice	70289	69946	(343)	(0.5)
Transportation	9120	9348	228	2.5
Parks & Recreation	1816	1534	(282)	(15.5)
Registration and Elections	1847	4603	2756	149.2
Tax Administration	2377	2326	(51)	(2.1)
Financial Management	1770	1865	95	5.4
General Government	43394	44479	1085	2.5
All Other Expenses	81094	88110	7016	8.7
TOTAL EXPENSES	\$358,081	\$352,669	\$(5,412)	(1.5)



TREND ANALYSIS – USES OF FUNDS*

YEAR	TOTAL (\$000)	CHANGE FROM PREVIOUS		CHANGE FROM TWO PREVIOUS	
		\$ (000)	%	\$ (000)	%
2019 Actuals	\$323,285				
2020 Budget	\$358,081	\$34,796	10.8		
2021 Budget	\$352,669	\$(5,382)	(1.5)	\$29,384	9.1

* FY2019 is most recent full year with actual costs under normal conditions.

FUND BALANCE*

Projected Beginning FY2021 Year Balance:	\$65,735,778
Restoration of Operating Reserve:	23,099,000
Budgeted Use of Fund Balance	<u>763,584</u>
Remaining Balance	\$41,873,194

*The General Fund balance is not part of the budget, but is available for initiatives and projects of Council priority. Potential uses may include costs involved with the formation of the County Health Department, de-privatization of the George W Hill Correctional Facility, Information Technology improvements, implementation of the recommendations in the Compensation Study, and other uses.

FEDERAL AND STATE GRANTS

As has been the case with County budgets in past years, amounts shown for certain activities in the 2021 Budget reflect only portion to be borne by the County General Fund. At the time of budget adoption, grant amounts from the State and Federal governments are uncertain. The table below projects funding in 2021 will continue at level rates from 2020.

GRANT	COUNTY AGENCY	AMOUNT (\$000)
Children & Youth Services	Human Services*	\$ 44,756
Mental Health	Human Services	38,414
Intellectual Disabilities	Human Services	14,552
Early Intervention	Human Services	7,297
Behavioral Health	Human Services	139,250
Early Learning Resources Center	Human Services	60,945
Drug & Alcohol	Human Services	6,427
Services for the Aging	Office of Services for the Aging	4,403
Other Grants	Various	12,148
TOTAL		\$ 328,192



Council Vision - A New Agenda **Council Chair Brian P. Zidek**

In January, a new majority took office on the Delaware Council. As the most ethnically and gender diverse Council ever, its members brought new perspectives and a refreshed commitment to making County government work for every resident, business and worker.

Even prior to swearing in its new members, County Council undertook a broad review at what the county was doing right and what it needed to improve during its transition process. Working with hundreds of our fellow citizens who served on dozens of Transition Working Groups, we developed actionable plans that allowed us to hit the ground running. Facing a \$23 million budget deficit we inherited and a commitment to not raise taxes, we knew we had to do things differently.



Councilmembers (from Left to Right) Taylor, Zidek, Schafer, Reuther and Madden

This year has been dramatically impacted by the COVID-19 pandemic, forcing many county employees to work from home as others worked on the front line, protecting our community and providing critically needed services. But that early work has allowed us to continue to move forward and aggressively implement program and policy changes designed to make Delaware County's government more accessible and accountable, begin to address longstanding inequity and create new opportunity, and build a sustainable future.

We are proud to have implemented the broadest ethics and government reform plans in the county's history. Every citizen shouldn't just be able to expect things to run correctly, but be able to demand a higher standard of how things should be done.

We took an important first step to expand opportunity by hiring the County's first director of Diversity, Equity and Inclusion. We are moving to change how the county looks at people convicted of crimes, so they are no longer looked at as profits, but people who've made a mistake and have value to contribute after they've paid their debt to society.

We are upgrading the resources we provide to first responders, including brand new radios to help keep them connected and safe.

We are making investments in open space while implementing a long overdue fix to our broken property tax system. We are supporting schools and local governments and public safety.

And by being more efficient and focusing on results, we closed the \$23 million deficit we inherited with no tax hike.

We are just getting started, and this new no-taxes budget is the next step in our county's path forward.



Protecting the Public's Health and Safety is Job #1.

Dr. Monica Taylor, Council Vice- Chair

While few could have predicted a devastating global pandemic occurring in 2020, the benefit of Delaware County having its own health department to guide decision making and crisis response was clear.

That's why even before they took office in January 2020, members of County Council began meeting with local experts, state decision makers and regulators, and the community to develop a new County Health Department from the ground up. They recognized that having experts leading on issues of health isn't just an issue of safety, but also equity -- with no county health department, County officials had little idea which communities needed additional services and resources.



The COVID-19 pandemic has only magnified the importance of having a county level health department. Without its own, Delaware County decision makers and residents have had to rely on Chester County and the state for critically needed services. This patchwork fix has prevented the worst from occurring, but has limited the county's ability to target and respond to pandemic related issues.



Despite the crush of new responsibilities and challenges, County Council has kept the process of creating a new department on track. Continuing its work virtually, County Council has continued working with the state and its steering committee and the consultant retained this spring.

In December 2020, a strategic plan and a separate economic impact study are expected to be approved by County Council. In January 2021, a three-member Board of Health will be named and begin the hiring process for leaders and staff. By the end of 2021, it is expected the new department will receive final approval by state.

For the health and safety of its residents and workers, Delaware County will soon shed the label of being the largest county in Pennsylvania and the only one of its neighboring counties without its own health department.



Investing in our Neighbors, Not Profiting from their Incarceration

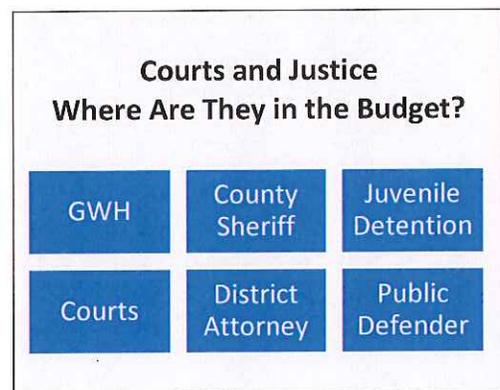
Kevin M. Madden, Councilmember

Local jails like Delaware County's house people who either have been accused of a crime and are awaiting their day in court or have received a sentence of less than two years, typically for a relatively minor, non-violent offense. Nearly all will soon return to our community.



Going to jail is a disruptive life event – that disruption could contribute to a downward spiral of depression, drug abuse, joblessness and further crime. Currently, with a recidivism rate of over 60 percent under current management, the George W Hill Correctional facility unfortunately plays that role for far too many.

However, with a different vision for incarceration, jail could be a beneficial disruption, a break from dangerous past behavior and an opportunity to start anew. For this reason, our county jail should not be viewed as merely a cost center, but rather a critical service provided to the county and its residents, and an integrated part of the county's services aimed at building a healthier, safer and more vibrant community.



Many who wind up in jail need drug and alcohol treatment. Nearly 50 percent of inmates who enter George W Hill are dealing with addiction, the vast majority of which are addicted to opioids. Recently, the County applied for and received \$1.5 million in new grant funding to expand clinically proven medication-assisted treatment (MAT) to go along with traditional group therapy. Some inmates need education or job training and placement opportunities. Others may need help with anger management or how to be a better parent.

Such treatment and services are short-term costs that reduce the profit of a private operator, but a long-term investment in the health and safety of Delaware County. Such investments can reduce recidivism, shrink our prison population and the cost burden on our criminal justice system generally, in effect, paying for themselves.

That mindset is what drove Delaware County Council to end the privatization of the County jail. County Council, in tandem with the Jail Oversight Board, has formed a committee to oversee the transition and is hiring a transition manager to ensure such a large change is done in a safe and financially smart way.

Focusing on the benefit to the community and not profit to the prison operator is the right thing to do for people who will soon return as our neighbors and the smart thing to do for Delaware County.



Changing how Delaware County Creates Value and Opportunity for Business, Workers, and Our Community.

Elaine Paul Schaefer, Councilmember

This past year has been one unlike any other for Delaware County businesses, workers and residents.

Due to the global economic recession prompted by the COVID-19 pandemic, for the first time, the majority of Delaware County workers were forced to stop working. The pandemic related shuttering of businesses threatened the ability of large, medium and small firms to survive, putting at risk tens of thousands of family sustaining jobs.

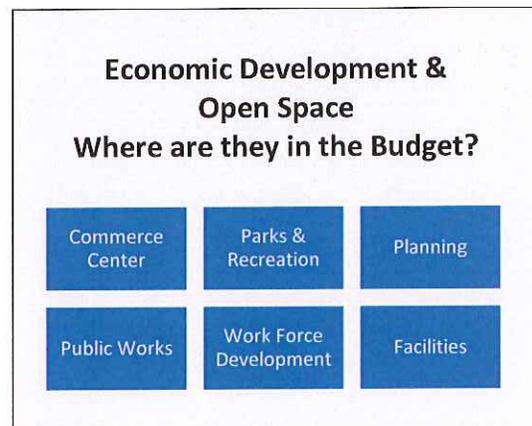
As the County turns toward re-opening and creating a more equitable and sustainable post-COVID economy, Council is changing how Delaware County thinks about creating value and opportunity.

We are expanding the membership and diversity of the Economic Development Board, adding staff and creating strategic plan for the "new" economic development marketplace. From redirecting efforts toward the areas that will benefit the most, including the 291 Corridor and Chester Waterfront to maintaining the county's leading role in the energy economy as it continues its transformation to more sustainable energy sources, Delaware County is committed to building a more equitable, inclusive and sustainable economy.

One of the ways we are thinking differently about economic development is by making an unprecedented county-level commitment to open space, trails and parks. Even before many began working from home, we knew that workers and businesses -- and especially homeowners -- garnered real value from proximity to outdoor recreation options. But these outdoor options are economic drivers in and of themselves with rings of impact -- supporting businesses that provide everything from initial construction to camping gear to a post hike snack.

Unfortunately, neighboring counties were far ahead of Delaware County in the development of open space. That is why the County has hired a consultant to develop and help lead a new open space program and is issuing a \$10M bond for grants to develop and maintain local parks and trails -- evidence shows that even small investments in trails and "ribbon greenways" provide a huge return.

Our County has an opportunity to build a new, more equitable, inclusive and sustainable economy and this budget provides funding for important first steps.





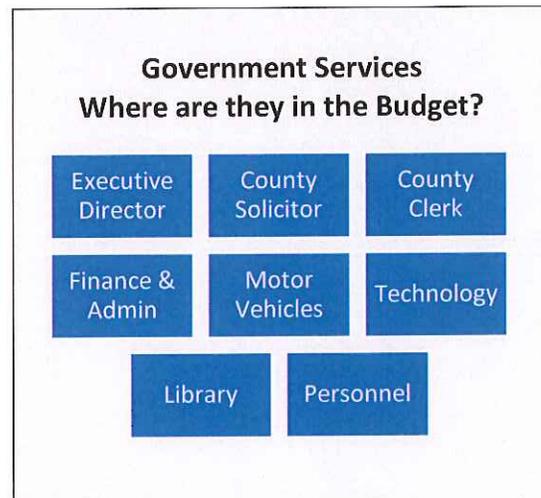
Creating a More Responsive and Agile Government **Christine A. Reuther, Councilmember**

As a new majority took over in January and with the departure of 17 commissioners and department heads, there was an opportunity to rethink what services Delaware County provides and how government workers are identified, hired, trained and held accountable. At the same time the COVID pandemic has changed how Delaware County is able to provide some services, it has increased the importance that they are done with the highest level of professionalism and accountability.

Perhaps no change will have a bigger impact than creating the county's first full HR Department. Designed to improve operations and create a more agile and responsive government, the County has changed how it recruits potential employees, increased the number and diversity of applicants, and greatly expanded the number of professional and ethics trainings. The impact of a professional approach to recruiting people is already being felt, with some jobs attracting as many as 70 high quality applicants.

At the same time, the County remains committed to making sure that how it collects taxpayer funds is as transparent and fair as possible. This year, the new majority continued to implement a court ordered reassessment of residential and commercial properties. Adjustments had not been made in at least 20 years, leaving some home and business owners paying more than they should have, with others paying less than their fair share. The new assessments go into effect in January 2021.

During a year when there has been unprecedented stress on government operations, including changing how elections are conducted following last year's broad-based state reform and in the middle of the pandemic, great progress has been made, with more improvements to come.





Community Guide to the Budget

Overview

The Fiscal Year (FY) 2021 budget for Delaware County seeks new direction in several ways. This document is most likely the last budget you will see formatted solely for print as the County has its eye on producing a “digitally constructed” document in FY2022 that will allow you to explore how the County collects, spends, and accounts for you tax dollars in greater detail. With this document, we are also taking the first step toward providing a performance-based budget by presenting the Missions and Motivations for each agency along with its budget allocation. In future years, you will see the provided resources tied to major programs with performance outcomes tied to those allocations.

Aside from the changes in format, this year’s budget is directly aligned with the priorities Council presented in the preceding section. These elements form the basis of a Strategic Plan for the County, focusing on the following elements:

Setting a New Agenda, Embracing the Pillars of Transparency, Accountability, Equity, and Sustainability

As mentioned above, the format of the budget presentation provides a deeper dive into how the County uses the resources the public provides. This document also explains how the budget process works. It provides road maps to link the desired outcomes to where to find the funds in the budget. Finally, the FY2021 budget begins the journey of a continual process of evaluation, feedback, and adjustment – characteristics of a dynamic and responsive government.

The FY2021 budget also takes a large step forward in restoring financial accountability to County operations. County Council set a goal of a 7% reduction in discretionary expenditures from FY2020, and that has been achieved through the elimination of vacant positions the careful scrutiny of non-personnel costs. The budget proposal is also compared to FY2019, the last full and “normal” year for which we have actual cost data.

In 2020, the combination of partial shut-downs of County government agencies and relief funds provided from the State and Federal governments, along with improved administrative processes allowed the County to eliminate the reliance on the unassigned fund reserve to balance the budget in 2021. Financial projections available during the preparation of the budget indicate there will be a positive variance of revenues over expenses, providing sources of one-time and recurring funds that sustain critical services without increasing taxes and provide a contingency as we face uncertainties in the coming year. However, the extent of the good news won’t be known until the books are closed on 2020 during the first quarter of 2021.



Protecting the Public's Health and Safety as Job #1

The FY2021 budget addresses Council's direction to address public health and safety – perspectives that have been highlighted by the COVID-19 pandemic. The financial plan provides reserves that can be used to both form a Delaware County Health Department and be available as contingencies to prevent the interruption of key community health initiatives. The County is also planning to continue testing for COVID-19, and is taking steps to prepare for providing vaccinations as soon as they become available. The County is further preparing for the creation of its own Health Department by hiring a County Health Officer and opening a health and wellness operation in Yeadon.

Investing in Our Neighbors, Not Profiting from their Incarceration

Council has provided its intent to de-privatize the George W Hill Correctional Facility (GWH) – the sole County administered prison in the Commonwealth of Pennsylvania that is operated by a private, for profit company. The work to return the GWH to internal County operations began in 2020, and will continue into and culminate in 2021.

County government agencies are also working collaboratively to address criminal justice reform. Council, the Courts, and the District Attorney are pursuing alternatives to incarceration, including the use of medically assisted treatment (MAT) for persons with drug addiction. The County Human Services department will continue to support families in need. County Councilmembers and staff are working with community partners to explore the means by which County contracts can support small and minority, woman, and disabled veteran businesses. The FY2021 budget provides for a Diversity, Equity, and Inclusion Officer – reporting directly to the County's Executive Director – to implement and oversee programs that invest in our neighbors.

Changing how Delaware County Creates Value and Opportunity for Business, Workers, and Our Community.

The coming year presents an opportunity to re-evaluate the Economic Development Board with a change in leadership. Council recognizes that Delaware County needs to not only be prepared for the future, but also define its role and place in the market in ways that leverage the remarkable depth of resources that exist in our communities. This approach to development and redevelopment will focus on our businesses, workers, and communities. In support of this initiative, the FY2021 budget fully funds the Commerce Center and provides capital funding to support critical infrastructure. Council has also allocated funding for partnerships with educational, non-profit, and public-private ventures and organizations.

During the past year, Council also recognized that the growth of our community must be accomplished in a manner that is environmentally sustainable. The Sustainability Commission was formed, and is developing a work plan to address our uses of energy, reductions in carbon emissions, and preservation of open spaces. Funding for the development of the Open Space Master plan is in the budget of the Planning Department. The Motor Vehicle Management Department is moving toward electrifying the County's fleet of equipment. We are initiating a Facilities Condition and Needs Assessment that will focus on establishing a carbon emissions baseline and provide a path to move County facilities to clean and



renewable energy. These ambitious programs will fall under the oversight of a new Chief Sustainability Officer, a position added to the FY2021 budget.

Creating a More Responsive and Agile Government

Included among all of the lessons learned over the past year is the need for County government to be more responsive and agile. Many of our current systems are antiquated, and must be replaced to enable Council and the administration to better capture, evaluate, and share data to support the decision-making process. Improved systems will also reduce the need for manual processing of information, allowing

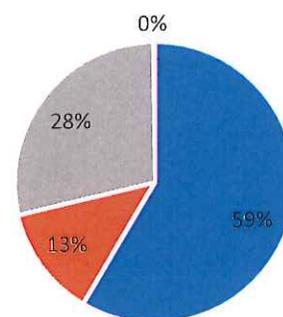
County staff to be repurposed to more “front-line” services. The pandemic has taught us that we can work remotely, keeping us connected while at the same time improving quality of life by reducing commuting times, adding flexibility to how services are provided, and potentially reducing the need for additional fixed infrastructure.

In 2020, Council took several actions to make Delaware County a “thought and practice” leader in the region and the state. Investments in the elections infrastructure and staffing, driven in part by the surge in mail-in and absentee balloting, have set up a system that can provide for inclusive, compliant, and fair elections for many years to come. The FY2021 budget supports this initiative by adding significantly to the staff of the Elections Bureau and creating a permanent Director of Elections position. Council approved the acquisition and fielding a new agenda management system that will enhance the efficiency and transparency of governmental operations. Upgrades of the County systems will continue into 2021, particularly in the areas of personnel and financial management.

Sources of Funds - Where does the money come from?

County government is funded from several sources – local taxes, fees for services, state and federal grants, public private partnerships, and others. The pie chart to the right and the table below depict the mix of these funds in FY2020 and FY2021. A discussion of sources of funds is provided in the following paragraphs. A detailed revenue table is provided in Appendix A of this document.

2021 Sources of Funds



SOURCES OF FUNDS - FY2020 - 2021 (\$000)– SOURCES OF FUNDS		
SOURCE OF FUNDS	2020 BUDGET	2021 BUDGET
Property Taxes and Related Fees ●	\$206,415	\$206,415
General Government ●	57,116	45,164
Grants and Other ●	71,451	100,326
Fund Balance ●	23,099	764
TOTAL REVENUES	\$358,081	\$352,669



Property Taxes and Related Fees

As shown above, Delaware County relies primarily on property taxes for funding (59% of its total). The County millage rate is 5.461 (\$5.461 per \$1,000 of assessed value), and is unchanged from last year. Your total tax levy is a combination of township/city, school district, and County millages. While there is no true “average” millage, the “mean value” across the County shows that the County burden is about 11% of your total tax dollar.



County Taxes (shown in blue) are ~\$0.11 out of your tax dollar. Local taxes (shown in red) task ~\$0.17. School taxes (shown in green) average ~\$0.72.

In 2020, the County undertook a reassessment of property taxes as required by state law. While many property owners saw changes in their property taxes, the reassessment was “revenue neutral” and did not result in additional funds flowing to the County. The “no property tax” increase is demonstrated by the constant revenue of \$206,415 in taxes and fees in 2020 and 2021.

General Government

The County receives income to help offset the costs of services it provides. Many of these come from the operation of the Courts, however operations including the Register of Wills, Soil and Water Conservation, and the Recorder of Deeds also collect substantial fees for services. In most cases, the fees charged do not cover the costs to provide the service. In fact, over the past three years the revenues from these activities have decreased while the costs have increased, as depicted in the table below:

GENERAL GOVERNMENT COST OF SERVICE ANALYSIS			
	2019 ACTUALS	2020 BUDGET	2021 BUDGET
General Government Revenues	\$57,140,669	\$57,116,000	\$45,164,172
Costs of Associated Services	55,084,294	62,773,000	52,082,308
Balance	\$ 2,056,375	(\$5,657,000)	(\$6,918,136)
% of Cost Covered by Collections	104%	91%	87%

While the 2021 budget has reduced the budgeted cost of providing these services, the declining revenue stream indicates that the County will have to evaluate the fees charged and the services provided in the coming years to prevent the cost of service deficit from increasing. Areas of particular concern lie within the Court and Juvenile Justice system, and will have to be judged as part of the County’s evaluation of criminal justice reform. A detailed table of General Government revenues and associated costs is provided in Appendix A.



Grants and Other

The County receives a significant amount of grant funding from state and federal sources. These are primarily focused in the health and human services area, and are listed below:

GRANT	COUNTY AGENCY	AMOUNT (\$000)
Children & Youth Services	Human Services*	\$ 44,756
Mental Health	Human Services	38,414
Intellectual Disabilities	Human Services	14,552
Early Intervention	Human Services	7,297
Behavioral Health	Human Services	139,250
Early Learning Resources Center	Human Services	60,945
Drug & Alcohol	Human Services	6,427
Services for the Aging	Office of Services for the Aging	4,403
Other Grants	Various	12,148
TOTAL		\$ 328,192

As has been the case with County budgets in past years, amounts shown for certain activities in the 2021 Budget reflect only portion to be borne by the County General Fund. At the time of budget adoption, grant amounts from the State and Federal governments were uncertain. The budget assumes funding in 2021 will continue at level rates from 2020.

Fund Balance

The County maintains a General Funds to receive revenues and disburse monies for the costs it receives. The General Fund also maintains a balance to manage cash flow. Differences between the budget and actual revenues and expenses may increase or decrease the General Fund balance. Surplus funds remaining at the end of each fiscal year add to the fund balance. The projected status of the General Fund in FY2021 is as follows:

Projected Beginning FY2021 Year Balance:	\$65,735,778
Restoration of Operating Reserve:	23,099,000
Budgeted Use of Fund Balance	<u>763,584</u>
Remaining Balance	\$41,873,194

The General Fund balance is not part of the budget, but is available for initiatives and projects of Council priority. Potential uses may include costs involved with the formation of the County Health Department, de-privatization of the George W Hill Correctional Facility, Information Technology improvements, implementation of the recommendations in the Compensation Study, and other uses.

The County received a total of \$98,892,981 in a federal Coronavirus Aid, Relief, and Economic Security (CARES) Act grant in 2020. A total of \$40,000,000 of the grant was applied to cover qualifying labor costs

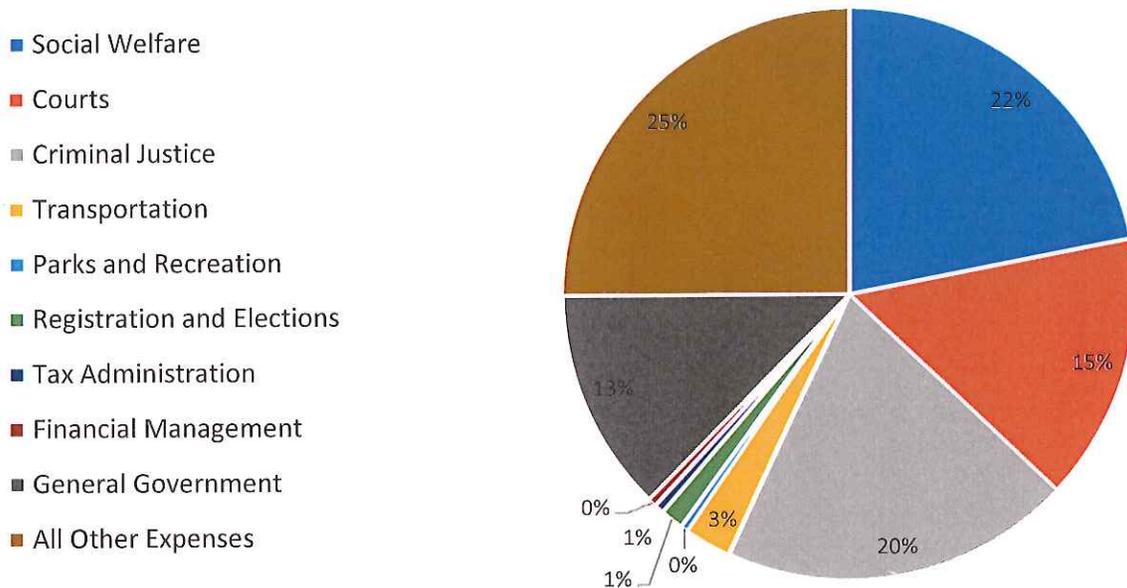


in 2020, resulting in an increase in the General Fund balance, which is being applied to the FY2021 budget under “Grants and Other” revenues.

Uses of Revenue – How does the County spend the money it receives?

Delaware County funds its operations from the sources of revenue identified in the preceding paragraphs. The general distribution of funds is depicted in the pie chart and table below. A detailed listing of expenditures is provided as Appendix B. Department specific budgets are provided in Appendices C through F. Fair Acres budget is presented in Appendix F. A “crosswalk” relating how funds are allocated to the different governmental units is provided as Appendix G.

FY2021 Expenditures by Service Type



EXPENDITURES BY SERVICE AREA				
	2020	2021	CHANGE \$	CHANGE %
Social Welfare	84373	77299	(7,074)	(8.4)
Courts	62001	53189	(8,812)	(14.2)
Criminal Justice	70289	69946	(343)	(0.5)
Transportation	9120	9348	228	2.5
Parks & Recreation	1816	1534	(282)	(15.5)
Registration and Elections	1847	4603	2756	149.2
Tax Administration	2377	2326	(51)	(2.1)
Financial Management	1770	1865	95	5.4
General Government	43394	44479	1085	2.5
All Other Expenses	81094	88110	7016	8.7
TOTAL EXPENSES	\$358,081	\$352,669	\$(5,412)	(1.5)



Does the Budget Balance?

The balancing of revenues and expenditures without drawing on fund balance is significant, as is the reduction of \$5.4 million in expenses. The restoration of the \$23.1M in fund balance is projected on the monthly financial statements, and is due to underruns in the FY2020 budget and the use of Coronavirus Aid, Relief, and Economic Security (CARES) Act funding (discussed in the following section) to offset pandemic related costs. However, the exact amount of the fund balance restored will not be reconciled until the “books” are closed on 2020 during the first quarter of 2021.

Planning for the Unknown

Preparation of the FY2021 budget has placed the County in the difficult position of building a budget on an uncertain foundation. The impacts of the COVID-19 pandemic are unknown, however we have seen an increase in the number of cases as the winter season approaches. We can reasonably expect these trends will continue through the first quarter of 2021 as we look to warmer weather and the possible introduction of a vaccine. Funding at the State and Federal levels were uncertain at the time the budget was developed. Revenues from gaming receipts, airport operations, liquid fuels/gas taxes were less than anticipated in 2020 and we expect those trends to continue into the new year. The impact on the escrowing and payments of property taxes is also uncertain, although we do know many of our neighbors and businesses have been hurt due to shutdowns and reductions in business operations.

In anticipation of potential decreases in revenues, Council introduced a measure of austerity into the budget process – providing guidance that a 7% reduction in discretionary expenditures would be prudent. These reductions were achieved primarily through the elimination of vacant positions, which typically have run at 20% of the total full-time staffing. County agencies across the board have also responded by tightening belts and producing a reduction of \$5.4 million even after contract required salary increases and increases in the costs of benefits are considered.

In 2020, the County received \$98.9M in CARES Act funding from the federal government. At the time of this budget submittal, the County has committed approximately \$57.8 million of the grant. Council is considering how much of this total to hold in reserve to provide for potential losses in revenue in the coming year, and the budget submittal assumes a total of ~ \$40 million will carry over to fund balance.

Areas of Concern

The preparation of the budget for FY2021 revealed several areas of concern that must be addressed in the coming year and as we look to FY2022 and beyond to ensure the financial sustainability of the County government:

Improvements in Technology. The County’s information systems are outdated and do not provide the full suite of solutions necessary for efficient governmental operation. Many tasks are labor intensive, requiring manual capture and manipulation of data. The inability to master the sharing of data hinders planning and decision making. Tasks that could be done in a “self-service” mode, such as human resources



functionally, are not automated. The disparate nature of these systems also places the County at risk as employees retire or resign, as much of the existing expertise and familiarity with the current processes and systems may leave with staff. As stated earlier, the County must leverage its fund balance to improve its systems and ensure that it has a robustly trained staff.

Fixed Costs Growing at Faster Rates than Revenues. The County has many costs that are increasing at rates that surpass the rate of growth of its revenues. Personnel costs comprise the majority of the County's expenses, and programmed increases and rising benefits costs require innovative and thoughtful practices and changes in how compensation is structured. While the number of full-time equivalents (FTE) was reduced in the FY2021 budget, the benefit of this culling of vacant positions was largely offset by increases in fixed costs.

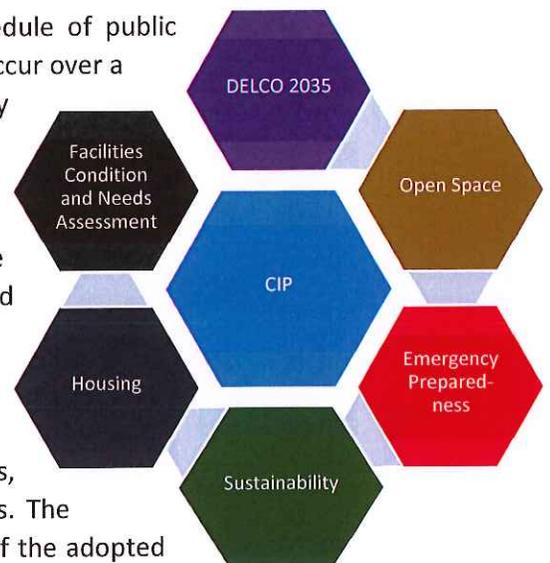
Modernization of Business Models. The County offers several services for which it charges or receives fees. Some of these which previously recovered the full cost of operation now require subsidies to meet their expenses. A careful review of business models, fee structures, and cost recovery methods is required for these entities.

Continuity of Operations Planning/Readiness. The coronavirus pandemic caught many entities unprepared, and the County was one of them. While there were many lessons learned, we should be certain is that this is not the last major interruptive event that we will experience. Fortunately, CARES Act funds became available and provided the means to continue operations initially at lower services levels. The County must invest in the resiliency of its facilities, systems, and staff to be better prepared in the future.

Capital Improvement Program

The Capital Improvement Program (CIP) is a short-range schedule of public improvement projects planned by your County Government to occur over a five-year period. The CIP is the primary means by which the County undertakes projects that advance the goals outlined in the County's governing documents, as well as repairing and replacing its major assets. CIP projects may range in cost from the minimum definition of an asset with a value of \$500 and a life expectancy of one year all the way up to major facilities and infrastructure initiatives that cost in millions of dollars and are transformational in nature.

Funding for the CIP is obtained primarily through debt financing, although other sources may also be used. These include grants, cost-sharing with other public entities, and public-private ventures. The 2021 CIP plan only identifies the use of County dollars as part of the adopted budget. The CIP Cash Flow Projection for the period of FY2021-2025 is provided below:





Capital Improvement Program – Estimated Cash Flow					
Source of Funds	2021	2022	2023	2024	2025
Beginning Balance	\$53,239,281	\$34,641,281	\$4,371,281	\$4,479,281	\$2,332,281
Proceeds from New Financing	35,000,000	35,000,000	20,000,000	10,000,000	5,000,000
Interest Income	300,000	500,000	500,000	200,000	200,000
Other Income	<u>448,000</u>	<u>448,000</u>	<u>448,000</u>	<u>448,000</u>	<u>448,000</u>
Total Funds Available	88,987,281	70,589,281	25,319,281	15,127,281	7,980,281
Programmed Use of Funds	-54,346,000	-66,218,000	-20,840,000	-12,795,000	-6,670,000
Net Funds Remaining	\$34,641,281	\$4,371,281	\$4,479,281	\$2,332,281	\$1,310,281

For planning, execution, and reporting the County identifies its capital initiatives for the following general Purposes:

- Capital funds are expended for **Facilities and Building** improvements to protect and develop the County’s real property and fixed assets. The Government Center, George W. Hill Correctional Facility (Prison), Juvenile Detention Center, 911 Complex, and Fair Acres are specifically identified as unique accounts in the CIP.
- **Infrastructure** projects address transportation, utilities, and other related assets.
- **Equipment** costs are applied to the acquisition of vehicles, information technology, and other items meeting the definition of a capital asset.
- The CIP includes projects that improve **Parks, Trails, and Open Space**.
- The County supports improvements undertaken through regional **Partnerships**. Support of SEPTA’s infrastructure is an ongoing commitment to improve transit options for the community.
- **Other Initiatives** may be included in the CIP. The County’s requirement to reassess property taxes was a qualifying use of capital funds in 2020. **ESCO**, or energy savings projects to improve the efficiency and performance of the County’s real property assets are another example of a capital initiative.

The projected capital funds usage for these categories in FY2021 is provided in **Figure X.2**. At the time the adoption of the FY2021 budget, several factors impacted delivery of projects in 2020. The coronavirus had two specific impacts. First, the pandemic delayed the start of work on many planned projects due to the shutdowns that occurred earlier in the year. Second, as the County prepared to return to more normal operations, much of the attention was on building modifications to address social distancing and providing the means for staff to work remotely. As a result, less than 30% of the planned expenditures were actually realized over the past year. Projects will be reprogrammed over the coming months to provide a 5-year projection for the CIP.



Capital Improvement Program – Planned Use of Funds						
Use of Funds	FY2021	FY2022	FY2023	FY2024	FY2025	TOTAL
Facilities and Buildings						
Building Improvements	14,525,000	8,788,000	1,500,000	1,375,000	750,000	26,938,000
911 Center	1,650,000	40,075,000	10,050,000	50,000	50,000	51,875,000
Prison	10,955,000	2,050,000	500,000	425,000	425,000	14,355,000
Juvenile Detention Center	335,000	200,000	200,000	100,000	100,000	935,000
Fair Acres	13,000,000	1,000,000	1,000,000	1,000,000	1,000,000	17,000,000
Equipment						
Equipment	6,081,000	4,455,000	2,840,000	2,345,000	1,845,000	17,566,000
Parks, Trails, and Open Space						
Open Space	5,500,000	2,250,000	2,250,000			10,000,000
Partnerships						
SEPTA Projects	\$2,300,000	\$2,400,000	\$2,500,000	\$2,500,000	\$2,500,000	12,200,000
Other Initiatives						
ESCO Projects		5,000,000		5000000	-	10,000,000
TOTAL	54,346,000	66,218,000	20,840,000	12,795,000	6,670,000	160,869,000

The Capital Budget is the first year of the CIP and includes those projects for which funds have been appropriated. The subsequent four years included in the program reflect planned activity, subject to budget approval by the Council in the respective future year. These four years are subject to change due to varying circumstances and funding uncertainties and should be viewed only as a plan. Significant projects that currently included in the CIP are identified in Figure X.3 at the end of this section.

A primary initiative for 2020 is the re-envisioning of the Capital Improvements Program Steering Committee. The committee will consist of representatives from all County agencies and will have the mission to “Create and deliver capital projects that address critical county infrastructure and operational needs, keeping focus and alignment on County strategic planning and policy objectives.” The committee will prepare a prioritized list of projects for presentation to Council; develop performance measures for the CIP and track projects; and identify and bring forward best practices for implementation into the CIP.

A second initiative that will profoundly shape the CIP in 2021 and beyond is the engagement of a Chief Sustainability Officer (CSO), who will have overall responsibility for CIP planning and execution. The CSO will work with the newly formed County Sustainability Commission to ensure that the impacts of our efforts on the natural and human environments guide our decision-making, and address the “triple bottom line of environment, economy, and equity.”



Schedule of Anticipated CIP Projects for 2021			
Name	Using/Owning Agency	Stage of Work	Estimated Cost
Facilities and Buildings			
Orange Street Parking Lots	Facilities Management	Design	\$1,000,000
Building #19 Roof Replacement	Medical Examiner	Construction	\$1,800,000
5 th & Penn Renovations PHII	Juvenile Probation	Design	\$1,500,000
5 th & Penn Renovations PHIII Structural Improv.	Juvenile Probation	Pre-Design	\$500,000
5 th & Penn Renovations	PA Dept of Health	Design	\$800,000
Gov't Center Garage Fire Protection	Facilities Management	Design	\$500,000
Paving Projects -Various Facilities	Facilities Management	Construction	\$1,000,000
1724 Chester Courthouse Renovations	Courts	Design	\$100,000
Woodburn Manor Roof Repair	Facilities Management	Construction	\$100,000
Gov't Center Restrooms	Facilities Management	Pre-Design	\$1,000,000
Gov't Center Cafeteria Floor	Facilities Management	Pre-Construction	\$100,000
Courtroom Renovations	Courts	Ongoing M&R	\$100,000
Computer Room HVAC/Floor Repairs	Information Technology	Design	\$700,000
Gov't Center Repairs	Facilities Management	Ongoing M&R	\$75,000
Carpet Replacement – Government Center	Facilities Management	Ongoing M&R	\$50,000
Carpet Replacement – Fronfield Bldg.	Courts	Ongoing M&R	\$25,000
Countywide Elevator Replacements	Facilities Management	Construction	\$3,280,000
Courthouse Fire Pumps	Facilities Management	Pre-Design	\$700,000
Courthouse Water & Gas Main	Facilities Management	Pre-Design	\$475,000
Courthouse/Government Ctr. Roof	Facilities Management	Feasibility Study	\$250,000
Courthouse Roof Top A/C	Facilities Management	Pre-Design	\$185,000
Replace Chiller & Cooling Tower for Gov. Ctr.	Facilities Management	In Process	\$1,600,000
Minor Capital Projects Contingency	Facilities Management	Ongoing M&M	\$400,000
Prison Farm Shop Roof Replacement	GWH	Pre-Design	\$30,000
Prison- Facility Evaluation Study	GWH	In Process	\$150,000
Prison Roof Replacement	GWH	Pre-Design	\$6,500,000
Prison Electronic Security Systems	GWH	Pre-Design	\$200,000
Prison Kitchen Renovation	GWH	Pre-Design	\$4,000,000
Juv. Det Center Video Surveillance	Facilities Management	Pre-Design	\$200,000



Schedule of Anticipated CIP Projects for 2021			
Name	Using/Owning Agency	Stage of Work	Estimated Cost
Juv. Det Center Var. Projects	Facilities Management	Pre-Design	\$135,000
Telecom Copper Wire Replacement	Information Technology	Pre-Design	\$380,000
Telecom VOIP Project	Information Technology	Pre-Design	\$500,000
Comprehensive Facility Study	Purchasing	Feasibility Study	\$150,000
Fair Acres Building # 8 Construction Project	Public Works	In Process	\$12,000,000
Government Center Sidewalk Replacement	Facilities Management	Pre-Design	\$25,000
Equipment			
SUV Replacement	Emergency Services	Procurement	\$50,000
911 Radio System Phase II	Emergency Services	Pre-Design	\$125,000
911 CAD Switchgear and CAD	Emergency Services	Pre-Design	\$375,000
911 Electrical Study	Emergency Services	Procurement	\$25,000
911 Back up/ overflow center	Emergency Services	Pre-Design	\$700,000
911 Radio Room HVAC	Emergency Services	Pre-Design	\$300,000
Upgrade Refrigeration system	Medical Examiner	Pre-Design	\$400,000
Jury & Civil Case Management System	Courts Admin.	Pre-Design	\$79,000
DA Evidence Management	District Attorney	Pre-Design	\$75,000
Upgrade to Civil & Booking Program	Sheriff	Pre-Design	\$300,000
Misc. Support Equip. (K-9, Vest, Radios)	Sheriff	Ongoing	\$41,000
Upgrade Security Government Center	Park Police/ Facilities	Ongoing	\$317,000
Hardware (Computers, Printers, drivers etc.)	Information Technology	Ongoing	\$475,000
Vehicle Replacement	Motor Vehicles	Ongoing	\$500,000
Record Management System	Recorder of Deeds	Pre-Design	\$450,000
Fair Acres Equipment Contingency	Fair Acres Purchasing	Ongoing	\$1,000,000
Var Capital Equipment Contingency	Facilities Management	In-Process	\$250,000
Parks, Trails, and Open Space			
Land Purchases/Municipal Grants	Planning	Pre-Design	\$5,500,000
Upgrade Clayton Park Bathrooms	Parks & Recreation	Pre-Construction	\$20,000
Rose Tree Park Lighting	Parks & Recreation	Pre-Design	\$100,000
Partnerships			
SEPTA Projects	SEPTA	Various	\$2,300,000



APPENDIX A
REVENUE TABLES



Delaware County
FY2021 Budget

REVENUES

	2019 Actuals	2020 Budget	2021 Request	2021 Adopt
<u>COUNCIL AGENCIES</u>				
Medical Examiner/Coroner	\$18,536	\$17,000	\$17,000	\$17,000
Parks & Recreation	168,270	185,000	212,500	212,500
Public Defender	0	2,000	5,000	0
Recorder of Deeds	3,991,305	4,050,000	4,900,000	3,855,000
Training Center	128,058	178,000	0	0
	<u>4,306,169</u>	<u>4,432,000</u>	<u>5,134,500</u>	<u>4,084,500</u>
<u>COUNTY EXECUTIVE AGENCIES</u>				
Consumer Affairs	294,160	300,000	280,000	280,000
County Motor Vehicle Management	58,052	80,000	40,000	30,000
Planning	166,228	100,000	91,200	91,200
Public Works	375	3,000	3,000	375
Soil & Water Conservation	234,837	195,000	263,000	244,000
Tax Assessment	344,739	289,000	289,000	289,000
Self-Tax Collection	39,780	38,000	40,000	38,000
Tax Claim Office	4,038,069	3,910,000	3,910,000	3,693,587
Treasurer	1,793,374	1,940,000	1,340,000	752,145
	<u>6,969,614</u>	<u>6,855,000</u>	<u>6,256,200</u>	<u>5,418,307</u>
<u>COURTS AND CRIMINAL JUSTICE</u>				
Adult Probation & Parole	3,437,948	4,142,000	3,470,000	3,470,000
Bail Agency	730,259	810,000	547,681	547,681
Court Financial	27,921	27,000	28,000	27,000
Court Support & Services	1,160,672	1,242,000	1,230,000	1,230,000
Diagnostic Services	419,117	433,000	338,151	338,151
District Justice	2,704,407	2,685,000	2,427,000	2,376,000
Domestic Relations	6,385,320	952,000	7,654,275	7,653,588
Electronic Record System	155,506	165,000	165,000	165,000
Judicial Support	3,488,601	3,900,000	3,000,000	3,000,000
Juvenile Court	12,421,269	14,661,000	8,399,875	8,399,875
Juvenile Detention Kitchen	29,813	45,000	37,000	37,000
Maintenance of Juveniles	10,510,378	12,725,000	4,776,000	4,434,000
Legal Audio Visual	25,405	22,000	20,000	20,000
Office of Support Enforcement	589,322	620,000	613,070	613,070
	<u>\$42,085,938</u>	<u>\$42,429,000</u>	<u>\$32,706,052</u>	<u>\$32,311,365</u>



Delaware County
FY2021 Budget

REVENUES. Continued

	2019 Actuals	2020 Budget	2021 Request	2021 Adopt
<u>OTHER AGENCIES</u>				
Register of Wills	\$2,390,134	\$1,900,000	\$1,850,000	\$1,850,000
Sheriff	1,388,815	1,500,000	1,500,587	1,500,000
	<u>3,778,949</u>	<u>3,400,000</u>	<u>3,350,587</u>	<u>3,350,000</u>
General Government	57,140,669	57,116,000	47,447,339	45,164,172
Taxes and Fees	182,106,731	206,415,000	206,415,000	206,415,000
Federal and State Grants	69,918,004	71,451,000	71,451,000	100,326,197
Fund Balance	25,196,000	25,196,000	25,196,000	3,252,189
TOTAL REVENUES	<u>\$334,361,404</u>	<u>\$360,178,000</u>	<u>\$350,509,339</u>	<u>\$355,157,558</u>



APPENDIX B
EXPENSE TABLES



Delaware County
FY2021 Budget

EXPENDITURES

	2019 Actuals	2020 Budget	2021 Request	2021 Adopt
<u>COUNCIL AGENCIES</u>				
Agricultural Extension Services	\$160,731	\$162,000	\$162,000	\$162,000
Bureau of Elections	789,388	993,000	993,000	3,813,070
Voting Machines	456,041	383,000	392,579	392,579
Voter Registration	377,841	471,000	397,692	397,692
Community Corrections	967,439	1,126,000	1,089,609	996,462
County Clerk	138,446	144,000	142,384	142,384
County Council	412,150	433,000	489,125	489,125
Court House & Park Police	1,339,051	1,691,000	1,837,577	1,493,590
Emergency Services	12,211,434	12,954,000	12,940,603	12,940,603
Medical Examiner/Coroner	949,679	1,050,000	1,139,772	1,050,000
Military & Veterans Affairs	286,207	356,000	308,814	308,814
Parks & Recreation	1,553,047	1,816,000	1,675,973	1,534,143
Public Defender	4,153,314	4,615,000	4,153,500	4,153,500
Recorder of Deeds	449,398	650,000	602,209	575,209
Solicitor	1,366,455	1,504,000	1,393,960	1,393,960
Training Center	170,383	239,000	345,940	209,000
	25,781,005	28,587,000	28,064,737	30,052,131
<u>COUNTY EXECUTIVE AGENCIES</u>				
Administrative Services	255,158	392,000	392,000	392,000
Budget Management	234,976	250,000	591,000	591,000
Central Purchasing	316,814	334,000	334,000	317,000
Consumer Affairs	231,258	268,000	216,652	216,652
Executive Director	794,583	1,237,000	1,237,000	1,371,200
County Facilities Management	3,059,117	3,354,000	3,219,427	3,151,800
Information Technology	3,338,193	3,571,000	3,571,000	3,439,170
Inter-Community Health	377,881	422,000	660,751	660,751
Library Services	1,131,561	1,311,000	1,218,327	1,218,327
County Motor Vehicle Management	45,224	295,000	265,124	265,124
Planning	763,040	1,142,330	1,191,234	1,118,030
Personnel	419,002	474,000	650,511	650,511
Board Personnel Grievance	0	16,000	16,000	16,000
Public Relations	148,693	279,000	278,767	249,000
Public Works	\$84,680	\$190,000	\$199,518	\$159,518



Delaware County
FY2021 Budget

EXPENDITURES. Continued

	2019 Actuals	2020 Budget	2021 Request	2021 Adopt
Records & Archives	\$291,139	\$316,000	\$315,854	\$234,204
Soil & Water Conservation	233,941	251,000	292,405	292,405
Tax Assessment	1,142,973	1,199,000	1,211,938	1,211,938
Self-Tax Collection	214,408	240,000	227,090	206,000
Tax Claim Office	973,871	1,178,000	1,114,274	1,114,274
Treasurer	520,212	581,000	568,233	514,000
Telecommunications	1,052,374	1,145,000	1,145,000	1,025,000
	<u>15,629,099</u>	<u>18,445,330</u>	<u>18,916,105</u>	<u>18,413,904</u>
 <u>COURTS AND CRIMINAL JUSTICE</u>				
Adult Probation & Parole	5,131,262	5,830,000	5,844,276	5,545,536
Bail Agency	1,046,975	1,204,000	1,242,663	1,054,626
Constables	1,406,020	1,442,000	1,368,766	1,368,766
Court Administrator	1,536,179	2,082,000	2,155,943	1,716,604
Court Financial	218,994	258,000	239,964	227,541
Court Support & Services	5,628,226	6,899,000	6,647,547	5,938,843
Criminal Investigations Department	3,981,821	4,490,000	4,109,313	4,509,313
Diagnostic Services	669,066	832,000	832,142	793,176
District Attorney	5,615,869	6,363,000	5,913,298	5,913,298
District Justice	7,192,928	8,636,000	8,685,909	7,505,671
Domestic Relations	5,495,532	6,618,470	6,479,113	5,536,295
Electronic Record System	795,358	907,000	874,778	787,219
Judicial Support	1,332,914	1,620,000	2,186,603	2,186,603
Court Clerk Services	774,589	927,000	0	0
Juvenile Court	9,795,728	11,056,000	11,121,236	10,351,552
Juvenile Detention	3,732,515	4,629,000	4,632,882	4,039,561
Juvenile Detention Kitchen	465,979	611,000	620,271	513,758
Maintenance of Juveniles	5,182,450	7,630,000	7,630,000	5,338,490
Legal Audio Visual	186,940	248,000	241,295	216,150
Office of Support Enforcement	505,178	591,000	538,953	538,953
	<u>\$60,694,524</u>	<u>\$72,873,470</u>	<u>\$71,364,952</u>	<u>\$64,081,955</u>



EXPENDITURES. Continued

	2019	2020	2021	2021
	Actuals	Budget	Request	Adopt
<u>OTHER AGENCIES</u>				
Controller	\$1,067,793	\$1,287,000	\$1,412,028	\$1,391,028
Register of Wills	519,024	619,000	569,068	569,068
Sheriff	3,983,945	4,517,530	4,591,297	4,135,012
Spec Crt Fd Prison Appeals	114,694	119,000	119,000	123,000
Civil Defense	717,197	732,000	896,218	753,960
Risk Management	51,264	97,000	97,000	53,560
	<hr/>	<hr/>	<hr/>	<hr/>
	6,453,917	7,371,530	7,684,611	7,025,628
General Government	108,558,544	127,277,330	126,030,405	119,574,044
Debt	29,433,965	29,326,000	29,496,905	29,496,905
Employee Fringe Benefit	39,995,477	48,000,000	54,627,035	54,627,035
Subsidies and Services	29,628,213	25,451,000	33,661,000	33,661,000
Fair Acres	69,799,656	74,266,000	69,799,000	69,799,000
Prison	47,674,682	53,719,000	48,000,000	48,000,000
	<hr/>	<hr/>	<hr/>	<hr/>
Total Expenditures	\$325,090,537	\$358,039,330	\$361,613,919	\$355,157,558



APPENDIX C
COUNCIL AGENCIES

Agricultural Extension Services
Bureau of Elections/Voter Registration/Voting Machines
Community Corrections
County Clerk
County Council
Court House & Park Police
Emergency Services/Civil Defense
Medical Examiner/Coroner
Military & Veterans Affairs
Parks & Recreation
Public Defender
Recorder of Deeds
Solicitor
Training Center

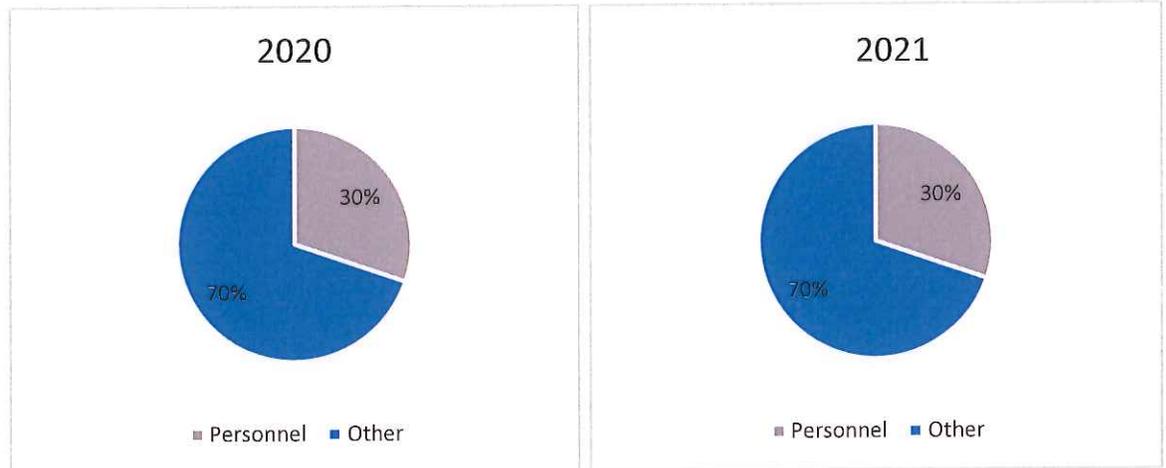


AGRICULTURAL EXTENSION SERVICES

Mission: Agricultural Extension Services improves Delaware County agricultural businesses and promotes high quality farming techniques and production.

Motivation: This department promotes agriculture, farm worker health and safety, the protection of environmental resources and the assurance of a fair marketplace. The Agricultural Extension Services is focused on providing planning and technical assistance to local farmers and producers. The Department encourages practical and efficient farming management.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$47,731	\$49,000	\$49,000	\$49,000
Other	\$113,000	\$113,000	\$113,000	\$113,000
TOTAL	\$160,731	\$162,000	\$162,000	\$162,000



Analysis: The Agricultural Services Budget has remained constant over the past several years.



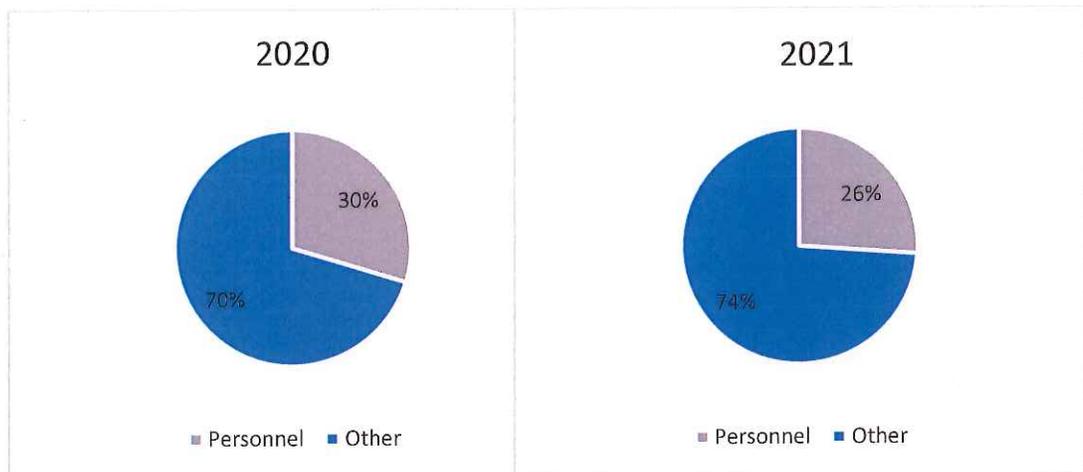
BUREAU OF ELECTIONS

Mission: The Bureau of Elections safeguards the right of each registered elector in Delaware County to exercise the Constitutional right to vote in an equitable and safe manner in accordance with the Constitutions of the United States and the Commonwealth of Pennsylvania.

Motivation: The Bureau of Elections consists of three components: The Bureau of Elections, Voter Registration, and Voting Machines. Bureau supports the electoral process by conducting fair, transparent elections that accurately reflect the intent of the electorate. In addition, the Office receives audits and provides public access to candidate’s campaign contribution and expenditure reports. Voter Registration has two primary functions: voter registration and administering elections. The Department processes, year-round, voter registration applications, maintains accurate voter registration records, and coordinates ballot access to Delaware County residents. Voting Machines manages the logistics of conducting and certifying elections by recruiting and training election officers, preparing voting equipment, overseeing polling places, preparing ballots, compiling election returns, and posting unofficial election results on the agency’s website.

BUREAU OF ELECTIONS

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$208,580	\$295,000	\$994,837	\$994,837
Other	\$580,808	\$698,000	\$2,818,233	\$2,818,233
TOTAL	\$789,388	\$993,000	\$3,813,070	\$3,813,070

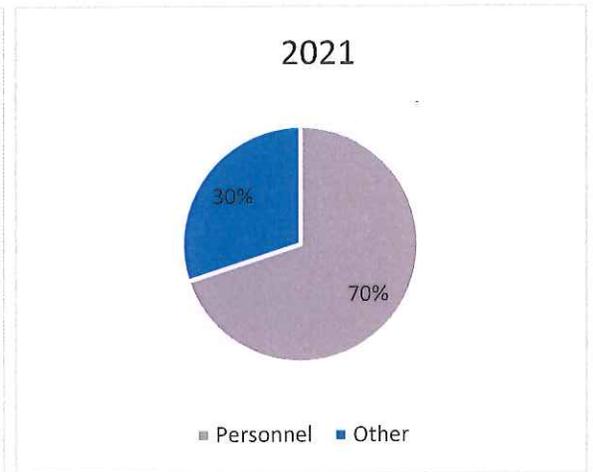
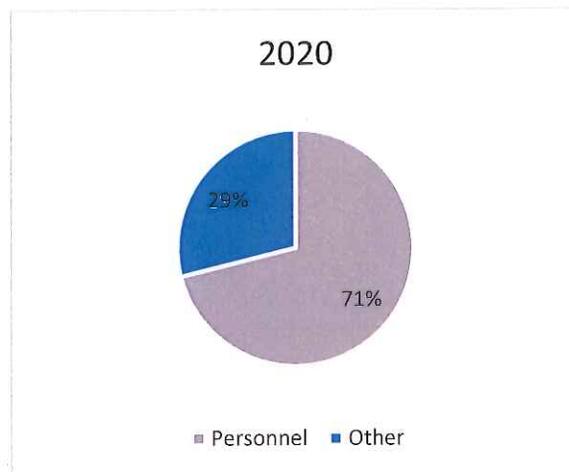




BUREAU OF ELECTIONS. Continued

VOTER REGISTRATION

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$278,195	\$335,000	\$278,092	\$278,092
Other	\$99,646	\$136,000	\$119,600	\$119,600
TOTAL	\$377,841	\$471,000	\$397,692	\$397,692



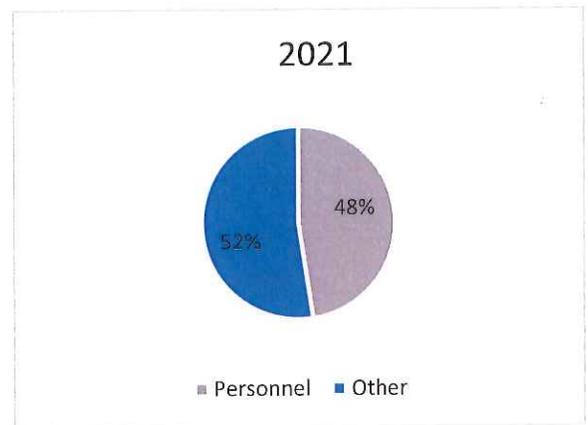
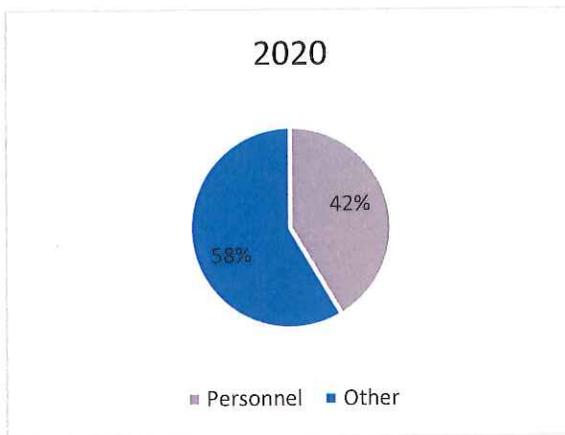


BUREAU OF ELECTIONS. Continued

VOTING MACHINES

EXPENDITURES

Personnel	\$145,168	\$159,000	\$187,079	\$187,079
Other	\$310,873	\$224,000	\$205,500	\$205,500
TOTAL	\$456,041	\$383,000	\$392,579	\$392,579



Analysis: The combined increase in the Bureau of Elections budget of 147.4% is due to additional permanent and temporary staff, facilities, equipment and materials necessary to conduct elections under changes in Pennsylvania election laws.



COMMUNITY CORRECTIONS

Mission: Community Corrections protects the safety of citizens in Delaware County and throughout the Commonwealth of Pennsylvania by providing viable alternatives and meaningful supervision to offenders outside of jail or prison.

Motivations: This department will reach an equal balance of authority and treatment for offenders that will positively affect their behavior and life choices. The Department of Community Service carries out the orders of the Court of Common Pleas which pertain to community service obligations and weekend highway clean up. This program significantly reduces prison overcrowding and provides invaluable resources of labor for community improvement projects.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$882,807	\$968,000	\$959,609	\$909,291
Other	\$84,632	\$158,000	\$130,000	\$87,171
TOTAL	\$967,439	\$1,126,000	\$1,089,609	\$996,462



Analysis: The Community Corrections budget has increased by 3.0% over 2019 as a baseline.

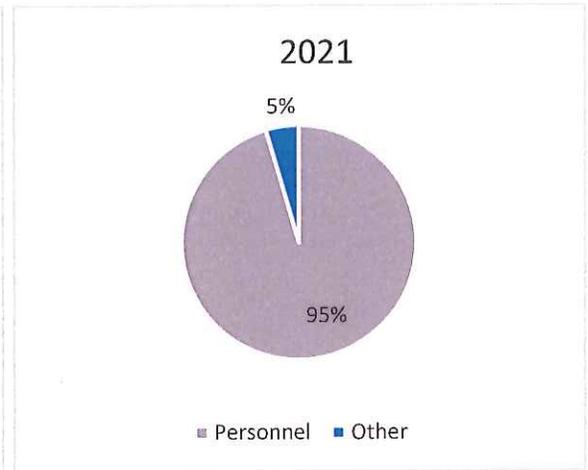
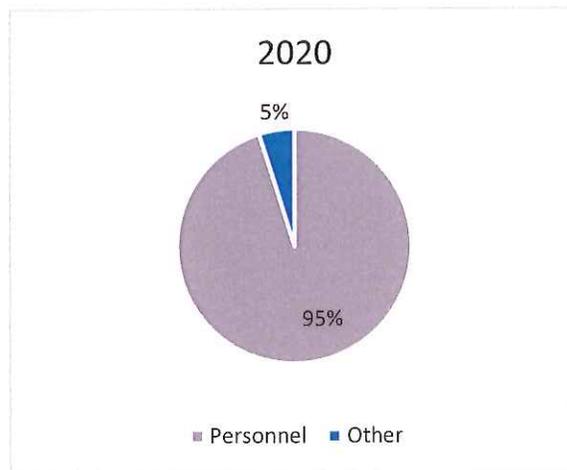


COUNTY CLERK

Mission: The County Clerk assists County Council, ensuring legal requirements are met and maintaining records in a manner that is accessible to the public.

Motivation: The County Clerk provides staff support to County Council, and is responsible for the maintenance of all County government records, processing County Council’s appointments, approving and recording county grants, the notification of bidders of County contracts, and the publication of all actions of public notice. Core values of the County Clerk include reliability, honesty, and efficiency.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$133,000	\$137,000	\$135,884	\$135,884
Other	\$7,000	\$7,000	\$6,500	\$6,500
TOTAL	\$140,000	\$144,000	\$142,384	\$142,384



Analysis: The County Clerk’s budget remained relatively unchanged from 2019 through 2021.

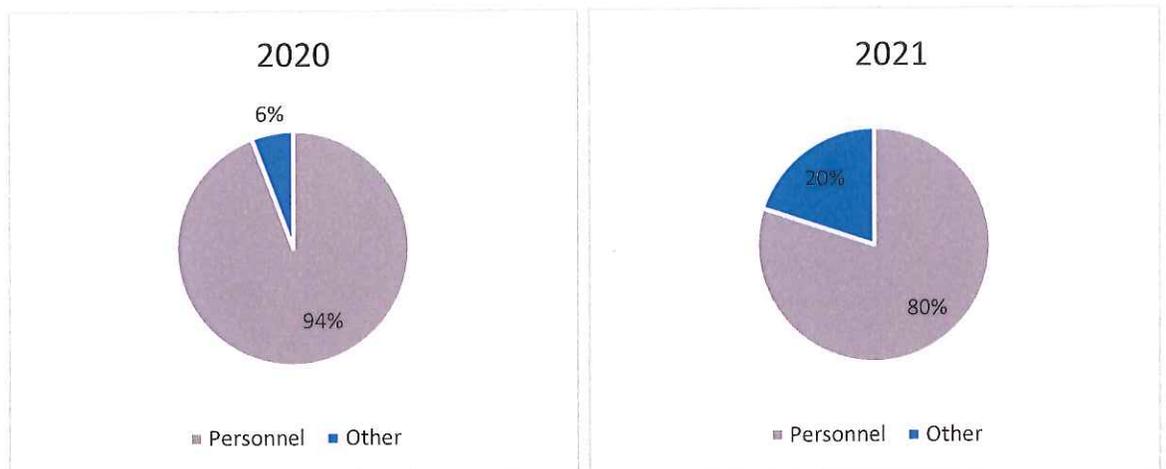


COUNTY COUNCIL

Mission: County Council serves as Delaware County's governing body and provides policy direction and exercises the authorities for the management of the County government contained within the framework of the Home Rule Charter, Administrative Code and the laws of the Commonwealth of Pennsylvania.

Motivation: Council consists of five members elected on an at-large basis. County Council replaced a three-member Board of County Commissioners as the governing body of the County in January 1976 when the Home Rule Charter went into effect. County Council is responsible for all legislative and administrative functions of the County government. Council decides the best means of providing services which are required by law or are necessary for the well-being of the County. County Council determines the degree of participation of the County in the intergovernmental programs involving federal, state and local governments. County Council works to represent the interests of the citizens of Delaware County at local, state, and national levels.

	2019 Actuals	2020 Adopted	2021 Proposed	2021 Adopted
EXPENDITURES				
Personnel	\$402,202	\$408,000	\$391,625	\$391,625
Other	\$9,948	\$25,000	\$97,500	\$97,500
TOTAL	\$412,150	\$433,000	\$489,125	\$489,125



Analysis: Increase of 12.9% represents balance of reduction of 1 position and increase in consulting/contracting costs. Council costs have increased 18.7% over 2019.



COURT HOUSE AND PARK POLICE

Mission: The Court and Park Police provide fair, equal, professional quality service and protection to the people of Delaware County.

Motivation: Court House and Park Police always provide a safe and peaceful environment within all of Delaware County parks, buildings, properties, and complexes. The highest priority is placed on public safety, the deterrence of crime, bringing to justice those who violate the law, and protection from fire and any other hazards. The department is responsible for providing protection for all county owned and/or leased property and equipment. The department is charged with providing physical protection to ensure a safe environment from crime and hazards. Court House and Park Police and all its agents are committed to trustworthy best practices putting the safety of all Delaware County community members first.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$951,618	\$1,332,000	\$1,678,577	\$1,080,166
Other	\$387,433	\$359,000	\$159,000	\$413,424
TOTAL	\$1,339,051	\$1,691,000	\$1,837,577	\$1,493,590



Analysis: The Court and Park Police 2021 Adopted budget provides an 11.5% increase over the 2019 actual expenditures.



EMERGENCY SERVICES/CIVIL DEFENSE

Mission: Emergency Services helps to save lives by delivering exceptional emergency communication to the public and first responders and reduce the impact of emergencies and disasters by comprehensively managing emergency resources. The Civil Defense budget is included within Emergency Services and is better known as Emergency Management.

Motivation: This department protects the residents of Delaware County in the face of adversity. The Emergency Services department has the responsibility for two major County services - Emergency Communications and Emergency Management. Emergency Communications is responsible for the County's enhanced 911 system which annually handles more than a million requests. Emergency Management is responsible for the planning and coordination of County emergency resources.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$8,211,434	\$7,738,000	\$8,574,603	\$8,574,603
Other	\$4,000,000	\$5,216,000	\$4,366,000	\$4,366,000
TOTAL	\$12,211,434	\$12,954,000	\$12,940,603	\$12,940,603



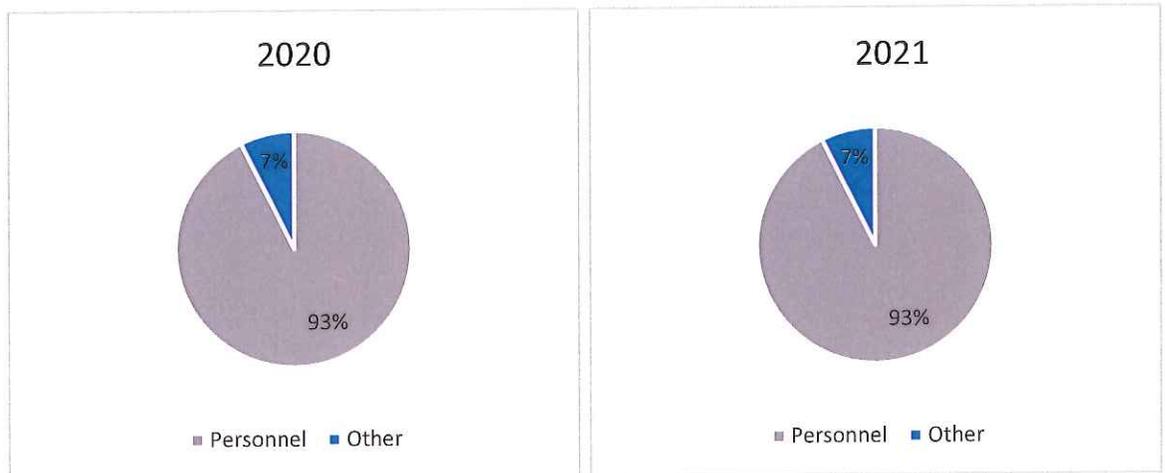
Analysis: The Emergency Services budget has increased in staffing from 2019 to 2021. The overall budget has increased by 6.0% over the same period.



EMERGENCY SERVICES. Continued

CIVIL DEFENSE

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$657,592	\$678,000	\$855,218	\$698,340
Other	\$59,605	\$54,000	\$41,000	\$55,620
TOTAL	\$717,197	\$732,000	\$896,218	\$753,960



Analysis: The Civil Defense/Emergency Management budget increased by 3.0% from FY2020 to FY2021.



MEDICAL EXAMINER/CORONER

Mission: The Medical Examiner brings trained medical professionals to perform independent and high quality investigations of deaths of concern to the public health, safety, and welfare of Delaware County.

Motivation: This department strives to be the premier medicolegal death investigation agency in the Commonwealth of Pennsylvania. Delaware County changed the coroner’s office to an up-to-date medical examiner systems in 1979, in response to public demand, and facilitated by the Home Rule Charter. The staff of the Medical Examiner’s office comprises of the following: a Medical Examiner and Assistant Medical Examiner (who are both board certified pathologists), an Investigative Supervisor, several Medical Legal Investigators, a Secretary and an Autopsy Technician.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$576,496	\$689,000	\$728,772	\$689,000
Other	\$373,183	\$361,000	\$411,000	\$361,000
TOTAL	\$949,679	\$1,050,000	\$1,139,772	\$1,050,000



Analysis: The Medical Examiner’s costs remained constant from 2020 to 2021.



MILITARY AND VETERANS AFFAIRS

Mission: Military and Veterans Affairs increases the awareness of all benefits for Delaware County veterans and their dependents. They provide the best advice and assistance in obtaining those benefits for veterans and their dependents.

Motivation: This department advocates with dignity for veterans and their families so they may receive the best support for which they are entitled. The Military & Veterans Affairs department serves as an agency for veterans benefit applications and supports veterans and their dependents with job assistance. The department is a resource for burial expenses, educational aid, and health benefits. The department is honored to advocate for veterans and acknowledge their service and bravery with the Delaware County Tribute Wall.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$191,682	\$232,000	\$186,064	\$186,064
Other	\$94,525	\$124,000	\$122,750	\$122,750
TOTAL	\$286,207	\$356,000	\$308,814	\$308,814



Analysis: The Military & Veterans Affairs Office budget is reduced 13.3% from 2020 due to the elimination of a vacant position. Costs have increased 7.9% over 2019.



PARKS AND RECREATION

Mission: Parks and Recreation provides and promotes quality recreation programs, facilities, and services to the residents of Delaware County.

Motivation: We strive to create an environment that provides people the opportunity to enjoy all that Delaware County has to offer. From the development of new trails and playing fields to the addition of open space, we focus on constantly upgrading and improving existing recreational programs along with facilitating new ideas for the enjoyment of future generations.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$802,347	\$908,000	\$907,973	\$766,170
Other	\$750,699	\$908,000	\$768,000	\$767,973
TOTAL	\$1,553,046	\$1,816,000	\$1,675,973	\$1,534,143



Analysis: The Parks & Recreation budget has decreased by 8.5% from FY2020 to FY2021 due to the elimination of vacant positions and a reduction in un-used other costs.



PUBLIC DEFENDER

Mission: The Public Defender ensures the right to counsel guaranteed by the Sixth Amendment to all persons who cannot afford to retain counsel and other necessary defense services.

Motivation: This department will provide and promote quality legal representation to indigent adults and children facing a loss of liberty in Delaware County. The department employs attorneys who are supported by various paralegals, investigators, and other staff. It represents several thousand clients each year who are charged with crimes ranging from retail theft to serious violent offenses.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$3,500,266	\$4,006,000	\$3,559,500	\$3,559,500
Other	\$653,047	\$609,000	\$594,000	\$594,000
TOTAL	\$4,153,314	\$4,615,000	\$4,153,500	\$4,153,500



Analysis: The Public Defender’s budget decreased 10% due to the elimination of vacant positions and under-used non-personnel costs. A portion of the savings from the reduced staffing is being used to address salary concerns in the office. The department’s costs have remained constant over the past three years.



RECORDER OF DEEDS

Mission: The Recorder of Deeds records, protects, preserves, and reproduces legal documents that pertain to Real Estate in Delaware County.

Motivation: This department maintains true and correct records of documents relating to property dating back to the year 1789. The Recorder of Deeds maintains electronic copies of documents from 1799 to the present and ensures their accessibility to the residents of Delaware County. Recorded documents along with their recording information from 1982 to the present can be accessed online. Documents processed include Deeds, Mortgages, Veterans Discharge Papers, Notary Publics, Police Commissions, Highway Plans, Subdivision Plans, and Powers of Attorney.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$397,827	\$575,500	\$533,209	\$533,209
Other	\$51,572	\$74,500	\$69,000	\$42,000
TOTAL	\$449,398	\$650,000	\$602,209	\$575,209



Analysis: The Recorder of Deeds budget is reduced 11.5% from FY20 by the elimination of a vacant position and reduction in underused other Costs. However, overall costs have increased by 28.0% since FY19 due to personnel costs.



SOLICITOR

Mission: The Solicitor provides the best possible legal counsel to Delaware County officials and agencies in support of their mission to protect and enhance the community.

Motivation: The County Solicitor provides legal advice and assistance to all County offices and departments except the Controller and the District Attorney. The Solicitor's duties are to prepare and revise ordinances and resolutions and provide legal opinions. This department litigates legal actions and claims brought by or against the County and approves for legality all contracts, agreements, and other legal documents as needed.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$1,188,248	\$950,500	\$849,700	\$849,700
Other	\$178,207	\$553,500	\$544,260	\$544,260
TOTAL	\$1,366,455	\$1,504,000	\$1,393,960	\$1,393,960



Analysis: The Solicitor reduced his budget in 2020 by 7.3% through the elimination of under-utilized positions. The department budget has increased by 2.0% over 2019.

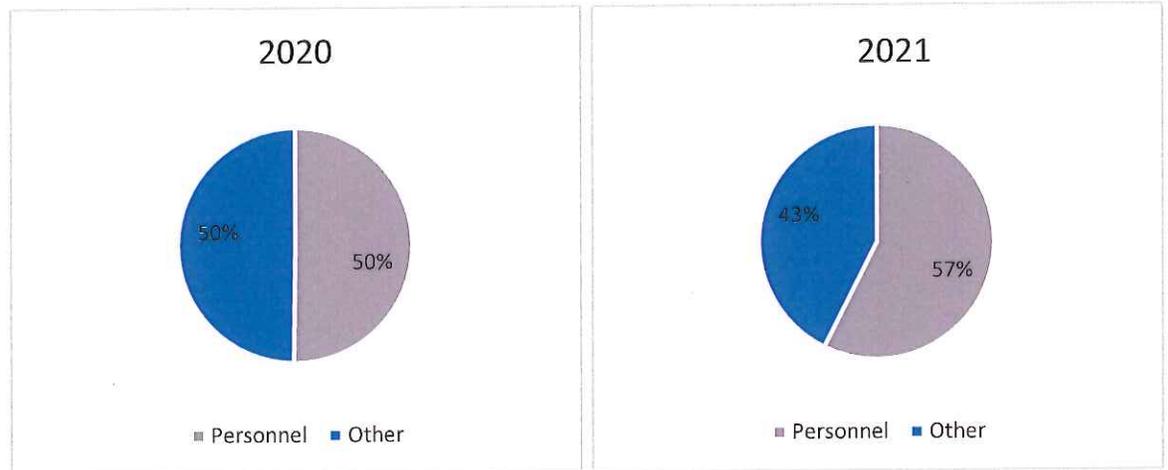


TRAINING CENTER

Mission: The Training Center trains emergency service activities for Delaware County so that personnel are prepared to do their job in any situation confronted with.

Motivation: This department provides specialized training to professional emergency responders. The Training Center is one of the most comprehensive programs offering training in law enforcement, disaster planning, product testing, aircraft rescue, firefighting, fire prevention and hazardous material incident management.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$76,399	\$120,000	\$244,940	\$120,000
Other	\$93,984	\$119,000	\$101,000	\$89,000
TOTAL	\$170,383	\$239,000	\$345,940	\$209,000



Analysis: Staffing remains constant from FY2020 to FY2021. The reduction in the budget is due to a lower allocation of other costs.



APPENDIX D
COUNTY EXECUTIVE AGENCIES

Administrative Services
Budget Management
Central Purchasing
Consumer Affairs
Executive Director
Facilities Management
Human Services – Grant Funded
Information Technology
Inter-Community Health
Library Services
Motor Vehicle Management
Planning
Personnel
Public Relations
Public Works
Records & Archives
Soil & Water Conservation
Tax Assessor
Tax Claims
Telecommunications
Treasurer
Workforce Development

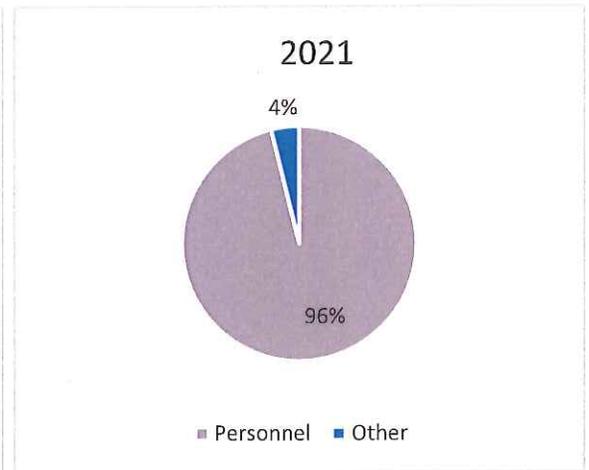
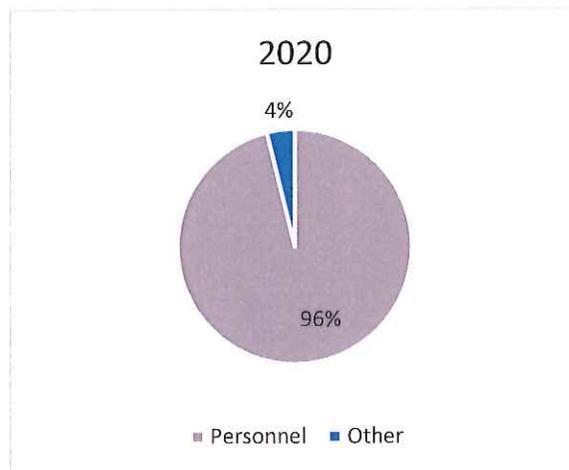


ADMINISTRATIVE SERVICES

Mission: Administrative Services improves management practices and cultivates an environment of respect, support and leadership.

Motivation: The Administrative Services Department is the central source for Receiving, Mail Delivery Services, and Copy Center. Most of the lease agreements for the County and Courts are administered, serviced and negotiated by Administrative Services. Most recently, the Administrative Services Department has undertaken the project to upgrade the County Records Storage Facility to a first-class Archives and Record Center. Once completed, the Center will offer the public access to vital information and statistics relevant to Delaware County properties and its families.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$244,952	\$377,000	\$377,000	\$377,000
Other	\$10,206	\$15,000	\$15,000	\$15,000
TOTAL	\$255,158	\$392,000	\$392,000	\$392,000



Analysis: The Administrative Services budget remained constant from FY20.



BUDGET MANAGEMENT

Mission: Budget Management designs, implements, and monitors the County financial plan. The Department provides financial and analytical consultant services to maintain effective decision-making in the production of Delaware County’s fiscal integrity and accountability.

Motivation: This department will afford residents a better understanding of their County government services and budget/spending information. Budget Management is chiefly responsible for the execution of annual operating and capital budgets, including regular reports of findings and recommendations aimed at optimum spending levels. The Department evaluates all budget requests from departmental Directors; all personnel actions require certification from the Budget Management department.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$233,684	\$243,000	\$533,000	\$533,000
Other	\$1,292	\$7,000	\$58,000	\$58,000
TOTAL	\$234,976	\$250,000	\$591,000	\$591,000



Analysis: The increase of 136% is due to the increase of the staffing and systems necessary to improve management of the County’s fiscal resources.



CENTRAL PURCHASING

Mission: Central Purchasing provides efficient, effective and economical purchases in the best interest of the County government and Delaware County taxpayers.

Motivation: This department establishes a foundation of quality service to the Delaware County community. The Central Purchasing department is the County's Procurement Office overseeing Receiving, Copy Center and the Mailroom. All procurement activities are examined using the Administrative Code of the County of Delaware as a rule of compliance, and in some circumstances, state and federal guidelines are utilized when spending granted public dollars. Central Purchasing is a member of the Southeastern Pennsylvania Counties Cooperative Joint Purchasing Board whereby other surrounding Counties meet to discuss cooperative purchasing and other procurement matters.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$274,777	\$284,000	\$284,000	\$284,000
Other	\$42,037	\$50,000	\$50,000	\$33,000
TOTAL	\$316,814	\$334,000	\$334,000	\$317,000



Analysis: Central Purchasing's budget decreased by 5.1% due to a reduction in non-personnel costs. The funding level, however is essentially unchanged over 2019.



CONSUMER AFFAIRS

Mission: Consumer Affairs resolves complaints for Delaware County residents by means of voluntary mediation. Our organization cooperates with business and trade associations interested in developing improved consumer relations.

Motivation: The office provides mediation to solve problems consumers encounter in the marketplace. The office receives complaints concerning home repair, remodeling, credit, mail order, real estate, appliance sales/service, landlord tenant issues and automotive matters. Suspected criminal and fraudulent violations are referred to the Delaware County District Attorney or the Pennsylvania Attorney General.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$210,270	\$231,000	\$183,752	\$183,752
Other	\$20,987	\$37,000	\$32,900	\$32,900
TOTAL	\$231,258	\$268,000	\$216,652	\$216,652



Analysis: The Consumer Affairs budget decreased from 2020 to 2021 by 19.2% due to the elimination of a staffing vacancy and a minor reduction in other costs.

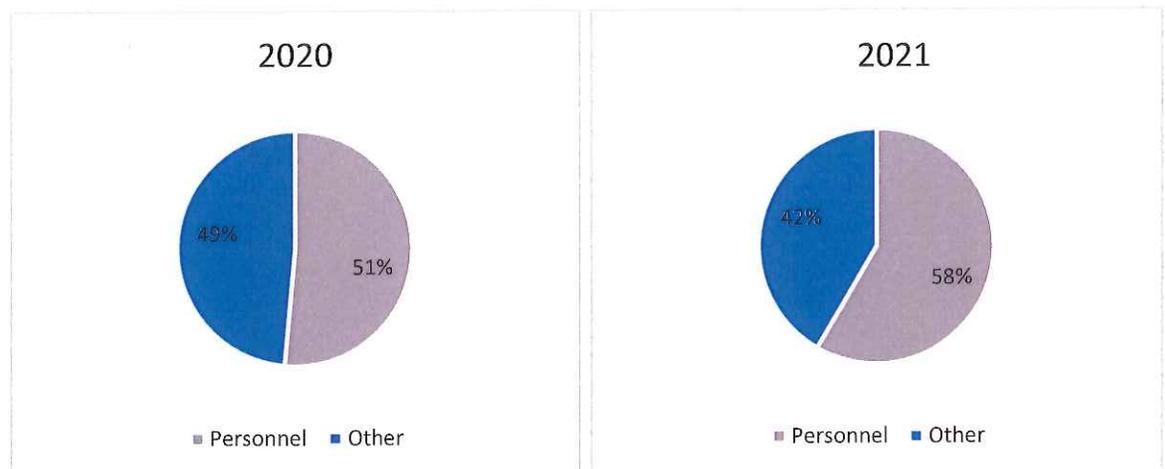


EXECUTIVE DIRECTOR

Mission: The County Executive Director directs and supervises economic and strategic direction for all aspects of government operations; enforces and ensures all resolutions and orders as articulated and/or legislatively mandated by the Home Rule Charter or Administrative Code; and executes County Council policy directives in an effective and ethical manner for the Delaware County community.

Motivation: Ensures efficient and orderly conduct of County affairs. The responsibilities of the Executive Director include the execution and enforcement of all resolutions and orders issued by County Council, the authorization of expenditures of County funds, the preparation of the annual County budget, and the direction of intergovernmental liaison programs. Through its leadership role, the Office will ensure the stewardship of all financial resources, focus initiatives to appropriately meet the expectations of Delaware County residents as articulated by County Council, and develop strategic plans to address resident's needs.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$761,000	\$636,000	\$801,200	\$801,200
Other	\$511,000	\$601,000	\$570,000	\$570,000
TOTAL	\$1,272,000	\$1,237,000	\$1,371,200	\$1,371,200



Analysis: The Executive Director's budget has increased 7.7% since 2019. Vacant positions have been converted to provide for new Executive positions.

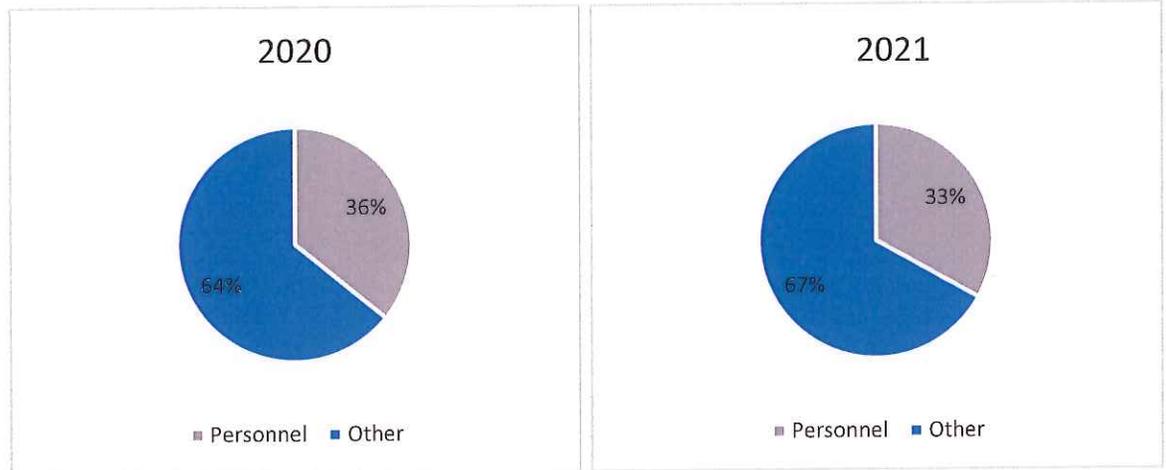


FACILITIES MANAGEMENT

Mission: Facilities Management provides safe and well-maintained facilities that fulfill the health and sanitation needs of all departments, customers, and residents of Delaware County.

Motivation: This department provides for the upkeep of the comfortability, safety, and maintenance of all County owned facilities. The County Facilities Management department is responsible for the daily operation of County buildings, equipment, janitorial and grounds at the Courthouse and Government Center Complex, the Emergency Communications Center, the Juvenile Detention Center and other County owned buildings.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$942,167	\$1,201,000	\$1,042,127	\$1,042,127
Other	\$2,116,951	\$2,153,000	\$2,177,300	\$2,109,673
TOTAL	\$3,059,117	\$3,354,000	\$3,219,427	\$3,151,800



Analysis: The Facilities Management budget was reduced in 2020 through elimination of vacant positions and a slight reduction in non-personnel costs. Costs have increased slightly (3.0%) over 2019.

GRANT FUNDED ENTITIES (HUMAN SERVICES/COSA)

SUPPLEMENTAL INFORMATION

FEDERAL AND STATE GRANTS

As has been the case with County budgets in past years, amounts shown for certain activities under Social Welfare in the 2020 Budget reflect only the portion to be borne by the County General Fund.

During 2020 it is anticipated that in addition to the County contributions the following amounts will be received from Federal or State Agencies and expended by the County:

	(in 000's)
Children & Youth Services	\$44,756
Mental Health	38,414
Intellectual Disabilities	14,552
Early Intervention	7,297
Behavioral Health Managed Care	139,250
Early Learning Resources Center	60,945
Drug & Alcohol	6,427
Services for the Aging	4,403
Other Grants	12,148
TOTAL	\$328,192



INFORMATION TECHNOLOGY

Mission: Information Technology delivers and enhances innovative technology to all departments across Delaware County.

Motivation: This department uses the most effective and efficient resources to better departmental communications and operations. The IT department evaluates, designs, implements and enhances automated information systems. The focus of IT has shifted over the years from developing isolated systems for individual County departments to integrating these systems via a network of PCs. Emphasis has been placed on purchasing and appraising laptops for many Delaware County and Court departments to increase the functionality of our responsive government.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$1,774,313	\$2,077,000	\$2,077,000	\$2,077,000
Other	\$1,563,590	\$1,494,000	\$1,494,000	\$1,362,170
TOTAL	\$3,337,903	\$3,571,000	\$3,571,000	\$3,439,170



Analysis: The Information Technology budget decreased 3.7% from 2020 due to a reduction in planned expenditures on hardware and software. However, costs have increased by 3.0% over 2019.

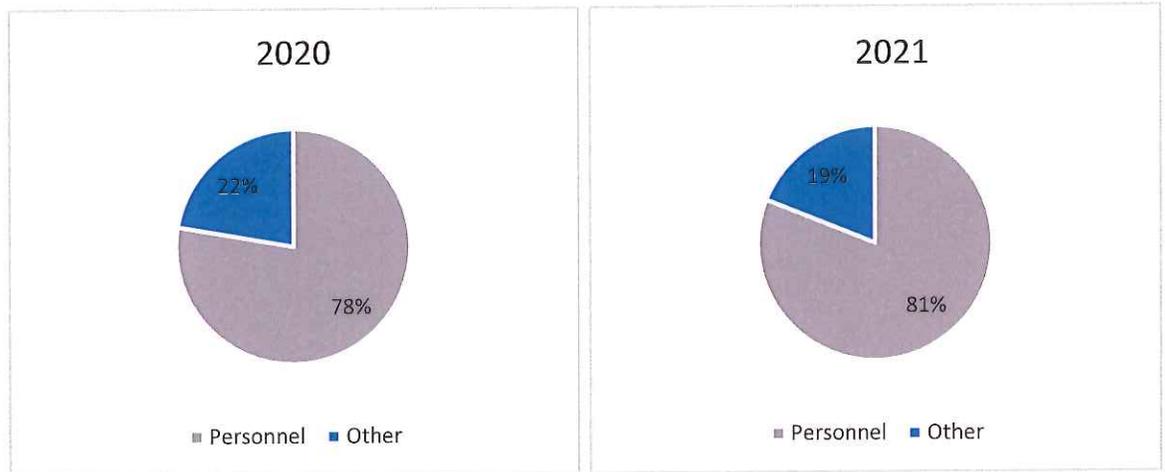


INTER-COMMUNITY HEALTH

Mission: Intercommunity Health promotes wellness, protects safety and prevents disease, thereby advancing the public health and safety of all Delaware County residents.

Motivation: The Delaware County department of Intercommunity Health serves residents as a resource and referral center on public health issues. The department partners with local boards of health, emergency personnel, public health providers and residents to coordinate services, disseminate information and facilitate local response to public health issues.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$294,841	\$328,000	\$535,351	\$535,351
Other	\$83,040	\$94,000	\$125,400	\$125,400
TOTAL	\$377,881	\$422,000	\$660,751	\$660,751



Analysis: In December 2020, an update on the strategic plan are expected to be presented to County Council. In the Spring of 2021, a Board of Health will be named and begin the hiring process for leaders and staff of the future Health Department. By the end of 2021, it is expected the new department will receive final approval by state.

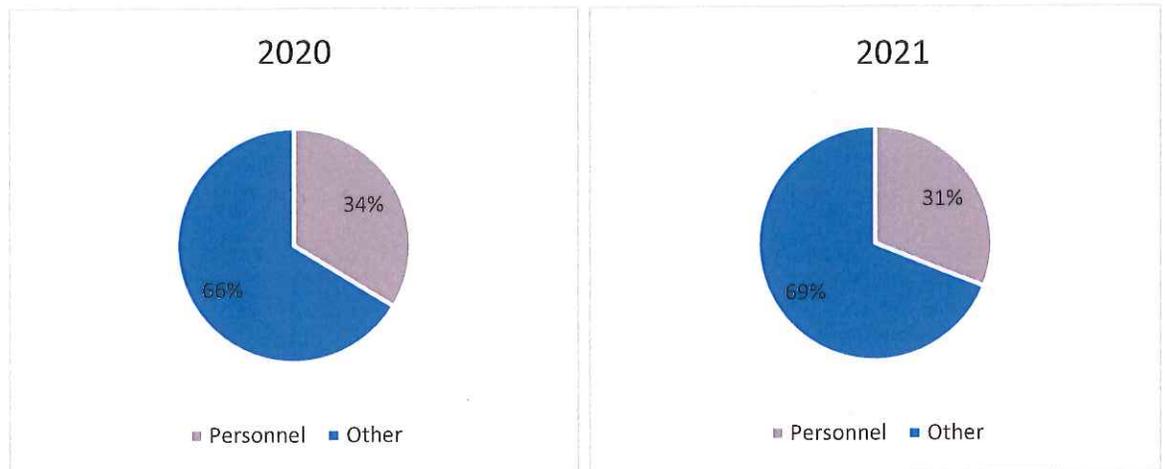


LIBRARY SERVICES

Mission: Library Services continues to be a welcoming 501c3 organization with a mission of supporting public libraries in Delaware County.

Motivation: Our goal is to optimize library services to the citizens of Delaware County through cooperative efforts. An administrative headquarters provides support to the member libraries. All member libraries remain independent and set their own policies and procedures.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$369,644	\$442,000	\$377,543	\$377,543
Other	\$761,917	\$869,000	\$840,784	\$840,784
TOTAL	\$1,131,561	\$1,311,000	\$1,218,327	\$1,218,327



Analysis: The Library Services budget has increased by 7.7% since 2019. The decrease from 2020 to 2021 is due to the elimination of unfilled vacant positions and a small reduction in other costs.



MOTOR VEHICLE MANAGEMENT

Mission: Motor Vehicle Management manages and maintains a fleet of approximately 320 vehicles as well as trailers and additional other equipment that are used to provide Delaware County services.

Motivation: The Motor Vehicle Management staff performs all Pennsylvania inspections and emissions testing including all routine maintenance and repairs. This department consistently looks for ways to reduce fleet size and fuel consumption. Delaware County has six hybrid vehicles and continues to research the affordability of electric and/or alternative fuel automobiles. This department also manages and maintains two fueling sites equipped with federally mandated leak detection equipment. These sites are monitored through a computerized system that helps maintain pertinent information that is used in preventive maintenance and vehicle replacement programs.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$38,902	\$128,000	\$57,124	\$57,124
Other	\$6,322	\$167,000	\$208,000	\$208,000
TOTAL	\$45,224	\$295,000	\$265,124	\$265,124



Analysis: The Motor Vehicles Management budget is reduced by 10.1% from 2020 by eliminating vacancies. The reduction was partially offset by an increase in non-personnel costs. The department has a transfer that covered the majority of its costs in 2019, explaining the low costs in that year.

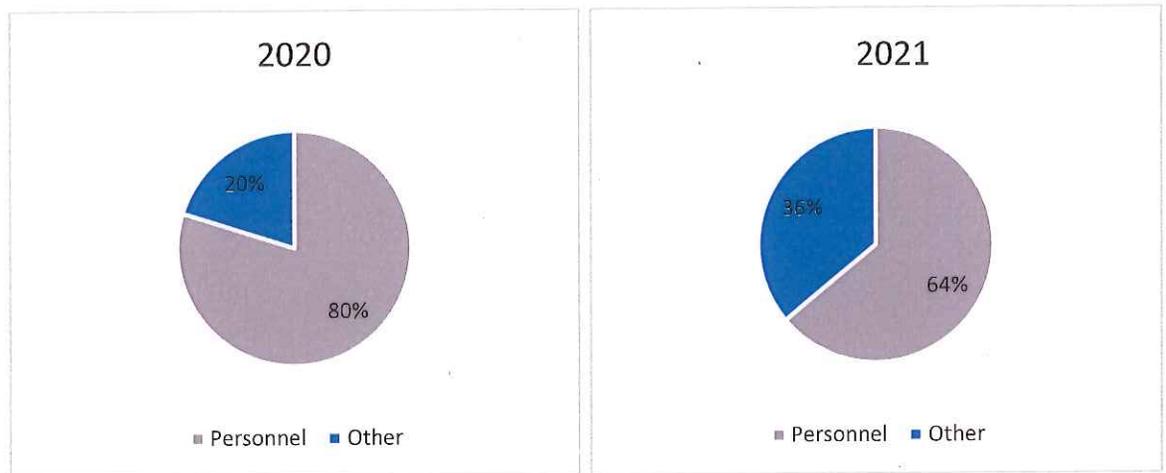


PLANNING

Mission: The Planning Department promotes the sound development and redevelopment of the county through the application of contemporary planning principles and smart growth concepts, while maintaining and enhancing the cultural, economic, and environmental livability of Delaware County. The future of our County and municipalities is critically important, and this department will provide resources to support its bright future.

Motivation: We are guided in this mission by Delaware County 2035, the County’s Comprehensive Plan. The Planning department conducts programs and initiatives to assist municipalities with sound planning practices. Its staff also supports the Delaware County Planning Commission by managing the development review process and presenting evaluations at its monthly meetings where official recommendations are made.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$719,133	\$911,000	\$962,234	\$715,030
Other	\$43,907	\$230,000	\$229,000	\$403,000
TOTAL	\$763,040	\$1,141,000	\$1,191,234	\$1,118,030



Analysis: Planning Department total cost remained relatively constant from FY20. Reductions in vacant positions were offset by an increase in contract costs to provide for the Open Space consultant in FY21.

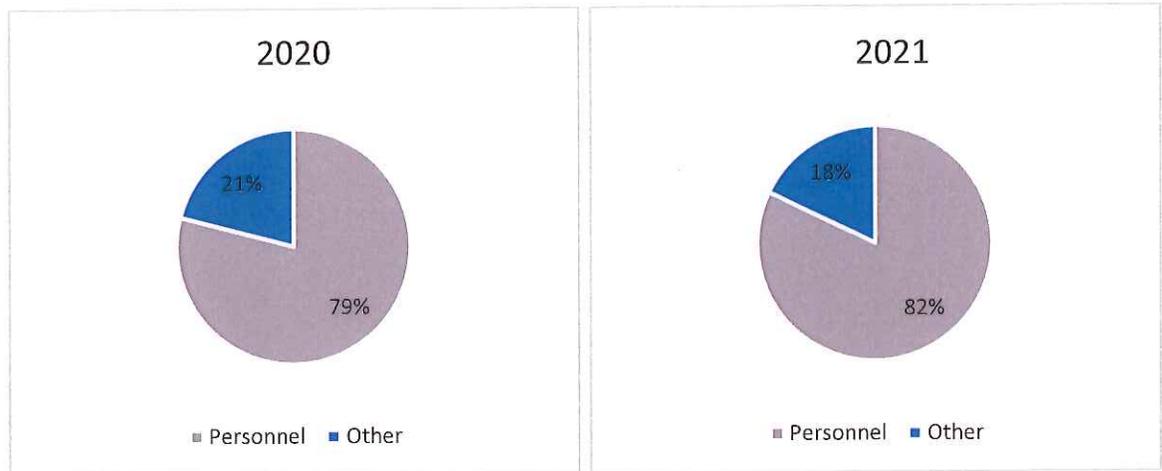


PUBLIC RELATIONS

Mission: Public Relations maintains the lines of communication between Delaware County government, its employees and the public.

Motivation: This department increases public awareness and communicates appropriate actions. The department responds to queries about county government and requests for general information about Delaware County. The department prepares and issues press releases, public announcements, and general publications for County Council and our county government. Public Relations serves as a clearinghouse for all departments to ensure that communication is timely, accurate and in accordance with county government policies.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$120,441	\$220,500	\$224,267	\$208,700
Other	\$28,253	\$58,500	\$54,500	\$45,300
TOTAL	\$148,693	\$279,000	\$278,767	\$254,000



Analysis: The Public Relations budget has been modified to provide for salary adjustments and reduction in unspent other cost lines. The departmental budget has increased 70.8% over FY19 due to increases in both personnel and other costs.

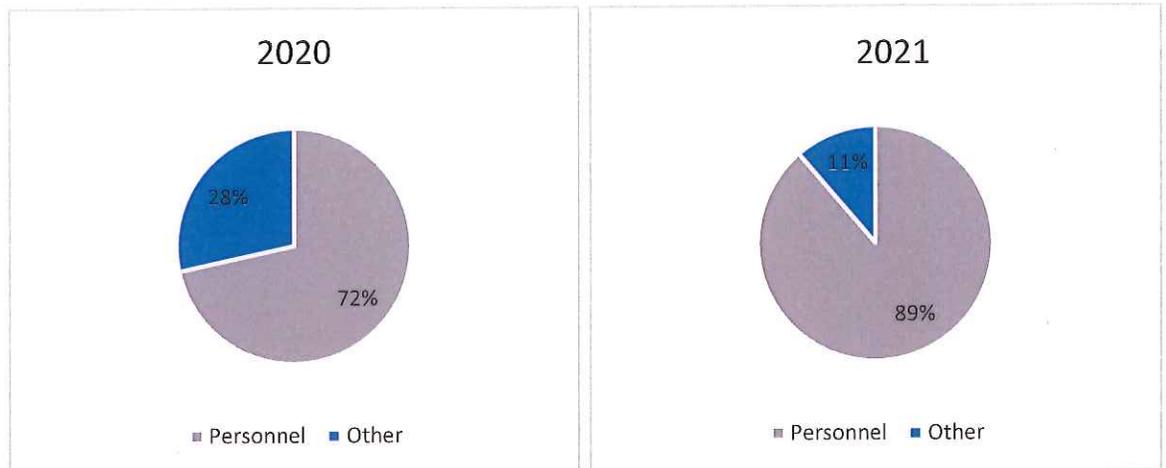


PUBLIC WORKS

Mission: Public Works enhances the quality of life in Delaware County by maintaining County infrastructure and balancing cost-effective operations in a responsible and efficient manner.

Motivation: Public Works promotes sustainable initiatives to properly maintain a safe community and environment. The function of the Department of Public Works is the responsibility for the development, engineering design, and administration for construction projects for physical structures and facilities owned and maintained by Delaware County. Duties of the department include the administration of the liquid fuels tax fund; planning, development, and implementation of capital improvements; analysis of requests for improvements; supervision of preparation and inspection of construction; and distribution from capital monies.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$75,932	\$136,000	\$141,518	\$141,518
Other	\$8,748	\$54,000	\$58,000	\$18,000
TOTAL	\$84,680	\$190,000	\$199,518	\$159,518



Analysis: Public Works staffing has remained constant however the other cost line has been reduced by 69% from FY2020 to FY2021.

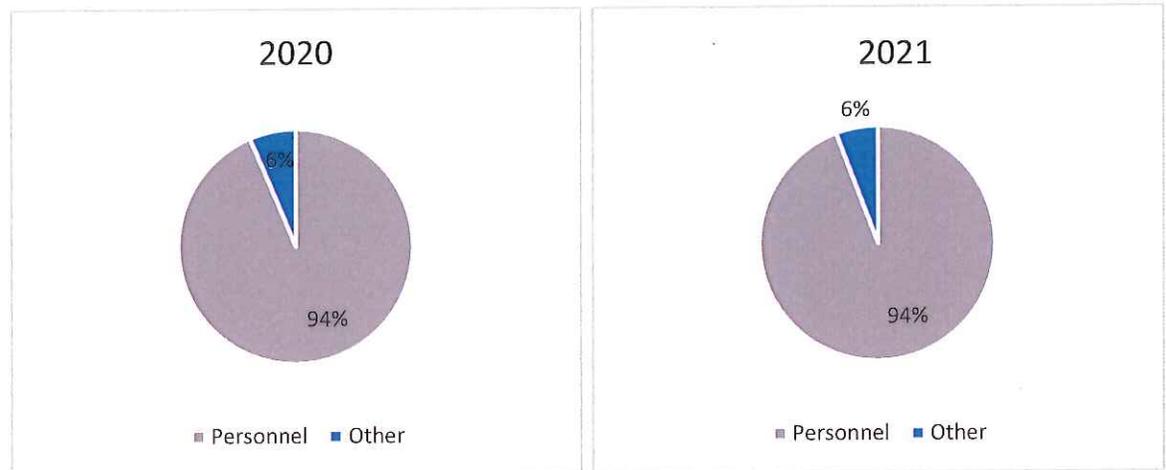


RECORDS AND ARCHIVES

Mission: Records and Archives preserves all the records of the County of Delaware.

Motivation: This department houses most of the records created by the administrative offices of the county from 1789 – 1950.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$278,179	\$296,000	\$295,854	\$220,854
Other	\$12,960	\$20,000	\$20,000	\$13,350
TOTAL	\$291,139	\$316,000	\$315,854	\$234,204



Analysis: The department budget was decreased by 25.9%, reflective of a decrease in staffing. This department is recommended to be moved under Information Technology in future years.

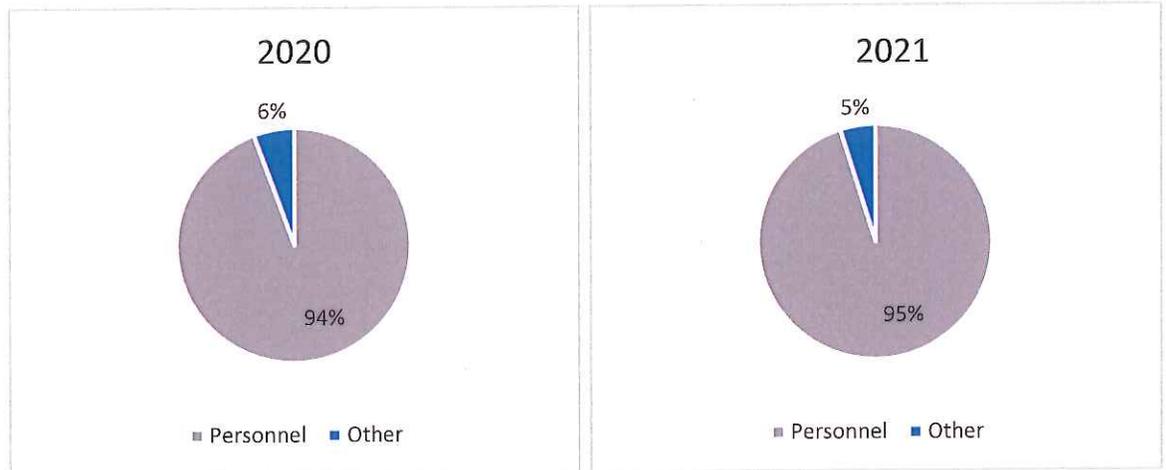


SOIL AND WATER CONSERVATION

Mission: Soil and Water Conservation promotes an environmentally sound community with uninterrupted access to clean water and other natural resources.

Motivation: The Delaware County Soil and Water Conservation District provides technical assistance to landowners and local governments for the wise use and conservation of Delaware County's soil and water resources.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$221,749	\$237,000	\$278,405	\$278,405
Other	\$12,192	\$14,000	\$14,000	\$14,000
TOTAL	\$233,941	\$251,000	\$292,405	\$292,405



Analysis: Additional staffing costs are the driving force in the Soil Conservation budget increase of 16.5%.



TAX ASSESSMENT

Mission: The Tax Assessor uniformly and efficiently assesses and collects Delaware County revenues and is committed to provide high-quality customer service and promote an empowered, well-informed community.

Motivation: The Tax Assessor collects taxes fairly and in accordance with relevant County and State codes. The department is presently conducting a court ordered tax reassessment project. The County contracted with Tyler Technologies to perform valuation services in conjunction with the Countywide Reassessment. The new assessments have been accepted by the County's Chief Assessor. Delaware County staff and Tyler Technologies have worked closely to ensure completion in accordance with the Court's timeline.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$657,521	\$775,000	\$776,000	\$776,000
Other	\$485,452	\$424,000	\$435,938	\$435,938
TOTAL	\$1,142,973	\$1,199,000	\$1,211,938	\$1,211,938



Analysis: The Tax Assessor's budget remained essentially unchanged from 2020 to 2021 but did increase by 6.0% over 2019 due to increased personnel costs.

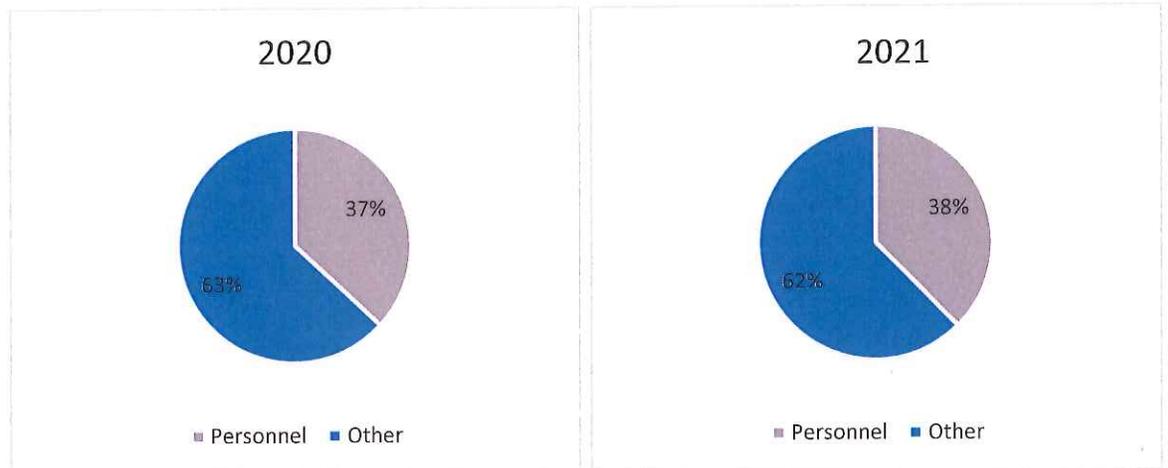


TAX CLAIMS

Mission: Tax Claims effectively and efficiently collects unpaid property taxes as authorized by State law.

Motivation: This Bureau holds accountable tax payments and researches accounts receivables for current and past year taxes. Current year tax collections ends on December 31st of any given year. On March 1st, the Bureau begins the process of collecting prior year taxes. The Bureau administers the collection of the fees and determines the sale of properties. Properties are auctioned for sale annually in late summer during the Upset Price Sale.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$306,453	\$434,000	\$418,274	\$418,274
Other	\$667,418	\$744,000	\$696,000	\$696,000
TOTAL	\$973,871	\$1,178,000	\$1,114,274	\$1,114,274



Analysis: The Tax Claims Bureau achieved a 5.4% reduction from its 2020 budget through staffing and other expense reviews. Costs have increased by 14.4% over 2019.

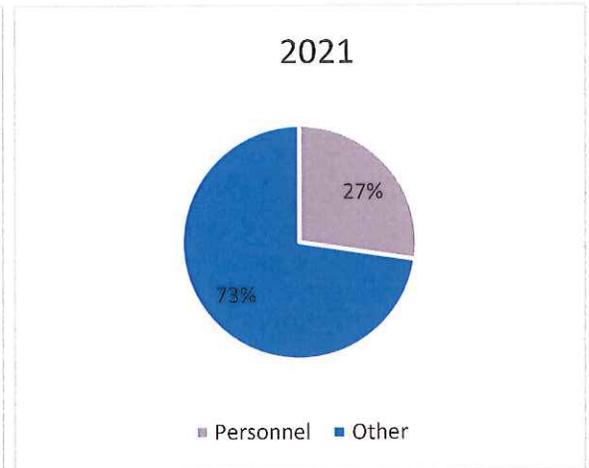
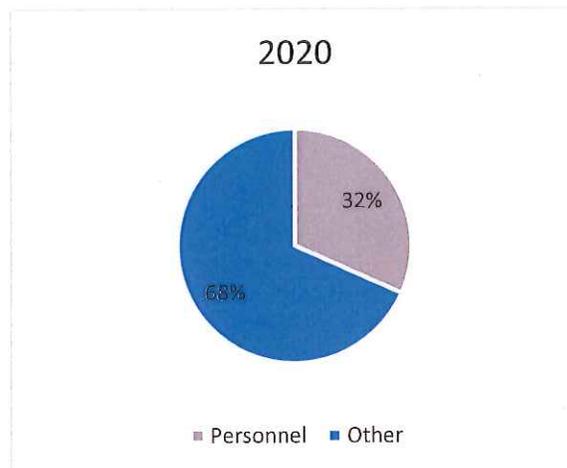


TELECOMMUNICATIONS

Mission: Telecommunications monitors and ensures the continuous and effective communication needs of all county and Court departments throughout Delaware County.

Motivation: Telecommunications will maintain the most efficient communication methods across all of Delaware County. The department is responsible for the voice processing system, troubleshooting and repairing telephone systems, evaluation of various department needs and recommendation of telecommunication equipment and advancement.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$313,676	\$362,000	\$280,008	\$280,008
Other	\$738,698	\$783,000	\$744,992	\$744,992
TOTAL	\$1,052,374	\$1,145,000	\$1,025,000	\$1,025,000



Analysis: The Telecommunications budget decreased by 10.5% in 2021 from 2020 due to the elimination of a Director level position and a small decrease in other costs. Telecommunications will report to the Chief Information Officer in FY2021.



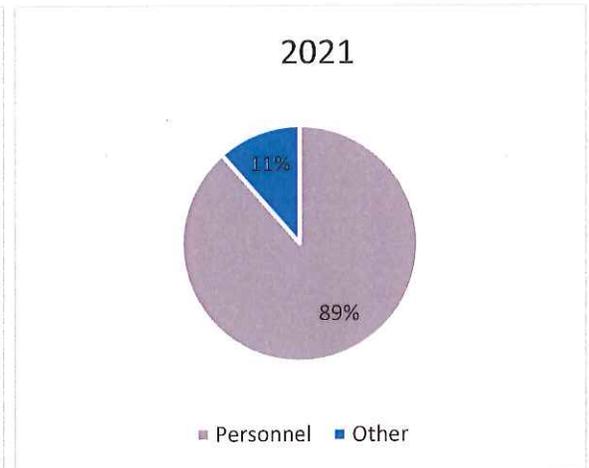
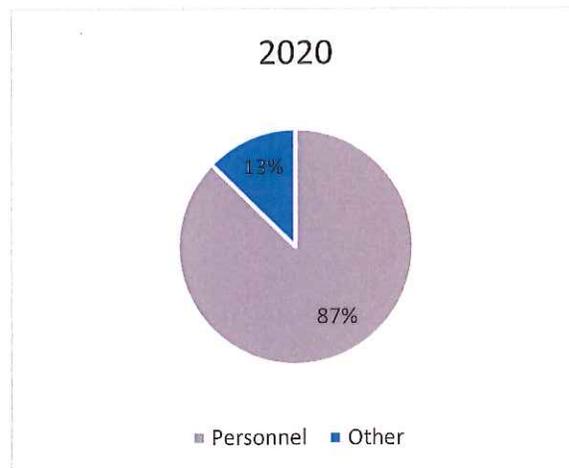
TREASURER

Mission: The Treasurer protects and maintains the fiscal integrity and financial solvency of the Delaware County government. The Treasurer is responsible for the timely and accurate collection and disbursement of tax funds to government services.

Motivation: This Department manages the responsible growth and effective spending of tax funds. The Treasury department bills and collects property taxes and manages the fiduciary responsibility of funds entrusted to its care.

TREASURY

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$477,888	\$507,000	\$509,233	\$455,000
Other	\$42,323	\$74,000	\$59,000	\$59,000
TOTAL	\$520,211	\$581,000	\$568,233	\$514,000





TREASURER. Continued

SELF-TAX COLLECTION

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$132,464	\$143,000	\$141,090	\$109,000
Other	\$81,945	\$97,000	\$86,000	\$97,000
TOTAL	\$214,408	\$240,000	\$227,090	\$206,000



Analysis: The Treasury and Self-Tax Collection budgets decreased by 11.5% and 14.2% respectively, due to the elimination of vacant positions. Costs are relatively constant from 2019.



APPENDIX E
COURTS AND CRIMINAL JUSTICE

Adult Probation and Parole
Bail Agency
Constables
Court Administrator
Court Financial Services
Court Support Services
Criminal Investigations Department
Diagnostic Services
District Attorney
District Justice
Domestic Relations
Electronic Record System
Judicial Support
Legal Audio Visual
Office of Support Enforcement

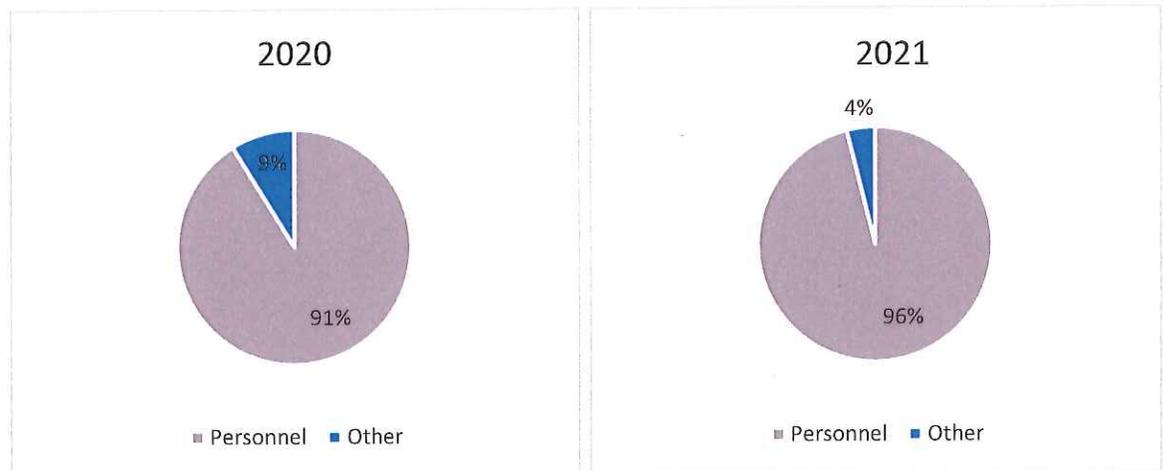


ADULT PROBATION and PAROLE

Mission: Adult Probation and Parole enhances the quality of life, promotes community safety, and effectuates positive social behavioral change in individuals involved in the Criminal Justice system.

Motivation: This department is held to the highest level of professionalism, dignity and respect to effectuate positive change for the community. The overall responsibility of Delaware County Adult Probation and Parole services is to encourage positive change in those involved in the Criminal Justice system, improve public safety, and ensure that all defendants are held accountable to comply with the terms of any sentence imposed by the Court of Common Pleas. The department supervises, counsels and refers clients to treatment who are sentenced to a county probation, parole, or placed on the Accelerated Rehabilitative Disposition Program (ARD).

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$4,880,068	\$5,317,000	\$5,430,565	\$5,329,882
Other	\$251,194	\$513,000	\$673,000	\$215,654
TOTAL	\$5,131,262	\$5,830,000	\$6,103,565	\$5,545,536



Analysis: The 4.9% department budget decrease is primarily due to a 58% reduction in other costs, which is partially offset by an increase in personnel costs. The department budget, however, has increased 7.5% over 2019.



BAIL AGENCY

Mission: The Bail Agency ensures that the community is protected and that all defendants are held accountable to the conditions of bail as determined by the District Justice and/or the Court of Common Pleas.

Motivation: The Bail Agency provides bail recommendations in compliance with the Pennsylvania Rules of Bail. Additionally, the department oversees the Pre-Trial Diversionary Program which ethically reduces prison overcrowding thus, providing substantial fiscal savings for some offenders.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$754,367	\$938,000	\$943,963	\$724,036
Other	\$292,608	\$266,000	\$298,700	\$330,590
TOTAL	\$1,046,975	\$1,204,000	\$1,242,663	\$1,054,626



Analysis: The 12.4% reduction in the department budget is due to the elimination of vacant positions. The budget has increased 0.7% over 2019, due to increases in non-personnel costs.

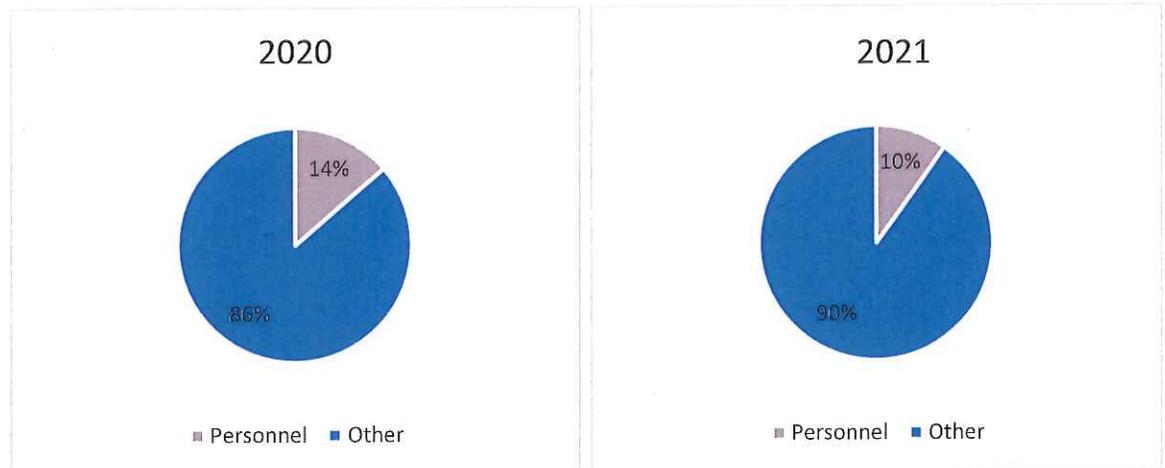


CONSTABLES

Mission: The Constables improve the quality of life for the residents of Delaware County by working collaboratively with law enforcement and the community.

Motivation: This department provides the best quality service possible, prevents crime, and enforces the law. Constables always work diligently to uphold the core values of what the residents of Delaware County expect. This office has established positive working relations with all applicable departments and agencies. The Constable's office will ensure that all civil processes are served in a diligent manner to maintain and build trust. Constables wish to make this an office the residents of Delaware County can depend on.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$126,276	\$198,000	\$136,766	\$136,766
Other	\$1,279,744	\$1,244,000	\$1,232,000	\$1,232,000
TOTAL	\$1,406,020	\$1,442,000	\$1,368,766	\$1,368,766



Analysis: The Constables budget has remained relatively constant over the past few years, with a small 2.6% decrease since 2019.



COURT ADMINISTRATOR

Mission: The Court Administrator ensures the timely and efficient processing of criminal and civil actions including family-related issues for the Court of Common Pleas of Delaware County, 32nd Judicial District while providing quality service to litigants, attorneys and the Court.

Motivation: The Court Administrator's Office is primarily responsible for the administration of the criminal, civil, municipal and family sections of the Court. The office also is responsible for the day-to-day operations of the one day/one trial jury system and arbitration program. The Court Administrator's office randomly assigns family, civil and criminal cases to Trial Judges; it annually processes thousands of motions, petitions, stipulations, and applications. The office is responsible for the implementation of policies set by the President Judge of the Court of Common Pleas and State Court Administrator.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$1,166,604	\$1,591,500	\$1,704,443	\$1,443,410
Other	\$369,574	\$490,500	\$451,500	\$273,194
TOTAL	\$1,536,179	\$2,082,000	\$2,155,943	\$1,716,604



Analysis: The Court Administrator's budget decreased by 17.6% overall. However, the budget increased 10.5% over 2019.



COURT FINANCIAL SERVICES

Mission: Court Financial Services efficiently and effectively posts, accounts for, and disburses funds ordered by the Court of Common Pleas of Delaware County.

Motivation: Court Financial Services, in conjunction with other court and county departments, employs proactive measures to maximize collections of all fines, costs and restitutions. The department processes the costs, fines, fees and restitution from individual defendants by monitoring payments made to the court. The staff of Court Financial Services is effectively and selectively cross-trained. However, the staff specializes in specific job functions to maximize collections.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$209,075	\$241,000	\$225,964	\$217,749
Other	\$9,919	\$17,000	\$14,000	\$9,792
TOTAL	\$218,994	\$258,000	\$239,964	\$227,541



Analysis: The Court Financial Services budget decreased by 11.8%. Court Financial Services costs have increased 3.8% over 2019.



COURT SUPPORT SERVICES

Mission: Court Support Services is responsible for the coordination and implementation of the goals and objectives of the court system of Delaware County.

Motivation: This department is also known as the Office of Internal Management. All court departmental activities fall under the supervision of this office. The daily activities of the office include the administrative and financial management of the Court, as well as all personnel matters related to the court departments.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$3,782,872	\$4,571,000	\$4,349,547	\$4,184,936
Other	\$1,845,354	\$2,328,000	\$2,298,000	\$1,753,907
TOTAL	\$5,628,226	\$6,899,000	\$6,647,547	\$5,938,843



Analysis: The adopted Court Support Services budget represents a 5.2% increase over 2019, consistent with other County agencies.



CRIMINAL INVESTIGATIONS DEPARTMENT

Mission: The Criminal Investigations Department (CID) provides support to the men and women of the police department by conducting timely and thorough criminal investigations.

Motivation: Criminal Investigations provides superior investigative services in order to preserve the quality of life of the general public in Delaware County. The Department will investigate all criminal allegations referred to them by searching and collecting all available evidence along with supporting facts to clear the innocent and substantiate the culpability of the guilty.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$3,512,174	\$3,963,440	\$3,934,413	\$3,934,413
Other	\$469,647	\$526,560	\$174,900	\$574,900
TOTAL	\$3,981,821	\$4,490,000	\$4,109,313	\$4,509,313



Analysis: CID's budget has increased from 2019 to 2021 to provide for contract requirements in support of the investigators.



DIAGNOSTIC SERVICES

Mission: Diagnostic Services improves the quality of life for the citizens of Delaware County by assuring a safer community in which to live and raise their families.

Motivation: To accomplish its mission, Diagnostic Services identifies those persons within the criminal justice system who may be experiencing problems with alcohol, drugs, psychiatric, psychological, and sexual-related disorders. The department is responsible for completing all court-ordered evaluations from both the Magisterial District Justice System and the Court of Common Pleas within the 32nd Judicial District. The department promotes a positive behavioral change in a professional manner by treating all persons with the highest degree of respect while at the same time protecting their confidentiality.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$313,841	\$402,000	\$405,142	\$366,176
Other	\$355,225	\$430,000	\$427,000	\$427,000
TOTAL	\$669,066	\$832,000	\$832,142	\$793,176



Analysis: The Diagnostic Services costs have increased 15.6% over 2019 due to both personnel and other requirements.

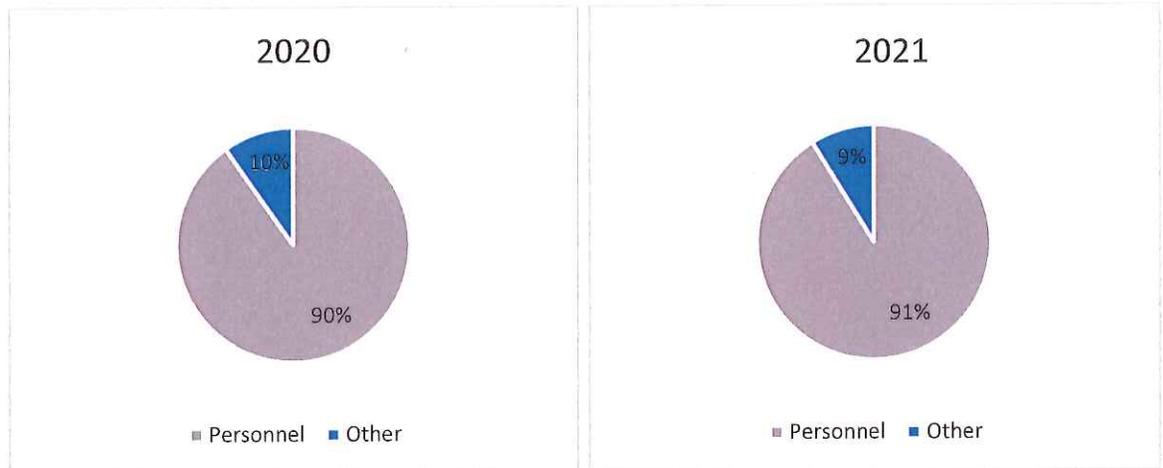


DISTRICT ATTORNEY

Mission: The District Attorney vigorously and professionally prosecutes those who violate the law and works cooperatively with law enforcement and community leaders to improve Delaware County.

Motivation: This department brings ethical and thoughtful leadership in the investigation and prosecution of crime in Delaware County. The District Attorney’s office is dedicated to supporting victims of crime by showing compassion and understanding. The department advocates and supports the building of a strong and viable partnership with all stakeholders of the criminal justice system. Most importantly, the office is committed to the protection of all persons and will not exclude, deny services to or discriminate against any person on the basis of actual or perceived race, color, religion, national origin, sex, gender identity, sexual orientation or ability status.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$5,113,040	\$5,741,000	\$5,391,298	\$5,391,298
Other	\$502,829	\$622,000	\$522,000	\$522,000
TOTAL	\$5,615,869	\$6,363,000	\$5,913,298	\$5,913,298



Analysis: The District Attorney has managed its budget to address salary concerns while still reducing its over costs by 7.0% from 2020 and a modest increase of 5.3% since 2019.



MAGISTERIAL DISTRICT JUSTICE

Mission: Magisterial District Justice serves the public, dispenses justice, resolves conflicts, collects fines and restitution, guarantees liberty, and enhances social order throughout Delaware County.

Motivation: Magisterial District Justice provides for equal protection and ensures due process of the law. The Magisterial District Court is the first level of judicial authority in Pennsylvania and is the court where most people experience the judicial system for the first time. There are thirty Magisterial District Courts located in offices throughout Delaware County. Magisterial District Judges handle all traffic cases, other minor criminal cases and civil cases involving amounts up to \$12,000.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$3,914,055	\$4,676,000	\$4,753,909	\$4,019,561
Other	\$3,278,873	\$3,960,000	\$3,932,000	\$3,486,110
TOTAL	\$7,192,928	\$8,636,000	\$8,685,909	\$7,505,671



Analysis: The Magisterial District Justice 13.1% budget reduction is achieved through an equal reduction in personnel and other costs. When compared to 2019, the overall budget has increased by 4.2%.



DOMESTIC RELATIONS

Mission: Domestic Relations provides the residents of Delaware County with the highest quality services to support children and parents in promoting the growth and success of children in the county, and performs the departments' duties with care, honor and professionalism.

Motivation: The Domestic Relations department is responsible for preparing petitions for both child and spousal support; establishing paternity for children born out of wedlock; establishing and enforcing support orders; and locating absent non-custodial parents. The department is committed to the guarantee that custodial parents receive the support they depend on for their children.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$4,963,176	\$5,959,170	\$5,984,113	\$4,987,968
Other	\$532,357	\$659,300	\$495,000	\$548,327
TOTAL	\$5,495,532	\$6,618,470	\$6,479,113	\$5,536,295



Analysis: The Domestic Relations budget has increased modestly by 0.7% since 2019. Personnel and other costs remain allocated at the same percentages from 2019 actuals.



ELECTRONIC RECORD SYSTEM

Mission: The Electronic Record System improves the delivery, coordination, and quality of required court documents and transcripts.

Motivation: The Electronic Record System is responsible for recording and producing transcripts of the proceedings of the Court of Common Pleas and Magisterial District Judge Courts. The digital recording system used by the Court is manufactured by Court Smart Digital Systems of North Chelmsford, Massachusetts. Court Smart recording systems have been successfully installed and operated in courts throughout the United States. The electronic filing system is a modern and efficient method of filing documents with Courts.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$348,835	\$385,000	\$352,778	\$320,778
Other	\$446,523	\$522,000	\$522,000	\$466,441
TOTAL	\$795,358	\$907,000	\$874,778	\$787,219



Analysis: The Electronic Record System Budget request was reduced by 10.0% from 2020, but is consistent with 2019 actuals (3.0% increase).

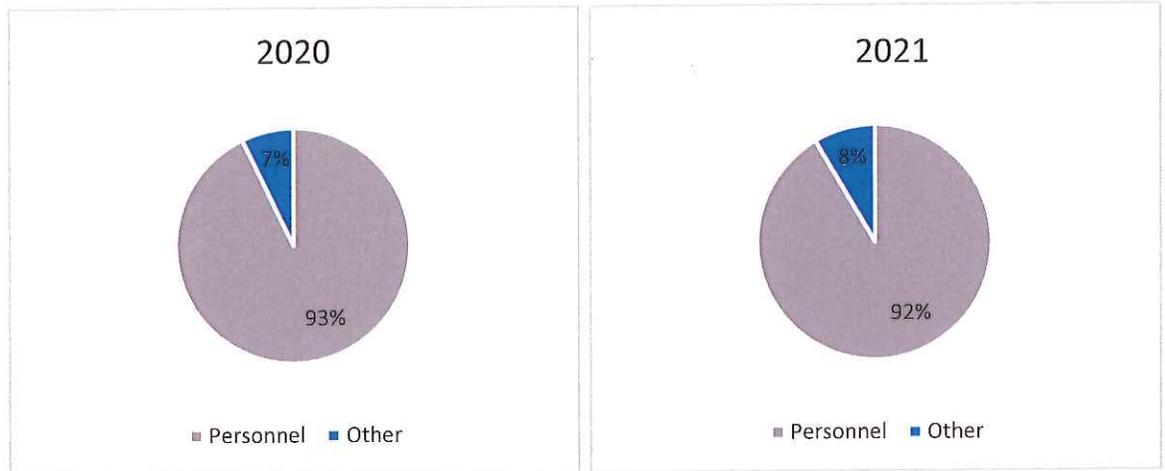


JUDICIAL SUPPORT

Mission: Judicial Support provides exceptional legal solutions and world-class customer service to the residents of Delaware County.

Motivation: Prior to the adoption of the Home Rule Charter, the functions of this office were performed by the Office of the Clerk of Courts and the Office of the Prothonotary. The Criminal Division is responsible for case files in all criminal cases processed from the local District Justices. The Civil Division handles all civil cases which involve suits by individuals, unincorporated and incorporated business, liens against properties and judgment on individuals are also filed and maintained in this office.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$1,946,004	\$2,364,000	\$2,001,803	\$2,001,803
Other	\$161,499	\$183,000	\$184,800	\$184,800
TOTAL	\$2,107,503	\$2,547,000	\$2,186,603	\$2,186,603



Analysis: Judicial Support and the Court Clerk Services are being merged in FY2021. Additional funding will be considered to cover operational costs due to the merger.



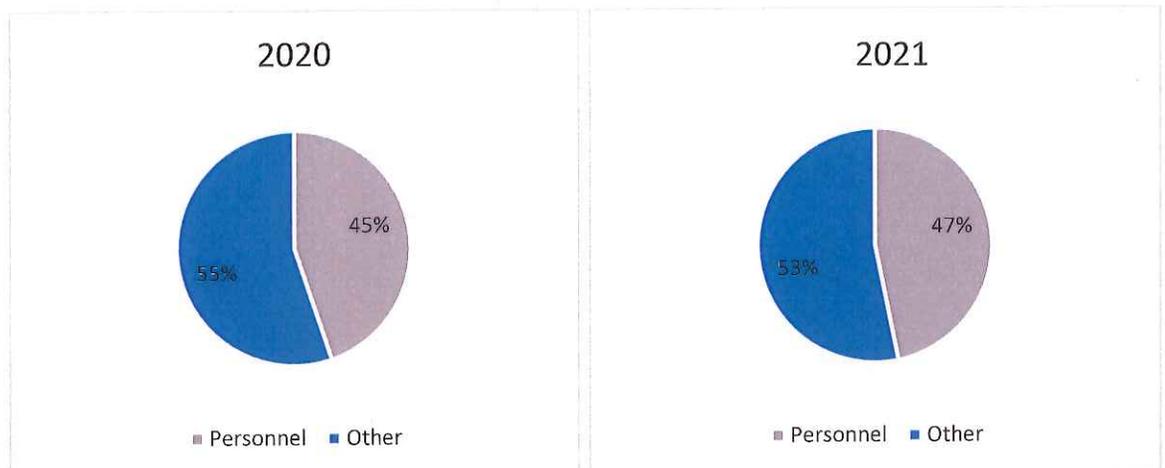
JUVENILE COURT and MAINTENANCE OF JUVENILES

Mission: Juvenile Court/Maintenance of Juveniles achieves balanced and restorative justice by employing evidence-based practices with fidelity, collecting and analyzing data, measuring the results and outcomes and always striving to continuously improve the quality of the Departments' decisions, services and programs.

Motivation: This department addresses juvenile crime, promotes victim restoration, and strives for the positive development of the youth, families, and communities served and protected by the Court. Support for individuals, youth, and families, before, during, and after their involvement with the juvenile justice system is important for continued success within Delaware County's community. Agency efforts regarding family engagement includes identifying and developing strategies to engage and involve families at all levels within the juvenile justice system. The Court is committed to promoting corrective behavioral change for the protection and safety of Delaware County.

Juvenile Court

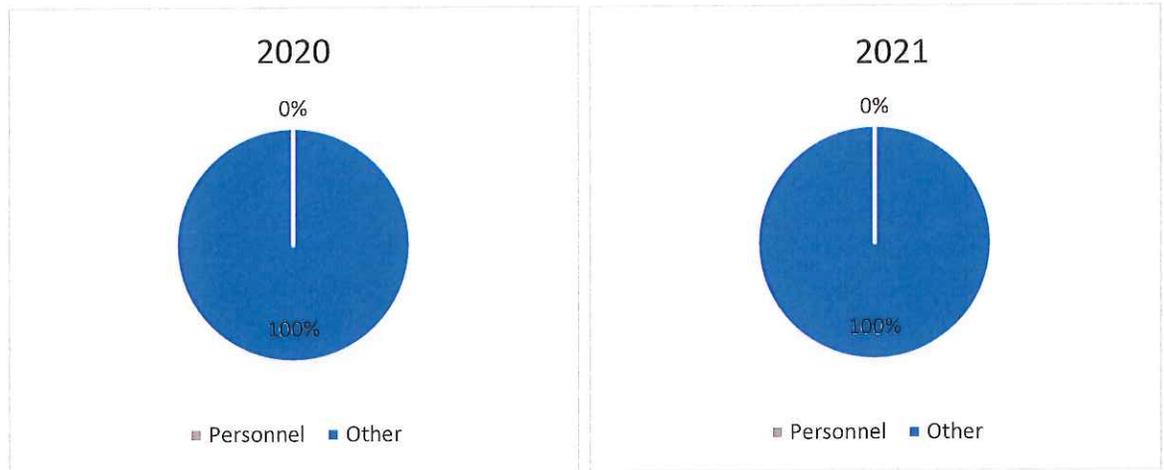
	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$4,453,590	\$4,952,000	\$5,035,709	\$4,841,905
Other	\$5,342,138	\$6,104,000	\$6,085,527	\$5,509,647
TOTAL	\$9,795,728	\$11,056,000	\$11,121,236	\$10,351,552





Maintenance of Juveniles

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$0	\$0	\$0	\$0
Other	\$5,182,450	\$7,630,000	\$7,630,000	\$5,338,490
TOTAL	\$5,182,450	\$7,630,000	\$7,630,000	\$5,338,490



Analysis: Juvenile Court costs are decreased by 6.4% from the 2020 budget but are increased by 5.4% over 2019. Maintenance of Juveniles costs are decreased by 30% from the 2020 budget but are increased by 3.0% over 2019.

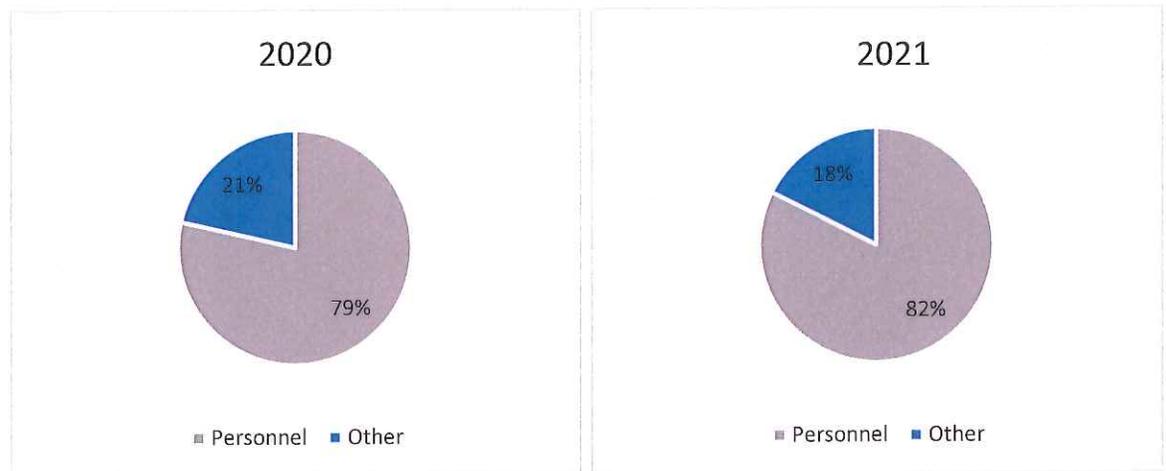


JUVENILE DENTENTION

Mission: Juvenile Detention ensures that citizens live in safety and that juvenile offenders are held accountable for their offenses while promoting a positive social change for their rehabilitation. Juvenile Detention includes the Juvenile Detention Kitchen.

Motivation: This department fulfills the promise to victims and their families that their offenders receive fair and balanced justice. The Juvenile Detention Center is a division of the Court Services department, governed by the Board of Judges, under the direction of the President Judge. The facility is licensed and regulated by the Pennsylvania Department of Public Welfare. The Center provides a secure setting while protecting the community from people, ages 10 through 18, whose behavior has endangered and/or appears likely to endanger the citizens and/or their property.

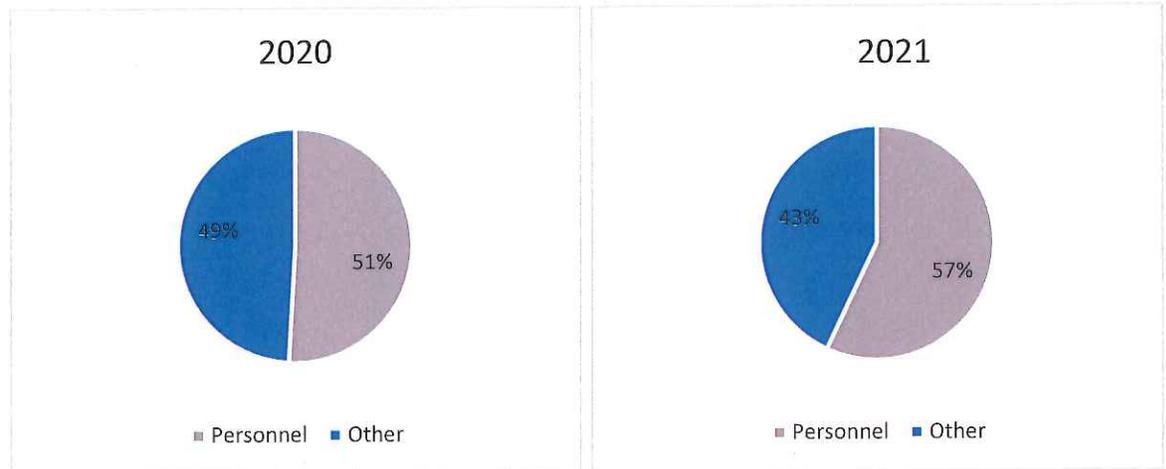
	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$2,761,505	\$3,635,000	\$4,082,882	\$3,327,700
Other	\$971,010	\$994,000	\$550,000	\$711,861
TOTAL	\$3,732,515	\$4,629,000	\$4,632,882	\$4,039,561





JUVENILE DETENTION KITCHEN

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$251,286	\$311,000	\$342,271	\$292,624
Other	\$214,693	\$300,000	\$278,000	\$221,134
TOTAL	\$465,979	\$611,000	\$620,271	\$513,758



Analysis: Juvenile Detention costs were decreased 12.7% from 2020 to 2021, but increased 7.6% over 2019. Juvenile Kitchen costs decreased 15.9% from 2020 to 2021, but also were increased 9.3% over 2019.



LEGAL AUDIO VISUAL

Mission: Legal Audio Visual produces reliable and exceptional audio visual services to attorneys. The Legal Audio Visuals department is committed to providing the highest quality recording services.

Motivation: The Audio Visuals department provides services to attorneys through recording and playback of DVDs in civil, criminal and miscellaneous cases. The recordings include: doctors, experts, the sick or dying, persons leaving the area, accident or crime scenes and "A Day in the Life Of." The department has other responsibilities in the Court by supplying court-related departments and others with audio-visual aids including: large screen video projection, slide and overhead projectors, an x-ray viewbox, a replica of a human skeleton, an electronic evidence presenter, and a wireless courtroom headphone set-up for audio cassettes or CDs.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$176,110	\$207,000	\$206,295	\$183,472
Other	\$10,831	\$42,000	\$35,000	\$32,678
TOTAL	\$186,940	\$249,000	\$241,295	\$216,150



Analysis: The Legal Audio Visuals budget increased over 2019 at 13.5%. The 2021 budget was reduced by 13.2% from the 2020 budget.



OFFICE OF SUPPORT ENFORCEMENT

Mission: The Office of Support Enforcement provides free legal services to recipients of child support.

Motivation: This department offers representation in court, prepares petitions, and consults in Domestic Relations matters for residents of Delaware County.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$445,498	\$502,000	\$479,953	\$479,953
Other	\$59,680	\$89,000	\$59,000	\$59,000
TOTAL	\$505,178	\$591,000	\$538,953	\$538,953



Analysis: Department costs have increased over 2019 due to additional personnel, but have been reduced by 8.8% from 2020.



APPENDIX F
OTHER AGENCIES

Controller

Register of Wills

Sheriff

Fair Acres



CONTROLLER

Mission: The Controller’s Office has a critical role in serving as the County’s fiscal watchdog. The office is committed to protecting the taxpayers of Delaware County and is responsible for overseeing the County’s payroll, internal audits, retirement, accounts payable, and establishing and maintaining the accounting system for the county. The Controller also serves as the Secretary to the Retirement Board, and is responsible for communicating with advisors, fund administration, as well as recordkeeping for the Retirement Fund and its members. In addition, the Controller is a member of the County’s Jail Oversight Board.

Motivation: This elected office practices transparency and implements effective safeguards in protecting Delaware County tax dollars. The Controller’s department has publicly made available County financial reports to maintain accountability with the residents of Delaware County. The Controller manages the payroll system, issues paychecks biweekly, as well as making all required tax filings. The Accounts Payable department administers the pre-audit and payment of County bills that are paid every two weeks. The Controller’s Office works with independent outside accountants to prepare the County’s Annual Financial Report and conduct the Single Audit.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$743,937	\$914,000	\$960,028	\$960,028
Other	\$323,856	\$373,000	\$452,000	\$431,000
TOTAL	\$1,067,792	\$1,287,000	\$1,412,028	\$1,391,028



Analysis: The 8% increase over FY2020 in the Controller’s Office is due to compensation increases for required staff and additional system and software costs.

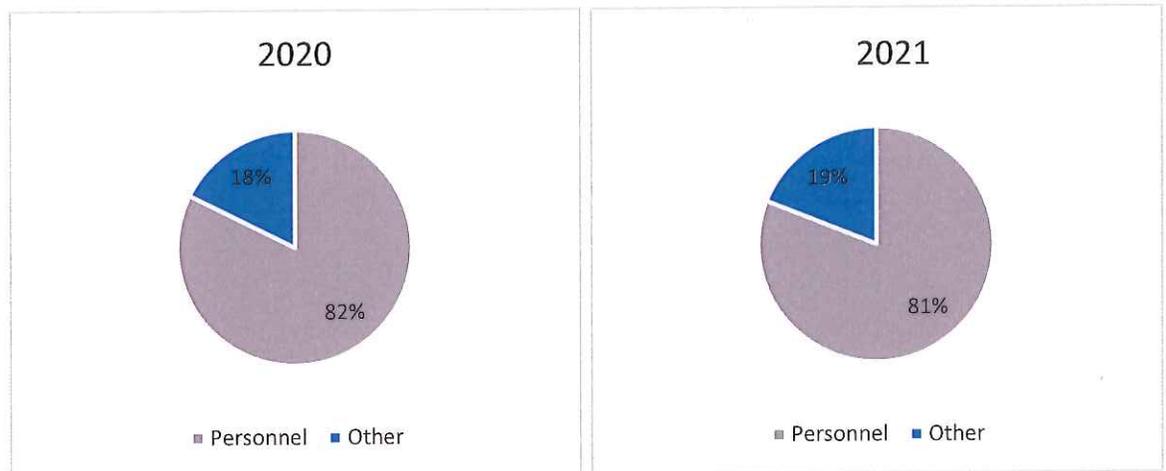


REGISTER OF WILLS

Mission: The Register of Wills preserves the accuracy and determines whether a document offered for probate should be admitted to the official record of Delaware County.

Motivation: The principal duty of the Register of Wills is the probate of wills and the acceptance for filing of all documents necessary to complete the administration of a decedent’s estate. The Register is also the Commonwealth of Pennsylvania’s authorized agent for the collection of inheritance tax. The Register of Wills is a quasi-judicial position, meaning that if necessary, the Register can conduct a hearing to determine who should be appointed as executor or administrator of an estate.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$435,279	\$510,000	\$461,068	\$461,068
Other	\$83,745	\$109,000	\$108,000	\$108,000
TOTAL	\$519,024	\$619,000	\$569,068	\$569,068



Analysis: The FY2021 budget achieved a reduction of 8.1% from FY2020. Costs, however, have increased by 9.6% since FY2019 – reflecting increases in both personnel and other costs.



SHERIFF

Mission: The Sheriff enhances the quality of life in Delaware County through the rendering of professional governmental services to the courts and the community.

Motivation: The Sheriff is a constitutional office and the Sheriff is the chief peace officer of the county. The Sheriff and the deputies may make arrests for on-view violations of the law and breeches of the peace. The Sheriff and his deputies work daily providing courtroom security, prisoner transportation, service of civil and real estate processes, as well as the service of court warrants. Under the direction of the Sheriff, the office is staffed with dedicated deputies and administrative/clerical staff; each providing vital services to the courts and the county.

	2019 Actuals	2020 Original Budget	2021 Requested	2021 Adopted
EXPENDITURES				
Personnel	\$2,854,986	\$3,382,830	\$3,958,279	\$3,027,761
Other	\$1,128,959	\$1,134,700	\$633,000	\$1,107,251
TOTAL	\$3,983,945	\$4,517,530	\$4,591,279	\$4,135,012



Analysis: The Sheriff's costs have increased by 3.8% over 2019, reflecting a growth in personnel costs. The 2021 budget total has been reduced by 8.5%.

Schedule II

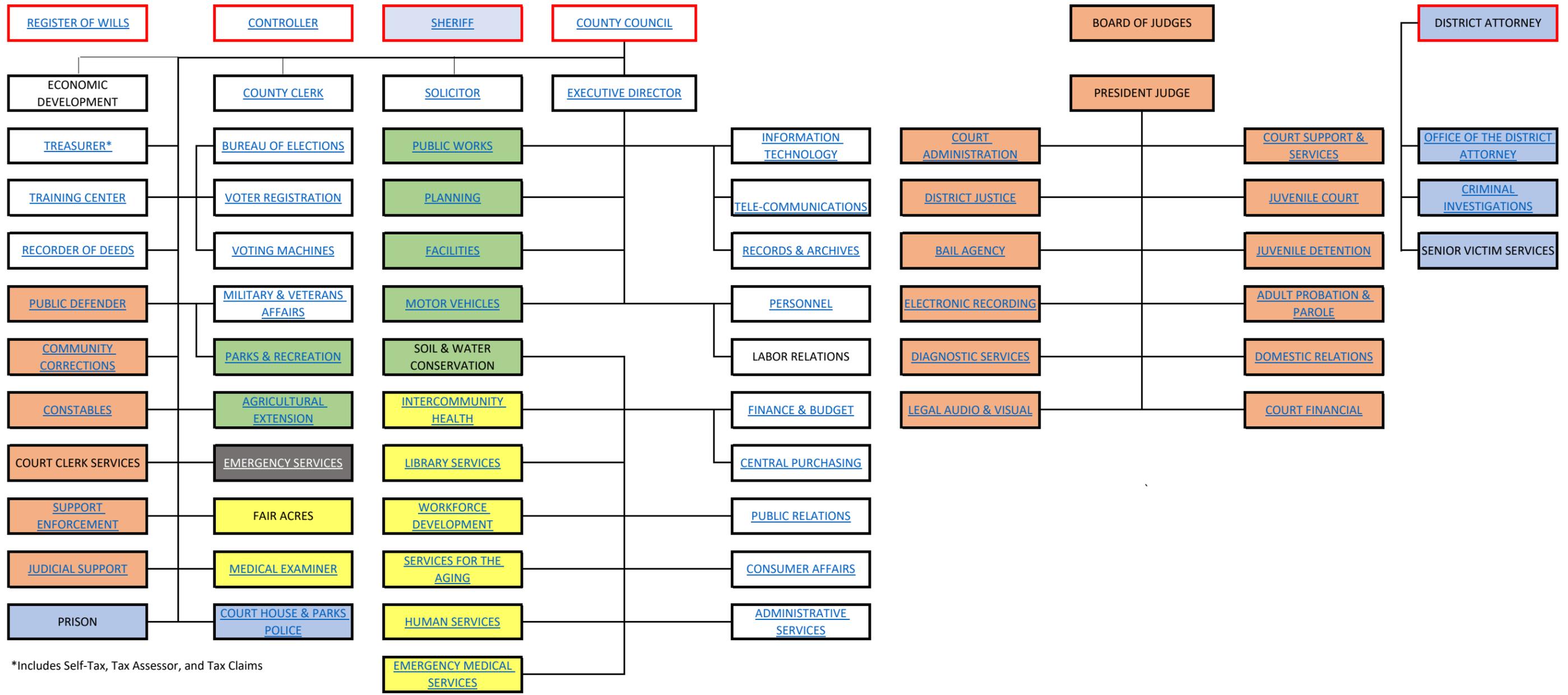
Supplemental Schedule of Fair Acres Expenditures (in 000's)

	2020 BUDGET
Salaries	\$33,752
Fringe Benefits	10,805
Insurance	1,800
Administration	4,164
Finance	1,572
Facilities Management	2,659
Power Plant	635
Nursing	3,349
Pharmacy	825
Food Services	3,807
Laundry	581
Housekeeping	267
Other Operating Expenditures	5,583
TOTAL	\$69,799



APPENDIX G
ORGANIZATIONAL CROSSWALK

COUNTY OF DELAWARE - ORGANIZATIONAL/WORK BREAKDOWN STRUCTURE



*Includes Self-Tax, Tax Assessor, and Tax Claims

- General Government
- Sustainability
- Criminal Justice/Law Enforcement
- Courts
- Health & Human Services
- Emergency Services
- Elected Office (Outline)