

THE
DELAWARE COUNTY
ADOPTED
2023
BUDGET

Volume 1:
Community Guide
to the Adopted
Budget



Delaware County Council

Dr. Monica Taylor, Chair
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Transmittal Document

November 1, 2022

TRANSMITTAL OF FISCAL YEAR 2023 BUDGET DOCUMENTS

TO: Chair Taylor, Vice Chair Schaefer, and Councilmembers Madden, Reuther, and Womack

I am pleased to present Delaware County's proposed budget for Fiscal Year 2023.

As we emerge from the COVID pandemic, we are all seeking a return to the normal pace of life and establishing a new baseline for our financial planning. The 2023 budget continues our efforts to achieve realism in forecasting our revenues and expenses, particularly as we are reducing our reliance on coronavirus relief funds. We have taken a realistic and conservative approach to programming revenues, based upon an historical review of pre-COVID receipts and current year actual experience. While we also anticipate cost savings in several areas, we cannot responsibly take "credit" for these reductions until they are realized. The end result is a reliance on a "roll-over" of underspent funds from fund balance and lost public sector revenues funds under the American Rescue Plan Act (ARPA) to balance the budget. We will continue to monitor the balance of inflows and outflows throughout the year, bringing adjustments to Council as necessary to maintain a balanced budget.



During 2022, we experienced several challenges that will impact the 2023 budget. Most notably, we completed the de-privatization of the George W Hill Correctional Facility (GWH), established the Delaware County Health Department (DCHD), purchased a new property at 2 West Baltimore Avenue, and changed the definition of a capital asset. Ongoing work includes the development of our Sustainability Plan, renewal of the Solid Waste Management Plan, preserving the former Don Guanella property as open space, rebuilding our approach to community justice and youth development, and modernizing our administrative approaches and information systems.

The 2023 Capital Improvement Plan (CIP) benefits from the infusion of \$70 million. The CIP fully incorporates the Facilities Condition and Needs Assessment, prioritizing work on health and safety, compliance issues, and protection of existing assets. Our analyses indicate that these improvements will not be made in one year, especially as we look to upgrade our fleet and facilities with an eye on resiliency and sustainability.

Our success is built upon the investment in our exceptional staff. The County's continued implementation of best practices and enhancement of the County as a workplace of choice will allow us to compete for talent in an increasingly competitive labor market. We are continuing to review total compensation, both pay and benefits, provided to our team. We implemented a new suite of health benefits in 2022, providing greater options to County staff to help them and the County better balance cost and coverage. We end 2022 with all of our Collective Bargaining Agreements (CBAs) renewed or nearly completed. Collectively, these actions mitigate the



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impacts of inflation and a challenging labor market, however we realistically have to expect personnel costs to increase.

This year's budget document builds upon the advances made over the past two years in providing greater transparency in how the County employs the resources our community provides. Upon your approval, the budget document will be presented in three volumes. Volume 1, *Community Guide to the Budget*, is designed to provide a structured approach to how the budget is developed and the uses of funds at the departmental level. Volume 2, *Capital Improvement Program (CIP)*, significantly expands the presentation of the County's approach to meeting its capital needs and introduces descriptions for each initiative included in the CIP. Volume 3, *Data and Performance Measurement*, provide the back-up data from the County's financial system and continue the County toward developing an outcome-based financial plan. We are also working on an interactive digital guide, which will be developed and launched on the County's web site.

The budget continues alignment with Council's values - Transparency, Accountability, Equity, and Sustainability - as discussed below:

Transparency

The budget document builds upon the degree of detail introduced in 2022. The sources of funds are addressed: taxes, fees, capital, and grants. Funds received from the federal and state governments are traced back to responsible agency. The deployments of resources provided under the federal American Rescue Plan Act (ARPA) are specifically discussed. The volume presenting data tables allows for the in-depth exploration of the uses of funds. Formal budget reviews will be conducted with the goal of addressing historic variances between budgeted and actual expenses, addressing the "opportunity costs" related to over-resourcing.

Accountability

The budget presentation is aligned with Council's directives to achieve greater accountability in the uses of public resources. Revenue and cost realism have been increased, continuing the momentum toward a true structural balance in the budget. Staff has continued the process of developing an activity-based budget, with the introduction of performance objectives for the internal support agencies that will serve as templates for all County departments in the future. The Budget Management Department has established dedicated support relationships with the County's operating departments, providing for timely support and accurate accounting.

Equity

The 2023 budget increases the commitment to all members of our community. We engaged our first Diversity, Equity and Inclusion Officer (DEIO) in 2022. In partnership with Central Purchasing, the DEIO will complete a disparity study and look for and create opportunities for small, minority, woman, an disabled veteran owned businesses to contract with the County. The DEIO will also launch the Community Partnering Program to build capacity in our neighborhoods. Our tenure as the most populous county in the country without a health department has ended, and the



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DCHD's impact will continue to grow in 2023. Community Justice and Rehabilitation initiatives will advance with the de-privatization of the George W Hill Correctional Facility and the introduction of new approaches in the treatment of juveniles. The Office of Housing and Community Development will bring the need for quality affordable housing and transitional residences into greater focus.

Sustainability

The sustainability initiatives introduced in 2022 are woven throughout the 2023 budget. The County-Wide Sustainability Plan is nearing completion. Conversion of the County's fleet to lower-emitting vehicles will continue. We hosted our inaugural sustainability conference in 2022, and will expand the seminars in 2023. New approaches to solid waste management will be explored, with emphasis on resource recovery. Economic re-development is enhanced, restoring support to the County's Commerce Center so that support of small businesses can be advanced. ARPA funds continue to be employed to help "grow the economic pie," increasing opportunities for all County residents.

In closing, I want to highlight the County's move toward innovation and the resulting efficiencies produced. We are well on our way to developing an automated personnel management system with the introduction of *NEOGOV* to converting our paper-based processes to a digital approach and *PlanSource* as an on-line benefits management portal. We will conduct a top-to-bottom review of our telecommunications and information systems to modernize and achieve cost savings. We are transforming our well-established Geographic Information System (GIS) team into a Data Innovation Center. We continue to improve on-line access to County services. These initiatives will not only produce economies, but also result in a more responsive Government. We will approach all of our activities with the intent of becoming "thought and practice leaders" in all areas - to better serve our communities.

Howard S. Lazarus

Executive Director



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Budget by the Numbers

FISCAL YEAR 2023 BUDGET BY THE NUMBERS

TOTAL BUDGET

ENTITY	2022	2023	CHANGE \$	CHANGE %
Operating Budget	\$290,663,926	\$292,364,791	\$1,700,865	0.6
Fair Acres	68,893,436	69,415,194	521,758	0.8
Capital Budget	57,446,769	71,487,310	14,040,541	24.4
Fiscal Budget	458,632,198	407,816,188	(50,816,010)	(11.1)
TOTAL BUDGET	\$875,636,329	\$841,083,483	\$(34,552,846)	(3.9)

OPERATING BUDGET REVENUES BY SOURCE

ENTITY	2022	2023	CHANGE \$	CHANGE %
Taxes	\$173,020,000	\$173,540,000	\$520,000	0.3
Licenses & Permits	7,995,371	7,426,583	(568,788)	(7.1)
Intergovernmental	30,204,256	12,566,583	(17,637,673)	(58.4)
Charges for Services	17,168,699	15,920,500	(1,248,199)	(7.3)
Fines & Forfeitures	3,873,569	3,476,890	(396,679)	(10.2)
Miscellaneous	12,090,726	10,652,827	(1,437,899)	(11.9)
Rents & Royalties	729,026	1,535,000	805,974	110.6
Transfers	900,000	450,000	(450,000)	(50.0)
Other	33,189,001	53,200,519	20,011,518	60.3
Fund Balance	11,493,278	13,595,889	2,102,611	18.3
TOTAL REVENUES	\$290,663,926	\$292,364,791	\$1,700,865	0.6

OPERATING BUDGET BY WORK BREAKDOWN STRUCTURE AREA

AREA	2022	2023	CHANGE \$	CHANGE %
General Government	\$18,296,260	\$20,490,050	\$2,193,790	12.0
Finance & Budget	5,999,048	6,137,307	138,259	2.3
Information Systems	8,403,249	8,383,436	(19,813)	(0.2)
Emergency Services	15,293,078	15,642,266	349,188	2.3
Court System	49,098,176	48,870,820	(227,356)	(0.5)
Community Support	1,536,366	1,594,248	57,882	3.8
Community Justice	76,156,294	81,421,425	5,265,131	6.9
Sustainability	8,922,474	9,091,294	168,820	1.9
Debt Service	29,496,905	30,373,212	876,307	3.0
Employee Benefits	37,287,581	31,640,976	(5,646,605)	(15.1)
Insurance	6,580,539	7,500,000	919,461	14.0
Grants & Subsidies	32,643,956	30,269,758	(2,374,198)	(7.6)
Other Expenditures	950,000	950,000	0	0.0
TOTAL BUDGET	\$290,663,926	\$292,364,791	\$1,700,865	0.6



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FAIR ACRES BUDGET BY CATEGORY

CATEGORY	2022	2023	CHANGE \$	CHANGE %
Intergovernmental Revenues	\$52,450,000	\$54,914,190	\$2,464,190	4.1
Miscellaneous Revenues	8,411,583	11,092,195	2,680,612	31.9
Rental, Sale, & Other Revenues	1,800,000	340,800	(1,459,200)	(81.1)
General Fund Subsidy	6,231,853	3,068,009	(3,163,844)	(50.8)
Fair Acres Revenues	\$68,893,436	\$69,415,194	\$521,758	0.8
Direct Services	38,142,860	37,708,435	(434,425)	(1.1)
Administration and Support	16,125,576	16,367,759	242,183	1.5
Employee Benefits	12,625,000	13,039,000	414,000	3.3
Insurance	2,000,000	2,300,000	300,000	15.0
Fair Acres Expenditures	\$68,893,436	\$69,415,194	\$521,758	0.8

CAPITAL BUDGET BY CATEGORY

CATEGORY	2022	2023	CHANGE \$	CHANGE %
Facilities & Buildings	\$39,482,634	\$50,713,450	\$11,230,816	28.4
Parks, Trails, Open Space	7,398,393	9,082,260	1,683,367	22.8
Information Technology	4,452,314	3,567,100	(885,214)	(19.9)
Vehicles & Equipment	2,771,428	1,974,500	(796,928)	(28.8)
Transportation	2,342,000	2,350,000	8,000	0.3
Contingency	1,000,000	3,800,000	2,800,000	280.0
TOTAL CAPITAL	\$57,446,769	\$71,487,310	\$14,040,041	24.4

FISCAL BUDGET BY SERVICE

SERVICE	2022	2023	CHANGE \$	CHANGE %
Children & Youth Services	\$48,524,004	\$48,699,611	\$175,607	0.4
Mental Health	38,495,245	39,650,100	1,154,855	3.0
Intellectual Disabilities	14,118,360	14,263,204	144,844	1.0
Early Intervention	7,320,136	6,806,284	(513,852)	(7.0)
Early Learning Center	89,804,860	69,403,401	(20,401,459)	(22.7)
Drug & Alcohol	7,248,626	7,432,085	183,459	2.5
DelCo Health Department	0	18,294,538	18,294,538	N/A
HealthChoices	148,655,381	143,662,744	(4,992,637)	(3.4)
Emergency Rental Assistance	48,457,724	5,931,600	(42,526,124)	(87.8)
HealthChoices Reinvestment	11,291,507	6,846,412	(4,445,095)	(39.4)
Services for the Aging	15,245,618	16,415,648	1,170,030	7.7
Workforce Development Board	16,751,942	17,636,578	884,636	2.8
Other Services*	12,718,795	12,773,983	55,188	0.4
TOTAL SERVICES	\$458,632,198	\$407,816,188	\$(50,816,010)	(11.1)

*Other services include Adult and Family Services, Medical Assistance Transportation, Library Funds, Emergency Medical Services, and the Office of Housing & Community Development.



Delaware County Proposed 2023 Budget

Community Guide to the Budget

Organizational Chart

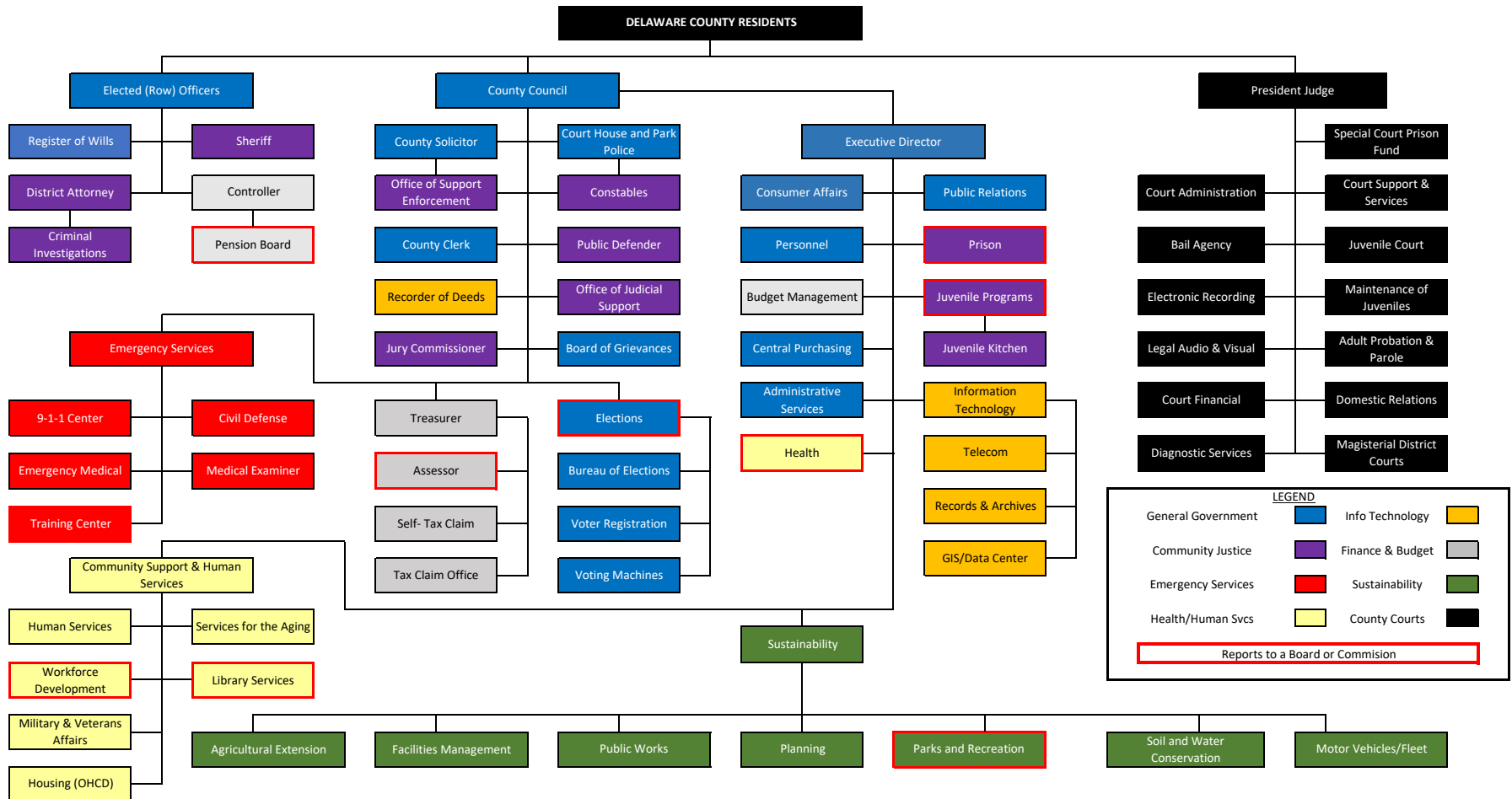
The Organizational Chart presented on the following page provides a functional view of the County government. Each agency presented is a unique financial center within the County's accounting code. The reporting lines depicted reflect the operational relationships and comply with the requirements of the County Charter and Administrative Code, with the following special relationships note:

- The Director of Elections has a reporting line to the County Board of Elections.
- The Director of the Health Department has a reporting line to the Board of Health.
- The Warden of George W Hill has a reporting line to the Jail Oversight Board
- The Superintendent of the Juvenile Detention Center has a reporting line to the Board of Managers.
- The Director of Parks & Recreation has a reporting line to the Parks Board.
- The Director of Workforce Development has a reporting link to the Workforce Development Board.
- The Director of Library Services has a reporting line to the Library Board.
- The Tax Assessor reports to the Board of Assessment.
- The County Controller coordinates the activities of the Pension Board.
- The Training Center is under the supervision of the Fire & Life Safety Board.

The color-coding is consistent with the function of government presented in the sections of the budget documents, as depicted in the table below:

Function	Color Code
General Administration	●
Community Justice	●
Emergency Services	●
Health/Human Services	●
Information Technology	●
Finance & Budget	
Sustainability	●
County Courts	●

DELAWARE COUNTY ORGANIZATION CHART



- The Elected Row Officers, Pension Board, Board of Grievances, and President Judge do not have separate budgets.
- The Agricultural Extension budget is included under Other Subsidies.
- The Special Court Prison Fund has a budget of \$128,000 for Personnel items.



Community Guide to the Budget

Council Vision - Emerging from the COVID-19 Pandemic and Building on Success

Council Chair Dr. Monica Taylor



Delaware County is at an inflection point. Two and half years ago our lives changed as the COVID-19 pandemic shut down the world and forever changed how we live our lives. But thanks to science and COVID-19 vaccines, immunity, and ongoing public mitigation efforts—we are beginning to emerge, thrive, and become stronger in many ways.

While it is critical that our community remains vigilant against the virus, the re-opening of our community allows us to build on the critical investments Delaware County has made over the last three years to refocus government so that it works for every resident, worker, and taxpayer.

When a new majority took office in January 2020, we were committed to making big and small changes because they matter. How a government interacts with the people it represents, how it allocates resources, how it includes diverse and new voices, and how it works together- all play an important role. The COVID-19 pandemic brought the importance of a competent, functioning government with the right priorities into sharp focus.

And despite the need to focus on addressing the monumental impact of the pandemic, over the last three years Delaware County continued to make important investments in its future through the pandemic, transforming ideas and plans into ongoing, successful operations. From the opening of the County's new Health Department, to building the County's first ever HR system, to creating the County's largest park at the





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Don Guanella site, to rethinking how we keep our community safe and how justice is delivered by removing the profit motive from our jail, Delaware County is making fundamental changes while protecting taxpayers. I am extremely proud that this year's budget will be the third consecutive spending plan that doesn't raise taxes, an especially important achievement with inflation making the cost of everyday goods higher.

This year's budget builds on the successes of the last three years, with a focus on breaking down silos across county government and between the county and municipalities to make each more effective and efficient. It also focuses on rebuilding and improving our county's infrastructure and physical plant and expanding opportunities for workers and businesses. With the hiring of a new Diversity, Equity, and Inclusion Officer, Delaware County is working to build a strong, talented, and diverse workforce. Through our new Responsible Contracting Ordinance and equity requirements for purchasing, Delaware County is creating opportunities in every community.

Another exciting new initiative is the County's launch of the "no wrong door" program which will dramatically improve our ability to provide necessary services to residents no matter how or where they contact County government. Beginning with the County Health Department, visitors can obtain assistance and services from the County 24-hours a day through a central hub "Wellness Line."

Great things are happening in Delaware County, all of which are due to the hard work and commitment of the people who work with us. These last few years have been extremely trying, and we commend the County Team for all that they have done to make our county a place where people and businesses want to call home.

Protecting and Preserving Our Community While Creating Opportunity

Council Vice Chair Elaine Paul Schaefer

One of the many things that makes Delaware County a great place to live, work, and visit is its broad array of outdoor activities, including trails and paths for hiking and biking, parks for both passive and active play, and green spaces for enjoying time with friends and family. Outdoor spaces have always been a valued commodity, but the pandemic showed us just how treasured green space is. Over the past few years, we have seen the ways outdoor space enhances our quality of life and it also has a tangible economic benefit in our community.





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Our renewed appreciation of open space will be evident in the dramatic expansion and improvement of the County’s parks and greenways. Future projects include opening the largest County-owned park at the 213-acre former Don Guanella site and the expansion of Upland Park, Little Flower, and Rose Tree Park. We are also making investments in infrastructure that have long-term positive impacts for our economy, including changing our auto fleet to electric, requiring the build out of EV infrastructure that will support private sector investment, and building our economy as we also protect our environment.

This year, we are taking the next step in protecting and preserving Delaware County’s outdoor space with the launch of a “Zero Waste” program. This new program, being developed with the help of national experts, will completely transform our approach to handling waste the County has to process every year. It will focus on the conservation of resources, reducing what is being thrown out, increasing recycling, and managing the waste that can't be recycled in way that is economically and environmentally sustainable. Not only will “Zero Waste” create new economic opportunities, but it will put Delaware County at the forefront of communities taking action to protect their natural resources.



Protecting our natural resources also requires Delco to be smarter and more strategic about how land that is used for development is being allocated and planned for. This year, a new economic development strategic plan was adopted and a new landbank, to be managed by the Redevelopment Authority (RDA), was created. The new landbank will allow the County to reinvest in and revive underutilized and abandoned properties, allowing for affordable housing, new commercial development, and additional

greenspace. It is expected that the new landbank will help better utilize the underutilized properties that every community has.

At a time when people increasingly can live anywhere, Delaware County is becoming a place where people choose to call home.

Changing the Very Nature of Improving Public Safety

Delaware County Councilmember Kevin Madden

Over the last three years, Delaware County has begun to fundamentally change our public safety and justice systems to create a safer community for all of us -- and the results are already evident. While other communities have seen crime, especially violent crime, climb in recent years, Delaware County has seen the opposite, and gun violence in the City of Chester is at its lowest



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level in years. With this year's budget, Delco is continuing to build on what is proving to work by ignoring false "either/or" choices and focusing on results.

This year, Delaware County de-privatized and reassumed control of the George W. Hill Correctional Facility so that, instead of funding the profits of the private company that managed it, we are investing in the long-term health of our residents. Local jails, like Delaware County's, house people who either have been accused of a crime and are awaiting a court hearing 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 and pragmatic results-focused policies are key to reducing recidivism. That's why, as last year's budget did, this year's budget includes funding to implement new services and programming to address addiction and mental health issues and provide both career development and re-entry support.



The County is also continuing to move forward with long-overdue reforms to our juvenile justice system. A key focus is reducing the number of children in the justice system and providing alternatives to detention that keep the child in the community when it is safe to do so. This Council, through the Juvenile Detention Board of Managers, has engaged with architects and community and thought leaders, to reimagine a facility that is appropriate for youth and changes the nature of detention by providing needed services and treatment, including trauma related care, in order to allow young offenders the chance to reset their lives and become successful adults.

Of course, we cannot make our communities safer without ensuring that public safety offices and law enforcement officers have the tools they need to keep us and themselves safe. This year, Delaware County Council moved to replace the County's 911 system with state-of-the-art connectivity and radios. This long-overdue upgrade, combined with the County working to make the upgrade resources available to all 49 municipalities across the county, will help protect those who risk their lives for the rest of us.



Finally, a key element of any public safety reform plan is limiting and mitigating the devastating impacts of addiction and gun violence. This budget continues to fund important programs to reduce both by expanding job opportunities to reduce drug use



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and violence and to help those who have made a mistake get the treatment and training they need to restart their lives and become healthy and productive members of our community.

Delaware County is working to build a community where everyone can feel safe and build the life they want and deserve.

Building a Government that is Efficient, Effective and Accountable

Delaware County Councilmember Christine Reuther

The COVID-19 pandemic was a test of every level of government. It created immense stress and hurdles. Despite the many challenges the pandemic presented, County government stepped up, quickly moving to operate virtually even as government continued to deliver critical services. This includes everything from managing elections to administering COVID -19 tests and vaccines. At the same time, services continued to expand, new County directors and members of the County team were hired, and much needed foundational changes continued.



But as the pandemic recedes, there is an opportunity to reflect on what worked, and what improvements can be made to better serve residents, workers, and businesses in the “new post-pandemic normal”.

DELAWARE COUNTY JOB FAIR

WE ARE NOW HIRING!

ON-SITE INTERVIEWS!
BRING YOUR RESUME!
MANY OPEN POSITIONS!

911 CENTER
360 N. MIDDLETOWN RD.
MEDIA, PA 19063

SATURDAY & SUNDAY
MARCH 12 & 13
10 AM - 4 PM

MANY FULL-TIME POSITIONS OPEN!

GEORGE W. HILL CORRECTIONAL FACILITY
BUREAU OF ELECTIONS *** COUNTY COURTHOUSE *** COUNTY PARK POLICE
COUNTY SHERIFF'S DEPARTMENT *** DELAWARE COUNTY HEALTH DEPARTMENT
FAIR ACRES *** HUMAN SERVICES *** MEDICAL EXAMINER'S OFFICE

In many ways, Delaware County is ahead of many other local governments. Over the last two budgets, the County began to improve government’s performance by investing in our workforce and increasing transparency and accountability. In addition to creating a new HR Department, hiring the County’s first ever Diversity, Equity, and Inclusion Officer, and securing new department heads, the County continued to review our compensation model to ensure that Delaware County is able to attract and retain the workforce needed to deliver vital services. The County has already begun making unprecedented investments in the County’s buildings and facilities and working to offer government information and resources online to make it easier for the public to access

them. Following a recent cyber-attack on the County, we are dramatically increasing our cyber security in order to better protect the people who increasingly use government resources online.



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This year’s budget builds on the changes that have already been made and one of the biggest investments going forward will be in our workers. Like many employers, it has been difficult to attract and keep highly skilled workers in recent years. To increase recruitment and retention efforts, the County, which already started modernizing its HR department to actively recruit workers and undertook a broad review of our compensation plans, will be focusing on building career paths for new workers by increasing training, benefits and pay. The goal is to make the County an employer of choice because one of the most important assets is the people who work for Delco.

Finally, because Delaware County Council is committed to being careful stewards of taxpayer money, we are moving to improve how the budget process works in order to budget more accurately, increase service audits in conjunction with the Controller's office, and moving toward a “zero based budgeting” model for certain government agencies.

Expanding Opportunity to Every Community

Delaware County Councilmember Richard R. Womack Jr.

One of the unique and distinctive things about people who live or are from Delaware County is that they describe themselves as being from “Delco” – not their hometown, but their county. That Delco identity binds us together, whether one is from Radnor or Marcus Hook, Chadds Ford or Tinicum, Upper Darby or Ridley. It also means that everyone, regardless of where they live, should have equal access to government services.



This new budget continues to expand and strengthen relationships across the county and between groups, by helping community organizations and municipalities obtain grants and to activate additional funding for overlooked communities. Through the work of the County’s Diversity, Equity, and Inclusion Officer, we are prioritizing collaboration with communities, letting them know what opportunities are available and encouraging them to complete the applications.

One early success of this approach is the work being done to expand access to affordable, quality housing and to help keep people in their houses, especially seniors who want to age in place. Through direct financial support as well as funding for needed repairs and updates, programs can be tailored around community and individual needs.



Another community feeling the impact of this new commitment to collaboration is the City of Chester. By working with local law enforcement and Delco District Attorney Jack Stollsteimer,



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the city's violent crime and murder rates are both dropping. Local and County leaders are working with small businesses to increase opportunity, improve the 291 Corridor, and obtain new investment in local infrastructure.

Delaware County is poised to emerge stronger after the COVID-19 pandemic but true success requires every community benefitting and we are committed to ensuring each resident in every community thrives.



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1.1 Overview

Delaware County government is important to everyone who lives, works, owns property in, or visits our community of over 580,000 people.

County government is responsible for providing core services that make the County a welcoming, prosperous, and safe place to live, work, and play. It does so by providing services in areas such as community justice and rehabilitation, community health and wellness, human services, and emergency communications. County government is also responsible for maintaining some of the roads, parks, and playgrounds that residents, commuters, and visitors use every day. As a large, complex organization, County government has professionals committed to excellence in finance, human resources, and information technology, among other areas that support these operations.

The budget is presented in three volumes. *Volume 1 - Community Guide to the Budget* details how County Council's priorities relate to everyday County government functions and provides a high-level overview of how County government allocates resources to deliver services and advance its vision. It also suggests ways to measure the County's progress and share results with the community. *Volume 2 - Capital Improvement Program*, describes the needs assessment and prioritization process and includes a catalog of all initiatives included in the CIP. *Volume 3 – Financial and Performance Data*, is a collection of tables that provides line-item details in the financial plan for the intrepid budget explorer and addresses the County's development of performance measures for key departments.

The County budget consists of the following four parts:

- The **Operating Budget** provides for the general functions of government, including administration, finance and budget, county courts, community justices, health and wellness, emergency services, information management, sustainability, and the other costs essential to its operation. The Operating Budget is funded primarily through the collection of taxes, fines and fees, and intergovernmental grants and transfers.
- The **Fair Acres** budget is presented separately and provides for the operation of the County's geriatric center. Fair Acres receives funding from fees for services, reimbursements under Medicare and Medicaid, state and federal grants, and via a transfer from the County's General Fund
- The **Capital Budget** provides the five-year Capital Improvement Program (CIP) to improve and sustain the County's infrastructure. It consists of work on facilities; information technology; vehicles and equipment; transportation; parks, trails, and open space; and other minor improvements. The Capital Budget is resourced primarily through loans and bonds.



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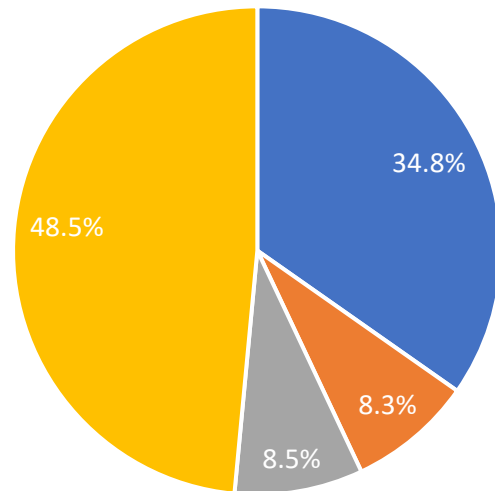
- The **Fiscal Budget** addresses the County’s social service agencies, which are approved on the state’s fiscal cycle (July-June). Funding principally comes from state and federal grants.

Fiscal Year 2023 Total Budget

The total amount of funds entrusted to the County from the sources identified above in 2023 is \$841 million as depicted in the pie chart and the table below:

2023 Total Budget

Budget	Funding
Operating Budget ●	\$292,364,791
Fair Acres ●	69,415,194
Capital Budget (CIP) ●	71,487,310
Fiscal Budget ●	407,816,188
TOTAL BUDGET	\$841,083,483



A primary goal of the budgeting process in 2023 is to move the County closer to revenue and cost realism, reflecting actual experience. Using actual data, including the pre-pandemic years, allows the County to reconcile requirements with resources, and eliminates the practice of “overbudgeting” and the reliance on non-recurring funds to meet recurring needs. The end result is a financial plan that is fiscally sustainable, more transparent, and provides improved accountability on the uses of public monies. Historical data for the General Fund is depicted in the figure and table below (FY2022 entries are estimates and depicted in a lighter shade):

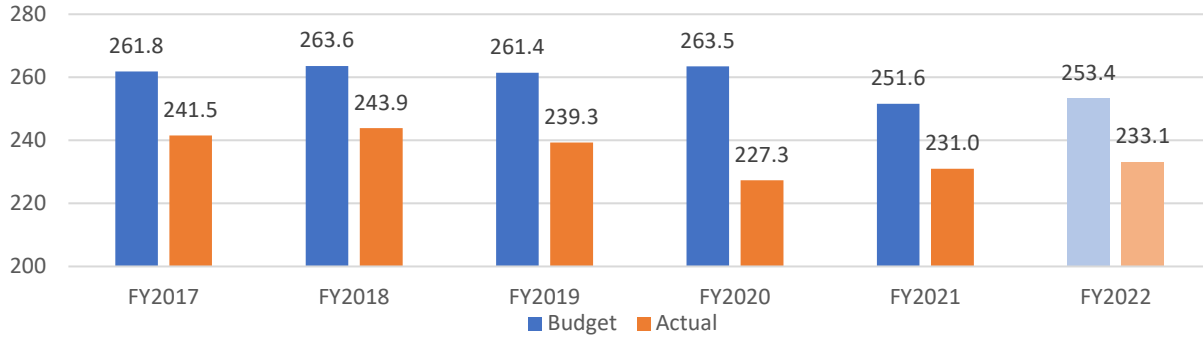


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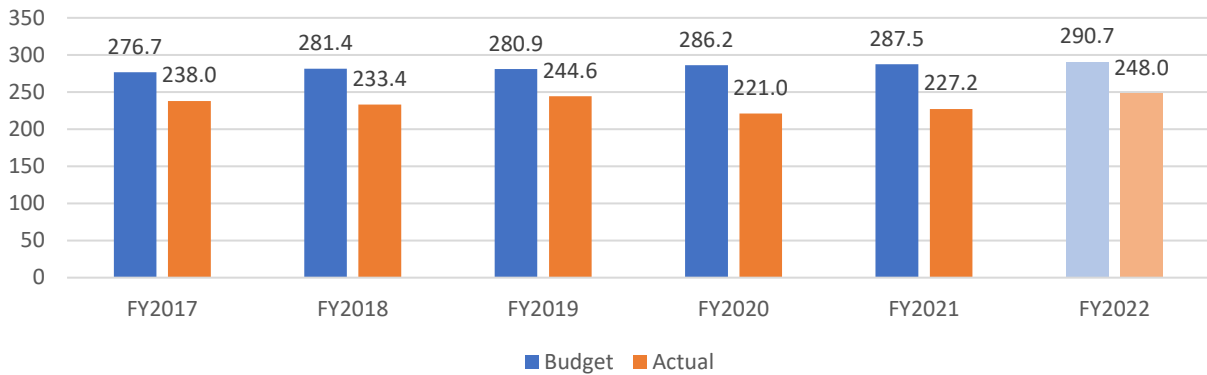
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Historical Data – General Fund (Fund 01) Only - Sources and Uses (Budget-to-Actuals)

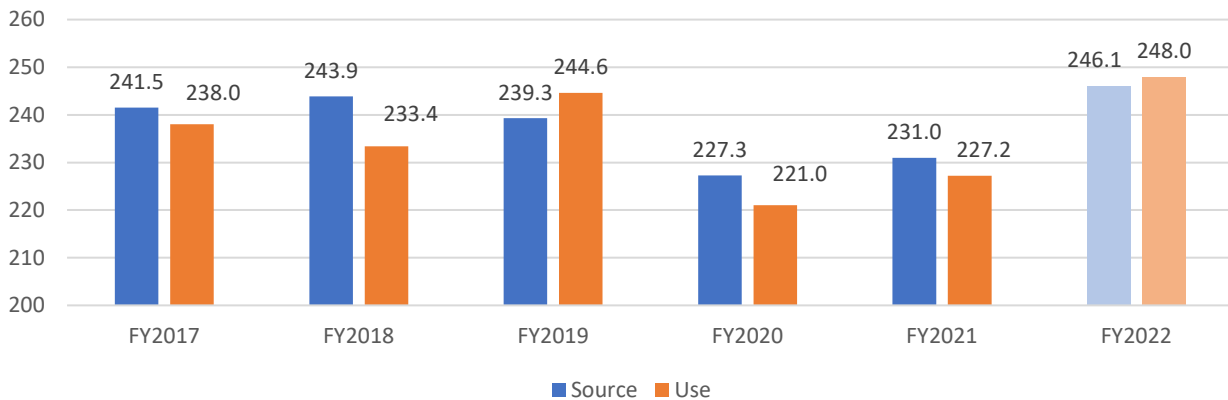
Sources



Uses



Balance of Sources and Uses



The series of graphs above underscore the necessity of moving toward better accuracy in forecasting both revenues and expenditures.



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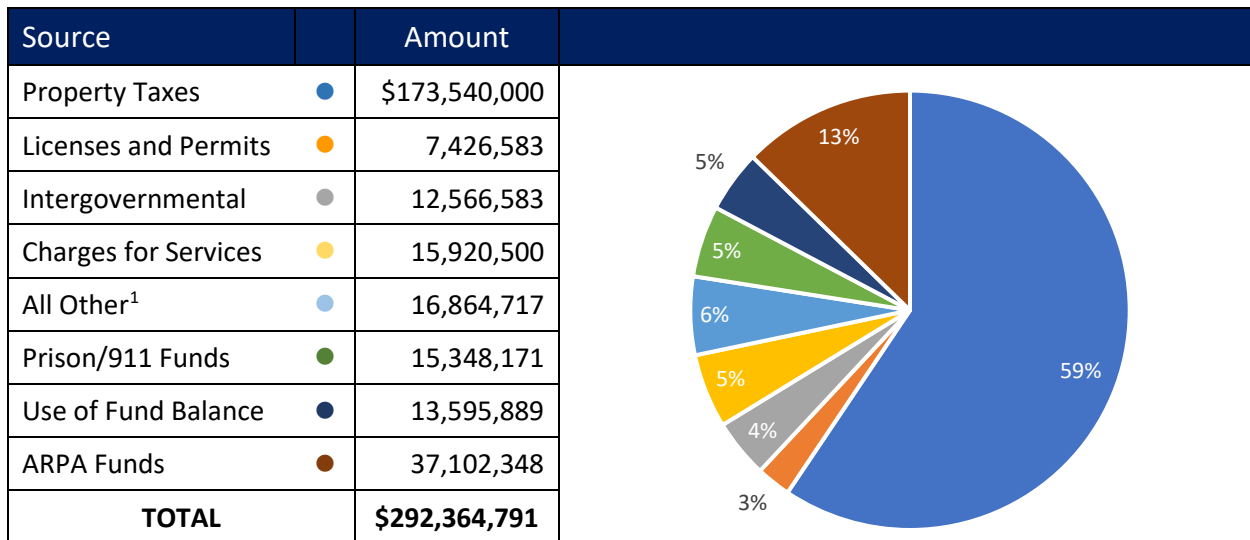
1.2 General Fund - Sources and Uses

Sources of funds – Where does the money come from?

Delaware County government draws its operating revenues from local taxes, fees for services, state and federal grants, and public private partnerships. From FY2023 through FY2024, the County will also leverage non-recurring funds drawn from the County’s allocation from the American Rescue Plan Act (ARPA). The uses of ARPA funds must comply with the guidelines established by the US Department of the Treasury. Additional information on the County’s employment of ARPA funds is provided later in Section 1.6.

FY2023 Sources of Fund – General Fund

FY2023 Total Operating Budget (General Fund Revenues Across All Funds)



The FY2023 operating budget projects \$292.4 million in revenues across the General, Emergency Communications, and Prison Funds. Approximately 59% of the operating budget is projected to be funded by property tax revenues and the remaining 41% will come from various sources, including fees and fines, intergovernmental revenues, grants and reimbursements, and other revenues. Each of these sources of funds is addressed later in this section. In aggregate, the FY2023 budget projects \$1.7 million (0.6%) more than the FY22 adjusted Budget of \$290.6 million, primarily due the County Budgeting revenues to actual and as a result having to use additional ARPA funds to cover the projected budget deficit and \$13.6 million fund balance.

¹ “All Other” funds include Fines & Forfeitures (\$3,476,890); Interest (\$750,000); Rents & Royalties (\$1,535,000), Transfers (\$450,000) and Miscellaneous (\$10,652, 827). These are discussed in subsequent paragraphs.



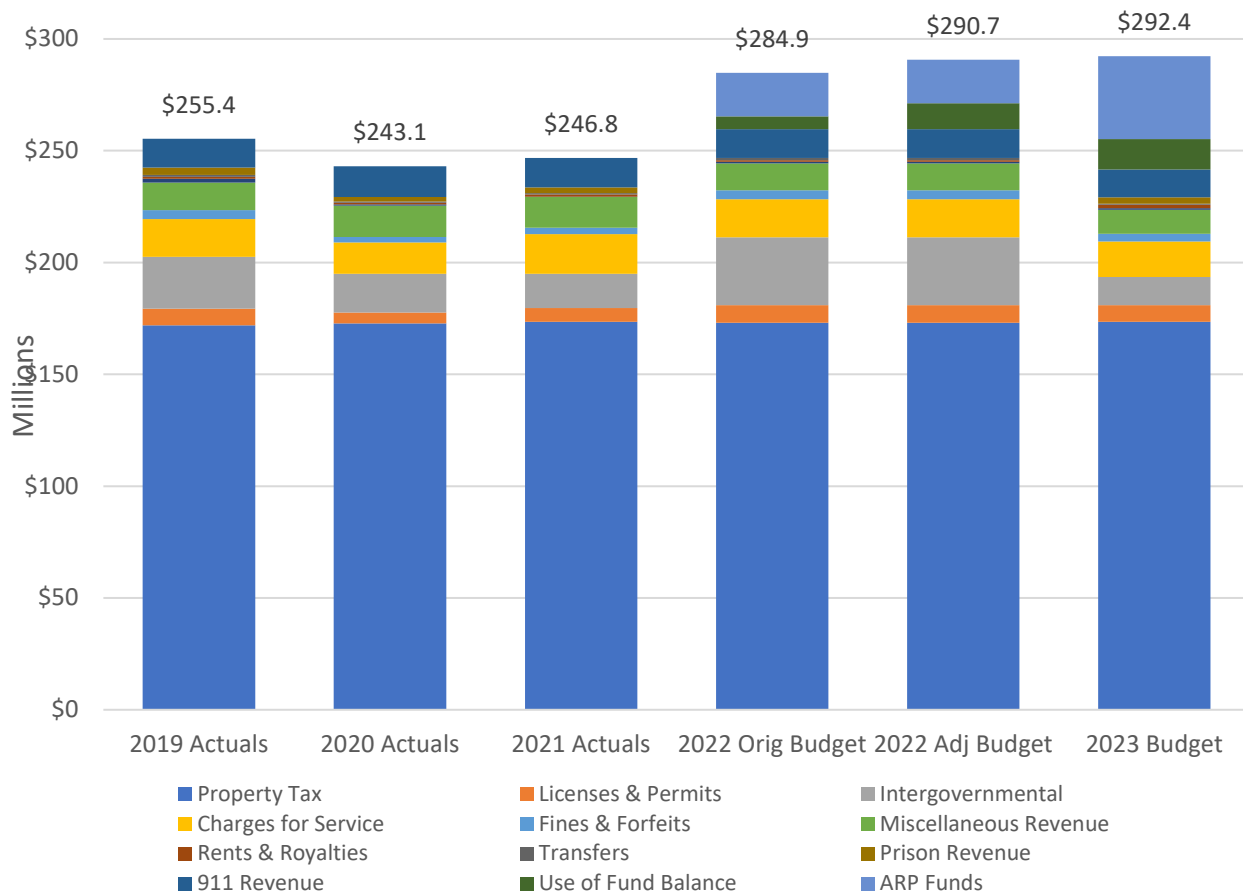
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Trend Analysis

From 2019 to 2020, total operating revenues dropped by \$12.0 million (or 4.7%) from \$255.3 million to \$243.0 million largely due to the impact of the pandemic. In 2021, Operating Revenues had recovered slightly as operating revenues rose from \$243M to \$246.7M which is a \$3.7M increase or roughly 1.5%. The FY2022 budget assumes that revenues would return to pre-pandemic levels and projects using a portion of the \$110.1 million American Rescue Plan Act (ARPA) allocation to fund certain one-time expenses. However, actual revenue numbers now appear that they will fall short of projections - leading to the FY23 Budget for Operating revenues being budgeted at lower rates to align more with actual receipts. The FY2023 budget provides \$292.4 million for General Fund revenue, funding from PEMA/911, and Prison revenues. The budget also draws \$13.6 million from reserves (fund balance) and applies \$37.1 million in Lost Public Sector Revenues from ARPA funds. The revenues trends are presented in the graph below and discussed in the subsequent narrative. Detailed financial data is presented in Volume 3.

Five-Year Operating Fund Revenue Trends (in \$millions)





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FY2019 to FY2023 Operating Revenues

ENTITY	ACTUAL			BUDGET		
	2019	2020	2021	2022 Adopted	2022 Adjusted	2023
Property Tax	171,955,674	172,741,281	173,476,984	173,020,000	173,020,000	173,540,000
Licenses & Permits	7,460,725	4,886,065	6,227,678	7,995,371	7,995,371	7,426,583
Intergovernmental	23,138,244	17,417,125	15,337,283	30,204,256	30,204,256	12,566,583
Charges for Service	16,866,425	13,997,301	17,682,254	17,168,699	17,168,699	15,920,500
Fines & Forfeits	3,971,589	2,451,584	2,898,503	3,873,569	3,873,569	3,476,890
Miscellaneous	12,381,344	13,940,865	13,683,570	12,090,726	12,090,726	10,652,827
Interest	1,758,389	540,434	111,141	740,981	740,981	750,000
Rents & Royalties	855,010	749,991	996,080	729,026	729,026	1,535,000
Transfers	860,000	565,000	595,000	900,000	900,000	450,000
Prison Revenue	3,294,915	1,999,337	2,532,925	0	0	2,906,000
911 Revenue	12,818,137	13,765,180	13,237,830	12,998,020	12,998,020	12,442,171
Use of Fund Balance	0	0	0	5,707,765	11,493,278	13,595,889
ARP Funds	0	0	0	19,450,000	19,450,000	37,102,348
TOTAL REVENUES	\$255,360,452	\$243,054,164	\$246,779,248	\$284,878,413	\$290,663,926	\$292,364,791

The paragraphs that follow provide detailed discussions of each revenue source.

Property Tax

Delaware County relies primarily on property taxes for funding. The County millage for 2023 is 2.999 (\$2.999 per \$1,000 of assessed value), unchanged for the third consecutive year. The total tax levy is a combination of township/borough/city, school district, and County millage. 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, however this percentage does vary based upon your specific local government.



County taxes (shown in blue) are approximately \$0.11 out of your tax dollar. Local taxes (shown in red) are approximately \$0.19 and School taxes (shown in green) average \$0.71.



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In 2020, the County undertook a property value reassessment as required by state law. While many property owners saw changes in their property taxes, the reassessment was “revenue neutral” to the County. In general, the increase in taxable assessed value of your property was offset by a decrease in property tax rate, illustrated in the table below:

Taxable Assessed Value and Millage Rates

	2019 Actual	2020 Actual	2021 Actual	2022 Projected	2023 Budget
Taxable Assessed Value	\$31.7 billion	\$31.7 billion	\$57.8 billion	\$58.0 billion	\$58.5 billion
County Tax Millage	5.461	5.461	2.999	2.999	2.999

Current Year Property Tax Revenues

Each year, the County Treasurer’s Office mails out property tax bills on February 1st. Property owners who pay their tax bills in full before April 1st receive a 2% discount on the total amount due. The County receives most of its current year revenues during this discount period. From April 2nd to June 1st property owners can pay their tax bill at face value without incurring a penalty. If property taxes are paid between June 2nd and December 31st, property owners incur a 10% penalty.

Total actual Property Tax receipts were \$165.9M in 2019, \$165.4M in 2020, and \$168.1M in 2021. In 2021, the County conducted a Property Reassessment the County underwent – adjusting both Taxable Assessed Values and the County Millage Rate in 2021. Tax revenues dipped slightly due to reasons related to the pandemic, but have since rebounded to slightly higher levels due to growth in the assessed value, in part driven by new construction. The County is also seeking methods to better capture growth in the assessed values of properties to ensure fairness in property taxes.

Five-Year Revenue Collections (in \$ Millions)

Period	Dates	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2023 Budget
Discount Period	February 2 nd to April 1 st	\$149.6	\$149.9	\$153.8	\$150.2	\$155.2
Face Period	April 2 nd to June 1 st	\$10.2	\$11.1	\$7.4	\$10.5	\$7.8
Penalty Period	June 2 nd to December 31 st	\$6.1	\$4.4	\$6.9	\$5.6	\$5.6
Total Current Year Revenues		\$165.9	\$165.4	\$168.1	\$166.3	\$168.6

Another factor that determines the County’s current real estate tax revenues is the collection rate. The International City/County Management Association (ICMA) sets a 95% benchmark for



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current year collections. Over the past several years, including the pre-pandemic years of 2017-2019, the County’s current year collection rate averaged 96.2%. The FY2023 budget carries the 96% collection rate assumption forward and projects \$168.6 million in current year collections based on a projected taxable assessment value of \$58.6 billion.

Current Year Collection Rates (in \$ Millions)

	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2023 Budget
Taxable Assessed Value	\$31,693	\$31,778	\$57,835	\$58,035	\$58,562
Tax Rate	5.604	5.461	2.999	2.999	2.999
Current Year Collections	\$165.9	\$165.4	\$168.1	\$166.3	\$168.6
Collection Rate	93.4%	95.3%	97.1%	95.6%	96%

Delinquent Property Tax

If property taxes remain unpaid as of December 31st of each year, the Treasurer’s Office turns over delinquent taxes to the County Tax Claim Bureau. On March 1st of each year, the Tax Claim Bureau begins the process for collecting delinquent taxes. Interest is added to the outstanding amounts at a rate of 0.75% per month. Additional service fees and other associated fees are also added to the outstanding amounts.

The amount of delinquent property tax the County collects each year depends on the amount of outstanding delinquent taxes from prior years and the amount the County is able to collect for each delinquent account. From 2019-2021, delinquent revenues averaged \$5.3 million primarily from delinquent revenues from the prior three years. The 2022 budget projects \$5.8 million, consistent with the historical average, as displayed below:

	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2023 Budget
Delinquent taxes - 1 year ago	\$1,388,860	\$2,935,221	\$484,379	0	\$500,000
Delinquent taxes - 2 years ago	1,924,631	1,868,825	2,111,921	2,000,000	2,000,000
Delinquent taxes - 3 years ago	1,681,257	1,520,920	1,581,581	2,100,000	1,500,000
Delinquent taxes > 3years old	181,779	105,842	240,526	1,700,000	200,000
Total Delinquent Property Tax	\$5,176,527	\$6,430,809	\$4,418,407	\$5,800,000	\$4,200,000

Public Utility Tax

The County generates a small amount of public utility tax revenue each year. The public utility realty tax (PURTA) is levied against utility services regulated by the Pennsylvania Public Utility



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Commission. The Commonwealth imposes this tax on public utility realty in lieu of local real estate taxes and distributes revenues equal to the local realty tax to local taxing authorities. Since 2014, the County’s public utility tax revenues have gradually declined as shown in the chart below. The FY2023 budget projects \$190,000 in revenues based on the actual revenue collected in 2022.

Public Utility Tax

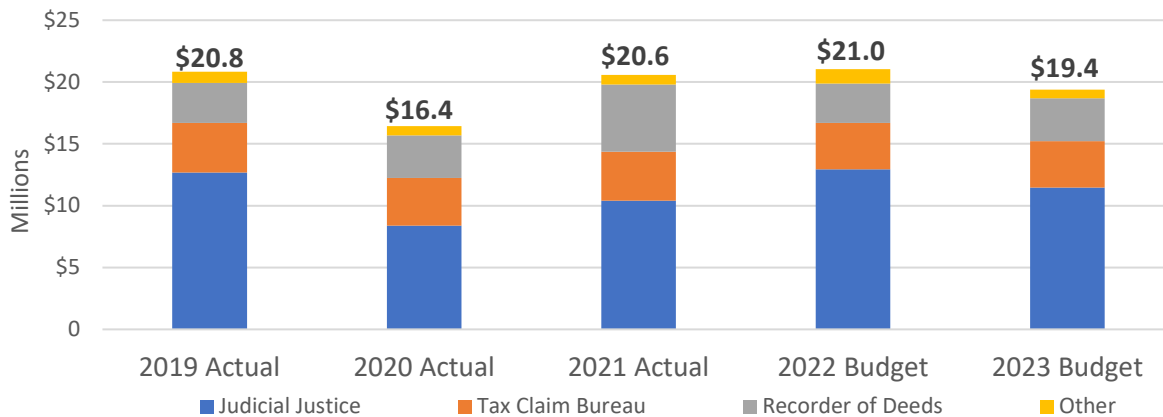
	2019	2020	2021	2022	2023
Public Utility Tax	\$167,226	\$191,112	\$182,165	\$190,000	\$190,000

Charges for Services/Fines & Forfeits

Approximately 7% of the operating budget comes from the combination Fees and Fines and Charges for Services. The largest revenues come from the County Courts and Community Justice systems, including \$3.1 million from Judicial Support, \$2.1 million from the Magistrate District Court, and \$1.2 million from the Sheriff’s Office. Other service areas that contribute charges for services include such as roughly \$3 million from the Recorder of Deeds and the Register of Wills (\$1.9 million). Revenues dropped from \$20.8 million combined in these categories in 2019 to \$16.4 million combined in 2020 due in part to the partial suspensions of County Court activities and areas where services suffered from pandemic related restrictions. Revenues from these activities recovered to pre-pandemic levels in 2021.

The FY2022 budget projects \$21 million in Fees and Fines and Charges for Services which was consistent with in part based on historical actual results prior to 2021. The FY23 Budget projects a combined amount of roughly \$19.4M with the reduction due largely to reductions from Recorder of Deeds (due primarily to increases in home mortgage interest rates), Sheriff, and some other Charges for Service lines.

Fines and Fee/Charges for Services Revenues





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Fine and Fee/Charges for Services Revenues

	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2023 Budget
Judicial Justice	\$12,685,274	\$8,385,075	\$10,397,580	\$12,944,713	\$11,466,390
Tax Claim Bureau	4,013,244	3,849,735	3,967,125	3,750,000	3,750,000
Recorder of Deeds	3,227,112	3,441,247	5,448,232	3,194,583	3,475,000
Other	912,384	772,828	767,820	1,152,972	706,000
Total Fines and Fees	\$20,838,014	\$16,448,885	\$20,580,757	\$21,042,268	\$19,397,390

Intergovernmental Revenues

Another 4% of the projected FY23 operating budget comes from intergovernmental revenues and approximately 49.75% of this revenue is related to the 911 surcharge. The County operates a countywide 911 emergency response system that is primarily funded through the 911 surcharge, which is a \$1.65 surcharge on any communications service capable of two-way communication to a Public Safety Answer Point (PSAP)² levied by the Commonwealth. Surcharges are applied to wireline, Voice over Internet Protocol (VoIP), prepaid mobile, and postpaid mobile users.

The majority of the 911 surcharge is distributed to each Pennsylvania county based on a formula through the Pennsylvania Emergency Management Agency (PEMA).³ Recent changes in the formula have disadvantaged Delaware County, resulting in reductions in revenues. From 2019 to 2021, Delaware County's distributions grew at rate of 5% from \$12.5 million to \$13.1 million. The FY2022 budget projects \$12.9 million. The FY23 budget reflects the reduction in revenues due to the formulaic changes.

Delaware County 911 Surcharge Revenue Distribution

2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2023 Budget
\$12,522,123	\$12,819,184	\$13,155,858	12,998,019	\$12,442,171

The second largest intergovernmental revenue line item is the Commonwealth reimbursement for Domestic Relations, which accounts for 20% of Intergovernmental revenue. In addition to the

² Delaware County is a Public Safety Answer Point (PSAP). In Pennsylvania, PSAPs are typically county-based.

³ 83% of the distribution uses a formula-based calculation based on population and each PSAP's revenues and expenditures over the last five years. 15% of the distribution is used by PEMA to establish, enhance, operate, or maintain statewide interconnectivity of 911 systems. The remaining 2% is retained by PEMA for 911 administration and programmatic support.



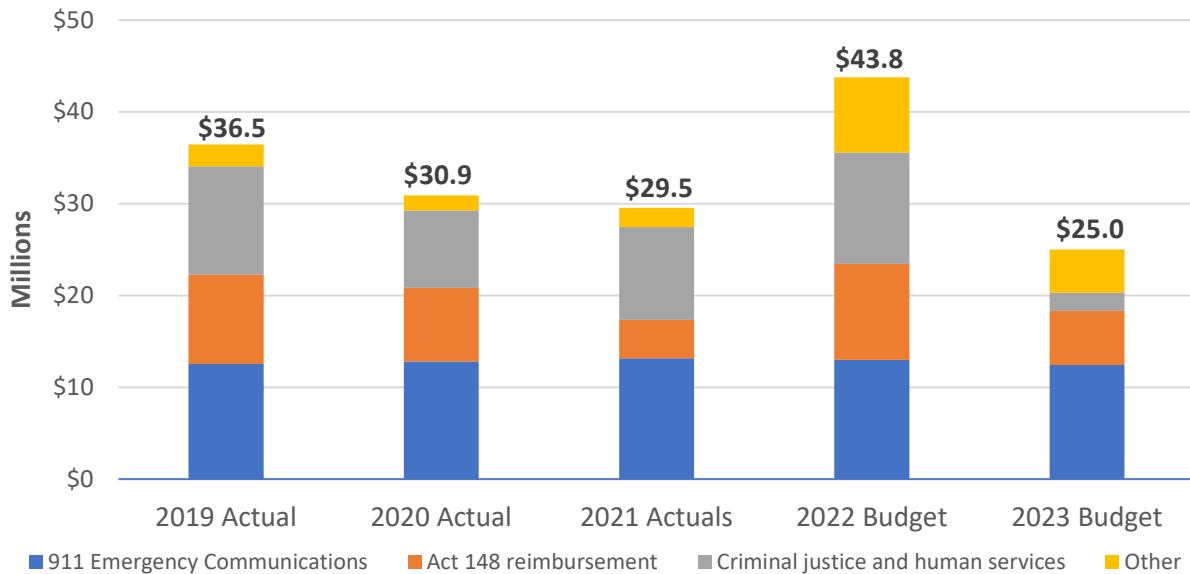
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reimbursement the County may also receive incentive Domestic Relations funds which alongside the regular reimbursement - boosting Domestic Relations to a total of 23.49% of Intergovernmental Revenue. The third largest intergovernmental revenue line item is another Commonwealth reimbursement for a portion of the Juvenile Court’s operating cost and the Juvenile Detention Center according to Act 148, this particular line item has been steadily declining even pre-pandemic. The closure of the Juvenile Detention Center (JDC) in 2021 has also had a significant impact, which is only partially offset by the associated decrease in related costs. The remaining revenues in this category are primarily related to the criminal justice and human services systems, and a small amount of other intergovernmental revenues come from a variety of sources including the Philadelphia International Airport, and a small of Payment in Lieu of Taxes (PILOTs).

Intergovernmental Revenues

	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2023 Budget
911 surcharge and Associated	\$12,818,137	\$13,765,180	\$13,237,830	\$12,998,019	\$12,442,171
Domestic Relations	6,385,320	4,266,917	6,028,929	6,900,926	5,875,000
Act 148 Juvenile Court/Detention	9,740,402	8,018,892	4,191,117	10,450,085	2,000,000
Other	7,012,522	5,131,316	5,117,237	12,853,245	4,691,583
Total Intergovernmental Revenues	\$35,956,381	\$31,182,305	\$28,575,113	\$43,202,275	\$25,008,754





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American Rescue Plan Act

The County has received a total of \$110.1 million in federal funding under the American Rescue Plan Act (ARPA). Allowable uses of these funds include adjusting for Lost Public Sector Revenues and the costs associated with administering the funds, up to 2% of the total award. The County’s uses of these funds to provide for its operational needs are presented in the table below. A more detailed review on the allowable uses of ARPA funds and the County’s programs is presented in Section 1.6.

ARPA Funds Allocation to the Operating Budget (\$ millions)

Allocation	2022 Budget	2023 Budget	Total
Operating Revenue Losses ⁴	\$8.0	\$37.1	\$45.1
Administrative Costs	0.6	-	0.6
COVID-19 Response	2.5	-	2.5
Delaware County Health Department ⁵	7.9	9.4	17.3
TOTAL	\$19.0	\$46.5	\$65.5

Use of Fund Balance

The County maintains a Fund Balance to receive revenues, disburse monies costs, and 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 use of \$13,595,889 of fund balance is included in the 2023 budget.

As of December 31, 2021, the General Fund balance was \$84.2 million, of which \$6 million was assigned for FY22 Appropriated Spending; \$3 million assigned for Prison Contingencies and another \$1.5 million assigned for Employee benefits costs. The County is projecting to apply \$13.6 million of Fund Balance toward the operating deficit in the 2023 budget.

⁴ ARPA funds are not annual funds and remain available for obligation through 2024 and expenditure through 2026. The \$8,040,000 allocated to the General Fund has not yet been incorporated or utilized in the 2022 budget and remains available. Additional detail on ARPA funds is provided in Section 1.6 of this volume.

⁵ The Delaware County Health Department (DCHD) was established as a Fiscal Year (Grant) funded agency in 2022, and is no longer included as part of the General Fund Operating Budget



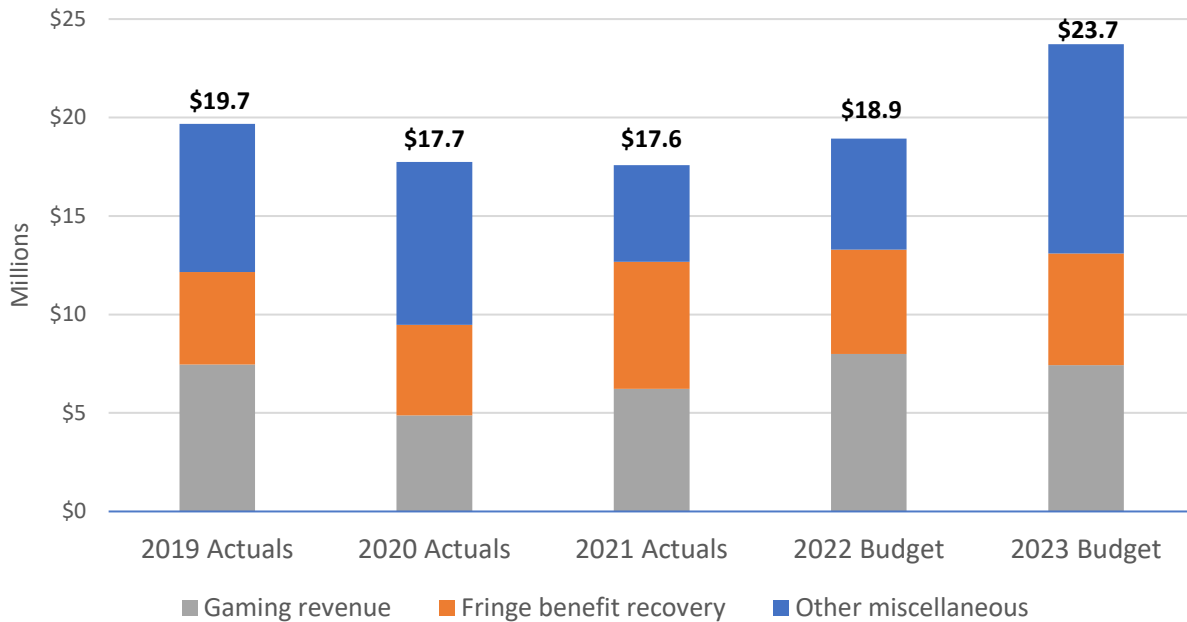
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Other Revenues

Other revenues account for roughly 8% of the operating budget. The largest revenue in this category is the Licenses and Permits (L&P) which includes mostly Gaming Revenue. L&P accounts for 31.31% of the Other Revenue category. Gaming Revenue is projected to total \$7.5 million in FY23, however, this projection carries some risk as it assumes activity will rebound in the coming year from the \$6.5M in received in FY21 and FY22 projections. The second largest revenue in this category is fringe benefits recovery, which are recovered costs from grant programs such as Human Services and Fair Acres for the General Fund Support of these areas. These sources are projected to total \$5.6 million in FY2022. The remaining revenues come from projected transfers to the General Fund, including Hotel Taxes to reimburse the General Fund for debt service on the Soccer Stadium in the City of Chester, interest earnings, rental income, and other receipts.

Other Revenues



	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2023 Budget
Licenses and Permits	\$7,460,725	\$4,886,065	\$6,227,678	\$7,995,371	\$7,426,583
Fringe benefit recovery	4,701,841	4,588,944	6,453,738	5,303,014	5,672,670
Other miscellaneous	14,447,817	13,206,684	11,464,978	9,157,719	10,621,157
Total	\$26,610,383	\$22,681,693	\$24,146,394	\$22,456,104	\$23,720,410

Transparency – Accountability – Equity - Sustainability



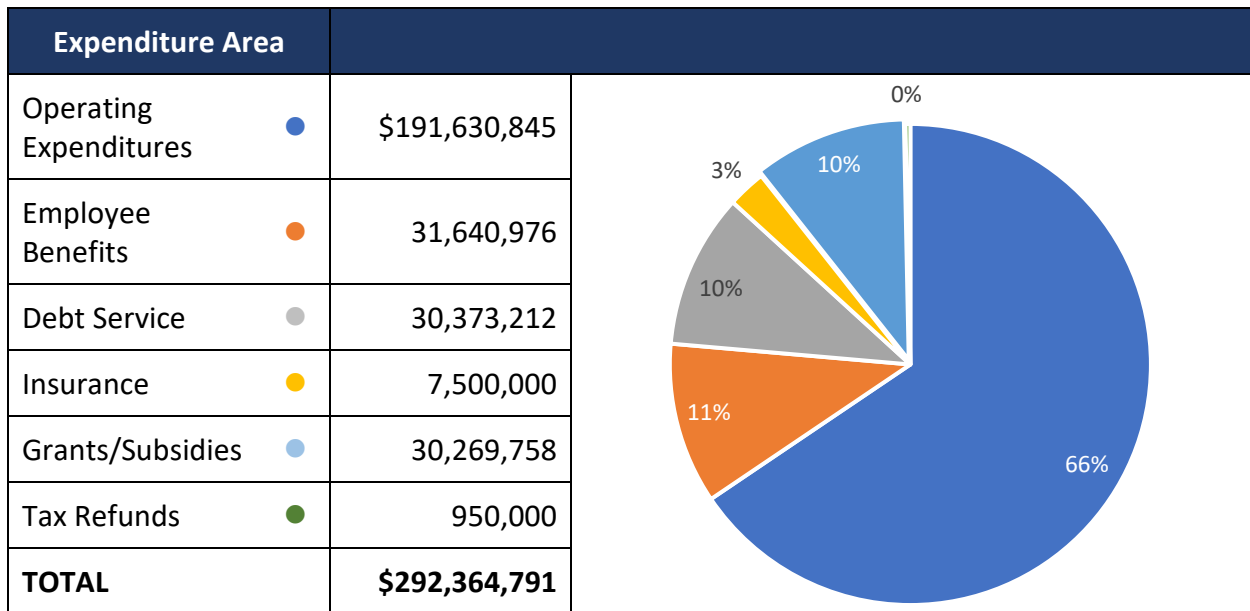
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Uses of Revenues – How Does the County Use the Funds it Receives?

Delaware County funds its operations from the sources of revenue identified in the preceding section. The chart and table below show the historical and budgeted expenditures. In aggregate, the FY2022 budget projects \$292.4 million in operating spending. The tables below provide breakouts of the uses of the revenues by expenditure category and operating/cost areas. Details on the departmental budgets, goals and objectives, and organization charts are provided in the attachments to this volume.

FY2023 Budget by Expenditure Category

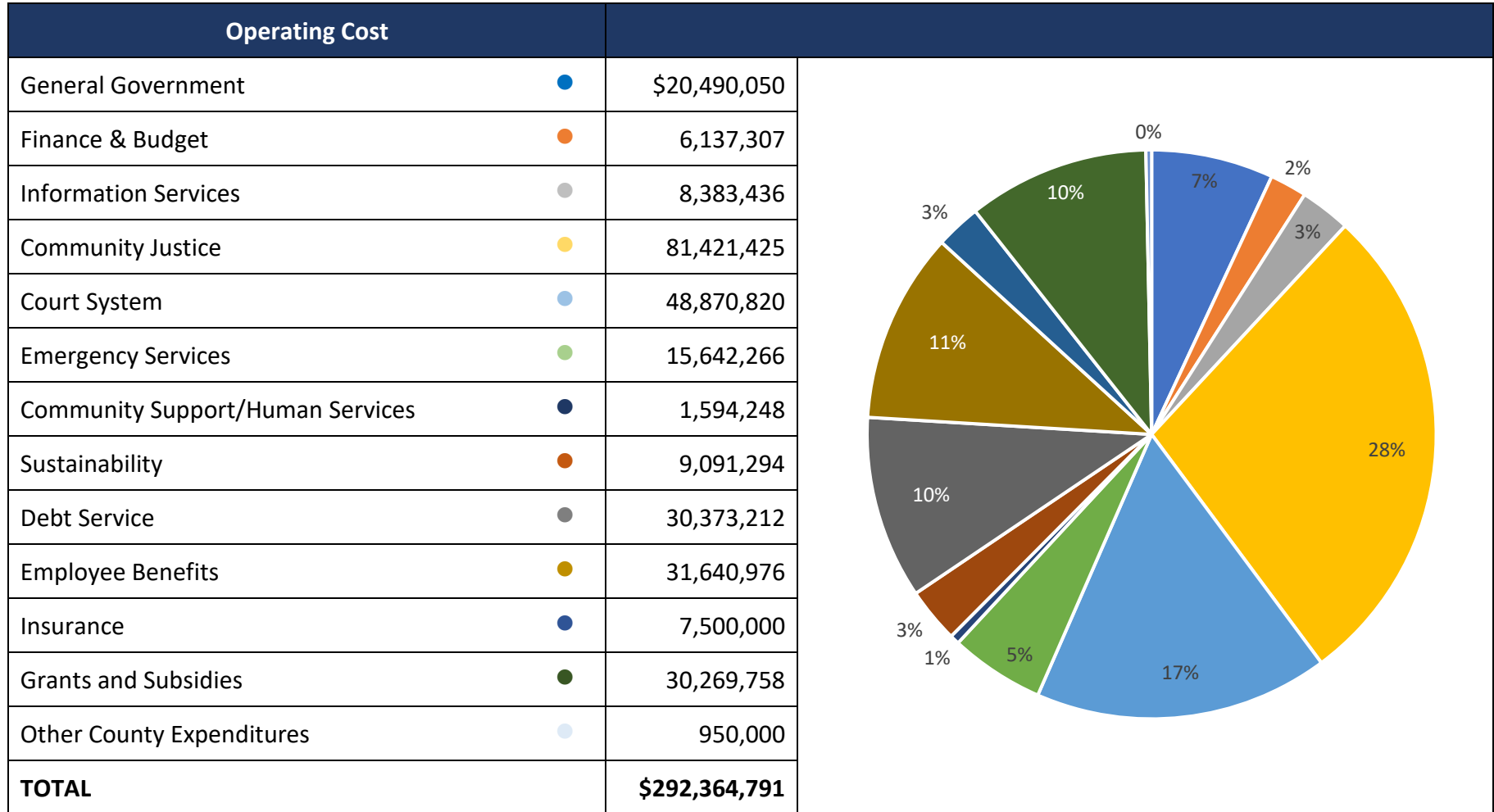




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FY2023 Budget by Operating Cost (in \$ millions)





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What is New/Changed?

The 2023 budget includes several organizational changes to both reflect the reality of our operations and to improve accountability and oversight over some of the smaller entities. These are detailed below:

- The Delaware County Health Department (DCHD) was included in the operating budget in the 2022 submittal. During the year, DCHD was placed on a “fiscal year basis,” reflecting that in the future it’s primary funding sources will be grants and reimbursements. The DCHD budget is now included along with the other fiscal agencies within the County structure. The DCHD budget of \$18,294,538 does not draw from the County’s General Fund.
- The George W Hill Correctional Facility reflects the de-privatization that was completed this year. The budget of \$52,893,269 includes all costs. In comparison, if privatized operation were still in place, the total cost to the County would have been \$55,027,943 (contract cost of \$53,948,964 plus \$1,078,979 (~2%) for internal costs).
- Telecommunications, Records & Archives, and the Geographic Information Systems (GIS) section are merged under Information Technology. This action will provide the oversight and support to Telecommunications and Records & Archives needed to fully automate and digitize our operations, including the anticipated cost savings that will arise from the recently approved audit of our telecommunications systems. The GIS capability will undergo a transformation into a Data Innovation Center – supporting decision making and “cross-silo” collaboration.
- The remaining components of the Training Center and Community Corrections are being integrated into Civil Defense. The combination of assets will result in better use of staff and provide better command and control of in-house resources needed for both emergencies and ongoing special events and projects.
- Although introduced last year, the budget for the Criminal Investigation Department is included within the District Attorney’s budget at his request.
- Public Relations will assume costs for communications that were previously included in the Council’s budget.
- The Executive Director’s budget will include the costs associated with the contracts for governmental representation.
- Personnel’s budget includes the costs for the Broadspire, NEOGOV, and PlanSource contracts.



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- The impacts of the new Collective Bargaining Agreements are included in the 2023 budget. A contingency account is provided to account for the remaining CBA's that remain to be negotiated.
- The County purchased a property at 2 West Baltimore Avenue in Media to consolidate the activities involved in economic development (Commerce, Planning, Housing, Data Innovation Center, and others) and to provide additional space in the Courthouse and Government Center by relocating applicable departments. The expenditure of ~\$15.3 million from the County's capital accounts will be reimbursed from the General Fund once the end of 2022 operating balance is confirmed.

Does the Budget Balance?

The FY2023 budget balances revenues and expenditures. The lingering impacts of the COVID-19 pandemic are addressed using \$37.1 million in American Rescue Plan Act (ARPA) reimbursements for revenue losses and allowable expenses, including costs related to the losses in Court Operations, Emergency Services, and Juvenile Programs. A total of \$13.6 million of the County's reserves are used for other operating costs.

FY2023 represents a transitional year for the County's budget. Normal operations will resume as the impacts of the COVID-19 pandemic recede. While the operating revenues have been pared to reflect proven trends, the true nature of operating expenditures still needs additional exploration in order to ensure that recurring obligations are met with recurring and reliable sources of funds, addressing the historical practice of filling the gap with non-recurring funds, only to produce operating surpluses at the end of the year. The risks and uncertainties that lie ahead (addressed in Section 1.9) require that the County continue to seek realism in both cost and revenues.

1.3 Fair Acres Fund

The County operates the Fair Acres Geriatric Center ("Fair Acres") that offers long-term, intermediate, and skilled care with a capacity for approximately 875 residents and consists of eighteen buildings on a 210-acre campus in Lima, Pennsylvania. Fair Acres provides a full range of residential services and including medical, pharmaceutical, and various therapeutic services. All revenues and expenditures at the Geriatric Center are accounted for a separate Fair Acres Fund. Revenues declined from 2019 to 2021 primarily due the loss of income from leased spaces, the COVID-19 pandemic and the ongoing rehabilitation of Building 8.

The FY2023 revenue forecast will benefit from an increase in Medicaid rates and the expected completion of the Building 8 rehabilitation. These revenue improvements will decrease the General Fund subsidy to Fair Acres, decreasing from \$6.2 million in the 2022 budget to just over \$3 million in 2023. The recent history and 2022/2023 revenue picture for Fair Acres is depicted

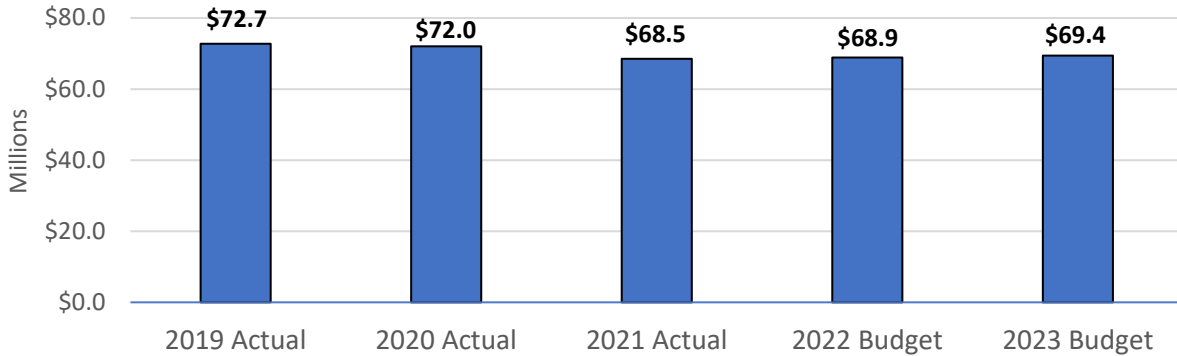


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below:

Fair Acres Fund Revenues Trend



Fair Acres Fund Revenue Detail

	FY2022 Budget	FY2023 Budget	Change (\$)	Change (%)
Intergovernmental Revenues	\$52,450,000	\$54,914,190	\$2,464,190	4.7%
<i>Intergovernmental Revenues</i>	<i>18,600,000</i>	<i>17,880,000</i>	<i>(720,000)</i>	<i>(3.9)</i>
<i>Public Assistance (Medicaid)</i>	<i>31,350,000</i>	<i>35,834,190</i>	<i>4,484,190</i>	<i>14.3</i>
<i>COVID-19 Reimbursement</i>	<i>2,500,000</i>	<i>1,200,000</i>	<i>(1,300,000)</i>	<i>(52.0)</i>
Charges for Services	\$8,411,583	\$11,092,195	\$2,680,612	31.9%
<i>Medicare</i>	<i>5,029,258</i>	<i>6,003,170</i>	<i>907,912</i>	<i>17.8</i>
<i>Other</i>	<i>3,316,325</i>	<i>5,089,025</i>	<i>1,772,700</i>	<i>53.5</i>
Rental, Sale, and Other Revenues	\$1,800,000	\$340,800	\$(1,459,200)	(81.1)%
General Fund Subsidy	\$6,231,853	\$3,068,009	\$(3,163,844)	(50.8)%
Total Fair Acres Revenues	\$68,893,436	\$69,415,194	\$521,758	0.8%

Fair Acres expenditures remain relatively flat from 2022 to 2023, with only a 0.8% increase. A glimpse into the categories of expense is provided in the following table:



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Fair Acres Fund Expenditure Detail

	FY2022 Budget	FY2023 Budget	Change (\$)	Change (%)
Direct Services	\$38,142,860	\$37,708,435	\$(434,425)	(1.1)%
<i>Nursing</i>	<i>23,072,201</i>	<i>23,198,867</i>	<i>126,666</i>	<i>0.5</i>
<i>Therapy</i>	<i>3,238,868</i>	<i>2,739,010</i>	<i>(499,858)</i>	<i>(15.4)</i>
<i>Pharmacy/Medical Management</i>	<i>1,284,613</i>	<i>1,257,790</i>	<i>(26,823)</i>	<i>(2.1)</i>
<i>Social Service</i>	<i>595,109</i>	<i>467,581</i>	<i>(127,528)</i>	<i>(21.4)</i>
<i>Food, Nutrition, Housekeeping</i>	<i>9,952,069</i>	<i>10,045,187</i>	<i>93,118</i>	<i>0.9</i>
Administration and Support	\$16,125,576	\$16,367,759	\$242,174	1.5%
<i>Admin, Finance & Payroll</i>	<i>8,017,405</i>	<i>9,142,911</i>	<i>1,125,506</i>	<i>14.0</i>
<i>Facility Management</i>	<i>6,982,882</i>	<i>6,021,912</i>	<i>(960,970)</i>	<i>(13.8)</i>
<i>Staff Management</i>	<i>804,485</i>	<i>976,921</i>	<i>172,436</i>	<i>21.4</i>
<i>Other Services</i>	<i>320,804</i>	<i>226,015</i>	<i>(94,789)</i>	<i>(29.5)</i>
Employee Benefits	\$12,625,000	\$13,039,000	\$414,000	3.3%
Insurance	\$2,000,000	\$2,300,000	\$300,000	15.0%
Total Fair Acres Expenditures	\$68,893,436	\$69,415,194	\$521,758	0.8%

1.4 Capital Budget

Delaware County's Capital Improvement Plan (CIP) is a short-range schedule of public improvement projects planned by County Government to occur over a five-year period. The CIP details how the County will sustain and improve its infrastructure and physical assets. It identifies all sources and uses of funds provided for the protection, improvement, and replacement of capital assets. The 2023 CIP budget includes \$71,487,310 for improvements. Additional detail on the CIP is presented in **Volume 2** of the budget documents.

1.5 Grant Funded (Fiscal Year) Agencies

The County receives grant funding from state and federal sources that primarily fund the County's health and human services areas. Those budgets align with the state's fiscal year, which runs from July 1st through June 30th. The grant-funded agency budgets are therefore adopted outside of the County's operating budget, but are included in this presentation to provide a full picture of the resources provided and used to deliver services. The agencies that fall into the category of grant-funded (fiscal agencies) are displayed below. The missions, goals and objectives are provided in Appendix K to this Volume.



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	2021-22	2022-23	VARIANCE	
			\$	%
Grant-Funded/Fiscal Agencies				
Health Department	See Note	\$18,294,538	\$18,294,538	N/A
County Office of Services for the Aging	15,245,618	16,415,648	1,170,030	7.7
Housing & Community Development	809,300	856,300	47,000	5.8
Emergency Medical Services	283,111	287,932	4,821	1.7
Library	2,643,721	2,987,715	343,994	13.0
Workforce Development	16,751,942	17,636,578	884,636	7.1
Note: DCHD was funded in the Operating Budget in 2021-2022 at \$8,501,333 under Intercommunity Health				
Human Services				
Children & Youth Services	\$48,524,004	\$48,699,611	\$175,607	0.4
Mental Health	38,495,245	39,650,100	1,154,855	3.0
Intellectual/Developmental Disabilities	14,118,360	14,263,204	144,844	1.0
Early Intervention	7,320,136	6,806,284	(513,852)	(7.0)
Early Learning Center	89,804,860	69,403,401	(20,401,459)	(22.7)
Drug & Alcohol	7,248,626	7,432,085	183,459	2.5
HealthChoices	148,655,381	143,662,744	(4,992,637)	(3.4)
Emergency Rental Assistance*	48,457,724	5,931,600	(42,526,124)	(87.8)
HealthChoices Reinvestment	11,291,507	6,846,412	(4,445,095)	(39.4)
Other Services ⁶	8,982,663	8,642,036	(340,627)	(3.8)
Human Services Total	\$422,898,506	\$351,337,477	\$(71,561,029)	(16.9)
TOTAL GRANT FUNDED	\$458,632,198	\$407,816,188	\$(50,816,010)	(11.1)
*The Emergency Rental Assistance program is discussed in Section 1.7.				

⁶ Other services include Adult and Family Services and Medical Assistance Transport



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1.6 American Rescue Plan Act (ARPA)

Delaware County is employing the \$110,083,961 it has received in American Rescue Plan Act funds in alignment with the goals of the community and in compliance with the guidance received from the US Treasury. The guidance provides for the following general categories:

1. To respond to the public health emergency or its negative economic impacts, including assistance to households, small businesses, and non-profit agencies, or aid to impacted industries such as tourism, travel, and hospitality;
2. To respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to eligible workers;
3. For the provision of government services to the extent of the reduction in revenue due to the COVID-19 public health emergency relative to revenues collected in the most recent full fiscal year prior to the emergency, and
4. To make necessary investments in water, sewer, or broadband infrastructure.

ARPA Local Relief Fund Spending Categories	
Flexible Dollars	Structured Dollars
Revenue loss replacement dollars can be used for the provision of government services, including maintenance or pay-go funded building of infrastructure, including roads; modernization of cybersecurity, including hardware, software, and protection of critical infrastructure; health services; environmental remediation; school or educational services; and the provision	Respond to public health emergency
	Address negative economic impacts (Includes assistance to external entities)
	Premium pay for essential workers
	Water, sewer, and broadband infrastructure

The County continues to solicit and receive ARPA Programming input and funding requests for consideration. If the County does give portions of its ARPA funding to other organizations, the County itself remains responsible for meeting federal compliance and requirements. The County’s annual ARPA performance report outlining all program activity is available on its website at <https://www.delcopa.gov>. All ARPA funds must be obligated by 12/31/24 and expended by 12/31/26.

Public Engagement and ARPA Spending Plan

The County is committed to listening to its populous and making the best use of these unprecedented funds totaling \$110.1 million. In doing so, Leadership continually updates Council and held special ARPA public meetings on September 28, 2021, with funding updates on January 19, 2022, June 20, 2022 and October 5, 2022. In addition to public meetings, the County is also



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soliciting and recording programming suggestions via the County email address ARPA@co.delaware.pa.us.

The result has culminated in helping County Leadership apply these funds to help our communities where it is most needed. As of September 2022, 22 projects valued at \$48,139,262 (43%) of ARPA funds have been allocated in a balanced approach between Economical Impact and Recovery projects and supporting the Counties Public Health initiatives including our own Health Department. Additionally, the County is declaring an additional \$31,910,138 (41%) in the less restrictive Lost Public Sector Revenues category which allows the County to replenish General Fund dollars for projects not quite fitting US Treasury guidelines.

The overall roadmap for the County’s total award of \$110,083,961 is to allocated 24% or \$26 million to public health response which will include the Health Department and innovative community justice programs out of the District Attorney’s and Public Defender’s office. 35% is intended for Economic Impacts Recovery and Premium Pay measures, and 3% to Infrastructure projects. Declared public sector lost revenue recovery to date is \$39.9 million. Finally, the County plans to allocate an allowable 2% for administrative fees to manage the fund. The allocation of funds, depicted in the chart below, may change over the next several years as requirements become more focused in line with Council’s direction:

Through the end of the third quarter of 2022, Council has approved the following specific uses of ARPA funds:

Category	Recipient	Program	Amount
Revenue Losses	General Fund	Operating Budget	\$8,040,000
	Public Works	Buildings 1 and 19 Design at Fair Acres ⁷	2,847,790
Administrative	General Fund	Cost to manage the ARPA Program	500,000
	Planning	Grant Writing for RAISE Proposal	50,000
Public Health	Health Department	Start-Up and Operating Costs	16,294,915
	Health Department	COVID-19 Response	2,500,000
	District Attorney	Gun Violence Prevention Program	1,000,000
	Public Defender	Partners for Justice	860,264
Economic Impacts	Lansdowne Theater	Renovation of the Historic Theater	2,000,000
	Workforce Development	Digital Literacy	60,000
	Workforce Development	Back to Work Camp	100,000

⁷ Building 1 is the future home of the Delaware County Health Department. Building 19 houses the Office of the Medical Examiner.



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Category	Recipient	Program	Amount
	VITA Tax Program	Tax Return Preparation Assistance	116,150
	Childcare Prof Network	Child Care for Workers	5,000,000
	Commerce Center	RDA Blight Fund	750,000
	Parks & Recreation	Upland Park Renovation	1,308,150
	Parks & Recreation	Little Flower Park	1,134,755
	Planning	Greenway's Open Space Subgrants	1,907,375
	Commerce Center	Holiday Village	714,875
	Library Services	Technology Improvements	600,000
	Recorder of Deeds	Records Digitization	496,300
	Planning	Vision Zero Plan	300,000
	Planning	America 205 Support	250,000
	Liberty Resources	Long Term Care Relocation	700,000
	Habitat for Humanity	Affordable Housing Construction	608,688
TOTAL			\$48,139,262

1.7 Emergency Rental Relief Program (ERA)

The COVID-19 pandemic has resulted in business closures, lost income, and massive increases in claims for unemployment. To help address the economic and social impacts of the pandemic, the County launched an Emergency Rental Assistance (ERA) Grant Program in March 2021 to assist renters who have suffered disruption and loss of income during or due to the COVID-19 pandemic.

ERA represents a partnership among the County, tenants and their landlords and utility providers, community partners, the eviction court system, and Capital Access, the program manager. Statistics pointing to the program's success include:

- As of October 25, 2022, the program has processed over 12,000 grants representing more than 9,300 unique households.
- The average grant amount exceeded \$5,800 (10 months of rent and/or utility assistance).
- More than 500 grants helped households avoid a court-ordered eviction.
- The average grantee annual household income is ~\$23,000.
- Over 6,500 grants helped households with children remain in their homes.



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ERA has been funded by appropriations under (1) the Consolidated Appropriations Act of 2021 (ERA1) and (2) ARPA (ERA2).⁸ The County receives ERA funds both directly from the U.S. Treasury and from the state appropriation through the Pennsylvania Department of Human Services. Total ERA funding received by the County, as of September 1, 2022, was \$78.4 million; this includes both initial appropriations and reallocations of \$9.4 million based on the program's success. The County has applied for additional reallocations but cannot be assured of receiving any additional funds.

To qualify for ERA, residents must provide evidence of disruption and/or loss of income during or due to the pandemic. Total household income must fall below 80% of area median income (AMI) based on the number of people in the household. The program has prioritized households with median income under 50% of AMI as well as applicants with past due rent and/or utilities or who are in eviction proceedings.

For qualified residents, ERA assists with past due and up to three months of future rent and utilities, limited to either 15 months (ERA1) or 18 months (ERA2) of assistance per household. ERA also has a re-housing program which offers assistance with certain move-in fees and deposits.

1.8 Other Funds

Fund balance is defined as the difference between assets and liabilities in a governmental fund and is reporting in the County's Annual Financial Report each year (which is available on the County's web site). The table below displays the County's reported fund balances across all government funds as of December 31, 2021. The three types of governmental funds include:

- The **General Fund**, which is the County's primary operating fund, accounts for the financial resources the County receives from taxes, fees, and intergovernmental revenue and is the County's largest operating fund.
- **Special Revenue Funds**, which are used to account for the proceeds of specific revenue sources that are legally or administratively restricted to expenditures for specified uses. For example, Liquid Fuels funds are generated through the County's share of state gasoline taxes and can only be used for street, bridge and road maintenance.
- **Capital Projects Funds**, which are used to account for the financial resources received and used to construct, acquire and maintain capital assets. The majority of the fund balance in the capital projects funds are proceeds from the County's General Obligation Bond issues. The uses of capital funds are provided in **Volume 2** of the budget presentation.

⁸ Note that the emergency rental assistance funds under ARPA are separate from and in addition to the local fiscal recovery funds provided by ARPA, which totals \$110.1 million for Delaware County.



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Total Governmental Funds Balances as of December 31, 2021	
General Fund	
Non-Spendable	\$1,360,274
Restricted (for Title IV D Program)	2,055,110
Assigned	11,400,000
Unassigned	69,343,861
Total General Fund	\$84,159,245
Special Revenue Funds	
Library Fund	\$602,529
Liquid Fuels Fund	408,768
CDBG/Rehab Fund	2,094,576
Total Special Revenue Funds	\$3,105,873
Capital Projects Funds	
Food Service Facility Fund	\$6,202
Capital Projects Fund	20,003,137
Total Capital Projects Fund	\$20,009,339

1.9 Budgeting and Forecasting through Risk and Uncertainty⁹

Overview

When faced with the rising costs of governmental services, our residents, businesses, and tax payers often ask, “Why can’t the government be run like a business?” Why can’t you be more efficient and streamlined? Where is the value for what I pay in taxes? These questions are particularly relevant in the period we are currently going through with high rates of inflation and wages that are not keeping up.

Part of the answer to that question is that government is fundamentally different than private enterprises. Local governments deliver essential services that are not profitable in purely economic terms, but provide value to the community. Governmental agencies can’t pick and choose who they service based solely on a financial rate of return calculation. While we can look

⁹ 8020 Consulting



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to expand partnerships, the County is restricted as to revenue sources. The costs of our services are borne by all, even those who are not direct recipients of our efforts.

Notwithstanding the above, local government can be more “business-like” in its approaches to managing the public’s monies. The County is in the process of upgrading and updating its information systems, providing choices in benefits to its staff members that share risk and cost, modernizing its infrastructure framework, exploring partnerships and better leveraging its representation at the state and federal levels.

Risk and Uncertainty

Risk and uncertainty are related terms, and are often used interchangeably. The fundamental difference is that risks can be managed while uncertainty is uncontrollable. The table below, highlights the differences between the two terms¹⁰:

Comparison Basis	Risk	Uncertainty
Definition	An event, if it occurs, can affect and objective.	There is no information about the future event, or impact.
Key Feature	Risks can be measured.	Uncertainty cannot be measured.
Control	As the outcomes are known, the risk can be controlled.	As the outcomes are unknown, uncertainty cannot be controlled.
Probability	Risks have a probability of occurring.	Probabilities of uncertainties cannot be guessed.

The County’s financial plan for FY2023 is formulated recognizing that both risks and uncertainties exist. At the managerial level, the County is instituting the following systemic measures to address the dynamic nature of the County’s finances:

Revenue and Cost Realism

The FY2023 budget is built using actual revenues and expenditures, particularly from the pre-pandemic years of 2017-2019 and the current budget year of 2022. This timeframe also addresses the impacts of the property tax reduction that was enacted in 2018 and the unfunded growth in budgeted expenditures that were built into the 2020 budget. While considered, the years of 2020-2021 were significantly impacted by the pandemic and the corresponding uses of Coronavirus Relief Funds under the CARES and ARPA legislation. This approach eliminates the

¹⁰ *Risk vs. Uncertainty in Project Management*, Fahad Usmani, PMP, June 2, 2022



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“cushions” that have perpetually been built into the budget, and taking a leap forward to a “zero-based budgeting model” that relates the assignment of resources to clearly defined outcomes.

Key Metrics

As a service provider, the County’s return on investment is measured by the beneficial impacts its activities have on the community. The more these outcomes can be quantitatively defined, the more efficient the assignment of resources can become. This year’s budget both expands the Goals and Objectives discussion for each department and introduces Key Performance Indicators (KPI) for three critical internal service agencies: Information Technology, Central Purchasing, and Personnel. These templates will be further defined and the use expanded in future years. Performance Measurement is addressed in **Section 1.8** of this Volume. The templates for the internal service providers are included in **Volume 3**.

Monthly and Quarterly Budget Reviews and Forecasts

Over the past year the County has put a strong budget management team in place. The result has been increased reliability in monthly reporting and quarterly reconciliation of the budget. The Budget Management Director has assigned support relationships between his staff and the operating departments, which an eye on instituting quarterly budget reviews. Council will be presented with “rolling forecasts” for the budget, looking not only on the current year status but also providing 12 to 18-month outlooks on the most significant financial variables.

Contingency Planning

The County’s General Fund balance provides a financial contingency. The balance at the end of 2021 was \$84.2 million. Best practices, including those promulgated by the Government Finance Officers Association (GFOA), indicate that a fund balance of three months operating reserve should be maintained to provide for uncontrollable events that could interrupt revenue collection and/or require additional services be provided. Based upon the 2023 budget of \$292.4 million, the total reserve should not be less than \$73 million. Maintaining a strong fund balance at or in excess of 25% of operating costs significantly contributed to the County increasing its bond rating in 2021. The remaining balance of \$11 million, to be adjusted based upon FY2022 financial performance, provides for a contingency to plan for risks where the financial impact can be estimated.

Areas of Concern

The areas of concern discussed below are analyzed in terms of risk and uncertainty, identifying mitigation measures that can be put in place as part of budget and financial planning. The risks and associated mitigation measures for each concern are presented below:

Personnel



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The County’s strongest asset is its workforce. It’s stability over many years has allowed the uninterrupted delivery of services through many uncertain times. However, the health of the organization also depends upon some degree of turnover – and the County is facing the most difficult labor market in many generations. The primary personnel risks are the loss of institutional knowledge, total compensation requirements, and skills training related to system modernization.

Risk Statement:	The County will experience significant staff turnover due to retirement.
Potential Mitigation Measures:	<ul style="list-style-type: none"> • The County will need to invest in documenting its practices and capturing data that may “live” on individual, standalone systems and hardware. • The County should consider re-purposing existing personnel vacancies to plan for “over-hiring” in core service areas to provide for transition. • The County will need to collaborate with secondary and post-secondary educational institutions and community partners to provide pipelines into government services.

Risk Statement:	Compensation requirements for staff are increasing, and must be addressed to avoid staffing losses and remain competitive in recruitment efforts.
Potential Mitigation Measures:	<ul style="list-style-type: none"> • The County must continue to update its Personnel Plan and incorporate all positions. • Pay scales must be reviewed on a recurring basis to maintain market competitiveness. • The County should continue to provide flexibility in its benefits options, allowing individuals to choose amount plans while decreasing the overall costs to the County. • The County develop a balance of skills versus compensation, potentially hiring fewer high-paid staff members. • Collective Bargaining Agreements must be updated to incorporate the new suite of benefits and allow flexibility in targeting key skills. • The County should look at competitively sourcing positions that may not need to be retained on a full-time basis.



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Risk Statement:	Current and incoming staff may not have the skills necessary for the County to modernize and update its business practices.
Potential Mitigation Measures:	<ul style="list-style-type: none"> • The County must better document its processes and identify the skillsets required. • The required skillsets should be better integrated into position descriptions. • The County must work with educational units and software providers to increase skill levels of current staff. • Onboarding resources for incoming staff need to be documented and improved.

Inflation/Rising Costs

After a prolonged period of low inflation, the past year has produced year-over-year inflation rates in excess of 8%. Without additional revenue sources, the County will have to achieve efficiencies in services areas or face the potential for reductions in responsiveness. The areas of concern identified below address identifying new revenues sources, operating cost efficiencies, and interagency collaboration.

Risk Statement:	Inflation and supply-chain issues are placing pressure on non-personnel costs and the availability of supplies and increasing operating costs.
Potential Mitigation Measures:	<ul style="list-style-type: none"> • The County should leverage existing contracts to lock-in lower prices for as long as possible. • Actions should be taken to reduce consumption of critical supplies. • Multiple sources of supplies should be contracted to ensure competitive pricing.

Risk Statement:	The County will not be able to meet its ongoing requirements without identifying the means and methods to increase revenues.
Potential Mitigation Measures:	<ul style="list-style-type: none"> • The County will continue its efforts to pursue other sources of governmental funding to reduce the requirements on local resources.



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	<ul style="list-style-type: none"> The County should establish partnerships and sponsorships where appropriate.
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Risk Statement:	The fragmented nature of local governments in Delaware County results in additional costs.
Potential Mitigation Measures:	<ul style="list-style-type: none"> The County should partner with neighboring counties and municipal governments to leverage buying power. The County should pursue regional partnerships in service areas to reduce overhead costs.

County Infrastructure

The County’s infrastructure, both physical and systems, have not been updated or properly maintained for decades. The Facilities Condition and Needs Assessment (FCNA), completed last December, estimates more than \$150 million is needed to address existing deficiencies in our buildings and grounds. We need to continue to work to make our information systems safe from intrusion by hostile actors. Our enterprise wide systems, particularly our financial applications, are ready for upgrading or replacements to improve compatibility with other systems to improve functionality and efficiency.

Risk Statement:	The County’s building systems are experiencing system failures necessitating costly repairs that could render them unusable.
Potential Mitigation Measures:	<ul style="list-style-type: none"> The Capital Improvement Plan (CIP) must continue to emphasize repair and upgrade of existing systems, focusing on health and safety and compliance issues. The County should consider options to increase debt capacity to schedule improvements, and then balance urgency of need with the forecast for interest rates. The County must implement an effective preventive maintenance program to avoid “run-to-failure” approaches.

Risk Statement:	The County’s information systems are outdated and liable for intrusion and/or incompatibility with other applications.
Potential Mitigation Measures:	<ul style="list-style-type: none"> Recently installed security measures must be continually reviewed and updated for all systems.



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	<ul style="list-style-type: none"> • User training on system security must be developed and implemented. • Procedures for information security must be reviewed and updated, particularly related to personally identifiable information. • The County’s core enterprise resource planning (ERP) application (SAP) is nearing its “end-of-life.” The planning and replacement process must be initiated.
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Health and Wellness

County residents, particularly community members who are at-risk to adverse health and wellness care, have relied on the Crozer medical system. The closure and down-scoping of many of these facilities will have detrimental impacts, particularly in the areas of mental health, crisis intervention, substance addiction, and advanced life support (ALS) transport providers. The start-up of the DCHD will provide an additional community wellness awareness and support outlet, but the Health Department is not a primary medical provider.

Risk Statement:	The closure and significant down-scoping of public health resources are leading to lack of services to at-risk communities.
Potential Mitigation Measures:	<ul style="list-style-type: none"> • County leadership must continue to work with legislative leaders and the legal system to ensure continuity of services. • DCHD will require the resources necessary to provide education, outreach, and wellness services. • The County must develop long term approaches for ALS services – investigating alternative organizations and funding mechanisms. • The County should apply opioid settlement funds to fill gaps in the service network.

1.9 Performance Measures

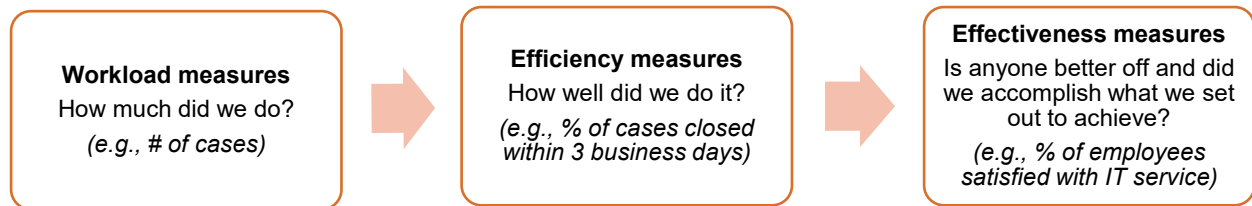
This year’s budget continues the County’s transition to an activity and performance-based budgeting process. In addition to each of the budgeted units providing goals and objectives for each operating unit, three of the internal service units (Information Technology, Personnel and Central Purchasing) have developed detailed criteria upon which to evaluate their efficiency and effectiveness.



Delaware County Adopted 2023 Budget

Community Guide to the Budget

Performance measures relate back to critical questions that County leaders need to be able to answer to evaluate departments' performance – how busy departments are in terms of staff workload, how quickly or effectively departments are in providing the service, and whether the departments are achieving their objectives, goals, and mission.



These three measures are not only useful in helping County leaders evaluate departments' performance and have meaningful discussions regarding service level and quality. They also help the County move from measuring output ("what did we do and how well did we do it?") to outcome ("did we accomplish what we set out to achieve?") and ask the critical question of whether the services provided are improving results for the public

Developing relevant, useful performance metrics is an iterative process and may take more than a year. While there are some standard metrics for certain types of service, there is not a ready-made set of performance measures that can be downloaded and dropped into existing documents and will reflect the County's vision, resources, or other unique circumstances.

Even if those measures are not ideal and improvements should be made to better link performance measures to the Department's service areas, starting with what is available will help develop and/or reinforce an organizational culture that focuses on using data to evaluate performance, identify operational challenges, and make strategic decisions.

Goals and Objectives are included in the details for each department's budget contained in Appendices C through I of Volume 1. A more detailed presentation of performance measures for the primary internal service agencies (Information Technology, Central Purchasing, and Personnel) is contained in **Volume 3 - Financial and Performance Data**.

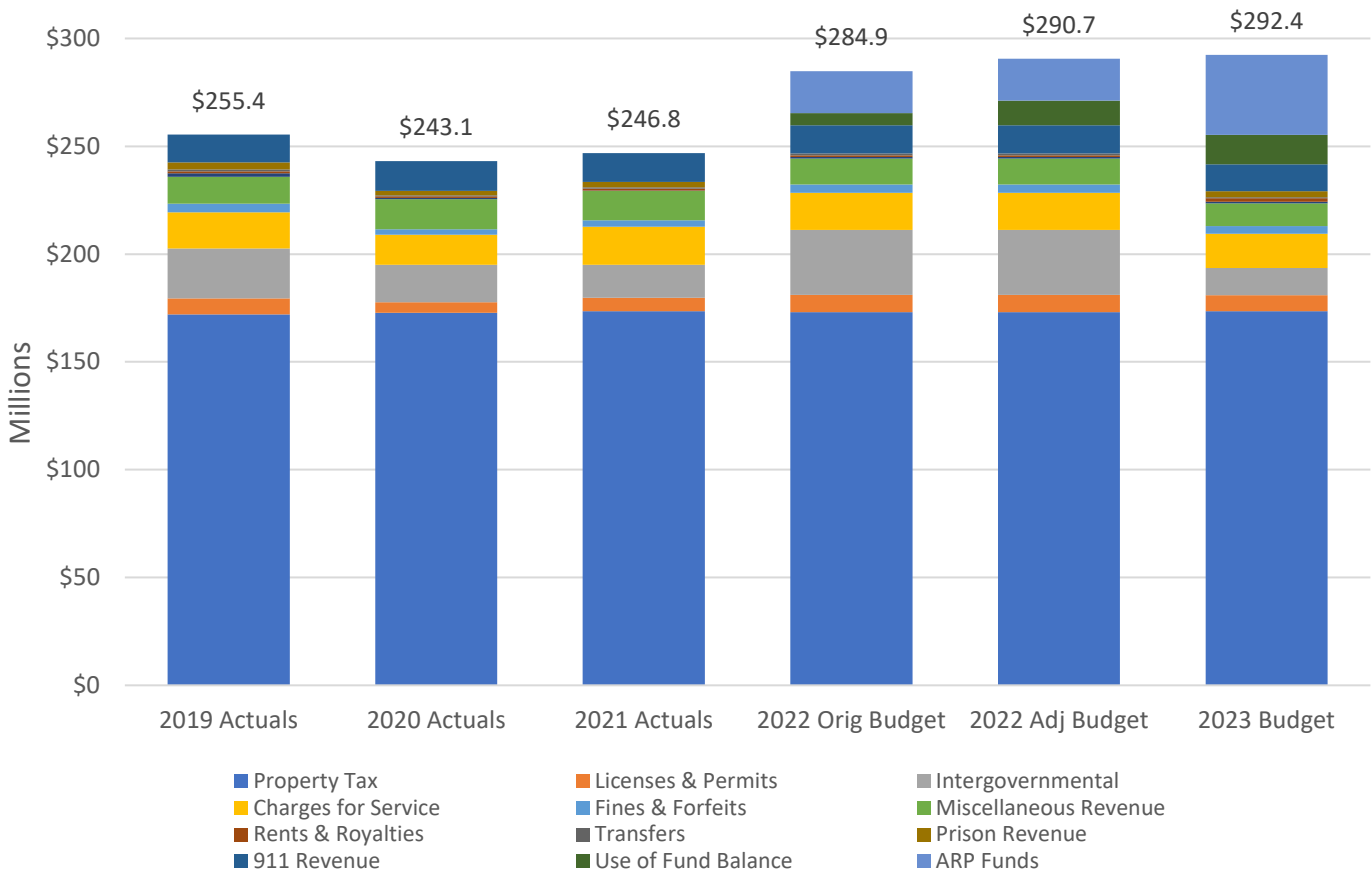


Delaware County Adopted 2023 Budget

Operating Budget

Appendix A OPERATING REVENUE BY SOURCE

	2019 Actuals	2020 Actuals	2021 Actuals	2022 Orig Budget	2022 Adj Budget	2023 Budget
Property Tax	171,955,674	172,741,281	173,476,984	173,020,000	173,020,000	173,540,000
Licenses & Permits	7,460,725	4,886,065	6,227,678	7,995,371	7,995,371	7,426,583
Intergovernmental	23,138,244	17,417,125	15,337,283	30,204,256	30,204,256	12,566,583
Charges for Service	16,866,425	13,997,301	17,682,254	17,168,699	17,168,699	15,920,500
Fines & Forfeits	3,971,589	2,451,584	2,898,503	3,873,569	3,873,569	3,476,890
Miscellaneous Revenue	12,381,344	13,940,865	13,683,570	12,090,726	12,090,726	10,652,827
Interest	1,758,389	540,434	111,141	740,981	740,981	750,000
Rents & Royalties	855,010	749,991	996,080	729,026	729,026	1,535,000
Transfers	860,000	565,000	595,000	900,000	900,000	450,000
Prison Revenue	3,294,915	1,999,337	2,532,925	0	0	2,906,000
911 Revenue	12,818,137	13,765,180	13,237,830	12,998,020	12,998,020	12,442,171
Use of Fund Balance	0	0	0	5,707,765	11,493,278	13,595,889
ARP Funds	0	0	0	19,450,000	19,450,000	37,102,348
TOTAL REVENUES	\$255,360,452	\$243,054,164	\$246,779,248	\$284,878,413	\$290,663,926	\$292,364,791





Delaware County Adopted 2023 Budget

Operating Budget

APPENDIX B

OPERATING EXPENDITURES BY DEPARTMENT

	2019 Actual	2020 Actual	2021 Actual	2022 Orig Budget	2022 Adj Budget	2023 Budget
General Government						
County Council	412,150	347,854	434,335	552,023	647,023	574,411
County Clerk	138,446	146,662	143,268	149,268	149,268	155,706
Executive Director	794,044	857,143	909,326	1,018,061	1,018,061	1,038,793
Voter Registration	377,841	425,670	414,752	632,762	739,762	825,175
Bureau of Elections	789,388	713,212	3,223,881	3,946,886	4,109,886	4,328,862
Voting Machines	456,041	350,785	330,093	464,145	464,145	499,060
Administrative Services	255,158	328,525	374,986	383,652	553,652	743,694
Central Purchasing	316,814	244,494	254,094	394,257	454,257	495,121
Solicitor	1,366,455	1,635,397	2,257,464	2,396,604	2,396,604	2,000,156
Personnel	419,002	499,490	658,391	961,444	1,125,882	2,212,833
Risk Management	51,264	7,236	2,341	0	0	0
Board of Personnel Grievances	0	0	0	14,438	0	0
Public Relations	148,693	196,249	235,362	268,159	272,459	328,483
Office of Judicial Support	1,332,914	1,306,242	1,915,950	2,428,568	2,428,568	2,523,058
Register of Wills	519,024	476,076	591,320	700,000	907,000	928,237
Courthouse and Park Police	1,339,051	220,251	76,104	2,418,220	2,768,220	3,580,815
Consumer Affairs	231,258	192,507	207,702	217,373	261,473	255,647
Total General Administration	\$8,947,545	\$7,947,791	\$12,029,368	\$16,945,860	\$18,296,260	\$20,490,050
Finance and Budget						
Controller	1,067,792	1,086,040	1,247,587	2,012,687	2,012,687	2,152,204
Budget Management	234,976	175,417	277,171	561,836	561,836	659,429
Tax Assessment	1,142,973	996,884	568,206	1,353,130	1,353,130	1,174,881
Self-Tax Collection	214,408	184,031	82,829	237,400	237,400	217,612
Tax Claim Office	973,871	996,462	821,790	1,144,918	1,144,918	1,165,644
Treasurer	520,211	558,924	217,379	689,077	689,077	767,536
Total Finance & Budget	\$4,154,231	\$3,997,759	\$3,214,962	\$5,999,048	\$5,999,048	\$6,137,307
Information Technology						
Information Technology	3,337,903	2,791,086	3,690,934	5,985,647	5,985,647	7,791,041
Telecommunications	1,052,374	1,157,945	1,243,149	1,053,426	1,553,426	0
Records and Archives	291,115	190,369	167,140	251,069	251,069	0
Recorder of Deeds	449,398	555,121	508,099	613,107	613,107	592,395
Total IT Systems	\$5,130,790	\$4,694,521	\$5,609,322	\$7,903,249	\$8,403,249	\$8,383,436



Delaware County Adopted 2023 Budget

Operating Budget

	2019 Actual	2020 Actual	2021 Actual	2022 Orig Budget	2022 Adj Budget	2023 Budget
Community Justice and Rehabilitation						
Public Defender	4,152,395	3,776,305	3,688,523	4,251,244	4,472,357	5,174,491
Constables	1,406,020	628,462	671,134	1,401,532	1,401,532	1,436,356
Medical Examiner	949,679	415,545	426,124	1,281,116	2,011,116	2,588,073
District Attorney (& CID)	9,597,690	6,934,400	6,759,617	11,066,699	11,066,699	11,757,027
Sheriff	3,983,731	1,074,403	1,408,511	4,484,060	5,444,060	5,486,334
Prison Appropriations	47,674,682	46,685,135	47,311,896	50,000,000	49,000,000	52,893,269
Juvenile Detention	3,732,465	1,179,591	227,829	1,574,125	1,574,125	1,400,984
Juvenile Kitchen	465,979	203,376	13,686	474,868	474,868	0
Office of Support Enforcement	504,863	518,019	537,675	518,537	711,537	684,890
Total Comm Just & Rehab	\$72,467,505	\$61,415,235	\$61,044,996	\$75,052,181	\$76,156,294	\$81,421,425
Emergency Services						
Emergency Services	17,403,863	18,360,762	17,620,215	12,998,019	13,338,019	14,155,277
Civil Defense	717,127	204,405	280,668	1,009,331	1,079,331	1,486,989
Community Corrections	967,439	704,470	408,663	705,175	705,175	0
Training Center	170,383	173,345	223,282	170,553	170,553	0
Total Emergency Services	\$19,258,812	\$19,442,983	\$18,532,827	\$14,883,078	\$15,293,078	\$15,642,266
County Court System						
Court Support and Services	5,617,885	5,519,600	5,714,113	6,307,681	6,307,681	7,112,603
Legal Audio and Visual	186,940	198,671	193,793	212,873	212,873	236,284
Adult Probation and Parole	5,120,092	5,528,024	5,584,730	6,404,824	6,404,824	6,571,633
Electron Record Systems	795,358	649,686	765,195	900,261	900,261	829,809
Bail Agency	1,046,975	1,046,403	1,067,734	1,285,534	1,285,534	1,216,885
Court Administrator	1,535,984	1,131,531	1,276,582	2,096,857	2,096,857	2,060,875
Diagnostic Services	669,066	632,031	662,781	824,915	824,915	842,347
District Justice	7,192,928	6,827,36	7,260,226	8,233,321	8,233,321	8,351,055
Domestic Relations	5,495,400	4,473,423	4,568,636	5,771,264	5,771,264	5,722,200
Court Financial	218,994	197,426	216,908	238,459	238,459	284,150
Court Clerk Services	774,589	573,304	9,176	0	0	0
Maintenance of Juveniles	5,182,450	3,721,410	3,213,312	5,640,000	5,640,000	5,076,000
Special Court Fund Prison	114,694	122,670	119,445	100,000	100,000	128,018
Juvenile Court	9,795,697	9,793,749	8,672,362	11,082,187	11,082,187	10,438,961
Total Court System	\$43,747,051	\$40,415,065	\$39,324,994	\$49,098,176	\$49,098,176	\$48,870,820



Delaware County Adopted 2023 Budget

Operating Budget

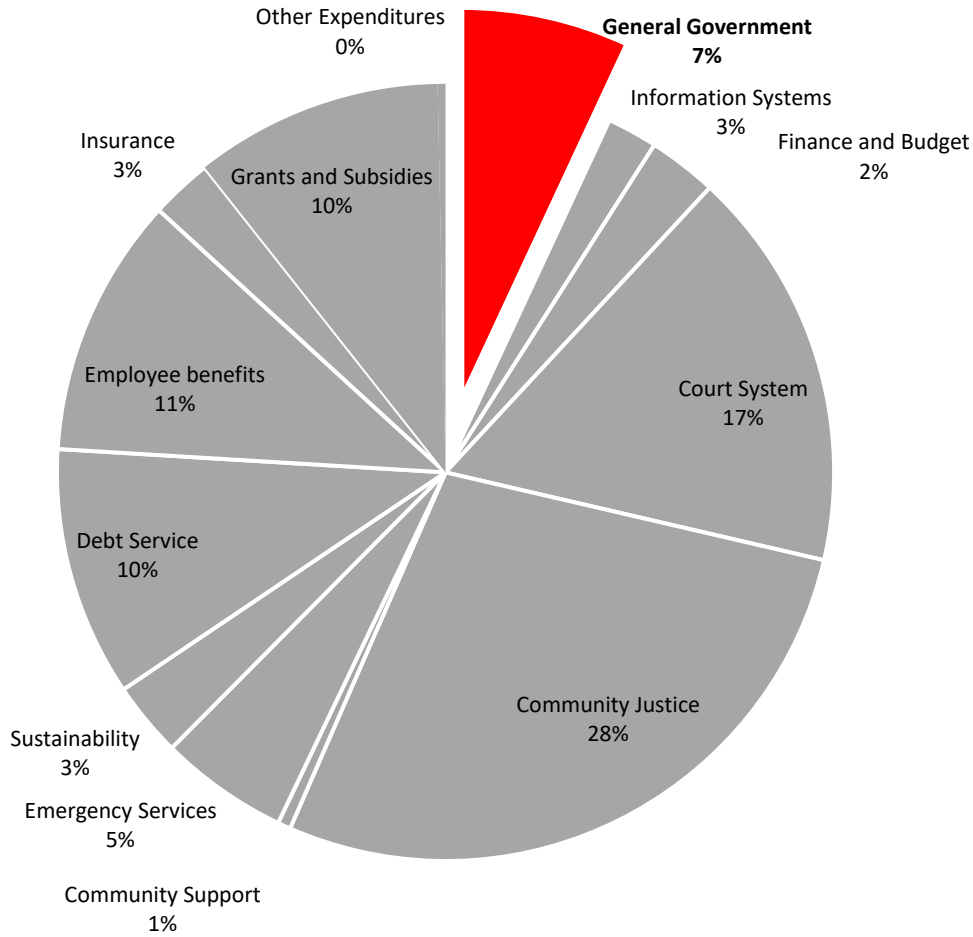
	2019 Actual	2020 Actual	2021 Actual	2022 Orig Budget	2022 Adj Budget	2023 Budget
Community Support & Services						
Military and Veterans Affairs	285,459	241,823	249,846	288,306	305,306	363,188
Inter-Comm Health	377,850	149,030	490,331	8,501,333	0	0
Library Services	1,131,561	1,066,386	1,112,082	1,231,060	1,231,060	1,231,060
Total Community Support	\$1,794,870	\$1,457,239	\$1,852,258	\$10,020,699	\$1,536,366	\$1,594,248
Sustainability						
Planning	763,040	917,749	1,132,505	1,332,605	1,332,605	1,308,512
Motor Vehicle Management	45,224	104,533	128,722	331,972	331,972	352,596
Facilities Management	3,078,196	2,739,437	2,993,880	3,480,361	3,689,361	3,698,509
Sustainability	0	0	0	660,308	660,308	525,689
Public Works	84,680	127,671	159,450	414,771	414,771	768,877
Parks and Recreation	1,553,047	1,360,893	1,547,680	1,992,812	1,992,812	2,093,874
Conservation District	233,941	257,260	295,849	325,145	325,145	343,237
Agricultural Extension	160,731	164,051	137,086	175,500	175,500	0
Total Sustainability	\$5,918,860	\$5,671,593	\$6,395,170	\$8,713,474	\$8,922,474	\$9,091,294
Total Departmental	\$161,419,664	\$145,042,185	\$148,003,897	\$188,615,765	\$183,704,945	\$191,630,845
Non-Departmental						
Debt Service	29,433,965	29,250,317	24,084,005	29,496,905	29,496,905	30,373,212
Employee Benefits	36,798,567	29,494,579	30,627,397	37,287,581	37,287,581	31,640,976
Insurance	5,255,269	5,484,510	4,800,015	5,580,539	6,580,539	7,500,000
Subsidies	28,191,957	31,857,212	36,577,398	23,897,623	32,643,956	30,269,758
Other Expenditures	948,694	(1,737,685)	747,518	0	950,000	950,000
Total Non-Departmental	\$100,628,452	\$94,348,932	\$96,836,332	\$96,262,648	\$106,958,981	\$100,733,946
GENERAL FUND TOTAL	\$262,048,116	\$239,391,118	\$244,840,230	\$284,878,413	\$290,663,926	\$292,364,791



Delaware County Adopted 2023 Budget

Appendix C - General Government

APPENDIX C - GENERAL GOVERNMENT



General Government agencies provide basic functions of government and support to the County's service units. The following agencies comprise **General Government**:

- | | |
|-------------------------|--|
| County Council | Central Purchasing |
| County Clerk | County Solicitor |
| Executive Director | Personnel |
| Voter Registration | Public Relations |
| Bureau of Elections | Register of Wills and Orphans Court |
| Voting Machines | Courthouse & Park Police |
| Administrative Services | Consumer Affairs- Weights and Measures |



Delaware County Adopted 2023 Budget

Appendix C – General Government

DEPARTMENT NAME: COUNTY COUNCIL

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

Programs and Outcomes: Council is responsible for the equitable and sustainable delivery of services throughout the County, and the ability to provide all community members with an exceptional quality of life. The following transformative programs and measurable outcomes are essential in delivering on those responsibilities:

Community Health and Well-Being

- Develop measures that will reflect improved health outcomes throughout the County.
- Continue to coordinate the County's responses to the COVID-19 pandemic.
- Increase investment in the County's parks, trails, and open spaces.
- Address the social determinants of health with focus on the housing continuum and food insecurity.

Criminal Justice Reform and Rehabilitation

- Re-envision the approach to juvenile justice and repurpose the Juvenile Detention Center.
- Support programs addressing addiction, gun violence, and re-entry from incarceration.

Support Economic Recovery and Sustainable Development

- Complete and implement the County's Sustainability Plan.
- Develop and implement programs to support local business recovery using ARPA funds.
- Increase investment in redevelopment of formerly used properties.

Improve the Delivery of Governmental Services

- Increase the accuracy and precision of the County budgeting process.
- Improve the responsiveness and efficiencies of County services.
- Develop capital improvements to enhance and update County building and infrastructure.



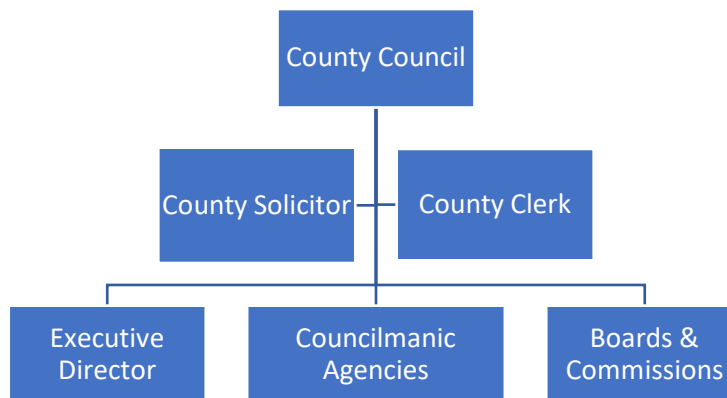
Delaware County Adopted 2023 Budget

Appendix C – General Government

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures						
Salaries and Wages	402,202	306,999	307,250	356,030	416,030	482,261
Travel	0	0	0	5,000	5,000	6,250
Office Supplies	2,844	1,280	1,442	2,500	2,500	2,500
Other Services	7,104	39,575	125,642	188,493	188,493	83,400
General Fund Expenditures	\$412,150	\$347,854	\$434,334	\$552,023	\$612,023	\$574,411
Summary						
Net Cost to County	\$412,150	\$347,854	\$434,334	\$552,023	\$612,023	\$574,411
Full Time Positions					8	8

Organization:





Delaware County Adopted 2023 Budget

Appendix C – General Government

DEPARTMENT NAME: 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. The County Clerk provides staff support to County Council and is responsible for County government records processing, County Council's appointments, the notification of bidders of county contracts, advertises County Council's public meetings, prepares agenda and records minutes of County Council meetings. The County Clerk is also the Open Records Officer for the County. Core values of the County Clerk include honesty, reliability and efficiency.

- Recording, certifying, and implementing actions of Council
- Notifying successful bidders on County contracts
- Processing Contracts and Professional Service Agreements approved by Council
- Approving and recording County grants for Memorial Day expenses and veterans' grave markers
- Giving public notice of all meetings of County Council, preparing the agenda and minutes and posting to website
- Processing appointments to all boards and commissions
- Receiving and responding to Open Records/Right-to-Know requests

Programs and Outcomes: The County Clerk's outcomes are related to meeting the legal requirements of State statutes, the County Charter, and the Administrative Code related to postings of meeting agendas and minutes, maintenance of records, and responding to inquiries for information. The County Clerk's office along with our IT Department implemented an Agenda Program named Granicus. Granicus has enabled the County to have more transparency with Agendas. It allows our residents to see everything on the Agenda along with the actual Contracts and/or Agreements. Our goal is to be fully transparent. The Granicus System has helped us achieve that goal.

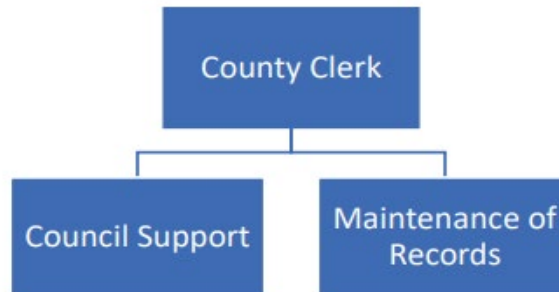
Goals: No new programs are being introduced in 2023, however the Clerk is continuing to work with the Information Technology staff to make inquiries for documents more readily available via on-line applications, such as an interactive Open Records Request Form.



Delaware County Adopted 2023 Budget

Appendix C – General Government

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures						
Salaries and Wages	133,066	140,561	138,364	142,768	142,768	149,206
Office Supplies	765	487	484	500	500	500
Other Services	4,615	5,615	4,420	6,000	6,000	6,000
General Fund Expenditures	\$138,446	\$146,662	\$143,268	\$149,268	\$149,268	\$155,706
Summary						
Net Cost to County	\$138,446	\$146,662	\$143,268	\$149,268	\$149,268	\$155,706
Full Time Positions					2	2





Delaware County Adopted 2023 Budget

Appendix C- General Government

DEPARTMENT NAME: EXECUTIVE DIRECTOR'S OFFICE

Mission: The County Executive Director leads the execution of the County's core missions, supervising the economic and strategic aspects of governmental operations; enforcing and ensuring all resolutions and orders as articulated and/or legislatives mandated by the Home Rule Charter and Administrative Code; and executes County Council policy directives in an effective and ethical manner on behalf of the Delaware County community.

Goals and objectives:

Goal 1: Develop and implement programs in support of Council's goals and objectives

- Maintain efficient communications with Council and provide timely feedback on work-in-progress.
- Coordinate external messaging through the Public Information Office.
- Improve the County's use of digital communications.
- Adequately resource initiatives and provide implementation plans for key actions.
- Monitor and report on the uses of resources.

Goal 2: Provide oversight of internal functions and support to County agencies

- Ensure compliance with all applicable and appropriate rules and regulations.
- Recruit, retain, and develop staff to provide responsive services to supported agencies.
- Upgrade and modernize the County's administrative practices.
- Provide training on processes and the implementing software.
- Communicate with internal agencies on a recurring and regular basis.

Goals 3: Coordinate and improve the effectiveness of Intergovernmental Relations functions

- Prepare a legislative agenda at the federal and state levels that advances the County's goals.
- Manage contracts with the County's legislative representation consultants.
- Build and maintain supportive relationships with other units of local government.
- Provide connections to quasi-governmental and related entities
- Actively promote, monitor, and identify opportunities for grant funding.

Goal 4: Establish and maintain external partnerships

- Support partnerships through engagement with non-profit, private sector, and educational organizations.
- Respond to requests for assistance from external entities in a complete and timely manner.



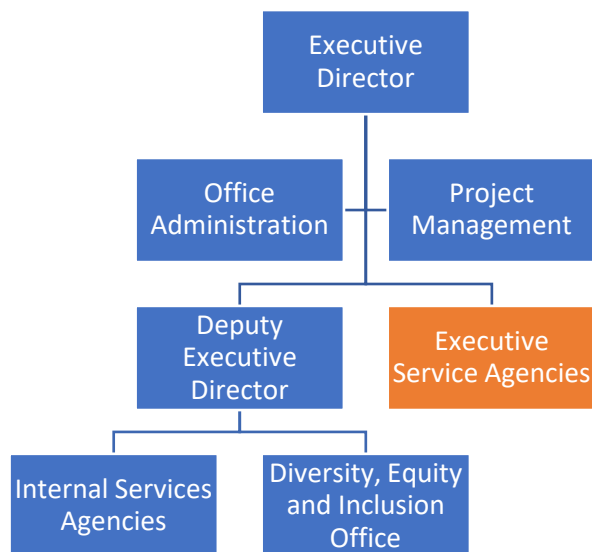
Delaware County Adopted 2023 Budget

Appendix C- General Government

Goal 5: Promote an environment that diversity, equity and inclusion

- Continue to build and strengthen relationships with community organizations and residents.
- Advise on recruitment practices to attract and retain a diverse workforce.
- Coordinate the establishment of a supplier diversity program with Central Purchasing.
- Identify opportunities to build youth engagement in local government.
- Support environmental justice and health equity initiatives.
- Coordinate awareness training of and staff engagement in diversity initiatives/events.

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures						
Salaries and Wages	394,766	546,106	445,656	830,657	830,657	945,573
Travel	20,318	2,495	7,948	10,000	10,000	10,000
Office Supplies	166	1,184	880	500	500	1,250
Other Services	378,795	307,358	454,842	176,904	176,904	256,970
Transfers	0	0	0	0	0	(175,000)
General Fund Expenditures	\$794,044	\$857,143	\$909,326	\$1,018,061	\$1,018,061	\$1,038,793
Summary						
Net Cost to County	\$794,044	\$857,143	\$909,326	\$1,018,061	\$1,018,061	\$1,038,793
Full Time Positions					6	7





Delaware County Adopted 2023 Budget

Appendix C – General Government

DEPARTMENT NAME: ELECTIONS

Mission: The Department ensures that eligible voters may cast ballots at each election, privately and independently, free of interference or intimidation, and in accordance with the laws of the Commonwealth of Pennsylvania and the United States of America. The Department manages voter records, balloting systems, polling places, poll workers and campaign-finance documents with the goal of administering elections that are transparent, secure and accurate.

Goals and objectives:

Reduce operational costs

- Consolidate 50 or more micro-precincts to reduce the number of polling places, equipment programming and deliveries, and poll worker demands.
- Continue to refine poll-worker training to simplify and clarify processes for opening polls, issuing ballots and closing the polls.

Update voter rolls

- Develop systems for a biennial mail canvass of all 420,000 registrations to update and cleanse the voter rolls.
- Work with the Department of State to make better use of available data to update records based on voter moves through National Change of Address data.

Deploy new technology

- Deploy and refine online filing and posting of campaign-finance records at the local level.
- Begin use of the new SURE VOTE systems that the Pennsylvania Department of State anticipates deploying in calendar year 2023.
- Prepare to implement technology, such as electronic poll books, that may simplify voter check-in and allow for more accurate record maintenance.
- Work in the next two years toward recruiting, training and assigning 400 high-school student poll workers at every election. These workers will be instrumental to the successful introduction of new technology.

Priorities and Initiatives:

- Elections will continue to cross-train staff to build proficiencies, expertise and flexibilities for operations that include voter registration, campaign finance, mail-in/absentee voting, poll-worker training, polling place designations, warehouse operations and recounts.



Delaware County Adopted 2023 Budget

Appendix C – General Government

- Elections will be working to build data-collection systems on all questions and issues posed by voters, poll works and campaigns. This initiative aims to use the data to determine which services can be enhanced or changed to provide the smoothest service to our stakeholders.
- Elections will produce short videos to help poll workers with key tasks: set-up and opening the polls; processing voters/ballots; closing the polls; and proper completion of paperwork.

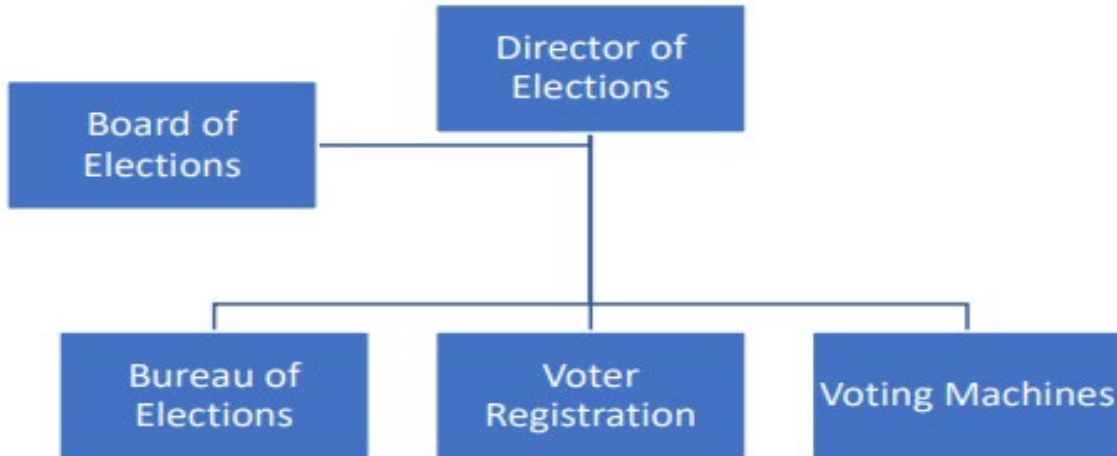
Elections will work to prepare and deliver informational programs that detail the many processes and procedures involved in election preparations, voter-list maintenance, and balloting-system integrity

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$1,316	\$540	\$922	\$219	\$219	\$0
Bureau of Elections Expenditures						
Salaries and Wages	208,580	51,458	365,201	698,994	791,994	1,010,970
Overtime	4,894	0	23,943	23,248	93,248	93,248
Office Supplies	6,313	8,012	10,072	16,200	16,200	16,200
Other Services	569,601	653,741	2,824,666	3,208,444	3,208,444	3,208,444
Subtotal	\$789,388	\$713,211	\$3,223,882	\$3,946,886	\$4,109,886	\$4,328,862
Voter Registration Expenditures						
Salaries and Wages	278,195	256,753	321,475	315,416	367,416	452,828
Overtime	6,671	51,887	13,556	21,000	76,000	76,000
Travel and Entertainment	0	0	0	1,000	1,000	1,000
Office Supplies	712	889	790	3,600	3,600	3,600
Other Services	92,262	116,141	78,931	291,747	291,747	291,747
Subtotal	\$377,840	\$425,670	\$414,752	\$632,763	\$739,763	\$825,175
Voting Machines Expenditures						
Salaries and Wages	145,168	141,317	160,131	203,149	203,149	238,064
Overtime	6,680	6,537	15,155	15,000	15,000	15,000
Travel and Entertainment	0	0	457	1,000	1,000	1,000
Office Supplies	611	445	346	1,500	1,500	1,500
Other Services	303,583	202,486	154,004	243,496	243,496	243,496
Subtotal	\$456,042	\$350,785	\$330,093	\$464,145	\$464,145	\$499,060
Summary						
General Fund Revenues	\$1,316	\$540	\$922	\$219	\$219	\$0
General Fund Expenditures	\$1,623,270	\$1,489,666	\$3,968,727	\$5,043,794	\$5,313,794	\$5,653,097
Net Cost to County	\$1,621,954	\$1,489,126	\$3,967,805	\$5,043,575	\$5,313,575	\$5,653,097
Full Time Positions					38	32



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DEPARTMENT NAME: ADMINISTRATIVE SERVICES

Mission: Administrative Services will focus on delivering superior service in support of our internal clients. We will be proactive to deliver quick and accurate service through teamwork and the use of our skills, technology, and effective communication.

Goals and objectives:

Administrative Services Mailroom Service

- Continue to work as a team to sort and accurately place incoming mail items in proper bins.
- To gather and stock USPS supplies to aid our internal customers mailing needs.
- To have all staff of Administrative Services Departments cross-trained for back up coverage in the mailroom.
- Continue to provide polite and courteous interactions with all our internal customers

Administrative Services Copy Center Service

- Copy Center turnaround times have been on point; however, we are currently experiencing some slight delays because of stock issues with our material suppliers.
- Copy Center staff will promptly report order needs to the Director of Administrative Services in order to secure and order the materials needed to maintain proper stock in the Copy Center.
- Administrative Services can increase communication and turnaround time if orders are received quickly and by all members of the Copy Center Team. We have been proactive in communicating with our internal customers about addressing all orders to the entire staff.
- Continue to provide polite and courteous interactions with all our internal customers.



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Administrative Services Receiving Department Service

- Receiving Department will continue to input more detail in SAP (such as delivery address, attention to a specific person, attention to a specific department, etc.) so there is more established communication and accuracy of delivery.
- Receiving Department will make certain that the delivery address is all the same from Purchase requisition to SAP
- Receiving Department will ensure that all incoming items are delivered as promptly as possible.
- Continue to provide polite and courteous interactions with all our internal customers.

Priorities and Initiatives:

- Administrative Services supplies office products and Copy Center services to many departments and offices countywide. Because the supply chain has been hindering our stock, Administrative Services wishes to keep in constant contact with Central Purchasing in order to prioritize our requests for supplies and have a quick turnaround before the stock of items needed deplete, go out of stock, or rise in sharp price increases.
- To help aid in cutting waste, the Administrative Services Copy Center would like to have a link on the main page of the Delaware County Government Intranet so that our internal customers can input their requests directly into an email system that will go to a new email address that will be monitored by the Administrative Services Copy Center staff. This will help reduce some (or most) of all paper requests and will enable the entire department to receive orders (on occasion we have had requests not addressed to all members of the department). This will improve communication and cut waste. This will also make it easier for departments outside of the Courthouse area to timely place their Copy Center orders instead of sending by way of Interoffice Mail.



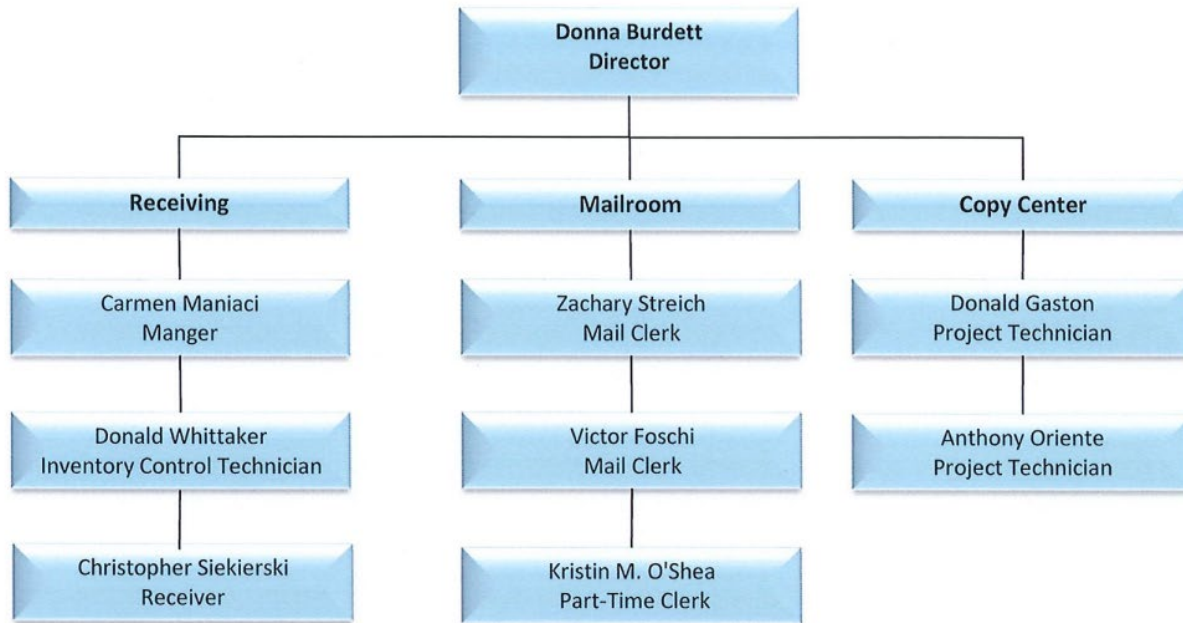
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Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Administrative Services						
Salaries and Wages	309,330	300,363	245,241	438,652	438,652	338,928
Overtime	0	1,992	2,962	0	0	0
Other Services	642,522	705,854	721,780	438,652	870,000	936,767
Transfers	(696,694)	(679,684)	(594,998)	(755,000)	(755,000)	(532,000)
General Fund Expenditures	\$255,158	\$328,525	\$374,985	\$122,304	\$553,652	\$743,694
Summary						
Net Cost to County	\$255,158	\$328,525	\$374,985	\$122,304	\$553,652	\$743,694
Full Time Positions					8	8

Organization:





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DEPARTMENT NAME: CENTRAL PURCHASING

Mission:

To provide County departments with the best value of goods and services through an efficient, accessible, consistent, and sustainable procurement process that complies with County policy. To promote open and fair competition in accordance with best practices, yielding contracts and solutions that meet the needs of County departments and the community at large.

Key definitions:

- *“Best value” means...winning bids score highly according to all criteria set at the beginning of the process...per unit prices grow at an acceptable level...high customer satisfaction for departments/staff using the product/service...limited cost overruns or products returned*
- *“Efficient” means...having a procurement process that is completed in a timely manner so procurement’s “internal customers” – the departments purchasing goods and services – get what they need when they need it*
- *“Accessible” means...there are no or few barriers to participate, including barriers such as lack of information about when and how to participate*
- *“Consistent” means...everyone within the organization and outside of it (i.e., vendors) knows what to expect and how to execute the process. Consistency does not mean that the County uses the same process to purchase all goods and services, but rather that the variations in the process are predetermined and uniformly applied*
- *“Sustainable” means...that the procurement process considers vendors that are local, disadvantaged (e.g., women and minority business enterprises), and/or those that provide environmentally sustainable products or services. Sustainability can also have a financial dimension where per unit prices grow at a sustainable level (e.g., inflationary growth)*
- *“Fair competition” means...vendors have an equal chance to compete and win based on the quality of their bids, price, and other criteria identified at the start of the process*

Goals and objectives

Goal: Ensure purchasing procedures are developed, communicated, and enforced

Objectives:

- Develop and communicate written standard operating procedures (SOP) for Countywide procurement practices, including a process for receiving approvals and managing non-compliance, by early 2023
- Develop and communicate Countywide standard specifications, proposal evaluation timeline, and scoring methodology for all bids by Spring 2023



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- All County-wide purchasing personnel complete two biannual procurement trainings with a score of =>80%
- Less than 10 percent of purchases flagged for missing information and/or action without approval

Goal: Ensure procurement process is efficient

Objectives:

- Purchase Orders issued within one business days of purchase requisition
- Contracts awarded within the timeline governed by the Department's SOP
- Invoices forwarded to Accounts Payable within 15 business days of invoice receipt

Goal: Develop equitable and sustainable procurement practices

Objectives:

- Develop and implement standardized priority criteria for competitive contracting for women-, minority-owned, and local businesses by the end of 2023
- Begin to track growth in per unit prices and compare with inflationary growth
- Host biannual seminar for prospective vendors with at least X percent of the attendees representing local, minority-owned, or women-owned businesses

Priorities and Initiatives:

Central Purchasing will work on key priorities in the upcoming fiscal year in the following areas:

- **Documentation and enforcement of standard procedures:** Central Purchasing is currently developing written standard operating procedures (SOP) to be distributed and communicated to all County departments by Spring 2023. The procedures will include required timeline from requisition to contract award, standard specifications included in bids, and proposal evaluation scoring metrics. It will also include a process for receiving approvals and handling non-compliant purchases. The standard procedures will be distributed and communicated Countywide and updated as necessary. All County departments will also be required to attend biannual trainings to ensure proper implementation of and compliance with those procedures.
- **Implement electronic processes:** With the Department utilizing PennBid online bidding program as of November 2021 and the recent implementation of the Granicus software, the County is already making its purchasing process more streamlined and efficient. Central Purchasing will continue to make progress in this area, including implementing additional electronic processes in contract administration, bidding, and invoicing.
- **Define and implement Best Value Procurement (BVP):** To ensure sustainable and equitable purchasing practices, the Department will be developing policies that considers the participation of local, minority-owned, and women-owned businesses. Central



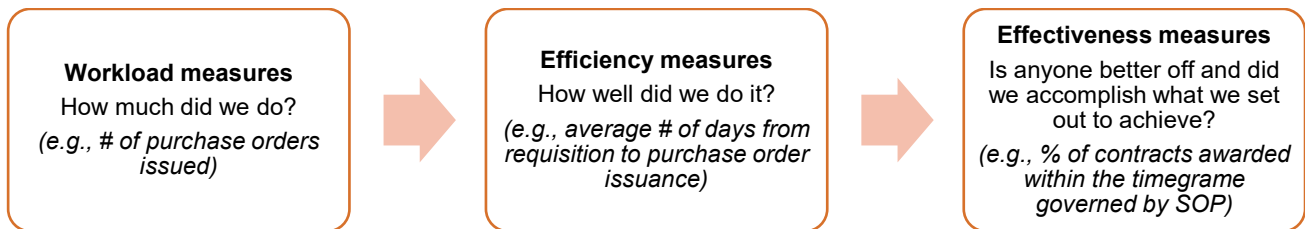
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Purchasing will also begin developing vendor outreach strategies to increase the diversity of bidders. To ensure the County’s procurement practices are financially sustainable, the Department will also begin to track growth in per unit prices and compare that with inflationary growth.

To achieve the Department’s priorities and initiatives listed above, Central Purchasing must continue to attain and develop staff. Central Budgeting has 7 budgeted positions in FY2022. As of August 2022, the Department has 5 filled positions and 2 vacancies, including an “Buyer/Purchasing Agent” and a “Purchasing Agent.” The Department is also exploring adding a Deputy/Assistant Purchasing Director position beginning in FY2023.

Performance measures



Phase I: Performance measures to track and report in 2023

Developing relevant, useful performance metrics is an iterative process and may take more than a year. While there are some standard metrics for certain types of service, there is not a ready-made set of performance measures that can be downloaded and dropped into existing documents and will reflect the County’s vision, resources, or other unique circumstances.

For that reason, the Purchasing Department should begin with the metrics it already collects (e.g., number of purchase orders, number of requisitions) and start reporting them as soon as practical. Even if those measures are not ideal and improvements should be made to better link performance measures to the Department’s service areas, starting with what is available will help develop and/or reinforce an organizational culture that focuses on using data to evaluate performance, identify operational challenges, and make strategic decisions.

Below are the measures the Department will track and report monthly beginning in FY2023:

Workload measures

- # of purchase requisitions received
- # of Purchase Orders issued
- # of Invitation to Bid (ITB) posted
- # of proposals/bids received
- # of contracts awarded
- # of procurement trainings conducted (internal)
- # of vendor seminars/workshops offered (external)



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Efficiency measures

- 2 days from purchase requisition to purchase order issuance
- 5 days from invoice receipt to invoice being forwarded to Accounts Payable

Phase II: Performance measures to track and report in 2024 and beyond

Phase I performance measures represent data the Department already collects and is a useful starting point. That said, the Department should track additional metrics – particularly those that measure effectiveness¹ – so that the performance measures the Department tracks and reports over time ultimately tie back to its mission and goals. The following table shows an example of the portfolio of measures that Central Purchasing can aim to start reporting in 2024.

Measure Type	Measure Description
Procedure compliance	
Workload	# of SOP updates
Workload	# of procurement trainings held
Workload	# of purchase requisitions
Efficiency	% of required department/staff having completed required trainings
Efficiency	% of required department/staff attending compliance training with a score of >=80%
Effectiveness	# of purchase orders with missing information and/or action without approval
Effectiveness	% of purchase orders with missing information and/or action without approval
Efficient process	
Workload	# of purchase requisitions received
Workload	# of purchase orders issued
Workload	# of Invitations to Bid (ITB) posted
Workload	# of contracts awarded
Efficiency	Average # of days from purchase requisition to purchase order issuance
Efficiency	Average # of days from Invitation to Bid (ITB) to contract award
Efficiency	Average # of days from invoice receipt to invoices being forwarded to Accounts Payable
Effectiveness	% of purchase orders issued within two business days from purchase requisition
Effectiveness	% of contracts awarded within the timeframe governed by the Department's SOP
Effectiveness	% of invoices paid within the timeframe governed by the Department's SOP
Implement Best Value Procurement	
Workload	# of proposals/bids received
Workload	# of vendor trainings/workshops held
Workload	Total \$ value of goods and services procured
Efficiency	# of vendors attending biannual vendor workshop
Efficiency	% of bids submitted by local, women-owned, or minority-owned businesses
Effectiveness	% of contracts awarded to local, women-owned, or minority-owned businesses
Effectiveness	% of procurement dollars spent locally
Effectiveness	Procurement spending increase (%) relative to the Consumer Price Index (CPI)
Effectiveness	% of vendors satisfied with the County's procurement process

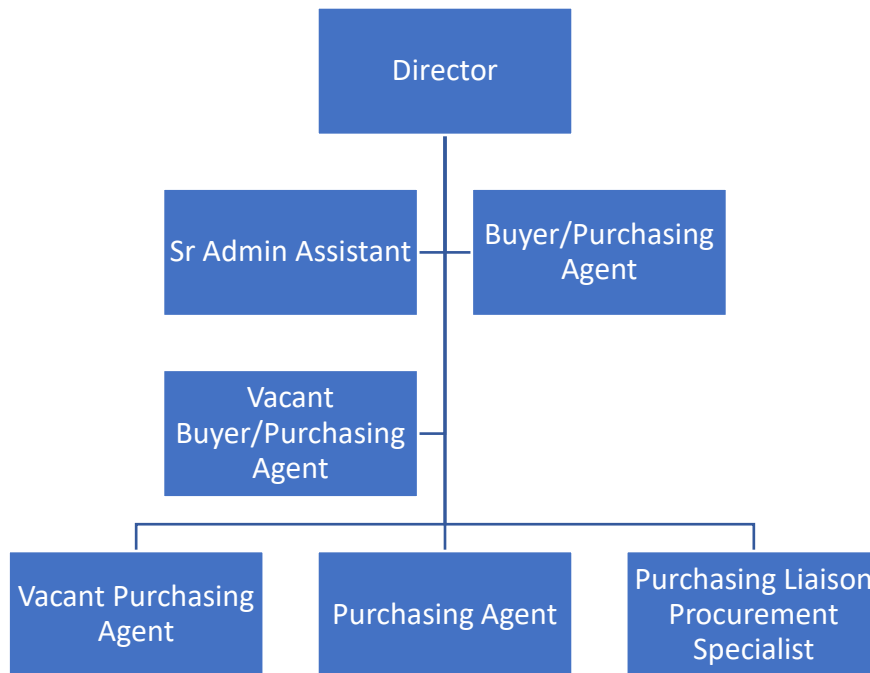
¹ One way to identify effectiveness measures is to ask the question of “How do I know I accomplished my goal?” For example, for the goal of ensuring efficient procurement processes, one can answer the question with “I know I am providing an efficient procurement process when...all purchase orders are issued within two business days...when contracts are awarded within the timeframe governed by the Department's standard operating procedures...and when invoices are paid promptly” This exercise ensures that effectiveness measures are ultimately connected to the desired outcome for a particular goal.



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	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Purchasing						
Salaries and Wages	274,777	229,902	242,394	339,257	399,257	440,121
Office Supplies	4,242	1,999	1,903	5,000	5,000	5,000
Other Services	37,795	12,593	9,797	50,000	50,000	50,000
General Fund Expenditures	\$316,814	\$244,494	\$254,094	\$394,257	\$454,257	\$495,121
Summary						
Net Cost to County	\$316,814	\$244,494	\$254,094	\$394,257	\$454,257	\$495,121
Full Time Positions					18	6





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DEPARTMENT NAME: SOLICITOR

Mission: Provide high-quality legal advice and representation to all segments of Delaware County Government. The department is responsible for preparing and revising ordinances and resolutions; providing legal opinions upon any legal matter or question submitted by Council, its subcommittees or delegates, or the Executive Director; litigating legal actions and claims brought by or against the County except when other legal counsel is retained; and approving all contracts, agreements, or other legal documents executed by authorized County Officials.

Goals and objectives:

Minimize costs, both to plaintiffs and to law firms representing the County, associated with tort and civil rights litigation

- More closely monitor tort and civil rights litigation to determine patterns of liability
- Measure fees charged by outside counsel to better determine the most efficient defense counsel alternatives
- Review the benefits associated with hiring an additional Deputy County Solicitor for the specific purpose of handling litigation matters

Establish consistent forms of county contracts particularly relating to procurement of services and public works construction

- Coordinate with the procurement and public works departments to confirm their requirements for effective form contracts
- Finalize a focused set of required forms to address the most common County needs
- Establish more effective procedures for review of edits to forms requested by County contractors

Improve the efficiency and coordination associated with the department's representation of the office of Children and Youth Services

- Review levels of legal staffing associated with CYS to confirm appropriateness, with focus on whether additional resources are needed at the lawyer and/or legal assistant level
- Coordinate with existing legal staff to establish effective training programs for case managers in order to improve department effectiveness
- Establish clear measurement criteria in order to monitor the effectiveness of the department in its delivery of services to CYS

Priorities and Initiatives:

Expand in-house staff to support major litigation and risk-management matters more effectively



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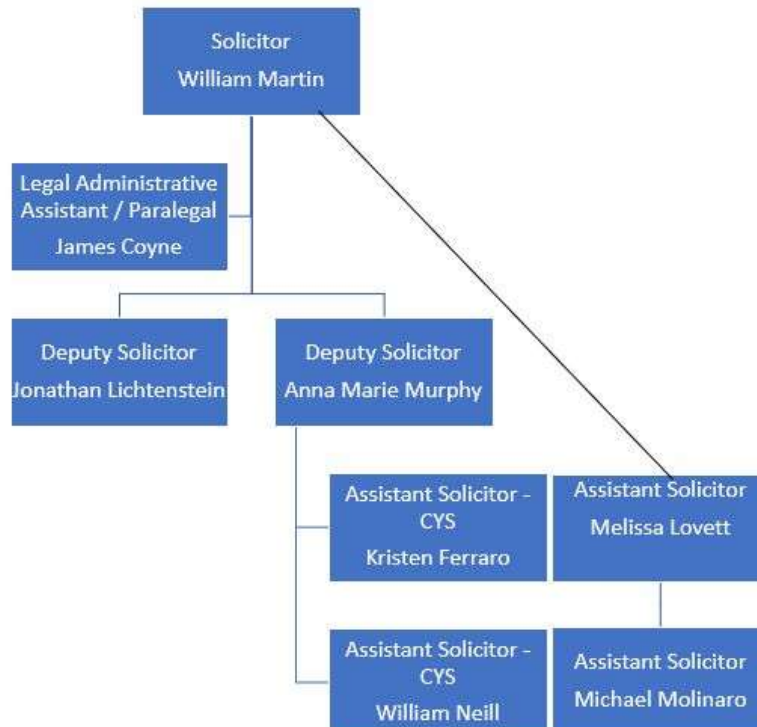
Better coordinate with Purchasing Department to confirm adequate contract protection to the County on standard product and service purchases

Establish more consistent legal support to the Public Works office, as it launches wide-ranging capital improvement project.

Budget Detail:

	ACTUALS			BUDGET		
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$589,322	\$566,311	\$609,963	\$606,481	\$606,481	\$0
Expenditures						
Salaries and Wages	1,188,248	765,357	494,071	1,385,892	1,385,892	989,444
Travel	0	0	91	1,400	1,400	1,900
Office Supplies	647	2,029	1,650	1,500	1,500	1,500
Other Services	446,532	1,106,233	2,019,916	1,275,812	1,275,812	1,275,312
Transfers	(268,972)	(238,223)	(258,265)	(268,000)	(268,000)	(268,000)
General Fund	\$1,366,455	\$1,635,396	\$2,257,464	\$2,396,604	\$2,396,604	\$2,000,156
Summary						
Net Cost to County	\$777,133	\$1,069,085	\$1,647,501	\$1,790,123	\$1,790,123	\$2,000,156
Full Time Positions					8	9

Organization:





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DEPARTMENT NAME: PERSONNEL

Mission: The mission of the HR Department is to provide superior and effective support to the County of Delaware by properly balancing the needs of the organization and its employees. We do this by fostering a healthy, safe, and productive work environment for employees, their families, and the public. Through strategic partnerships and collaboration with other departments, we aim to recruit, develop, and retain a high performing and diverse workforce to serve our constituents.

Goals and objectives:

Facilitate Learning and Development Among Our Employees

- Build out training department to encompass at least two full time training officers during Q3 2022
- Roll out a countywide Learning Management System (Delco University) to enable “learning anywhere” for routine topics applicable to employees during Q3 2022. Target 80% completion for CY 2023.
- Develop an in-person training program to address complex topics for Managers (Harassment/FMLA Leave/Fit For Duty) by Q4 2022. Target 80% completion for CY 2023.
- Implement a program to encourage and enable continuing education outside of the workplace by Q1 2023

Increase the percentage of active job openings filled internally and reduce time-to-hire

- Build out the recruitment department to at least 3 full time recruiters (plus one director) by Q3 2022
- Activate NEOGOV Insight by Q3 2022 and train all recruitment personnel on use
- Aim for median time to hire (posting to offer) of 30 days or less by Q4 2022.
- Aim for at least one large scale Job Fair per quarter with local partners and/or municipalities during each calendar year

Reduce or eliminate inefficient paper-based processes

- Implement electronic personnel files via NEOGOV Eforms to replace paper based filing system and paper based PAF process by Q4 2022. Median PAF completion should be < 7 days.
- Implement Plansource as the healthcare portal for new hires and existing employees by Q4 2022. 100% of employees enrolled by Open Enrollment (Oct. 2022).



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- Implement Broadspire Portal as the County’s leave management solution for ADA/FMLA/STD leave claims by Q4 2022. Case “Backlog” should be eliminated- no unaddressed cases over 1 week old.

Administer and Maintain a fair and equitable compensation structure throughout the county

- Revise and update the McGrath Salary Plan to reflect current market conditions by Q1 2023
- Establish a current and valid job description for 100% of classifications by Q1 2023
- Create a valid position control function by assigning all (100%) non-classified positions a place on the salary plan by Q3 2022

Priorities and Initiatives:

Human Resources would like to continue the process of diversifying the county workforce to better reflect the population of the county at large via merit based hiring and innovative outreach. To that end we will partner with the Diversity, Equity, and Inclusion officer to ensure that our strategic partnerships pursue candidates in marginalized communities and our messaging in recruitment is inclusive to all candidates. A diverse, representative workforce is itself a powerful recruitment tool.

Human Resources considers it a priority to complete the work that began with the McGrath Salary Study- to that end we have committed to hiring an Assistant Director of Compensation and two additional compensation analysts by Q4 2022. We expect to prioritize obtaining relevant salary data from the surrounding counties and relevant private sector entities in order to update the plan to better reflect post pandemic market conditions. Where applicable “job families” will be established to create clear career paths within County Government.

Human Resources endeavors to position Delaware County as an employer-of-choice. We do this not only by competitive salary, but via a total rewards philosophy that seeks to evaluate competitive insurance and benefit plans to attract and retain talent. Such plans will endeavor to provide comprehensive, quality coverage while still being fiscally responsible. Where possible we will craft remote work policies that allow us to best serve our constituents while still a maintaining a work-life-balance prospective hires have come to expect in the post pandemic job market.

Human Resources considers our labor unions valued partners within the County of Delaware. To that end we endeavor to negotiate fairly and honestly in crafting the remaining agreements that cover our bargaining unit employees. Such agreements will correct language that is fiscally irresponsible or outdated when applicable and go to all appropriate lengths to protect existing Management rights to manage and operate the county in a way that best serves the community.



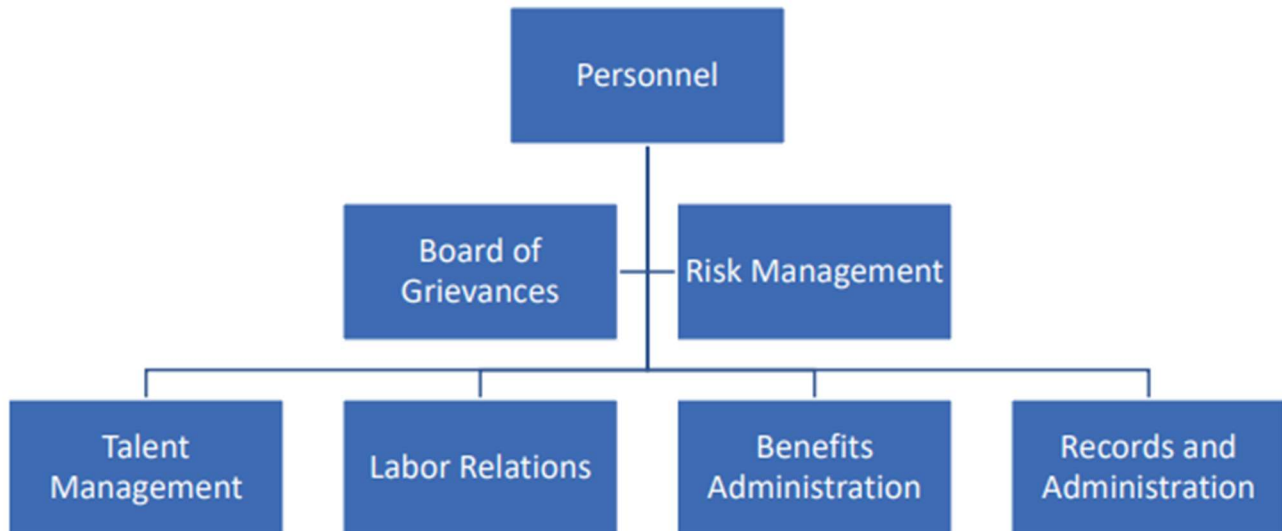
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A unified, consistent approach best serves the needs of the employees and the public. Human Resources considers it imperative that the “siloe” approach between the various County HR departments (Human Services, Fair Acres, Prison, Government Center) be eliminated in favor of a timely, centralized approach capable of consistent messaging across all core HR functions.

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Personnel Expenditures						
Salaries and Wages	621,327	626,139	820,958	1,030,697	1,030,697	1,905,346
Overtime	0	625	8,837	2,000	152,000	152,000
Travel & Entertainment	0	0	0	500	500	500
Office Supplies	4,561	4,073	2,984	3,385	3,385	3,385
Other Services	122,531	157,891	120,295	216,318	216,319	428,619
Transfers	(278,153)	(282,003)	(292,343)	(277,017)	(277,017)	(277,017)
General Fund Expenditures	\$470,266	\$506,725	\$660,731	\$975,883	\$1,125,884	\$2,212,833
Summary						
Net Cost to County	\$470,266	\$506,725	\$660,731	\$975,883	\$1,125,884	\$2,212,833
Full Time Positions					23	24





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DEPARTMENT NAME: PUBLIC RELATIONS

Mission Statement:

The mission of Delaware County's Department of Public Relations is to maintain the lines of communication between Delaware County government, its employees, and the public. The office works with Delaware County Council, the Delaware County Executive Director, all County departments, and community partners to create external messaging to residents and business owners and internal messaging to Delaware County employees. The Department's goal is to create awareness about County programs, resources, and events that strengthen the community and enhance the quality of life for all residents and to share critical information such as emergency communications and public health information.

Key Goals for FY 2023:

Build Upon the Mission of Transparent and Inclusive Government

- Expand and improve content in the County's Weekly Newsletter in order to inform residents of news and updates from the County
- Host presentations and interactive events to inform County residents of information and resources
- Continue to add to and improve the County's website, allowing for ease of use for residents and those doing business in Delaware County

Develop Broader Outreach to the Community

- Grow the readership of the County's Weekly Newsletter
- Strengthen partnerships with community partners
- Create more print and video content to share information

Create More Dynamic Communications

- Utilize video to inform and engage residents and County employees
- Enhance and add additional livestream and recorded videos of County meetings and events to engage and include all members of the community
- Create digital and print graphics to inform residents
- Create and expand branding of County communications



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Build Upon the Mission of Diversity and Inclusion in the Community and Workplace

- Work with the County’s Diversity, Equity, and Inclusion Officer to create content and host County events that are informative for County residents and business owners
- Utilize services such as language translation and American Sign Language (ASL) to effectively communicate with residents
- Continue to work with community partners to reach the County’s diverse population

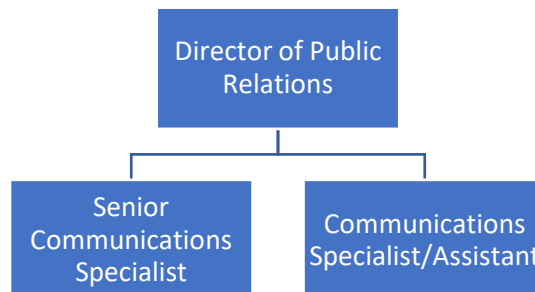
Priorities and Initiatives:

- Grow the readership of the County’s weekly newsletter
- Expand use of video for external and internal communications
- Expand and improve digital and print graphics shared from the County
- Upgrade the County’s website

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures						
Salaries and Wages	120,441	171,804	209,541	214,709	218,959	223,383
Travel and Entertainment	225	741	223	1,000	1,000	1,000
Office Supplies	480	75	410	1,000	1,000	1,000
Other Services	27,548	23,629	25,187	51,450	51,500	103,100
General Fund Expenditures	\$148,694	\$196,249	\$235,361	\$268,159	\$272,459	\$328,483
Summary						
Net Cost to County	\$148,694	\$196,249	\$235,361	\$268,159	\$272,459	\$328,483
Full Time Positions					3	3

Organization:





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DEPARTMENT NAME: REGISTER OF WILLS

Mission: To deliver excellent services to the community.

Goals and objectives:

Develop and Implement E-Filing for Probate

- ROW Staff continue working with Kofile (our software provider) to fine-tune e-filing capabilities and provide users with the means to upload scanned probate documents prior to the time of probate, in connection with the existing e-application
- ROW Staff provide training to users for e-probate
- Post-implementation, ROW management to assess labor cost savings reflecting reduced need for employees to scan

Consolidate ROW bargaining positions and Develop Mid-Level Staff Tier

- Assess opportunities for combining low-wage positions as need for scanning and filing reduces
- Expand mid-level staff tier to provide better operational efficiency

Develop and Implement Streamlined E-Copies Program

- Continue to update and transform monthly reports
- Consolidate e-copies into single report

Priorities and Initiatives:

Register of Wills wants to continue migrating services online to reduce the need for labor hours and scanning, specifically by focusing on e-probate filing whereby users scan their documents ahead of time, providing for faster probate appointments and eliminating the need for ROW staff to personally do the scanning.

Register of Wills wants to continue re-evaluating the staffing structure in the office, providing further opportunities for mid-level supervisory staff and potentially eliminating the need for low-wage, entry level positions as the need for clerical and filing tasks decreases.



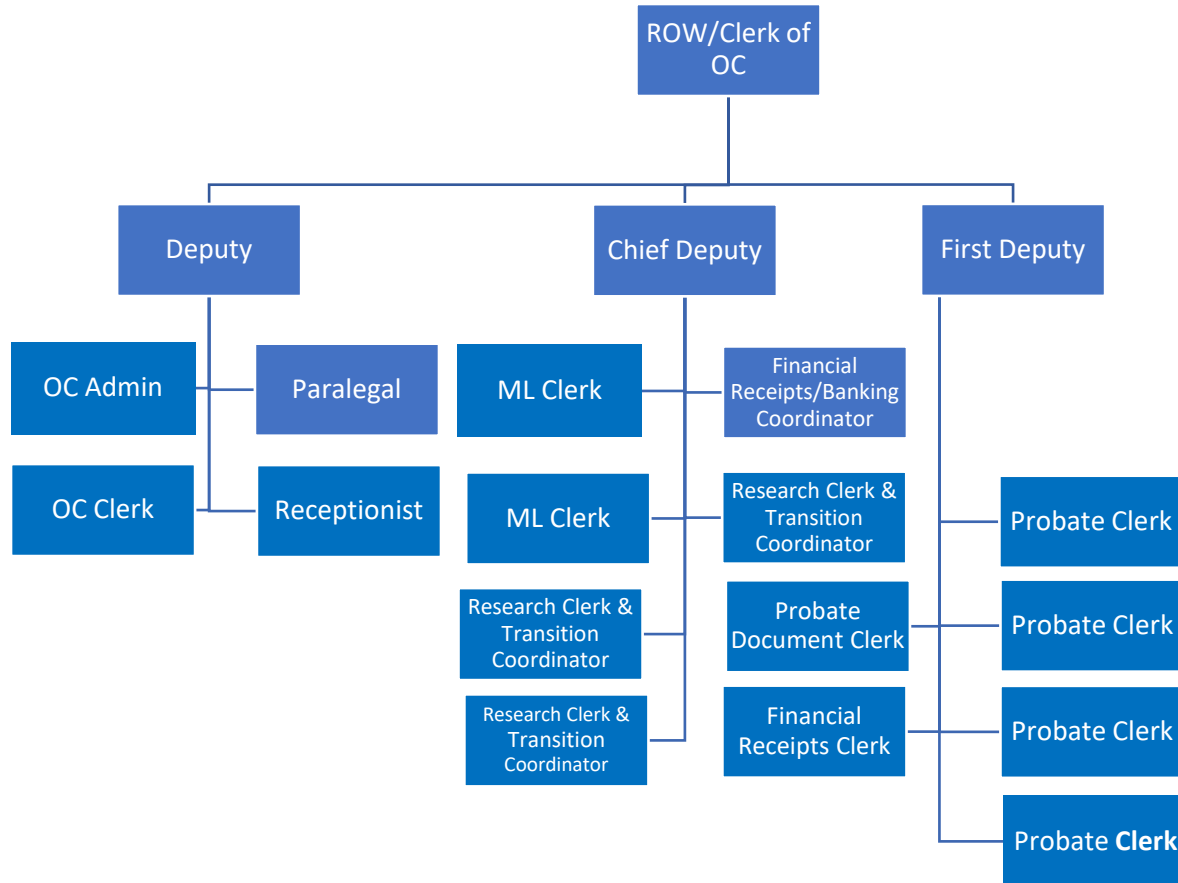
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Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$2,390,134	\$1,766,222	\$1,112,686	\$2,300,000	\$2,300,000	\$1,950,000
Expenditures						
Salaries and Wages	435,279	382,355	520,431	539,454	746,454	767,691
Overtime	260	4,178	2,564	7,000	7,000	7,000
Travel	0	0	0	100	100	100
Office Supplies	13,242	17,298	15,331	17,500	17,500	17,500
Other Services	70,243	72,245	52,993	135,946	135,946	135,946
General Fund Expenditures	\$519,024	\$476,076	\$591,319	\$700,000	\$907,000	\$928,237
Summary						
Net Cost to County	(\$1,871,110)	(\$1,290,146)	(\$521,367)	(\$1,600,000)	(\$1,393,000)	(\$1,021,763)
Full Time Positions					20	20

Organization:





Delaware County Adopted 2023 Budget

Appendix C – General Government

DEPARTMENT NAME: COUNTY PARK POLICE & CONSTABLE TRANSPORT

Mission: The Delaware County Department of Park Police is responsible for providing protection for all county owned and or leased property and equipment. In addition, they are charged with providing physical protection to ensure a safe environment from crime, fire, or any hazards, for all persons utilizing county services and facilities. The department also has the responsibility of photographing and issuing identification cards to all county employees. The department maintains foot and vehicle patrols twenty-four hours a day, seven days a week, throughout the year.

The Constable Transport division is also under the Direction of the Chief of Park Police. They provide prisoner transport to Court ordered locations; along with prisoner pick-ups from local police departments and transport them to George W. Hill Prison.

Goals and objectives: The primary goal of the department in 2023 is to return to a full complement of officers so that it can continue to provide a safe environment in the buildings and parks owned and operated by the County. The current hiring environment has made recruiting extremely difficult. Efforts to recruit new officers and retain existing, experienced officers and supervisors will continue into the new fiscal year.

Challenges and Horizon Issues: It is difficult to anticipate the patrol needs presented by the acquisition of the Don Guanella property. The additional manpower we were budgeted for in F/Y 2022 may not be sufficient to properly patrol that property and additional hours may be needed. Additional manpower and operational support may be needed if a Central Booking Facility is created. Should this effort move forward, it will be a 24/7 operation requiring 10-12 additional officers.

Priorities and Initiatives: Our priority for F/Y 2023 is to continue to provide safety to the employees and visitors to County owned and leased properties. We also will strive to keep our officers well trained and provide more community policing as we are now doing with our Bike Patrol Unit.



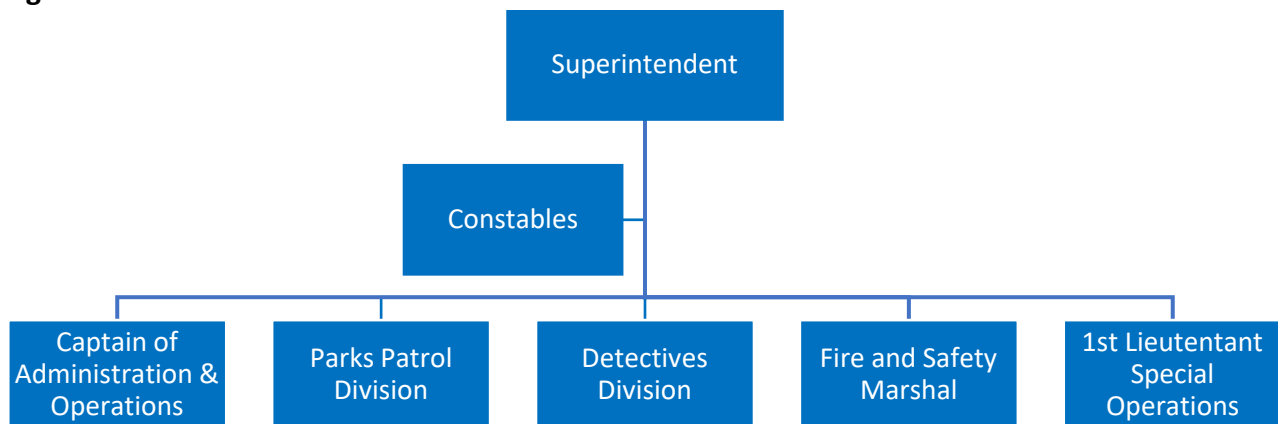
Delaware County Adopted 2023 Budget

Appendix C – General Government

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$154,725	\$60,678	\$48,385	\$142,752	\$142,752	\$60,000
Courthouse and Park Police						
Salaries and Wages	2,282,398	1,463,321	1,547,334	3,964,320	3,964,320	4,776,915
Overtime	314,708	71,450	215,818	200,000	550,000	550,000
Office Supplies	511	752	291	500	500	500
Other Services	72,214	157,933	150,184	137,500	137,500	137,500
Transfers	(1,330,780)	(1,473,205)	(1,837,523)	(1,884,100)	(1,884,100)	(1,884,100)
Subtotal	\$1,339,051	\$220,251	\$76,104	\$2,418,220	\$2,768,220	\$3,580,815
Constables						
Salaries and Wages	126,276	126,742	133,400	157,532	157,532	219,460
Overtime	6,239	4,287	2,332	12,000	12,000	12,000
Office Supplies	586	210	564	700	700	700
Other Services	1,272,919	497,222	534,839	1,231,300	1,231,300	1,204,196
Subtotal	\$1,406,020	\$628,462	\$671,135	\$1,401,532	\$1,401,532	\$1,436,356
Summary						
General Fund Revenues	\$154,725	\$60,678	\$48,385	\$142,752	\$142,752	\$60,000
General Fund Expenditures	\$2,745,071	\$848,713	\$747,239	\$3,819,752	\$4,169,752	\$5,017,171
Net Cost to County	\$2,590,347	\$788,035	\$698,854	\$3,677,000	\$4,027,000	\$4,957,171
Full Time Positions					84	84

Organization:





Delaware County Adopted 2023 Budget

Appendix C – General Government

Delaware County New Grants FY2023

DEPT	GRANT TYPE	PROJECT NAME	DESCRIPTION	START DATE	END DATE	PROJECT TOTAL	AMOUNT REQUESTED	CASH/ IN-KIND MATCH REQUESTED	% ADMIN COST ALLOWED	FINANCIAL IMPACT TO COUNTY ONCE GRANT IS COMPLETE. HOW WILL THE PROJECT BE FUNDED ONCE THE GRANT ENDS OR IF GRANT IS NOT AWARDED	# OF NEW POSITIONS ON THIS GRANT	# OF CONTINUED POSITIONS ON THIS GRANT	GRANT REQ'S POSITON PICK UP	TOTAL ANNUAL SALARY/BENEFITS FOR ALL POSITIONS ON GRANT
Park Police	State	AOPC Security Reimbursement	AOPC reimburses security equipment enhancements for County	1/1/23	12/31/23	\$25000	25,000	n/a	n/a	\$ 00	0	0	0	0
Park Police	New	In-Car and Body Cameras	Patrol Vehicle In-Car and Officer Body Cameras	3/1/2023 6/1/2023		\$420,000	\$420,000	0.00		0.00	0	0	0	0
Park Police	New	Police Officer Tasers	Police Officer Non-Lethal Defensive Equipment	3/1/2023 6/1/2023		\$130,000	\$130,000	0.00		0.00	0	0	0	0
Total Grants: 3														



Delaware County Adopted 2023 Budget

Appendix C – General Government

DEPARTMENT NAME Consumer Affairs / Weights & Measures

Mission: The Delaware County Office of Consumer Affairs mission is resolving complaints by means of voluntary mediation. Our organization cooperates with businesses interested in developing improved customer relations.

The Department of Weights & Measures is tasked with inspections on all commercial weighing and measuring devices located throughout the commonwealth. The inspectors play a central role in the marketplace to assure the consumer that packaging, labeling, and pricing requirements are met.

Goals and objectives: Our goal is to institute consumer confidence in the marketplace. During these unrepresented times, integrity is ever so important. This office has a crucial role in assuring the residents of Delaware County we are making sure they are getting what they pay for.

- **Safety is our number one priority**
- **Rebuilding consumer confidence**
- **Developing customer relations**
- **Making sure accuracy prevails in all commercial devices**

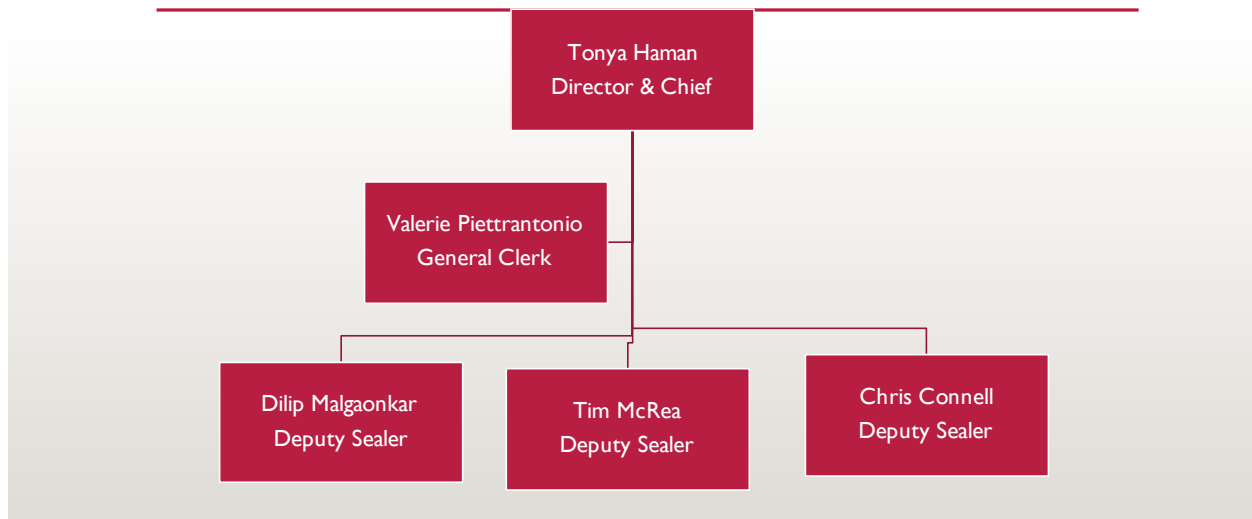
Priorities and Initiatives: Hiring a new Deputy Sealer ASAP.

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$294,160	\$292,255	\$288,875	\$290,000	\$290,000	\$290,000
Expenditures						
Salaries and Wages	210,270	174,446	193,512	184,473	228,573	222,747
Overtime	1,220	(237)	0	0	0	0
Office Supplies	220	111	102	500	500	500
Other Services	19,923	18,637	14,223	32,400	34,400	34,400
Transfers	(375)	(450)	(135)	(2,000)	(2,000)	(2,000)
General Fund Expenditures	\$231,258	\$192,507	\$207,702	\$215,373	\$261,473	\$255,647
Summary						
Net Cost to County	(\$62,902)	(\$99,748)	(\$81,173)	(\$74,627)	(\$28,527)	(\$34,353)
Full Time Positions					5	4



CONSUMER AFFAIRS/ WEIGHTS & MEASURES

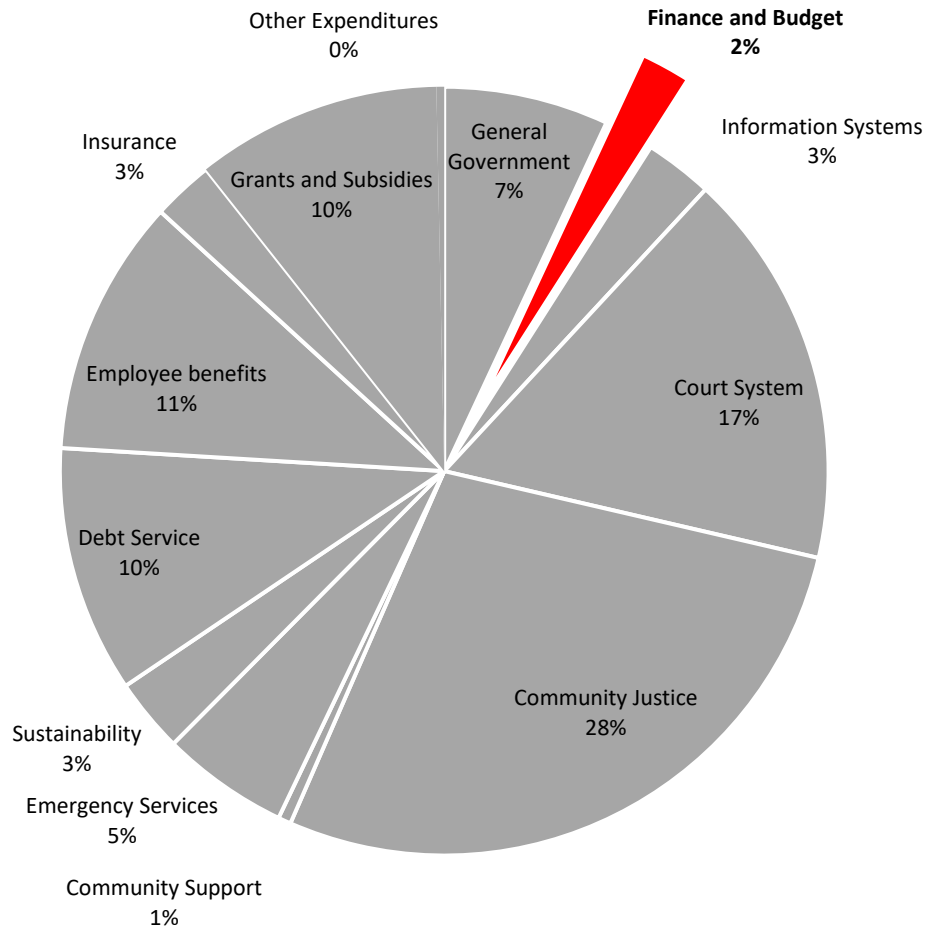




Delaware County Adopted 2023 Budget

Appendix D - Finance & Budget

APPENDIX D - FINANCE & BUDGET



Finance & Budget agencies provide the functions of generating and collecting revenues, allocating those revenues to meet operating needs, and ensure prompt and appropriate payments. The Controller also is responsible for auditing County operations to ensure compliance with rules, regulations and best practices. The following agencies comprise **Finance & Budget**:

County Controller
 Budget Management
 Tax Assessment

Self-Tax Collection
 Tax Claim Office
 Treasurer



Delaware County Adopted 2023 Budget

Appendix D – Finance & Budget

DEPARTMENT NAME: CONTROLLER

Goals and objectives:

Oversight of County Spending

- Preaudit and authorize biweekly payment for County bills.
- Manage payroll system, issue biweekly paychecks, and complete all tax filings.
- Review contracts and personnel action forms to ensure compliance with County Code and other laws and regulations to make appropriate payments.
- Enhance systems within the Controller's office to support performance of core functions.

Financial Reporting and Accounting

- Prepare Annual Comprehensive Financial Report and continue earning the Certificate of Achievement for Excellence in Financial Reporting.
- Implement new accounting standards to comply with governmental accounting standards board principles (GASB).
- Maintain and protect the County's financial records and accounting system in SAP.
- Create all County capital assets and set depreciation schedules.

Conduct Fiscal and Operational Audits

- Oversee County's annual audit and Single Audit required for Federal and State funding.
- Complete all audits at County level as required by law or deemed appropriate or necessary.
- Develop a comprehensive audit program to identify risks, and monitor and strengthen internal controls.
- Lead the County through audits of County programs conducted by outside agencies.

Administration of the Retirement Fund

- Administer pension payments made to all County retirees.
- Communicate with investment advisors and custodial bank to oversee fund administration.
- Maintain the accounting records for the retirement fund and prepare reports as required by the Retirement Board and outside agencies and improve processes.
- Explore enhancement of record keeping and delivery of information to retirees.

Priorities and Initiatives:

The creation of the Delaware County Health Department, deprivatize and transition of the County jail to County control, and management's undertaking of other major projects has increased substantially the work in the Controller's Office, which work must be completed while performing its legally mandated responsibilities with respect to payroll, accounting, accounts payable, retirement and auditing. The Controller's Office plans for significant development of its internal audit department to improve internal procedures, controls, and performance. In

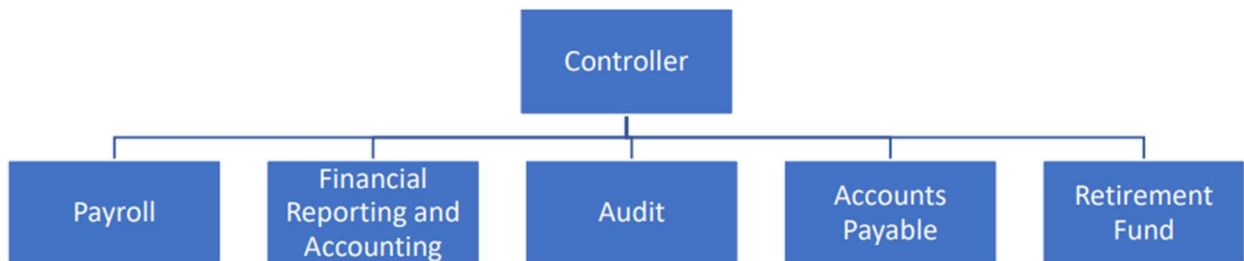


Delaware County Adopted 2023 Budget

Appendix D – Finance & Budget

partnership with IT, the Controller’s Office also will begin work to explore future changes and modifications to the enterprise resource process system, including work to implement new GASB accounting standards, time, and attendance programs, and to facilitate reporting functions required by County management. The Controller’s Office also anticipates exploring possible improvements to systems through review of procedures, training, planning, incorporation of technology where feasible, and collaboration with management.

	ACTUALS			BUDGET		
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures						
Salaries and Wages	743,937	754,381	922,315	1,392,387	1,392,387	1,481,904
Overtime	0	0	0	2,000	2,000	2,000
Travel	0	199	0	7,000	7,000	7,000
Office Supplies	15,435	9,528	6,632	15,000	15,000	15,000
Other Services	308,421	321,932	318,639	596,300	596,300	646,300
General Fund Expenditures	\$1,067,793	\$1,086,040	\$1,247,586	\$2,012,687	\$2,012,687	\$2,152,204
Summary						
Net Cost to County	\$1,067,793	\$1,086,040	\$1,247,586	\$2,012,687	\$2,012,687	\$2,152,204
Full Time Positions					20	22





Delaware County Adopted 2023 Budget

Appendix D – Finance & Budget

DEPARTMENT NAME: BUDGET MANAGEMENT

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

Goals and objectives:

Reduce the Number of Negative Commitment items in Fund Centers

- Budget Staff work with departments on monitoring their Budget to identify negatives and perform Budget Transfers
- Budget Staff working with departments on ensuring Budget line items are properly funded before Pre-Encumbrances/Encumbrances are entered, and expenditures charged

Place Monthly Finance Reports on a Dashboard and County Website

- Continue to update and transform Monthly reports
- Possibly Work with an outside Vendor to create new reports such as Open Gov
- Monthly posting of Financial Data

Work with Departments to project actual costs to needed on annual basis to perform the functions of County Government

- Drill down and look at historical costs
- Work with departments to get understanding of what they do and the costs associated with getting these tasks done

Work with departments on increasing the Number of Grants the County receives to as to reduce the Burden on the County's General Fund

- Hire a Grants Manager
- Work with departments to see what projects can be funded with grant dollars and free up county Resources
- Make sure we the County is actively pursuing all grant opportunities



Delaware County Adopted 2023 Budget

Appendix D – Finance & Budget

Priorities and Initiatives:

- Budget Management would like to look at what it would take for departments to electronically key in their Budget requests to the County’s Financial system as well perform Budget Transfers at the department level but approved by Budget Management as part of an overall plan at looking at long term initiatives as it relates to the Budget Management Process and system capabilities.
- Budget Management wants to work on forecasting revenues, so as to provide models for how future Budgets may look like; this will help with aligning expenditures with revenue.
- Budget Management wants to work with departments, so as to continue to “right size” departmental budgets so that the limited resources of the County are adequately funding the areas in which these scarce resources are needed. This may tell reduction in certain areas and increases in other areas so as again to “right size” the Budget and properly align revenues and Expenditures.
- Budget Management would like to work with the departments and the Controller’s Office about doing more of a monthly or at least a quarterly close; this includes doing more accrual Journal entries; this will allow more of updated status on where we stand financially and reduce the number of the end of the year transactions needed.

Budget Detail:

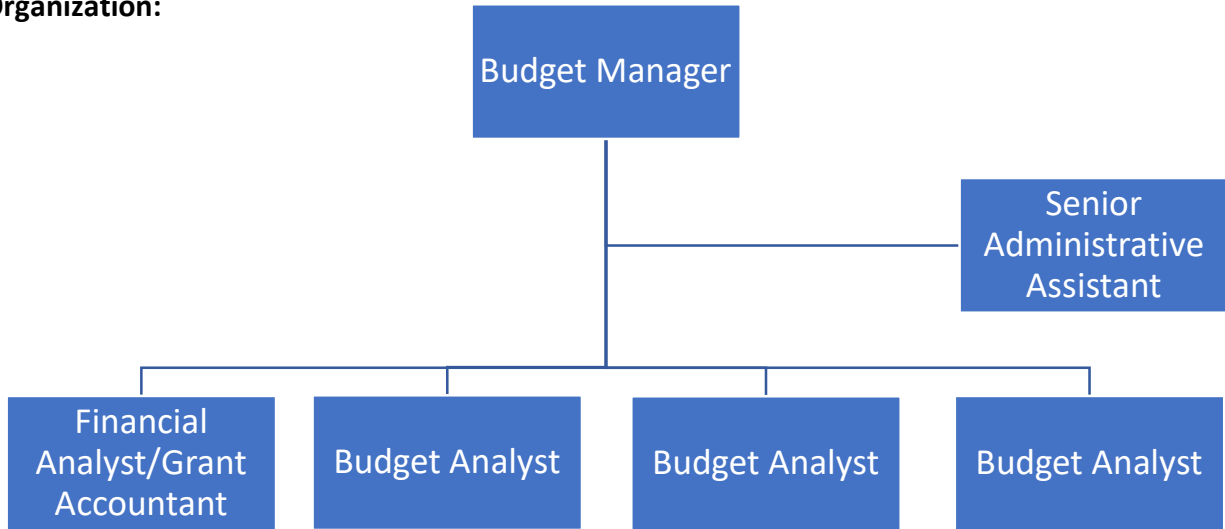
	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures						
Salaries and Wages	233,684	174,770	197,564	498,976	443,976	541,569
Travel	0	0	0	2,500	2,500	2,500
Office Supplies	351	551	548	500	500	500
Other Services	941	96	79,059	59,860	114,860	114,860
General Fund Expenditures	\$234,976	\$175,417	\$277,171	\$561,836	\$561,836	\$659,429
Summary						
Net Cost to County	\$234,976	\$175,417	\$277,171	\$561,836	\$561,836	\$659,429
Full Time Positions					8	8



Delaware County Adopted 2023 Budget

Appendix D – Finance & Budget

Organization:





Delaware County Adopted 2023 Budget

Appendix D – Finance & Budget

Tax Assessment

The primary function of the Tax Assessment Department in conjunction with Board of Assessment, is to determine the current market value of all properties in the county and calculate the appropriate assessment. The administrative duties are strictly governed under statutes established by the General Assembly for the Commonwealth of Pennsylvania, also maintains policies, management operations, and supervises assessments within the county.

Goals and objectives:

Technology and Automation

- Automating the data entry of all Deeds into the Tyler system, minimizing errors and improving inefficiencies.
- Create online forms for payment and mapping request.
- Improve communication with all taxing authorities via enhanced data sharing capabilities.

Establish best practices policies and procedures

- Continue to update and transform policies and procedure manuals.
- Customer service education for the staff.
- Continuing assessment education on any state regulatory changes.

Priorities and Initiatives:

Completion of testing and certification of five new staff assessors. Review all county tax exempt properties. Automate the data transfer from Recorder of Deeds (Kofile) to Tax Assessment (Tyler) operating systems to minimize data entry errors. Streamline the “Charge and Credit” process and improve notification to all taxing authorities.



Delaware County Adopted 2023 Budget

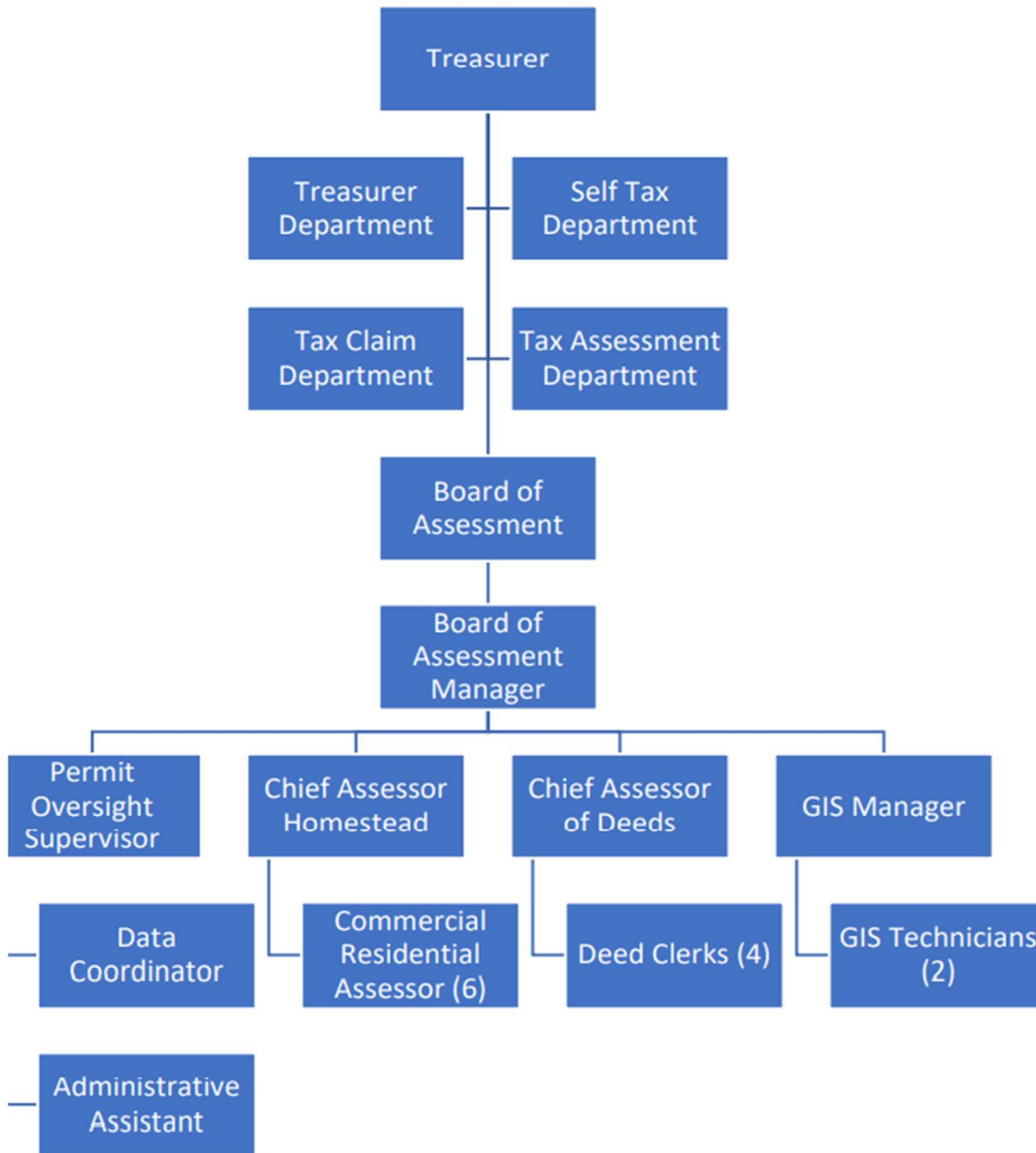
Appendix D – Finance & Budget

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$344,739	\$15,768	\$94,779	\$289,000	\$289,000	\$225,800
Expenditures						
Salaries and Wages	657,521	597,532	192,844	953,000	953,000	774,751
Overtime	524	1,290	0	500	500	500
Travel	1,152	123	2,631	1,000	1,000	1,000
Office Supplies	3,373	2,822	3,256	3,000	3,000	3,000
Other Services	480,402	395,118	369,474	395,630	395,630	395,630
General Fund Expenditures	\$1,142,972	\$996,885	\$568,205	\$1,353,130	\$1,353,130	\$1,174,881
Summary						
Net Cost to County	\$798,233	\$981,117	\$473,426	\$1,064,130	\$1,064,130	\$949,081
Full Time Positions					19	18



Delaware County Adopted 2023 Budget

Appendix D – Finance & Budget





Delaware County Adopted 2023 Budget

Appendix D – Finance & Budget

DEPARTMENT NAME: SELF TAX DEPARTMENT

Mission: To provide timely and accurate collection of current year property taxes. Complete tax certifications as requested and provide the residents of Delaware County exceptional customer service.

Goals and objectives:

Improve Tax-Payer Experience

- Provide customer service training to all tax collection staff.
- Provide residents with multiple payment options.

Establish best practices policies and procedures

- Continue to update and transform policies and procedure manual.
- Work with banking partners to bring inhouse fraud prevention classes to staff.
- Cross train with Tax Claim Department to assist during peak times.
- Increase efficiency with the use of new technology and automation.

Establish measurable KPI's to track performance

- Monthly report to identify the following:
 - Dollars collected,
 - Number of payments posted, and
 - Number of tax certification processed.

Priorities and Initiatives:

Self-Tax initiative would be to provide residents with multiple payment options, while maintaining a safe and secure payment process. This can be accomplished by reviewing existing and new service providers for broader AR options. Explore phone integration with our current system to allow automated phone payments. The challenges are to integrate new payment systems into our current AR system without causing excessive disruption and cost.

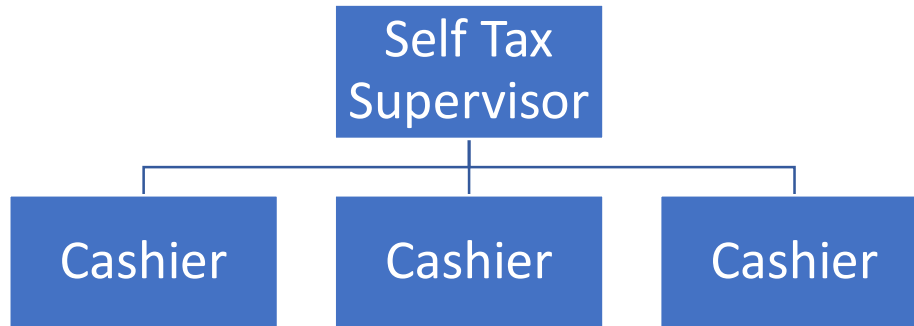


Delaware County Adopted 2023 Budget

Appendix D – Finance & Budget

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$39,780	\$3,275	\$2,800	\$45,000	\$45,000	\$25,000
Expenditures						
Salaries and Wages	132,464	99,945	13,442	157,000	157,000	137,212
Overtime	0	0	0	1,000	1,000	1,000
Office Supplies	3,159	3,288	1,888	2,000	2,000	2,000
Other Services	78,785	80,798	67,499	77,400	77,400	77,400
General Fund Expenditures	\$214,408	\$184,031	\$82,829	\$237,400	\$237,400	\$217,612
Summary						
Net Cost to County	\$174,628	\$180,756	\$80,029	\$192,400	\$192,400	\$192,612
Full Time Positions					4	4





Delaware County Adopted 2023 Budget

Appendix D – Budget & Finance

DEPARTMENT NAME: TAX CLAIM DEPARTMENT

The mission of the Tax Claim Bureau is to collect and distribute delinquent real estate taxes for the county, municipalities & school districts in a professional environment where taxpayers are served with courtesy and dignity.

Goals and objectives:

Customer Service Improvements

- Provide customer service training to all tax collection staff.
- Improve staff training on state programs for the needy, allowing them to provide additional resources to residents, when their property goes delinquent.

Delinquency Management

- Invoicing residents in a timely manner and insuring proper legal notifications are maintained.
- Review delinquency trends and patterns to better assist County Council with suggestions on areas of need throughout the county.

Establish best practices policies and procedures

- Continue to update and transform policies and procedure manual.
- Work with banking partners to bring inhouse fraud prevention classes to staff.
- Cross train with Self Tax Department to assist during peak times.
- Increase efficiency with the use of new technology and automation.

Establish measurable KPI's to track performance

- Monthly report to identify the following:
 - Number of payments posted, and
 - Number of tax certification processed.
 - Number of properties sold and delinquency duration

Priorities and Initiatives:

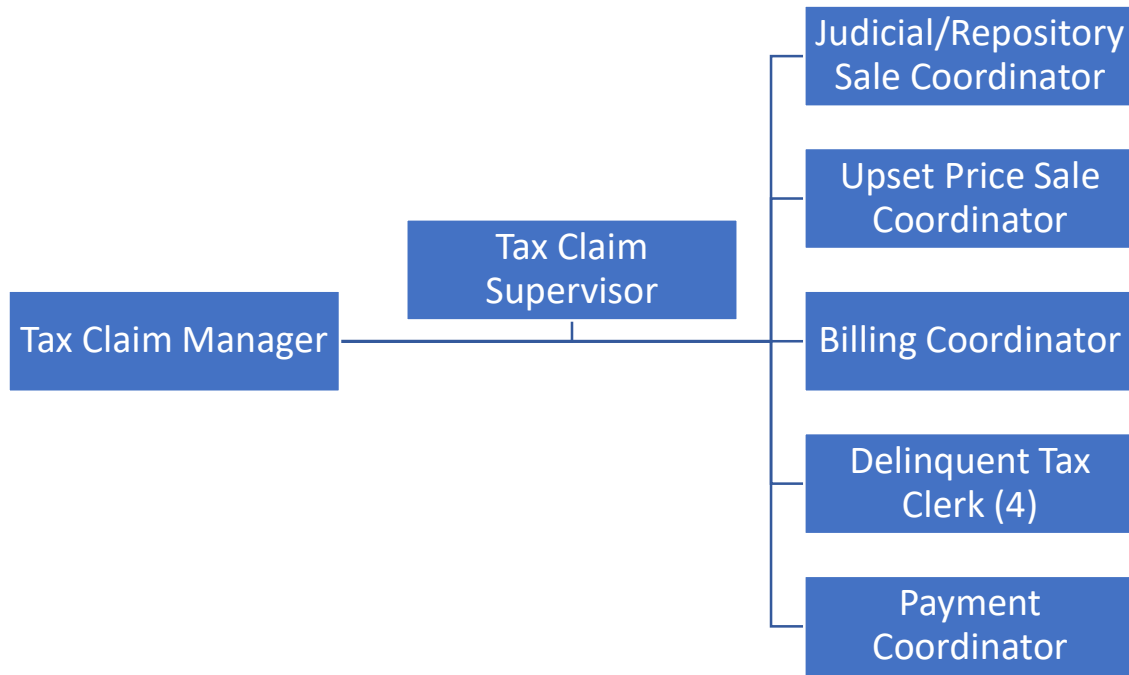
The priorities are to ensure the collection of authorized taxes and fees in a fair and professional manner, and efficiently distribute the proceeds in accordance with the laws of those taxing authorities. Initiatives are to digitize the data entry process in order to analyze the information more efficiently. This will allow for in-depth data mining and the ability to determine trends. Additional goals and challenges are to, limit the amount of properties sold at auction with county residents who are experiencing difficulties paying their tax obligations due to rising cost.



Delaware County Adopted 2023 Budget

Appendix D – Budget & Finance

	ACTUALS			BUDGET		
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$4,038,069	\$3,849,735	\$3,990,150	\$3,774,500	\$3,774,500	\$3,775,000
Expenditures						
Wages & Salaries	306,453	328,737	122,702	441,000	441,000	461,726
Overtime	0	72	0	1,000	1,000	1,000
Office Supplies	19,006	8,201	26,246	10,000	10,000	10,000
Other Services	648,412	659,451	672,841	692,918	692,918	69,292
General Fund Expenditures	\$973,871	\$996,462	\$821,789	\$1,144,918	\$1,144,918	\$1,165,644
Summary						
Net Cost to County	(\$3,064,199)	(\$2,853,273)	(\$3,168,361)	(\$2,629,582)	(\$2,629,582)	(\$2,609,356)
Full Time Positions					13	13





Delaware County Adopted 2023 Budget

Finance & Budget

DEPARTMENT NAME: TREASURER DEPARTMENT

The Treasurer's mission is to protect and maintain the fiscal integrity and financial solvency of the Delaware County government. The Treasurer's Office provides tax collection, revenue collection, and license sales and services to Delaware County residents so they can comply with tax obligations and licensing requirements.

Goals and objectives:

Financial Planning

Provide continued improvements in the area of revenue management.

- Add additional staff to assist with accounting task and market analysis.
- Working with our banking partners and financial advisors to increase returns in a continuously changing interest rate environment.
- Increase the use of data analytics and market modeling to provided improved reporting and forecasting with the assistance of a cash management firm.

Improve Tax-Payer Experience

- Improve communication systems to provide better tools to service county residents
- Provide residents with multiple payment options, while maintaining high accounting standards and fraud protection safeguards.
- Staff customers service training.

Establish best practices policies and procedures

- Continue to update and transform policies and procedure manuals.
- Work with banking partners to bring inhouse fraud prevention classes to staff.
- Ensuring all bank accounts have the maximum level of fraud protection available.
- Increase efficiency with the use of new technology and automation.

Priorities and Initiatives:

Implement and coordinate with a cash management partner to assist in identifying and maximizing revenue returns. Automate the data transfer from Recorder of Deeds (Kofile) to Tax Assessment (Tyler) operating systems to minimize data entry errors. Streamline the "Charge and Credit" process and improve notification to all taxing authorities. Provide improved customer

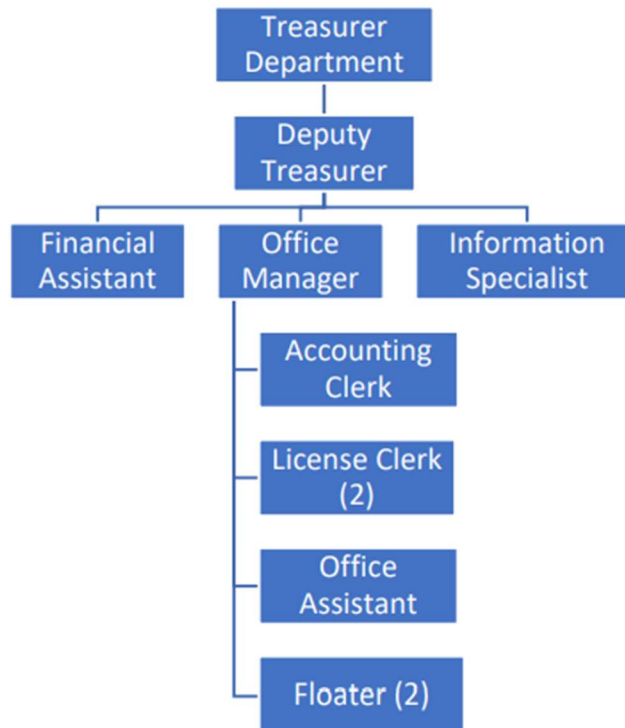


Delaware County Adopted 2023 Budget

Finance & Budget

service levels and automation while maintaining a fiscally responsible budget for the residents of Delaware County.

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$1,793,374	\$575,554	\$163,841	\$855,981	\$855,981	\$890,700
Expenditures						
Wages & Salaries	477,888	491,685	140,343	632,000	632,000	710,459
Overtime	(254)	800	0	0	0	0
Office Supplies	3,426	4,169	1,953	1,000	1,000	1,000
Other Services	39,151	62,270	75,082	56,077	56,077	56,077
Capital Outlay Requests	0	0	0	0	0	0
General Fund Expenditures	\$520,211	\$558,924	\$217,378	\$689,077	\$689,077	\$767,536
Summary						
Net Cost to County	(\$1,273,163)	(\$16,630)	\$53,537	(\$166,904)	(\$166,904)	(\$123,164)
Full Time Positions					11	11

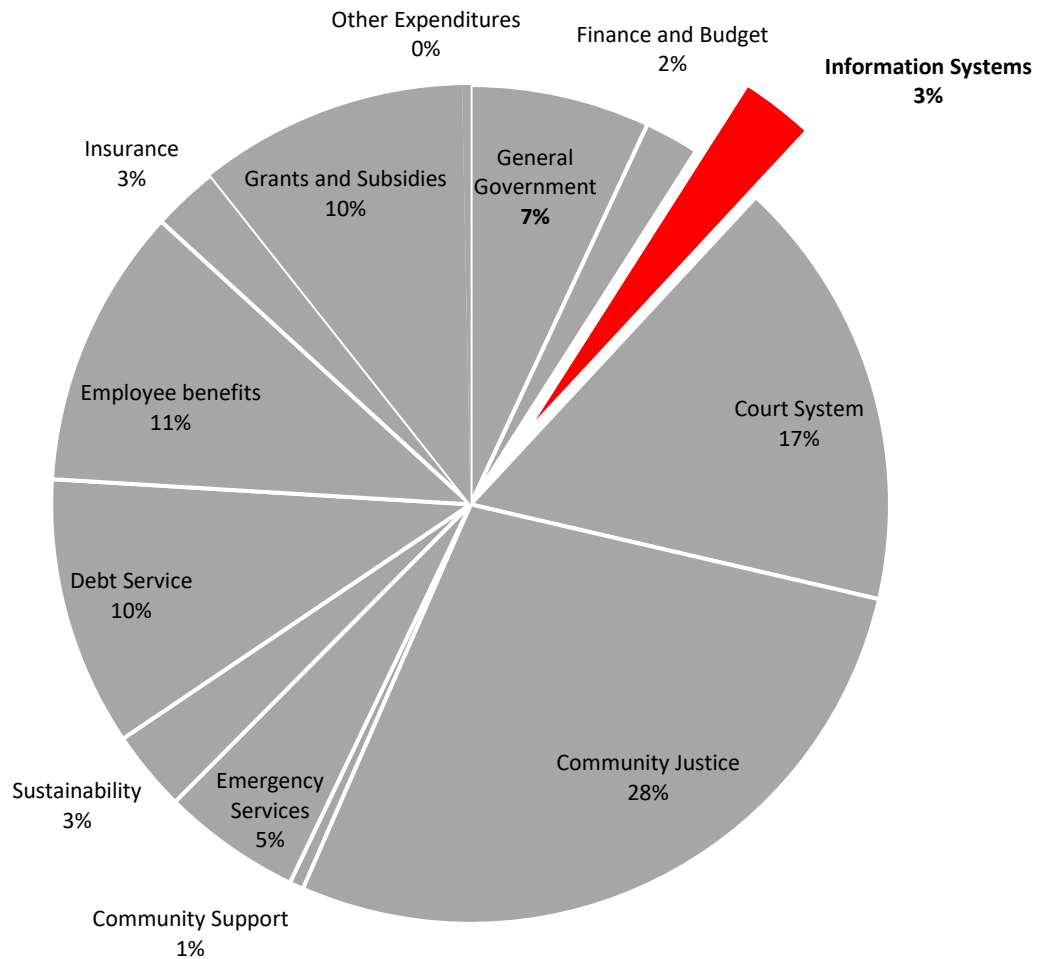




Delaware County Adopted 2023 Budget

Appendix E - Information Services

APPENDIX E - INFORMATION SERVICES



Information Services agencies employ current and leading technologies to make information readily available to the public. The County's efforts to move from paper to electronic recordkeeping was especially important during the COVID-19 pandemic, when many public and private offices were closed or operating under access restrictions. The following agencies comprise **Information Services**:

- Information Technology
 - GIS/Data Innovations
 - Records and Archives
 - Telecommunications
- Recorder of Deeds



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Appendix E – Information Services

DEPARTMENT NAME: INFORMATION TECHNOLOGY

(includes TELECOMMUNICATIONS, RECORDS & ARCHIVES, & GID/DATA INNOVATION CENTER)

Mission:

All Delaware County departments rely on information technology as a basis for their day to day work. Our focus and mission are to provide effective, customer friendly service that simplifies processes, make peoples jobs easier, balanced with providing the proper security to protect our environment.

Our focus, while primarily internal also encompasses easing the use of department services for our county constituents by improving how they interact with us, using digital forms, helping to reduce the complexity of processes through simplification.

Information Technology

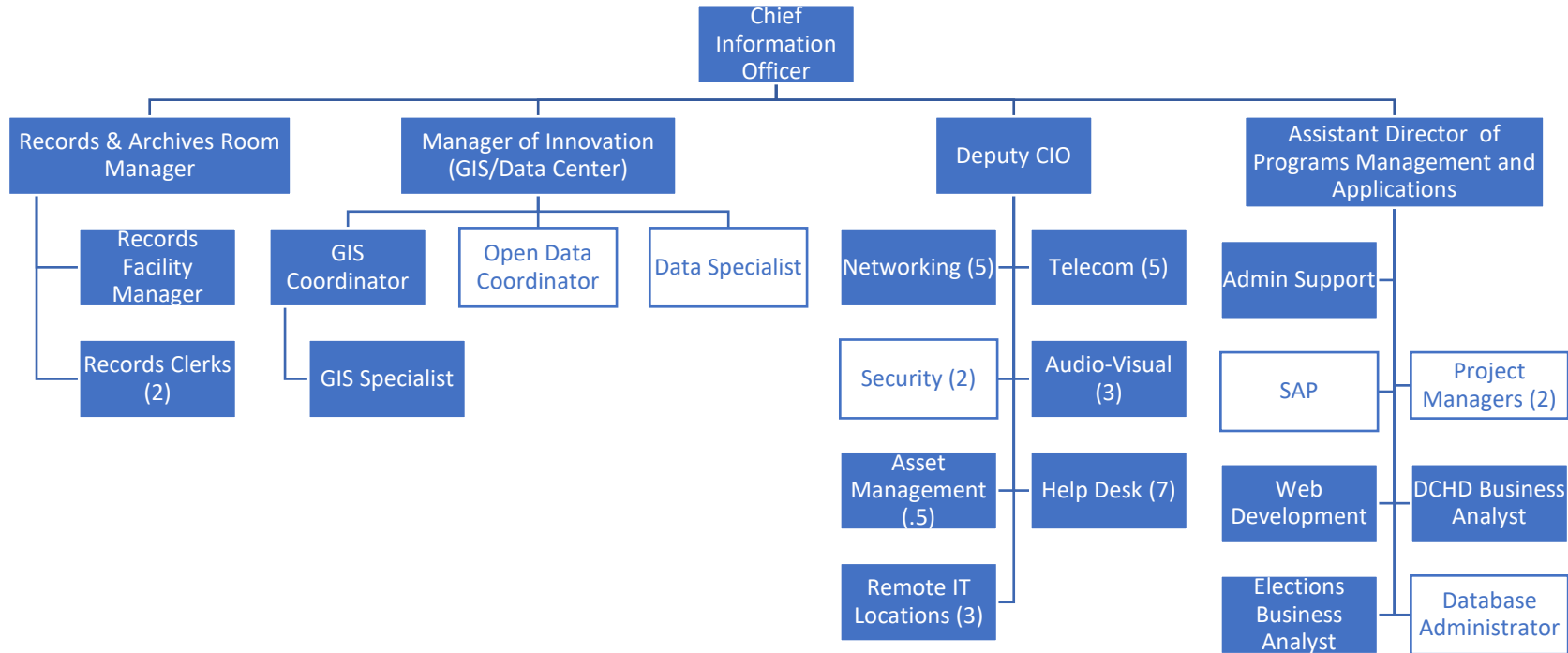
	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$44,156	\$19,803	\$0	\$107,124	\$107,124	\$0
Expenditures						
Salaries and Wages	1,774,313	1,461,044	1,403,883	2,845,610	2,845,611	2,544,558
Overtime	36,860	46,122	65,867	50,000	50,000	50,000
Office Supplies	470	636	474	5000	5,000	15,000
Other Services	1,526,260	1,283,284	2,220,711	3,085,037	3,085,037	5,181,483
General Fund Expenditures	\$3,337,903	\$2,791,086	\$3,690,935	\$5,985,647	\$5,985,648	\$7,791,041
Summary						
Net Cost to County	\$3,293,747	\$2,771,283	\$3,690,935	\$5,878,523	\$5,878,524	\$7,791,041
Full Time Positions					40	49



Delaware County Adopted 2023 Budget

Appendix E – Information Services

CONSOLIDATED ORGANIZATION CHART
 (New/Vacant positions in white boxes)





Delaware County Adopted 2023 Budget

Appendix E – Information Services

DEPARTMENT NAME: RECORDER OF DEEDS

Goals and objectives:

- **Transition to Cloud Storage:**

In furtherance of best practices and legal compliance, the office will transition from storing backed up files on microfilm in brick-and-mortar locations to the cloud storage of PDF-A files. Notwithstanding an initial \$60,000 capital expense to convert approximately 30 million document images into the proper file format, over time significant cost savings and improved effectiveness will be realized. TIMEFRAME: Complete in 2023.

- **Partial Reconfiguring, Refurbishing and Refurnishing Office Space:**

To improve customer experience while better protecting the office's records and files, we will be investing a small amount of capital dollars (\$20,000) to reconfigure the office such that public access to documents and records will be better controlled, and defects in office sight-lines and seating will be remedied. TIMEFRAME: Complete in 2023

Priorities and Initiatives:

- **Consideration of Market Activity:**

Revenue in the current year to date (2022) is running firmly below the same period in 2021. Due to high interest rates, rampant inflation and an overall challenging economic front, we believe it is prudent to expect that the trend downward for land related transactions will persist well into 2023. As such, we have conservatively estimated 2023 revenue at 2020 levels. TIMEFRAME: Jan -Dec 2023

- **Adjustment of Staff Wages:**

In late 2020 and 2021, the office acquired and began to utilize new, state of art hardware and software in order to offer e-recording and internet searching and retrieval to the public. Through training, education and effort, the skills and abilities of the Office's staff have materially and measurably adapted and improved. Salaries, however measured, have not kept pace. Staff are underpaid versus employees with comparable skill sets. Our 2023 budget reflects the reclassification and regrading of certain positions, coupled with modest salary increases of others, so that duties, skill sets and salaries will be better aligned in 2023. TIMEFRAME: First pay period of 2023

- **Closely Monitor Payment Source for Certain Contracted Services and Expenses:**

As in prior years, certain expenses directly related to the processing and maintenance of land records are paid from the Recorder of Deeds Record Improvement Fund ("the Fund"). Those expenses, generally in the range of \$100,000 to \$150,000, are not budgetary items. By way of example, the largest of those expenses in 2023 will be the

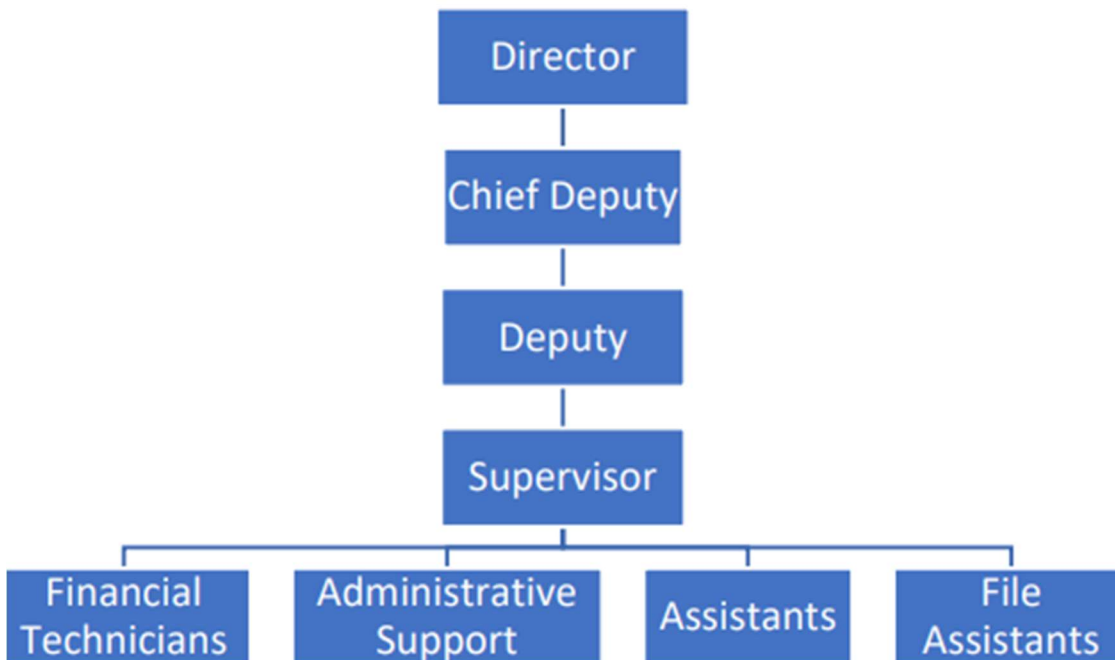


Delaware County Adopted 2023 Budget

Appendix E – Information Services

annual maintenance/service contract for the Kofile County Fusion land records management system (\$77,000) and also payments to Info Quick Solutions (\$36,000+/-) for services involving the indexing, proofing and verification of certain documents. At present, we anticipate that the Fund will have a corpus sufficient to cover those expenses. However, if 2023 is an especially slow year, in 2024 it may be necessary to shift some of the above payment obligations into a budgeted contracted-services line item. TIMEFRAME: Jan -Dec 2023

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$3,991,286	\$4,110,524	\$6,488,610	\$3,834,732	\$3,834,732	\$4,375,000
Expenditures						
Salaries and Wages	397,827	487,870	481,929	564,588	564,588	552,479
Overtime	2,095	7,460	1,828	5,500	5,500	5500
Travel	0	0	1,056	1,020	1,020	1020
Office Supplies	9,826	8,565	3,093	2,000	2,000	2000
Other Services	39,651	51,225	20,193	40,000	40,000	31,396
General Fund Expenditures	\$449,399	\$555,120	\$508,099	\$613,108	\$613,108	\$592,395
Summary						
Net Cost to County	(\$3,541,887)	(\$3,555,404)	(\$5,980,511)	(\$3,221,624)	(\$3,221,624)	(\$3,782,605)
Full Time Positions					15	14

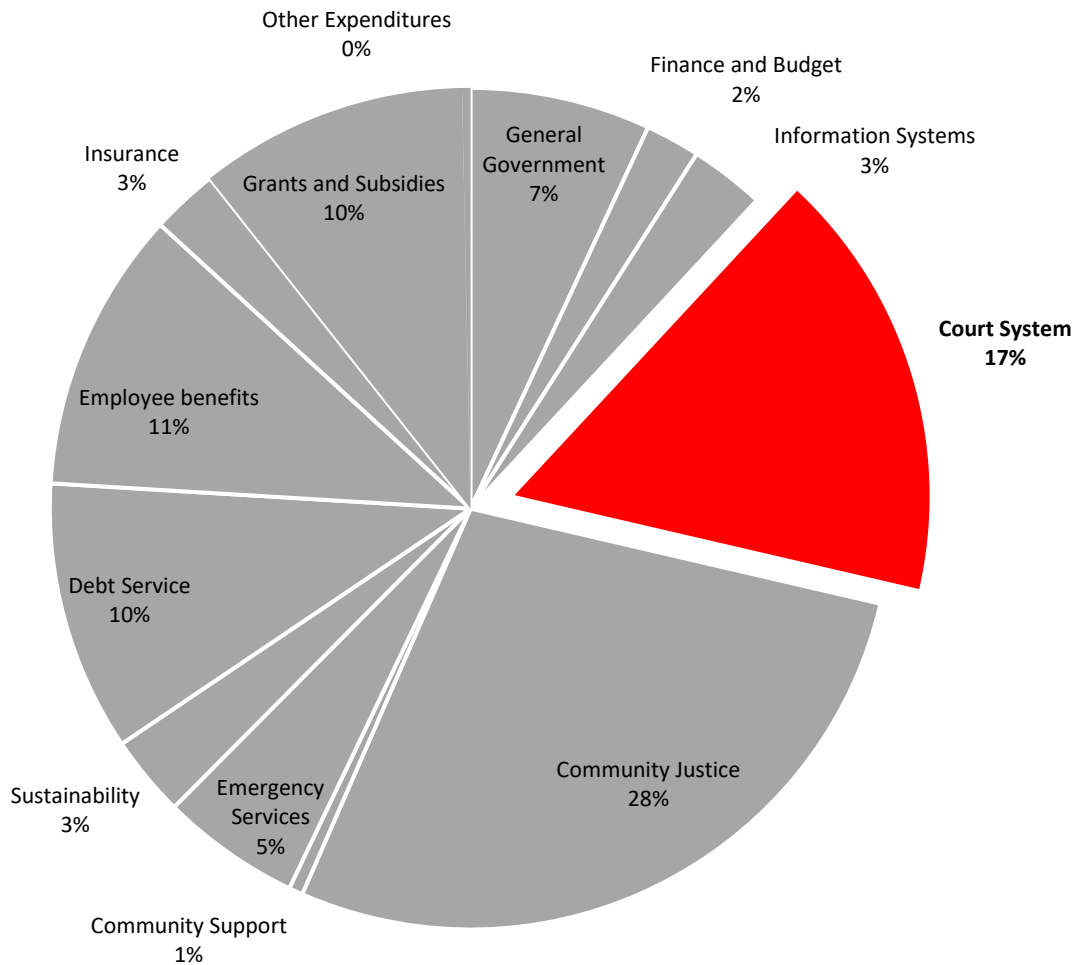




Delaware County Adopted 2023 Budget

Appendix F - County Court Agencies

APPENDIX F - COUNTY COURT AGENCIES



The **Court System Agencies** are responsible for the operation of the Delaware County Court of Common Pleas. The Courts are supported by the other agencies within County government, and work with the Community Justice agencies through the following subdivisions:

- Court Support & Services
- Legal Audio Visual
- Adult Probation and Parole
- Electronic Records System
- Diagnostic Services
- Magisterial District Courts

- Domestic Relations
- Court Financial
- Maintenance of Juveniles
- Special Court Prison Fund
- Juvenile Court



Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

DEPARTMENT NAME: COURT ADMINISTRATION

Mission: The Court Administrator’s Office provides support for the Delaware County Court of Common Pleas, 32nd Judicial District by processing and scheduling hearings, motions, petitions, and other matters in the criminal, civil and family sections of the court. The office is also responsible for summoning jurors for trials and serves as a liaison between the Court and the Administrative Office of Pennsylvania Courts.

Goals and objectives:

Goal 1

- Support the One-day, One-Trial Jury system for the Criminal and Civil Sections of the Delaware County Court of Common Pleas by summoning jurors and processing cases for final outcomes.

Goal 2

- Continue to provide customer service through effective communication to all court users, judges, staff, other agencies or departments.

Priorities and Initiatives

1. Implementation of Family E-File and ensure the necessary workflow is in place to support the new business process.
2. Monitor Jury Management System (JMS) and Civil Case Management System (CMS/C-Track). Timely report and resolve system-related issues as well as conduct due-diligence around opportunities that may create future efficiencies (Ex: Summons Direct and Offsite Hosting for JMS which could possibly reduce staff, labor hrs., etc.).

Budget Detail:

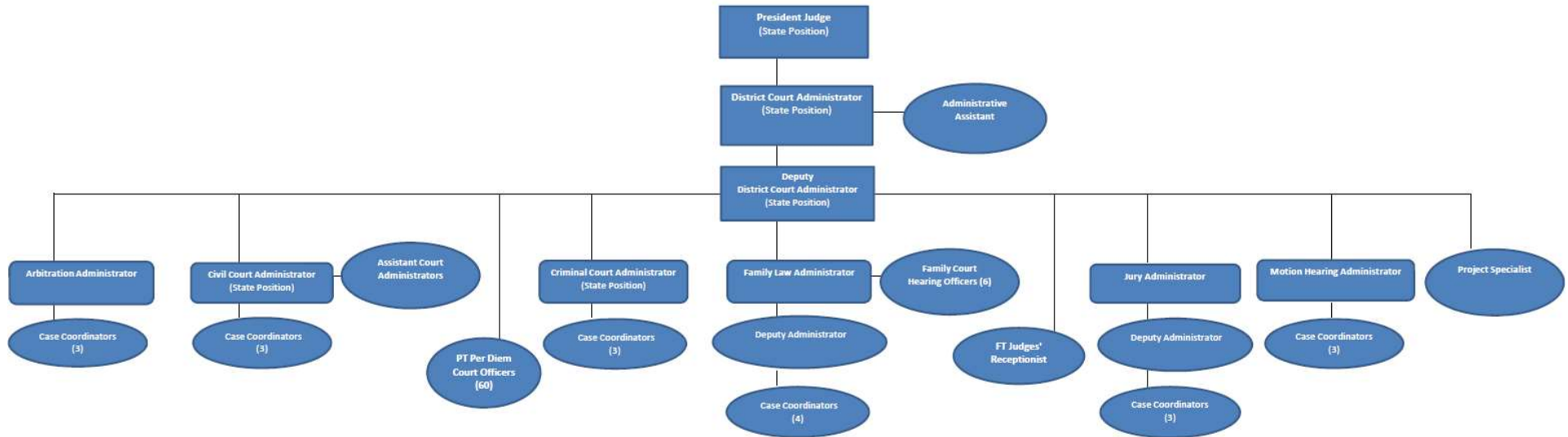
	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$48	\$64,870	\$65	\$197	\$197	\$190
Expenditures						
Wages & Salaries	1,166,604	996,233	994,174	1,604,357	1,604,357	1,661,875
Overtime	19,958	6,953	33,245	25,000	25,000	25,000
Travel	665	0	0	7,000	7,000	7,000
Office Supplies	11,550	8,094	12,672	20,000	20,000	20,000
Other Services	337,207	120,251	236,491	440,500	440,500	347,000
General Fund Expenditures	\$1,535,984	\$1,131,531	\$1,276,582	\$2,096,857	\$2,096,857	\$2,060,875
Summary						
Net Cost to County	\$1,535,935	\$1,066,661	\$1,276,517	\$2,096,660	\$2,096,660	\$2,060,685
Full Time Positions					29	28



Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

Organization:





Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

DEPARTMENT NAME: LEGAL AUDIO/VISUAL DEPARTMENT

Mission:

The mission of the Legal Audio/Visual Department is to provide updated audiovisual equipment and technology to help enhance and expedite the trial process for the Judge, attorneys and witnesses involved.

Goals and objectives:

Our goal is to make the trial experience run smoothly, and efficiently.

- Acquire and maintain new and existing equipment for a longer life span.
- Train appropriate staff on the equipment so they may better serve the courts.
- Help other departments when needed with any audiovisual needs and questions.

Budget Detail:

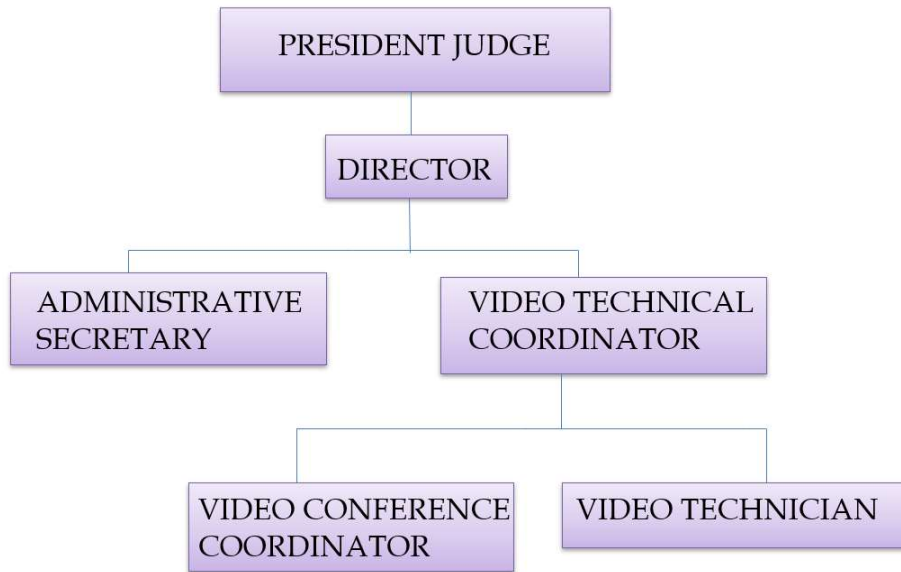
	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$25,405	\$11,882	\$7,984	\$25,786	\$25,786	\$9,500
Expenditures						
Wages & Salaries	176,110	180,622	171,255	185,973	185,973	214,124
Overtime	870	740	862	900	3,200	3,200
Travel	71	0	0	100	100	100
Office Supplies	2,030	2,012	2,190	2,600	2,600	2,600
Other Services	7,859	15,297	19,485	23,300	21,000	16,260
General Fund Expenditures	\$186,941	\$198,671	\$193,793	\$212,873	\$212,873	\$236,284
Summary						
Net Cost to County	\$161,535	\$186,789	\$185,809	\$187,087	\$187,087	\$226,784
Full Time Positions					5	5



Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

Organization:





Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

DEPARTMENT NAME: ADULT PROBATION & PAROLE SERVICES

Mission: The overall responsibility of Delaware County Adult Probation and Parole Services is to ensure that the community is protected and that all defendants are held accountable to comply with the terms of any sentence imposed by the Court of Common Pleas. We supervise, counsel, and make referrals for treatment for those adults or Court-certified juveniles sentenced to county probation, parole or placed on the Accelerated Rehabilitative Disposition Program.

Goals and objectives:

Training

- Continue to implement Evidence Based Practices (EBP) within our department.
- Introduce Trauma Informed Training to all staff.
- Add more certified trainers amongst our current staff, who are responsible for implementing new practices and monitoring their continued use amongst staff. Provide yearly refreshers.
- Continue to find new training opportunities.

Reentry and Rehabilitation

- Focus on reentry opportunities for clients to help lower recidivism.
- Continue to find programs that can aid the various populations we supervise.
- Implement a process to identify immediate needs of individuals when placed under supervision.

Programs/Funding

- Continue to find additional funding to create programs that are needed within the community (mental health, traumatic brain injuries, intellectual disabilities, etc.).
- Continue to apply for grant opportunities specific to the needs of our County and clients.

Staff/Office

- Fill open positions in a timely manner.
- Create an IT position that will be responsible for data retrieval and statistical reports to help with day-to-day operations and help identify gaps in service. This position will also report on current grants, provide data for newer grant opportunities, and oversee daily departmental needs.
- Address lack of space and storage.



Delaware County Adopted 2023 Budget

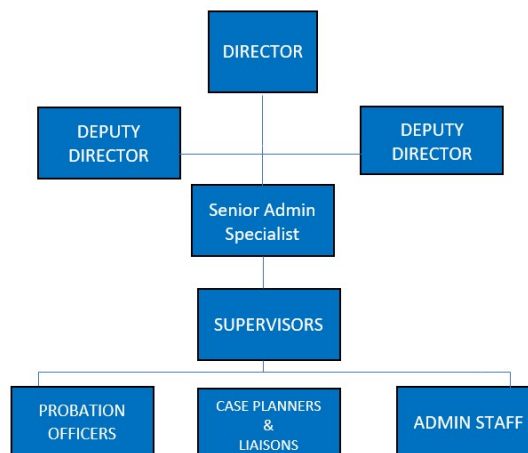
Appendix F – Court Agencies

Priorities and Initiatives: It is a priority of this office that all clients under supervision in Delaware County have the appropriate resources and services in place to provide them the necessary tools to be successful in their supervision, but most importantly, in life. Funding is always a challenge. It is the hope that we receive one of three grants that we recently submitted that will provide funding for reentry and/or rehabilitation. Additionally, the creation of an IT person within the year would provide us the opportunity to seek additional funding as most grants are data-based. The creation of that position would allow us to begin retrieving relevant data and track recidivism. Continued training amongst staff will be remain a priority each year as the more informed they are, the better prepared they are to work with clients. Additionally, with the continuation of the implementation of EBP and trauma informed care, the hope is that clients have a better overall experience with the Courts, and in turn, less recidivism.

Budget Detail:

	ACTUALS			BUDGET		
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$3,437,948	\$2,487,284	\$3,233,688	\$3,689,727	\$3,689,727	\$2,678,039
Expenditures						
Salaries and Wages	4,880,068	5,333,392	5,265,976	5,462,499	5,462,499	5,797,373
Overtime	55,242	36,494	36,989	102,000	102,000	102,000
Travel	6,819	0	551	21,000	21,000	21,000
Office Supplies	10,726	6,546	6,269	12,000	12,000	12,000
Other Services	422,869	403,986	485,039	807,325	807,325	639,260
Transfers	(255,633)	(252,393)	(210,094)	0	0	0
General Fund Expenditures	\$5,120,092	\$5,528,024	\$5,584,730	\$6,404,824	\$6,404,824	\$6,571,633
Summary						
Net Cost to County	\$1,682,144	\$3,040,740	\$2,351,042	\$2,715,097	\$2,715,097	\$3,893,594
Full Time Positions					92	92

Organization:





Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

Delaware County New Grants FY2023

DEPT	GRANT TYPE	PROJECT NAME	DESCRIPTION	START DATE	END DATE	PROJECT TOTAL	AMOUNT REQUESTED	CASH/ IN-KIND MATCH REQUESTED	% ADMIN COST ALLOWED	FINANCIAL IMPACT TO COUNTY ONCE GRANT IS COMPLETE. HOW WILL THE PROJECT BE FUNDED ONCE THE GRANT ENDS OR IF GRANT IS NOT AWARDED	# OF NEW POSITIONS ON THIS GRANT	# OF CONTINUATION POSITIONS ON THIS GRANT	GRANT REQUIRES POSITION PICK UP	TOTAL ANNUAL SALARY/BENEFITS FOR ALL POSITIONS ON GRANT
AP&P Services	New	Drug and Alcohol Treatment based RIP and IP Grant	To support restrictive conditions imposed as part of county probation. The goal of RIP remains to divert individuals from county jail or state prison and provide the necessary treatment for those with substance use disorders; thereby reducing recidivism and increasing public safety.	7/1/2022	6/30/2023	\$555,000	\$555,000	No	0%	Recurring annual grant. No funding needed at this time. If grant were to cease, County would be requested to fund.	0	6	N	\$456,880
AP&P Services	New	Grant-in-Aid	This grant is to secure state funds that are made available to support our county for costs incurred for supervision adult offenders. Funding may be used for staffing and/or support for the improvement of probation services and evidence-based programming.	7/1/2022	6/30/2023	\$671,039	\$671,039	No	0%	Recurring annual grant. No funding needed at this time. If grant were to cease, County would be requested to fund.	0	9fy2023	N	\$671,039
Total Grants: 2														



Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

DEPARTMENT NAME: ELECTRONIC RECORDING CENTER

Mission: The Electronic Recording Center has the responsibility of recording and producing transcripts of the proceedings of the Court of Common Pleas as well as producing transcripts for criminal preliminary hearings recorded at each of the Magisterial District Judge Courts in the county.

Goals and objectives:

Produce Quality Recordings

- Complete daily recording tests.
- Provide maintenance to recording equipment when necessary.
- Provide training to staff that use the system.

Continued Extraordinary Customer Service

- Manage transcript requests in a timely manner.
- Provide accurate information to requesting parties.

Budget Detail:

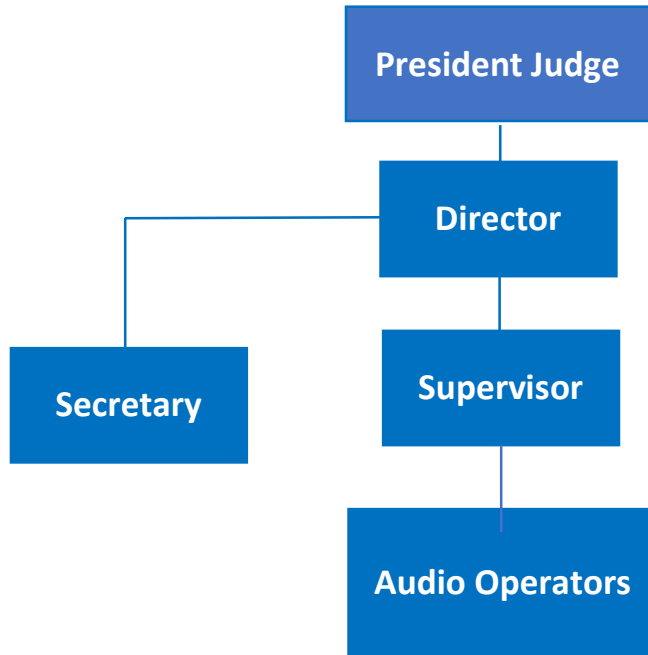
	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$155,506	\$94,939	\$116,304	\$159,731	\$159,731	\$90,000
Expenditures						
Wages & Salaries	348,835	286,753	281,998	368,761	368,761	356,774
Office Supplies	920	1,122	750	1,000	1,000	610
Other Services	445,604	361,812	482,447	530,500	530,500	472,425
General Fund Expenditures	\$795,358	\$649,686	\$765,195	\$900,261	\$900,261	\$829,809
Summary						
Net Cost to County	\$639,853	\$554,748	\$648,891	\$740,530	\$740,530	\$739,809
Full Time Positions					8	8



Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

Organization:





Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

DEPARTMENT NAME: PRETRIAL BAIL SERVICES UNIT

Mission: The overall responsibility of the Pretrial Bail Services Unit is to ensure safety of the community by making sure those accused of criminal activity abide by the conditions of bail as determined by the Magisterial District Justices and/or the judges on the Court of Common Pleas. The Pretrial Bail Services Unit is responsible for interviewing those charged with criminal offenses to obtain biographical and historical information about the individual and running NCIC prior criminal record checks on the accused. The bail interviewed uses this information to present bail recommendations to Magisterial District Justices, Hearing Officers and judges on the Court of Common Pleas. Bail interviews take place just prior to preliminary arraignments or when an accused is released from detention and required to submit to an interview at the office of the Pretrial Bail Services Unit located in the basement of the Courthouse. Further, non-monetary conditions of bail may be ordered by the Court. One of the non-monetary conditions is the installation of an electronic monitoring devices on those individuals who have been determined by the Court to be a higher risk of community safety. Pretrial Bail Monitors help those ordered on electronic monitoring have a successful time while waiting for case disposition. Pretrial Bail Monitors also conduct call-in contacts and drug testing as required by Court order. Moreover, during the pretrial stage of the criminal justice system, some accused need substance abuse and mental health treatment. It is imperative that these individuals receive the necessary help at the earliest stage of the process. The Pretrial Service Unit works with Court programs including Second Chance Court to identify treatment options at the Preliminary Arraignment stage and to ensure implantation of treatment and accountability during the court process.

Goals and Objectives:

1- Reach Fully Staffed Pretrial Bail Services Unit Level:

In order to ensure the public safety as stated in the mission of the Pretrial Bail Unit, the Unit seeks to fill three open positions that are critically important to office operations. These positions include: Bail Interviewer, two positions, and Pretrial Electronic Case Monitor, one position.

Working with the County's Personnel Department and the Court's Internal Management Department, the Pretrial Bail Office will obtain candidate information from internal job postings and from outside sources in order to identify candidates best suited to meet the performance requirements of the Bail Interviewer and Pretrial Electronic Case Monitor positions.



Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

2- Continued use of Electronic Monitoring and Call-In Contacts

Electronic Monitoring and Call-In Contacts will be continued when ordered by the Court as a means of pretrial release when deemed a condition of bail. A fully staffed office to perform this function is critical to ensuring community safety. The number of people ordered on the electronic monitor has doubled since 2021 and continues to grow.

Working with the Controller and Purchasing, the Pretrial Bail Services Unit will continue to ensure that the safety of the community is a priority while using the most cost effective pretrial monitoring system.

3- Continued partnership with Pretrial Court Programs

Pretrial Services will continue to partner with Court programs including Second Chance Court to address treatment options at the time of the Preliminary Arraignment up through the case disposition.

Working with the Board of Judges and community partners, including medical professionals, Pretrial Services will continue identifying people in need of substance abuse and mental health supports which will result in better outcomes while they are in the pretrial stage of the criminal justice system. When Crozer Health announced closures of several substance abuse and mental health services it provides to the community, Pretrial Services made an arrangement with the Diagnostic Services Unit to ensure that substance abuse assessments would not be interrupted.

Priorities and Initiatives:

A priority of the Pretrial Bail Services Unit is to obtain necessary information during the bail interview process so that a member of the judiciary can appropriately assess a person who is accused of crimes and to make decisions regarding bail and non-monetary conditions. This is important as the County makes plans for central booking operations in the next 1-2 years.

A priority of the Pretrial Bail Services Unit is to maintain appropriate staffing to meet the needs of an expanding electronic monitoring program. Due to unexpected trial delays caused by the pandemic, the trial process was interrupted leaving more people accused of criminal offenses and who are deemed of more safety concern detained at George W. Hill Correctional Facility. As a result, judges have moved these individuals from detention to electronic monitoring. In the next 1-2 years, the number of individuals ordered on the monitor may increase. Pretrial Bail Services Unit may have to consider additional employee hires to ensure the safety of the community by reviewing increased caseloads.



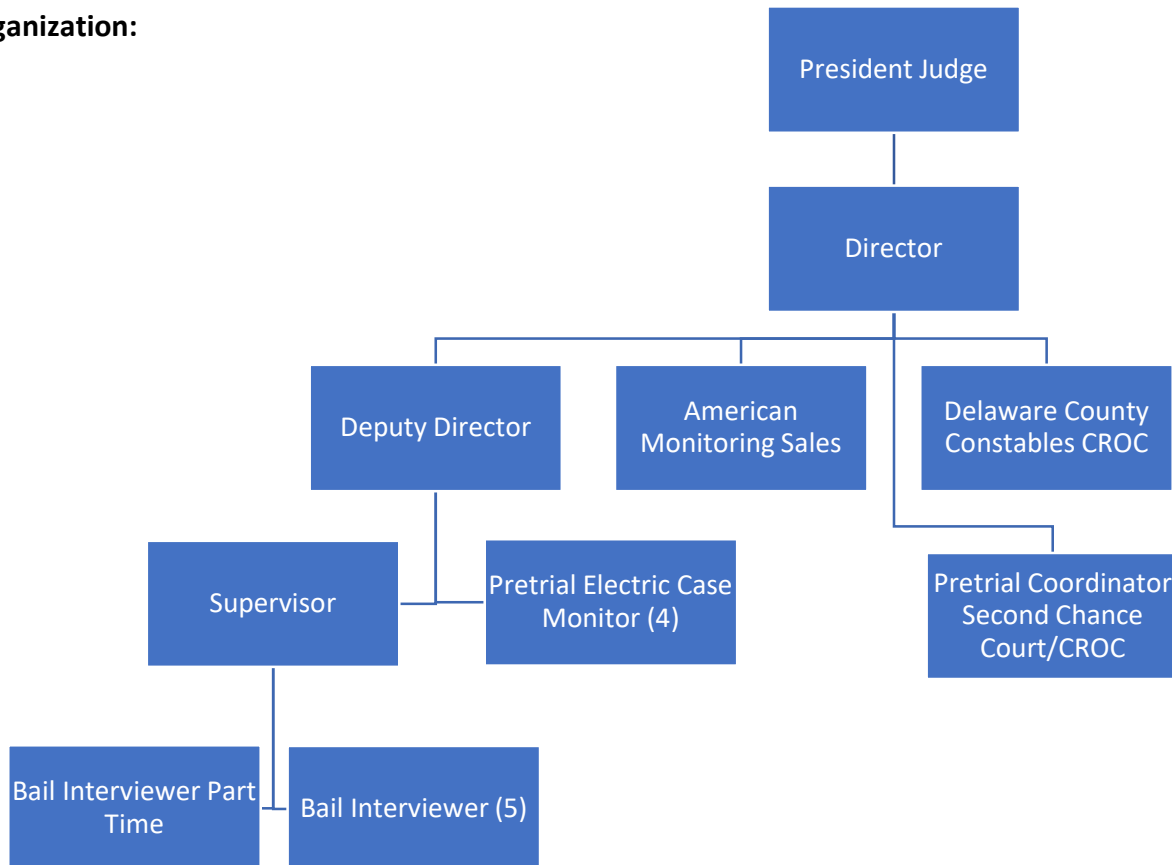
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Appendix F – Court Agencies

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$730,593	\$501,577	\$889,248	\$828,689	\$828,689	\$1,177,400
Expenditures						
Wages & Salaries	754,367	762,262	685,174	851,974	851,974	783,325
Overtime	46,166	65,084	92,492	81,000	81,000	81,000
Travel	13,867	3,883	478	10,000	10,000	10,000
Office Supplies	399	323	306	400	400	400
Other Services	277,437	266,771	393,498	381,300	381,300	342,160
Transfers	(45,261)	(51,920)	(104,214)	(39,140)	(39,140)	0
General Fund	\$1,046,975	\$1,046,403	\$1,067,734	\$1,285,534	\$1,285,534	\$1,216,885
Summary						
Net Cost to County	\$316,382	\$544,826	\$178,486	\$456,845	\$456,845	\$39,485
Full Time Positions					16	14

Organization:





Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

DEPARTMENT NAME: COURT SUPPORT AND SERVICES

Mission: Court Support and Services is to support the Judges and staff of the Court of Common Pleas of Delaware County, 32nd Judicial District by providing necessary office space, staff, equipment and supplies. This office oversees the preparation of the yearly budget for the court departments as well as the expenditures of each department throughout the year. This department has the responsibility for hiring and maintaining the necessary documentation for the 592 full time employees and 60 part time positions within the courts.

Goals and objectives:

Reduce the number of vacancies within the court departments

- Continue to recruit and hire qualified candidates to fill vacant positions

Continue to support the Common Pleas Judges and the court department staff

- Process requests from the Judges and court department staff promptly and efficiently

Priorities and Initiatives:

Court Support and Services is prioritizing the hiring of qualified individuals to fill our many vacant positions.

Goals and objectives:

Reduce the number of vacancies within the court departments

- Continue to recruit and hire qualified candidates to fill vacant positions

Continue to support the Common Pleas Judges and the court department staff

- Process requests from the Judges and court department staff promptly and efficiently



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Appendix F – Court Agencies

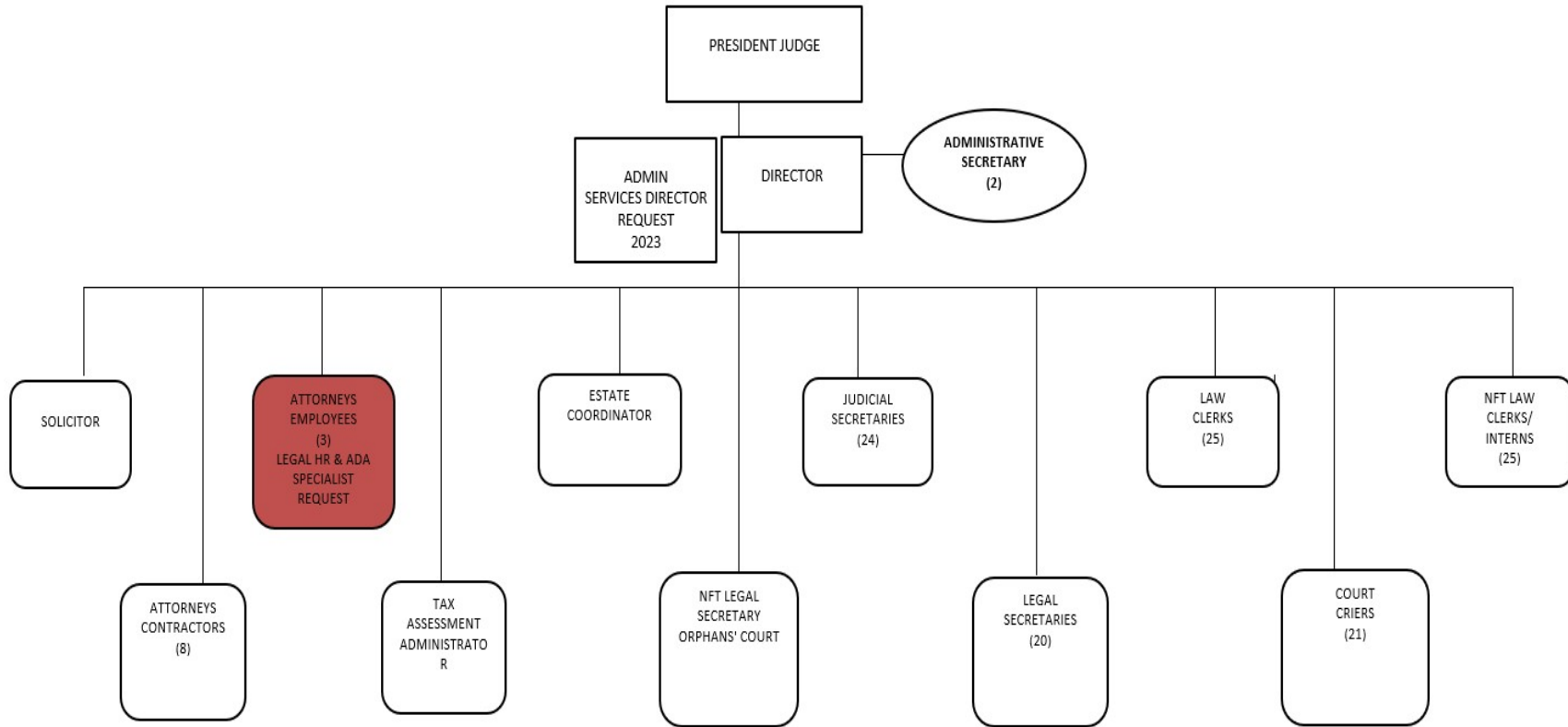
Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$1,160,672	\$983,057	\$1,024,015	\$1,248,214	\$1,248,214	\$967,232
Expenditures						
Salaries and Wages	3,782,872	4,216,094	4,087,214	4,449,350	4,449,350	4,882,606
Travel	0	0	0	6,750	6,750	6,750
Office Supplies	24,499	23,393	21,438	25,234	25,234	25,234
Other Services	1,817,496	1,280,113	1,611,436	1,826,347	1,826,347	2,198,013
Transfers	(6,982)	0	(5,976)	0	0	0
General Fund Expenditures	\$5,617,885	\$5,519,600	\$5,714,113	\$6,307,681	\$6,307,681	\$7,112,603
Summary						
Net Cost to County	\$4,457,214	\$4,536,544	\$4,690,098	\$5,059,467	\$5,059,467	\$6,145,371
Full Time Positions					108	108



Court Support & Services

Organizational Chart





Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

DEPARTMENT NAME: DIAGNOSTIC SERVICES UNIT

Mission:

The mission of the Diagnostic Services Unit is to improve the quality of life for the citizens of Delaware County by assuring a safer community in which to live and raise their families. This goal is achieved by identifying people involved in the criminal justice system who may be experiencing challenges with alcohol and illegal controlled substances and psychiatric, psychological, and sexual-related disorders. The Unit promotes a positive behavioral change in a professional manner by treating those involved in the system with the highest degree of respect while at the same time protecting their confidentiality. Moreover, the Unit timely delivers evaluations of those involved in the system as ordered by judges who ultimately use the evaluations to appropriately dispose of court matters at sentencing.

Goals and objectives:

1- Continue the Delivery of Comprehensive Evaluations by the Diagnostic Services Unit

In order to ensure public safety as stated in the mission of the Diagnostic Services Unit, the Unit will continue offering the prompt delivery of CRN evaluations and drug and alcohol/ substance abuse evaluations of individuals ordered by a court to undergo this form of assessment. These evaluations are conducted by in-house staff.

Working with the magisterial district court justices, the judges of the Court of Common Pleas and the staff at George W. Hill Correctional Facility, the Unit will continue to coordinate with these system partners to ensure the delivery of comprehensive evaluations.

2- Continue the delivery of Mental Health and Sexual Health Assessments by Outside Professional Services

In order to ensure that public safety as stated in the mission of the Diagnostic Services Unit, the Unit will continue to work with trained medical and mental health professionals who conduct psychiatric/competency evaluations, risk assessments, psychological evaluations, psychosexual evaluations and arson evaluations. These trained professionals work by yearly contracts.



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Appendix F – Court Agencies

The Unit will continue to work with mental and medical professionals, the staff at the George W. Hill Correctional Facility, the Office of the District Attorney, the Office of the Public Defender and private attorneys and judges to ensure the timely delivery of evaluations.

Priorities and Initiatives:

The Diagnostic Services Unit believes there is a need for additional psychologists and psychiatrists on contracted to address a growing need for mental health evaluations. The number of evaluations has increased as the population continues to struggle with mental health disorders. Because these evaluations are needed by judges to address punishment and treatment at sentencing, it is important to be able to meet the growing need. At this time, it has been difficult to secure the services of mental health professionals willing to meet the needs of people accused of criminal offenses, especially when they are residing inside a prison. This lack of available professionals willing to work in the criminal justice system has been an ongoing challenge.

The Diagnostic Services Unit continues to reach out to the mental health profession to identify professionals who are willing to work in the criminal justice system, especially at George W. Hill Correctional Facility.

The Diagnostic Services Unit was able to fill the gap when the Crozer Health System abruptly announced early in 2022 that it was closing several substance abuse and mental health services to the community. The impact to the community was devastating, including to those being considered for the Second Chance Court program. The Unit worked with the Courts and the Second Chance Court program to ensure that drug and alcohol assessments for individuals being considered for the Second Chance Court program received timely evaluations. Given the unpredictable nature of the healthcare system in this region, it should be expected that the Unit will need to fill in the gap and provide evaluation services in the future.



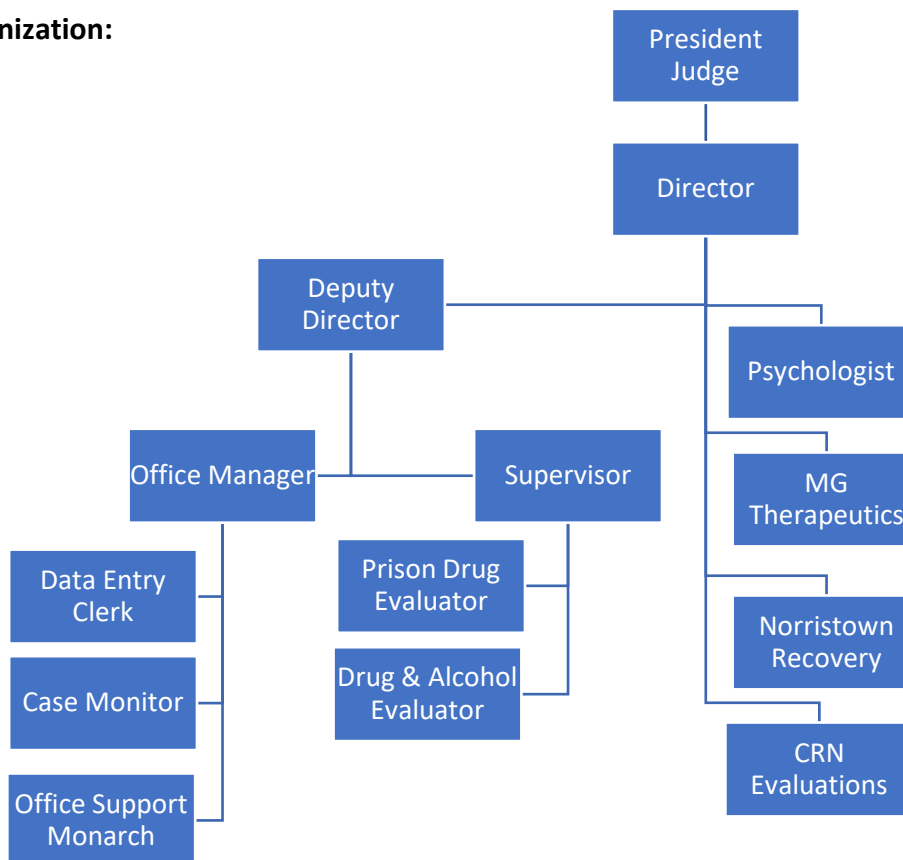
Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

Budget Detail:

	ACTUALS			BUDGET		
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$419,117	\$301,112	\$350,736	\$464,243	\$464,243	\$326,500
Expenditures						
Wages & Salaries	313,841	356,152	378,751	394,915	394,915	412,347
Overtime	0	27	507	3,000	3,000	3,000
Travel	281	113	0	2,000	2,000	2,000
Office Supplies	3,686	2,715	1,626	5,000	5,000	5,000
Other Services	351,258	273,025	281,896	420,000	420,000	420,000
General Fund Expenditures	\$669,066	\$632,031	\$662,781	\$824,915	\$824,915	\$842,347
Summary						
Net Cost to County	\$249,948	\$330,919	\$312,045	\$360,672	\$360,672	\$515,847
Full Time Positions					8	8

Organization:





Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

DEPARTMENT NAME: MAGISTERIAL DISTRICT JUDGES

Mission Statement

The Delaware County Administrative Office for the Magisterial District Judges is responsible to ensure all Orders and Policies of the Supreme Court and the President Judge of Delaware County are observed and followed. The Administrative Office oversees, manages and supervises the employees for the MDJ Courts and is responsible to review, verify and monitor financial, case management and other various reports for the County, State and local agencies.

The Magisterial District Courts are where many people encounter the judicial system for the first time. Our Courts process criminal cases, civil and landlord/tenant cases (filings of \$12,000 or less), traffic and non-traffic (summary) cases.

The MDJ System provides professional, administrative and quality customer service to the public, law enforcement agencies and other county departments who utilize the services of the thirty Delaware County Magisterial District Judges.

Goals and objectives:

Upgrade and expand the use of Advanced Communication Technology (ACT) throughout the Magisterial District Court system.

- Seek capital funding to upgrade modems and computer hardware, including laptops and monitors to be used at the MDJ Arraignment Room to allow for continuous and uninterrupted coverage of Magisterial District Court operations including criminal arraignments, bail hearings, issuance of search warrants and arrest warrants pursuant to the Pa Rules of Criminal Procedure.
- Seek funding for the procurement of laptops for the Magisterial District Courts to permit the use of Advance Communication Technology where permitted by rule or law.
- Prepare for launch of the Central Booking Center including procurement of equipment necessary to facilitate the in-person and video arraignments from across the County. Prepare to fully staff the Central Booking Center to expeditiously process all paperwork and to ensure disbursement of initial filing paperwork to the respective assigned courts following all preliminary arraignments.



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Appendix F – Court Agencies

Continue compliance with the Audit procedures mandated by the Pennsylvania Department of the Auditor General and the Delaware County Office of the Controller.

- Maintain and continue to monitor the staffing levels at the Magisterial District Courts to ensure financial procedures are adhered to including conducting daily bank deposits of all funds received and tracking of electronic payments made through the Pennsylvania e-Pay system (see Pennsylvania’s Unified Judicial System (www.pacourts.us)).
- Maintain administrative staff at the Administrative Office of Magisterial District Judges to continue with oversight of all financial transactions occurring in the thirty (30) Magisterial District Courts, including all cash receipts and credit card transactions as well as disbursements of all escrow funds. Also, the Administrative Office staff will continue to monitor all case management and case flow to ensure cases are being process timely and appropriately.
- Ensure continued adherence to banking institution requirements including procedures implemented to avoid and detect fraud involving transactions of the Magisterial District Court bank accounts.
- Continue to provide assistance to the Magisterial District Courts in the audits conducted by the Pennsylvania Department of the Auditor General to ensure proper assessments, collections and timely remittances to the Commonwealth of Pennsylvania for all fines, costs, fees and/or surcharges.
- Similarly assist in any and all audits conducted by the direction of the Delaware County Office of the Controller regarding assessments, collections and remittances to the County of Delaware as well as political subdivisions of all fines, costs and fees required to be disbursed by regulation or statute. Ensure the continued transfer of all bail funds and collaterals involving matters transferred to the Delaware County Court of Common Pleas or subject to appeal.

Priorities and Initiatives

- As required by Statute, every ten (10) years the Magisterial District Courts, under the supervision of the President Judge of Delaware County Court of Common Pleas, must undergo a Redistricting process, also referred to as Reestablishment, following the Federal Decennial Census. This year President Judge Kevin F. Kelly, in conjunction with the Administrative Office of MDJs, has submitted a Reestablishment Plan seeking to reduce the number of Magisterial District Courts from a current regiment of thirty (30) courts to twenty-six (26). Upon approval of this plan, the Administrative Office of MDJs will be tasked to ensure that those courts identified for elimination will be properly closed, including the timely and efficient transfer



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Appendix F – Court Agencies

of all cases including criminal, civil, landlord/tenant, traffic and non-traffic. This will also require this office to ensure proper reallocation of staff, files, materials and equipment to other courts based on the pending realignments. This upcoming Reestablishment will be a significant priority for the Administrative Office to ensure little to no interruption in the daily business of the now exiting Magisterial District Court System.

- In conjunction with various stakeholders in the Delaware County Criminal Justice System, a new initiative is being launched in which members of the Delaware County District Attorney's Office along with members of the Delaware County Office of the Public Defender, and where involved, members of the private defense counsel bar, will seek to participate in the first step of any criminal proceeding, the Preliminary Arraignment. Starting now members of the District Attorney and the Public Defender will participate in these proceedings and where appropriate make argument as to what appropriate release criteria should be imposed. Cases will be also evaluated for proposed agreed upon resolutions.

The Administrative Office will be tasked to ensure that these Preliminary Arraignments continue to be conducted in an efficient manner in compliance with the directive that continuous coverage be provided to ensure timely arraignments of all cases initiated by arrest as required by Pa Rules of Criminal Procedure 117. A schedule of arraignment times is implemented to provide for consultation on the cases scheduled that day and as well as permit the court staff to not only process arraignment paperwork but also process other business conducted between such arraignments; such as warrant processing.

- In March 2021, the County of Delaware began utilizing funds from the United States American Rescue Plan to launch the Delaware County Emergency Rental Assistance Program (ERA). These funds are used to assist those who have been impacted by the COVID-19 pandemic and face risk of eviction due to the inability to meet rental obligations. The ERA has been able to assist a great number of individuals who have had proceedings initiated against them under PA Landlord Tenant Act seeking payment of past due rent and in some cases, possession of the premises. These actions, by Statute, are filed in the Magisterial District Courts.

The Administrative Office has been tasked to ensure that settlement agreements which arise from assistance provided by ERA to tenants are brought to the District Court's attention. A significant number of Landlord/Tenant cases have been marked settled and discontinued based upon settlements provided through ERA. It is the Administrative Office's responsibility to continue to update the MDJ Courts with ERA completed cases since this program is a viable option for those tenants struggling with meeting their rent based upon the COVID-19 pandemic.



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Appendix F – Court Agencies

Budget Detail:

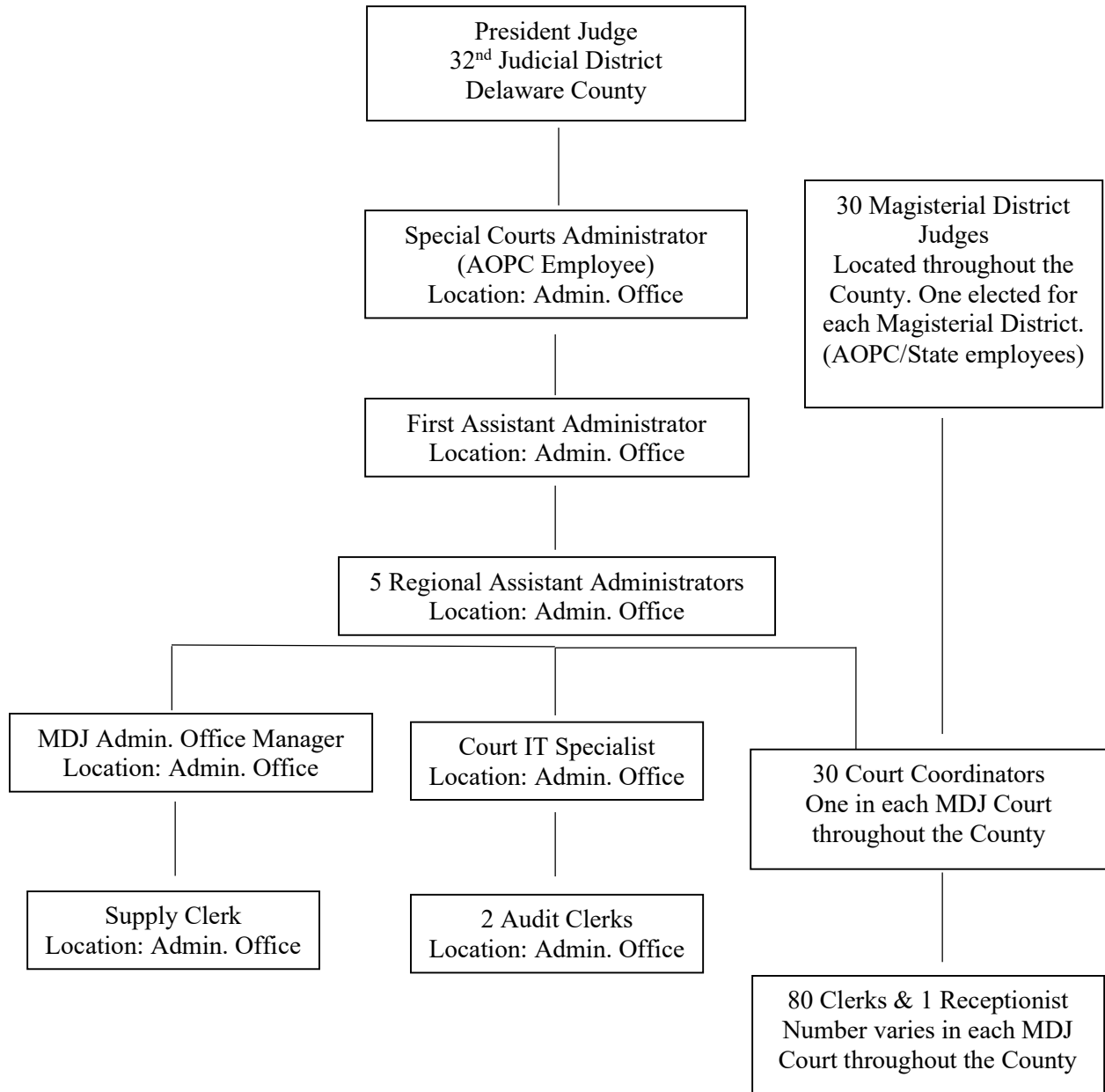
	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$2,549,682	\$1,368,930	\$1,783,068	\$2,458,567	\$2,458,567	\$2,429,000
Expenditures						
Salaries and Wages	3,914,055	3,312,467	3,558,815	4,212,806	4,190,806	4,772,154
Overtime	64,914	57,010	114,751	80,000	80,000	80,000
Travel	8,836	2,943	3,652	11,401	11,401	11,401
Office Supplies	36,830	30,116	26,479	37,935	37,935	37,935
Other Services	3,168,293	3,424,601	3,556,529	3,891,179	3,913,179	3,449,565
General Fund	\$7,192,928	\$6,827,136	\$7,260,226	\$8,233,321	\$8,233,321	\$8,351,055
Summary						
Net Cost to County	\$4,643,246	\$5,458,206	\$5,477,158	\$5,774,754	\$5,774,754	\$5,922,055
Full Time Positions					123	123



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Appendix F – Court Agencies

Organization:





Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

DEPARTMENT NAME: DOMESTIC RELATIONS

Mission: The Delaware County Domestic Relations Department is dedicated to improving the well-being of children and self-sufficiency of families, by delivering timely and effective child support services to ensure parents meet their legal and moral obligations to provide reliable financial support and medical coverage.

Goals and objectives:

Hire full complement of budgeted staff positions

- Request salary review for Domestic Relations Supervisors, Court Liaisons, Client Information Representatives, Bench Warrant Coordinators and Administrative Assistants to attract candidates to fill long standing vacancies
- Identify and contact potential sources for candidates

Continue work to improve federal child support program performance measures

- Hire and train new employees to ensure sufficient resources are available to deliver mandated child support services
- Expand absent parent locate resources to increase success rate of personal and bench warrant services by Sheriff's Office
- Develop additional custom reports to target actionable child support cases related to federal performance
- Reorganize caseload assignments to dedicate additional caseworkers to interstate unit
- Schedule dedicated court dates to address job progress non-compliance issues
- Explore what community service options are available, post-pandemic, that could be court ordered to deter non-payment of support

Reduce court schedules and time frames

- Review continuance procedure to address areas of concern and once staffed improve oversight of same
- Develop methods to ensure clients comply with supplying court ordered income and medical documentation prior to court
- Ensure sufficient staffing resources to monitor cases to ensure proper service requirements are met and required supporting documentation is available



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Appendix F – Court Agencies

Priorities and Initiatives:

Reestablish contact with community outreach programs and child support program partners, which include the County Public Assistance Offices, fatherhood initiative groups, hospitals, Children and Youth Services and Juvenile Court, to review joint operations and provide education opportunities.

Budget Detail:

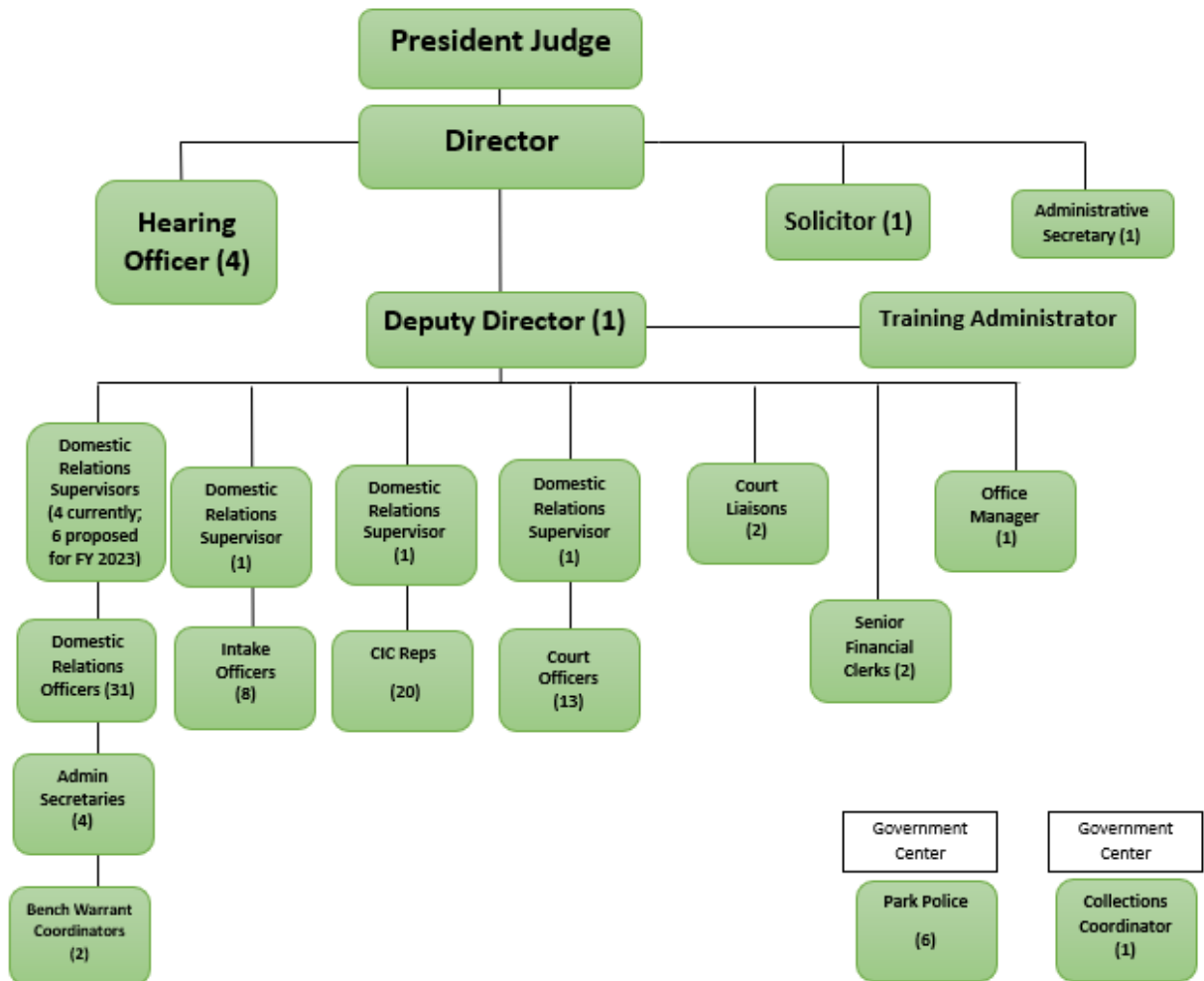
	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$6,885,320	\$4,226,917	\$6,028,928	\$6,903,689	\$6,903,689	\$5,875,000
Expenditures						
Salaries and Wages	4,963,176	4,165,950	4,317,696	5,336,264	5,336,264	5,354,200
Overtime	188,761	102,157	48,348	100,000	100,000	100,000
Travel	3,757	168	312	4,000	4,000	4,000
Office Supplies	21,281	11,189	11,626	22,000	22,000	22,000
Other services	315,950	193,960	190,234	306,000	306,000	239,000
Capital Outlay	2,474	0	419	3,000	3,000	3,000
General Fund Expenditures	\$5,495,400	\$4,473,423	\$4,568,636	\$5,771,264	\$5,771,264	\$5,722,200
Summary						
Net Cost to County	(\$1,389,920)	\$246,506	(\$1,460,293)	(\$1,132,425)	(\$1,132,425)	(\$152,800)
Full Time Positions					107	107



Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

Organization:





Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

DEPARTMENT NAME: COURT FINANCIAL SERVICES

Mission: *The mission of Court Financial Services is to collect, account for and disburse funds ordered by the Court of Common Pleas of Delaware County. Court Financial Services, in conjunction with the other court and county departments, employs proactive measures to maximize collections of all fines, costs and restitutions. This includes but is not limited to funds from Adult Probation and Parole, Diagnostic Services, Juvenile Court, Community Service, Domestic Relations and the prison.*

Goals and objectives:

Costs, fines, fees and restitution

- Collect and disburse monies in a timely matter to the County Treasurer, State and victims of crime
- Apply checks and money orders that are collected by AP&PS and mailed in directly from clients
- Monitor E-payments being made online through UJS Portal and Department of Revenue Intercepts on CPCMS.

Staffing

- Continue to have staff effectively and selectively cross-trained
- Having staff specialize in specific job functions to maximize collections
- Have the Restitution Liaison continue developing relationships with the District Attorney's Office and Adult Probation and Parole to successfully work with victims of crime.

Priorities and Initiatives:

The priorities of Court Financial Services are to work diligently with all members of the judicial system to assure all work is done timely and accurately.



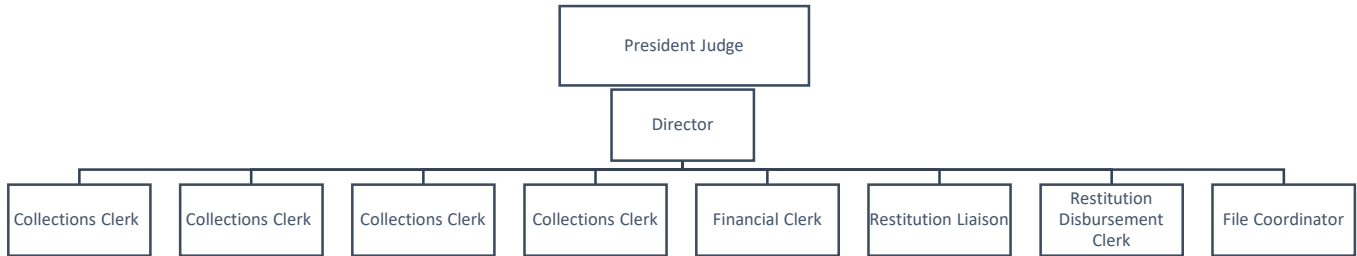
Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$309,361	\$167,348	\$103,419	\$361,138	\$361,138	\$18,300
Expenditures						
Wages & Salaries	209,075	188,886	210,051	227,729	227,729	275,566
Office Supplies	399	469	352	500	500	500
Other Services	9,520	8,071	6,506	10,230	10,230	8,084
General Fund Expenditures	\$218,994	\$197,426	\$216,908	\$238,459	\$238,459	\$284,150
Summary						
Net Cost to County	(\$90,367)	\$30,079	\$113,490	(\$122,679)	(\$122,679)	\$265,850
Full Time Positions					7	7

Organization:





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Appendix F – Court Agencies

Delaware County New grants FY2023

DEPT	GRANT TYPE	PROJECT NAME	DESCRIPTION	START DATE	END DATE	PROJECT TOTAL	AMOUNT REQUESTED	CASH/ IN-KIND MATCH REQUESTED	% ADMIN COST ALLOWED	FINANCIAL IMPACT TO COUNTY ONCE GRANT IS COMPLETE. HOW WILL THE PROJECT BE FUNDED ONCE THE GRANT ENDS OR IF GRANT IS NOT AWARDED	# OF NEW POSITIONS ON THIS GRANT	# OF CONTINUATIONS ON THIS GRANT	GRANT REQUIREMENTS POSITION PICK UP	TOTAL ANNUAL SALARY/BENEFITS FOR ALL POSITIONS ON GRANT
Court Financial Services	PCCD	Senior Victims/Court Financial Services Rasa	The Restitution Liaison from Court Financial Services will provide procedural services of crime throughout Delaware County	1/1/22	12/31/22	\$63,098.43	63,098.43	0.00	0%	Would ask for a new position to be created to sustain this important position	1	1	0	\$58,101.23
Total Grants \$63,098.43														



Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

DEPARTMENT NAME: MAINTENANCE OF JUVENILES

Mission Statement: At times, services cannot be provided safely in the community requiring out-of-home services; those services are funded through this budget. A residential setting can provide intensive support and supervision of youth while receiving behavioral health services while protecting the community. When a juvenile is committed to a residential setting, a focus on reentry and aftercare begins immediately and continues through release and community supervision.

Goals and objectives:

Reduce Use of Out of Home Services – Secure Detention

- Utilize available screening and assessment tools to inform recommendations for secure detention and reduce pre-adjudicatory detention by using data to influence decision-making further.
- If secure detention is necessary, we focus on efficient and effective case handling so the child can be transferred quickly to a residential program or return to the community with an individualized supervision plan.

Reduce Use of Out of Home Placement – Residential

- Utilize available screening and assessment tools to inform recommendations for residential services while managing risk to the child & community.
- If out-of-home services are determined appropriate, immediate efforts are underway to ensure a reentry plan is developed with effective aftercare services.

Priorities and Initiatives: Juvenile Probation prioritizes contracting with providers who can provide an array of placement services to properly serve the specific needs of a variety of delinquent juveniles. As always, Probation continues to strive to utilize the least restrictive placement setting possible for all delinquent juveniles, while still creating a safe environment for the community.



Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures						
Other Services	5,182,450	3,721,410	3,213,312	5,640,000	5,640,000	5,076,000
General Fund	\$5,182,450	\$3,721,410	\$3,213,312	\$5,640,000	\$5,640,000	\$5,076,000
Summary						
Net Cost to County	\$5,182,450	\$3,721,410	\$3,213,312	\$5,640,000	\$5,640,000	\$0
Full Time Positions					0	0



Delaware County Adopted 2023 Budget

Appendix F – Court Agencies

DEPARTMENT NAME: JUVENILE COURT AND PROBATION SERVICES

Goals and objectives: We are committed to continuing the implementation of the PA Juvenile Justice System Enhancement Strategies (JJSES). We will continue to implement and utilize evidence-based practices and provide effective services to our youth and families. We are committed to prevention efforts to reduce the number of juveniles who enter the juvenile justice system. We strive to divert youth whenever possible. If the risk and needs are significant, we provide services that will affect behavior, increase youth competency, and teach skills to avert delinquent behavior.

Earlier Identification of Mental/Behavioral Health Needs

- Continue implementation of the state-endorsed screen tool Massachusetts Youth Screening Instrument (MAYSI-2)
- Train Staff on Policy and Procedures to ensure screening is conducted with fidelity
- Review and Analyze Data to ensure screening is conducted with fidelity and that desired outcomes are reached.

Implementation of Effective Practices in Community Supervision (EPICS) Model

- Develop Policy and Procedures to ensure EPICS is utilized with fidelity
- Review and Analyze Data to ensure we are meeting and exceeding the goals established post-implementation

Implement the State Graduated Response Model (GRM)

- Secure Training on the GRM Model
- Develop Policy and Procedures to ensure GRM is utilized with fidelity
- Review and Analyze Data to ensure we are meeting and exceeding the goals established post-implementation

Priorities and Initiatives: We will continue to strive to meet the expectations set by the PA Juvenile Justice System.

We will focus on enhancing our staff education program to ensure our staff delivers services with fidelity.

We will begin the development of our CQI/QA model, allowing for real-time data analysis and increasing our departments' response to the needs of our clients and their communities.



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Appendix F – Court Agencies

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$11,867,592	\$9,836,343	\$7,224,830	\$12,498,907	\$12,498,907	\$3,254,044
Expenditures						
Salaries and Wages	4,453,590	4,694,367	4,768,107	5,114,187	5,114,187	5,151,761
Overtime	21,952	12,972	7,136	48,000	48,000	48,000
Travel	12,434	3,744	1,096	82,000	82,000	52,000
Office Supplies	6,437	4,144	4,957	7,000	7,000	7,000
Other Services	5,301,283	5,078,521	3,891,065	5,831,000	5,831,000	5,180,200
General Fund	\$9,795,696	\$9,793,748	\$8,672,361	\$11,082,187	\$11,082,187	\$10,438,961
Summary						
Net Cost to County	(\$2,071,896)	(\$42,595)	\$1,447,531	(\$1,416,720)	(\$1,416,720)	\$7,184,917
Full Time Positions					92	92

GRANTS:

Delaware County New grants FY2023

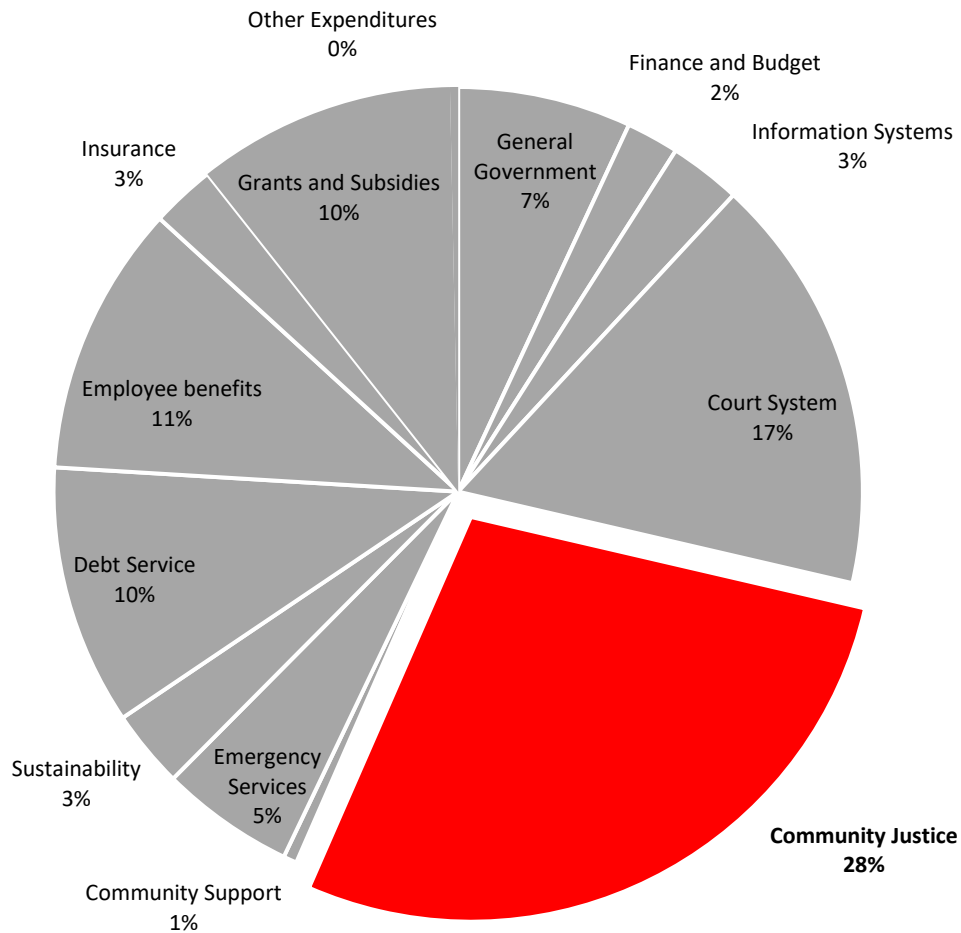
DEPT	GRANT TYPE	PROJECT NAME	DESCRIPTION	START DATE	END DATE	PROJECT TOTAL	AMOUNT REQUESTED	CASH/ IN-KIND MATCH REQUEST	% ADMIN COST ALLOWED	FINANCIAL IMPACT TO COUNTY	# OF NEW POSITIONS	# OF CONTINUATION POSITIONS	GRANT REQUIREMENTS	TOTAL ANNUAL SALARY/BENEFITS FOR ALL POSITIONS
DCJCPS (2361)	Continuing	JCJC	Grant-In-Aid	7/1/22	6/30/22	688044	688044							
DCJCPS (2361)	Continuing	JCJC	Training Grant	7/1/22	6/30/22	33184	33184							
DCJCPS (32-2366)	Continuing	PCCD	Juvenile Court/Probation VS 2021-	1/1/21	12/31/22	322264	322264				0	3	Y	170864.08
Total Grants														



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Appendix G - Community Justice

APPENDIX G - COMMUNITY JUSTICE



The departments grouped under the **Community Justice** heading include the agencies that focus on the users of the judicial system but do not fall under the direct jurisdiction of the President Judge. They work in concert with the Courts to ensure all participants are represented, proper care is provided to persons under the County's custodial care, and legal documents are appropriately filed and processed:

Public Defender
District Attorney
Sheriff
Prison
Juvenile Detention & Kitchen

Constables
Office of Support Enforcement
Office of Judicial Support



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Appendix G – Community Justice

DEPARTMENT NAME: PUBLIC DEFENDER’S OFFICE

Goals and objectives:

In 2023 the Office of the Public Defender (“OPD”) will work on consolidating the gains made during substantial organization changes of 2022 while strengthening our core competencies, expanding pre- and post- trial representation, and targeting improvement in client intake, needs assessments, and specialized advocacy for those with complex mental and/or developmental disabilities.

Consolidating Organizational Gains:

In 2022, the Office of the Public Defender: established a Major Felony Unit that provides vertical representation to clients facing serious felony charges; established public defender representation at preliminary arraignments; created a robust training program for attorneys in essential practice areas; executed phase one of introducing an internal case management platform, Legal Server; effected quality control through managerial file review; built-up its new Reentry and Diversion unit; developed a post-conviction practice to address probation violations; expanded its juvenile and adult social service units; increased utilization of its newly-embedded investigator; finalized its first UAW contract with attorneys; collaborated with the Delaware County Reentry Coalition to increase access to resources and data collection in Delaware County; engaged with juvenile justice stakeholders to expand options for appropriate, least-restrictive rehabilitative environments; introduced five social service advocates to enhance services and outcomes through a capacity-building partnership with Partners for Community Justice; and recruited new and experienced public defenders committed to the full-time, mission-driven work of the office.

In 2023, we will continue to build on those gains, in many instances shifting from early stages of design and implementation into structured organizational habits that are coupled with modest adjustments based on feedback and experience. Initial representation at preliminary arraignments, for example, will expand and, when appropriate, be incorporated into county-wide efforts at a centralized intake location. As increased levels of reentry, mental health, housing, and substance abuse services are introduced to the county through other departments, grants, and efforts, so too will ODP’s capacity to serve our clients increase through meaningful referrals.

Core Competencies: Our attorneys will continue to staff courtrooms throughout Delaware County at the District and Court of Common Pleas as well as providing representation, where appropriate, before the Superior Court, the Commonwealth Court, and the Supreme Court of Pennsylvania. Through ongoing, robust trainings, managerial reviews, opportunities to participate in the broader state and national public defender community, and the modeling of



Delaware County Adopted 2023 Budget

Appendix G – Community Justice

seasoned public defender colleagues, our attorneys will expand their skill sets in and out of the courtroom. Throughout the year we will continue to bring some of the foremost experts on criminal defense in Pennsylvania to train and mentor our attorneys in substantive areas of the law and on practical skills such as client-centered interviewing and cross-examination. Attorneys and staff will also benefit from office-wide cultural competency trainings and other educational programming.

Client intake and needs assessments: Improving the quality and quantity of client contact and needs assessments is high priority for OPD in 2023. Connecting with clients at the earliest possible point of representation doesn't just enhance the attorney-client relationship, it reduces unnecessary jail time, increases access to diversion and social services, promotes efficiency within the criminal justice system, and gets better outcomes for our clients. We will collaborate with Partners for Community Justice ("PFJ") to implement best practices at initial interviews, which will incorporate needs-based screening for the purpose of initiating early social-service referrals. OPD will continue to provide robust training on client-centered practice and will continue to require attorneys to visit clients in jail as a regular part of their practice. Our advocates will also be trained in trauma-informed and motivational interviewing.

Targeted advocacy for those with complex mental and/or developmental disabilities: From disproportionately long jail sentences for minor crimes to involuntary commitment, the specialized advocacy needs of clients with mental and/or developmental disabilities are substantial. OPD will dedicate operational funds to support targeted advocacy for individuals who require expert testimony and independent evaluations for adequate representation. OPD anticipates the need to expand staffing for its mental health unit as it works the judiciary to expand its services for those facing loss of freedom arising from involuntarily commitment. OPD will continue to work with system stakeholders in attempt to bring resources to Delaware County that can fill considerable voids in services available to justice-involved individuals with complex disability-related needs.

Priorities and Initiatives:

2023 initiatives include expanded pre- and post- trial representation, increased capacity for holistic advocacy and investigation, and data collection and analysis. We will continue to work to expand reentry and diversion opportunities for our clients, develop a diverse, inclusive, and representational workplace, and engage in cross-departmental and stakeholder collaboration to increase resources in Delaware County for our clients while promoting practical policies that support healthy communities in a manner that is racially, environmentally, and economically just.

Expanded representation: In 2023 we are expanding public defense services at both the front-end and the back-end of our clients' criminal cases. We will provide legal representation at



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Appendix G – Community Justice

preliminary arraignment, where we will be able to conduct initial interviews of clients, initiate early negotiations with the Commonwealth, recommend cases for diversion, advocate for appropriate bail conditions, and resolve cases where possible. We anticipate that this expanded representation will, in time, result in a lower average daily population of the local jail and reduced court dockets due to faster case resolution. We will also expand post-conviction representation through a vigorous motions practice seeking probation modifications and terminations, relief from outstanding court debt, and criminal record expungement.

Data Gathering: The implementation of OPD’s Legal Server software better positions us to gather baseline data regarding our clients, caseloads, and phases of representation. We will continue to work with other system stakeholders to promote countywide systems of data-gathering specific to the criminal justice system. ODP will also be working closely with its Partners for Justice advocates to gather data and prepare reports based on similar models successfully employed in other public defense offices throughout the country.

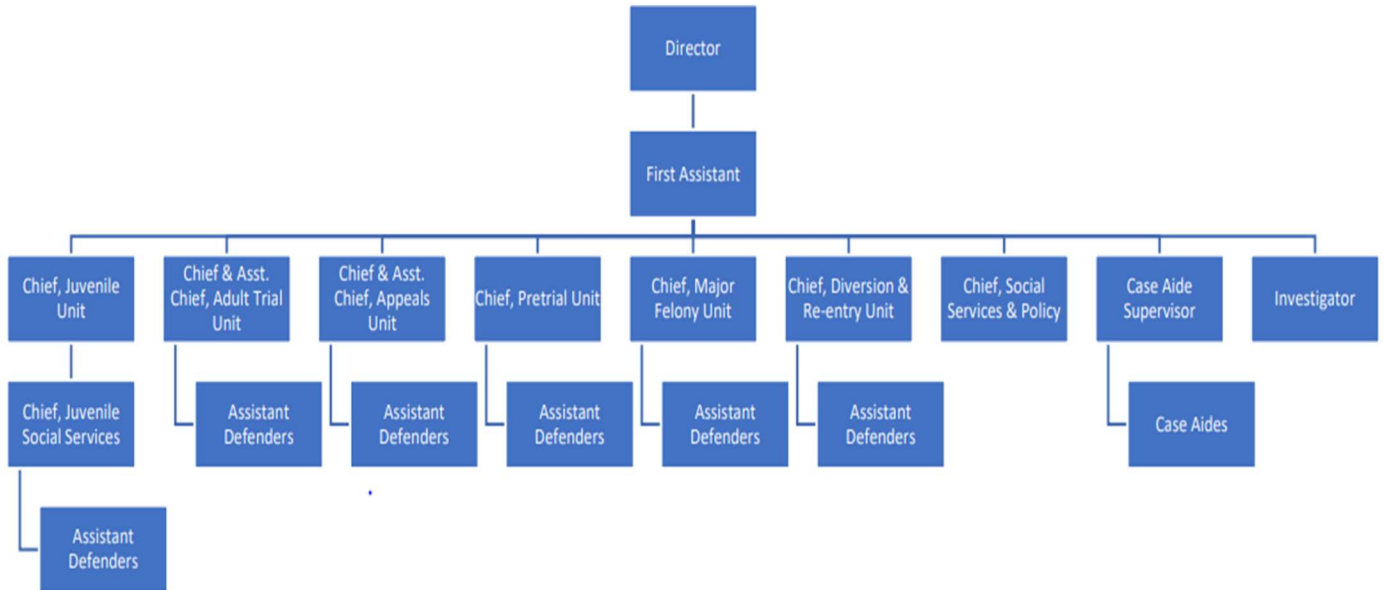
Capacity Building – holistic advocacy and investigations: OPD will leverage the presence of Partners for Justice advocates to provide a broader-range of holistic defense services and increase contacts with our clients and the communities we serve. We also seek to expand our investigation unit. OPD’s investigative unit consists of one, modestly paid investigator. We seek funds to add a second investigator to provide more factual investigation support to our attorneys, whose prosecutorial counterparts have access to multiple police departments, a Criminal Investigation Unit, a Specialized Investigation, and law-enforcement databases when gathering evidence and information in preparation for trial.

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures						
Salaries and Wages	3,500,266	3,154,207	3,168,278	3,862,447	3,859,447	4,561,581
Overtime	29,144	14,926	0	0	0	0
Travel	10,794	11,637	7,595	10,000	10,000	16,000
Office Supplies	39,834	17,473	20,868	20,000	20,000	22,000
Other Services	572,356	578,755	585,188	358,797	582,910	574,910
Transfers	0	(692)	(93,406)	0	0	0
General Fund Expenditures	\$4,152,394	\$3,776,306	\$3,688,523	\$4,251,244	\$4,472,357	\$5,174,491
Summary						
Net Cost to County	\$4,152,394	\$3,776,306	\$3,688,523	\$4,251,244	\$4,472,357	\$5,174,491
Full Time Positions					72	73



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Appendix G – Community Justice





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DEPARTMENT NAME: OFFICE OF JUDICIAL SUPPORT (OJS)

Mission: The mission of OJS is to provide excellent customer service to the residents of Delaware County, as well as those from outside the County who do business with our office. We strive to instill confidence in our customers that we are knowledgeable, professional, and accessible. Our goal is to treat our customers with dignity and respect, whether they are attorneys or pro se litigants. As a public-facing office we are highly aware that when a customer enters our doors, calls or emails us, we represent everyone who works for Delaware County, as well as County Council and the Court of Common Pleas.

Goals and objectives:

Goal 1

- **Move Family cases to Electronic Case filing in Spring/2023.**
- Reduce Paper, postage and expenses associated with in-person case filing.
- Reduces the necessity of in person visits to the office.

Goal 2

- **Improve the Delivery of Services – particularly Records Requests.**
- Work with Records Improvement Committee (of which OJS Director is a member) in order to consolidate, and where possible, digitize, Court Records.

Goal 3

- Work with County IT and our software provider Thomson Reuters to move the entire Civil Case Management System to the AZURE Cloud System by Spring 2023.

Goal 4

- **Provide Ongoing Customer Service Training for OJS Employees**
- Work with County Personnel Department to Identify and Implement Online Training for OJS Employees – not only in Customer Service but in employee interactions.
- Continue to partner with County Personnel to recruit and retain highly qualified employees.

Priorities and Initiatives: The primary challenge facing OJS is to move Family cases to electronic case filing and to get the entire Civil Case Management System onto the AZURE Cloud.



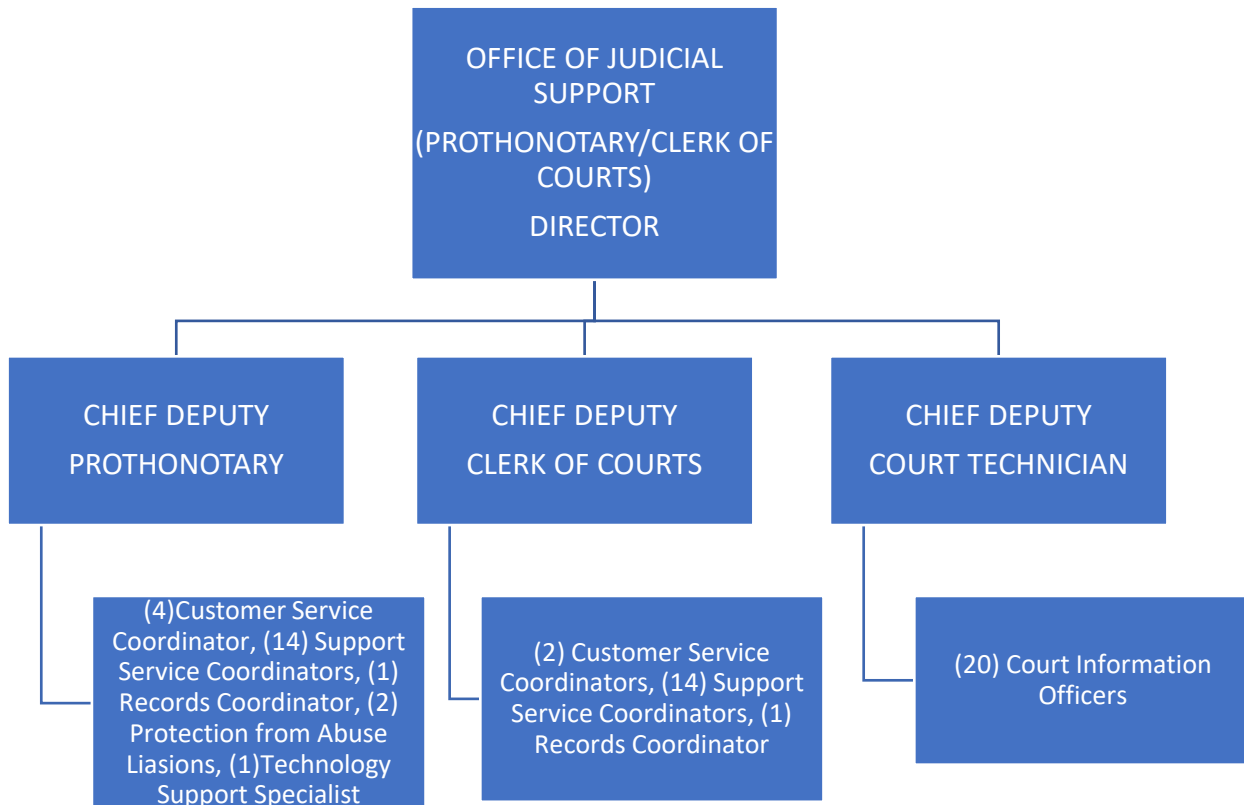
Delaware County Adopted 2023 Budget

Appendix G – Community Justice

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$3,488,601	\$2,833,026	\$3,399,561	\$3,500,000	\$3,500,000	\$3,100,000
Expenditures						
Salaries and Wages	1,199,568	1,201,788	1,770,392	2,153,141	2,153,141	2,259,080
Overtime	19,380	4,709	12,078	21,000	21,000	21,000
Travel	0	0	425	2,200	2,200	2,200
Office Supplies	26,789	24,424	29,348	36,000	36,000	36,000
Other Services	87,178	75,320	103,707	216,227	216,227	204,778
General Fund Expenditures	\$1,332,915	\$1,306,241	\$1,915,950	\$2,428,568	\$2,428,568	\$2,523,058
Summary						
Net Cost to County	(\$2,155,686)	(\$1,526,785)	(\$1,483,611)	(\$1,071,432)	(\$1,071,432)	(\$576,942)
Full Time Positions					71	63

Organization:





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Appendix G – Community Justice

DEPARTMENT NAME: DISTRICT ATTORNEY & CID (DAO)

Mission: The mission of the Delaware County District Attorney’s Office is to ensure the safety of our diverse community through the fair and ethical pursuit of justice, to safeguard the rights of the victims of crime, and the rights and reputations of the innocent. We will accomplish our mission by vigorously and professionally prosecuting those who violate our laws and by working cooperatively with law enforcement and community leaders to protect everyone in Delaware County.

Discussion: For the 2023 budget year the District Attorney’s Office is requesting an increase of one (1) position to advance public safety. The requested position is a for a ballistic technician to work with Detective Grandizio, CID’s only ballistics expert, and the attorneys and detectives who work on gun violence cases, to ensure more timely ballistics reporting for our open cases.

Programs and Outcomes: District Attorney Stollsteimer has set the following priorities for the work of the DAO & CID: 1) initiating collaborative approaches to reduce gun and violent crimes; 2) the establishment of a countywide Child Abuse & Exploitation Task Force; 3) the investigation and prosecution of worker misclassification cases; 3) establishment of an Environmental Crimes Unit; 4) renewed efforts to prosecute Senior frauds; 5) revamping the County Narcotics Task Force to concentrate on major dealers of illegal narcotics; 6) the establishment or expansion of diversionary programs for low level offenders, veterans, and those suffering from substance abuse syndrome and/or mental illness; 7) the establishment of an Arraignment Unit; and 8) reaffirming our commitment to prosecute on-line predators through the Internet Crimes Against Children (ICAC) Task Force. Some outcome highlights:

Reducing Gun Violence & Violent Crime in Delaware County

- In October of 2020, DAO established a partnership with Chester City Government, the City’s Police Department, and various community organizations called the Chester Partnership for Safe Neighborhoods. By working in collaboration, we saw a dramatic 38% reduction year in homicides and 44% reduction in overall gun violence incidents in Pennsylvania’s First City in 2021. Those decreases are holding steady to date in 2022.
- In Fiscal year 2022, County Council approved four (4) new detective positions in CID to DAO to establish similar collaborative approaches for other Delco communities plagued by gun violence. To date, we are seeing a decrease in gun violence crimes so far this year in Chester and throughout Delco, a trend we believe is, at least in part, a result of these added resources.

Protecting our Children from Abuse and Exploitation

- In September of 2020, the DAO established a countywide Child Abuse & Exploitation Task Force comprised of municipal police officers specially trained to handle these cases.



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- In 2022, DAO received approval from County Council for CID to continue as a federal Internet Crimes Against Children Task Force (ICAC) Administrator. Our Task Force comprises over 200 law enforcement agencies through the Commonwealth.

Protecting Workers

- In March of 2020, the DAO partnered with the Pennsylvania Attorney General’s Office (PAAG) to establish a pilot Construction Workplace Misclassification Act (Act 72) joint enforcement project in Delco.
- In 2021-2, the partnership between the DAO and PAAG led to the investigation and prosecution of the first three (3) Act 72 cases anywhere in the Commonwealth during the more than ten (10) years the Act has been in effect.

Protecting Our Environment

- In May of 2021, the DAO’s Environmental Crimes Unit initiated litigation against major chemicals companies under Pennsylvania’s Consumer Protection Act, seeking damages for the companies’ pollution of our communities through their manufacture of “forever chemicals” known as PFAS.
- In 2021, the DAO’s Environmental Crimes Unit brought charges for pollution and causing a catastrophe against the driver of a fuel truck who dumped over 4,000 gallons of gasoline into a stream in Brookhaven Borough.
- In 2020 and 2021, the DAO’s Environmental Crimes Unit partnered with the Pennsylvania Attorney General’s Office in an investigation which has resulted in criminal charges for environmental damages in our county related to the construction of the Mariner 2 project.

Criminal Justice Reforms

- In 2020, the DAO eliminated the citizenship requirement for entry into our Accelerated Rehabilitative Disposition (ARD) program, which offers non-violent first-time offenders an option for expungement of the charges brought against them upon successful completion of rehabilitation and supervision.
- In 2021, the DAO created two new diversionary programs: 1) a District Court Misdemeanor Diversionary Program (DCMD) for minor non-violent offenses; and 2) LETI a treatment option for non-violent offenders with substance abuse disorder who agree to immediately enter treatment in lieu of charges. To date, more than one hundred (100) individuals have been entered into those programs.
- In July of 2022, the DAO, the Public Defender and the Court will formally initiate our Central Arraignment system, a state-of-the-art reform that will provide counsel for the accused and a prosecutor at the critical initial stage of the criminal justice system. The goal is to increase public safety by reducing the time low level offenders need to be in the criminal justice



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system, and thereby continuing the reduction of the population at our County Correction Facility which has been substantially decreased on a daily average since 2020.

Challenges and Horizon Issues: Our nation and region are currently experiencing a substantial rise in gun violence and substance abuse crimes. The District Attorney and County Council have been proactive in addressing these challenges to our public safety and public health, but the national trends are worrisome, particularly for our communities that border Philadelphia, a city where violent crime has risen to record levels. These facts make the success of the DAO and its partners in reducing gun violence in the City of Chester all that more remarkable. We must, however, find ways to sustain that progress in Chester as well as other Delco communities that suffer from high poverty and low investment. The \$2 million dollar two-year grant we recently received from the Commonwealth to support our work in Chester will help, but a sustained effort to address the underlying issues of poverty and its associated effects on the human condition will be required by all levels of government if we are to make fundamental, intergenerational change in these communities

Budget Detail:

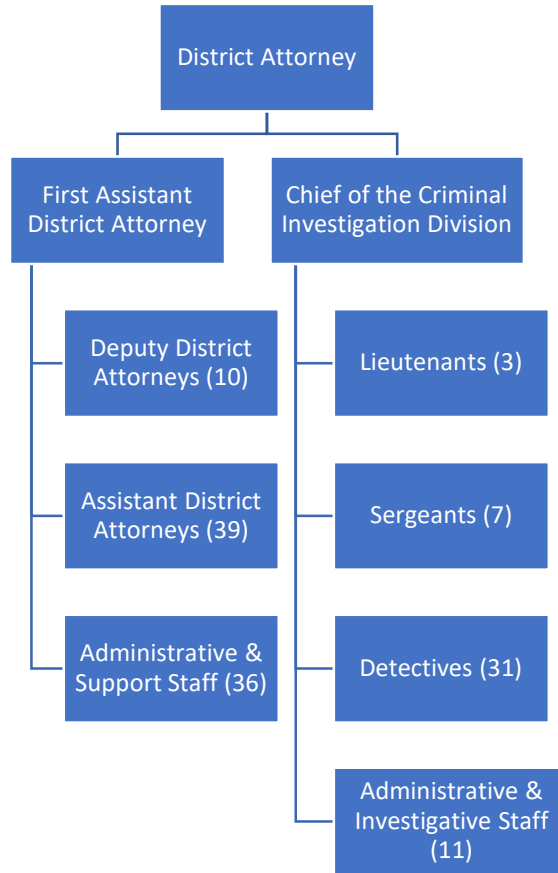
	ACTUALS			BUDGET		
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$169,477	\$120,920	\$120,682	\$142,735	\$142,735	\$120,910
Expenditures						
Salaries and Wages	8,625,213	6,290,791	6,101,984	9,931,853	9,931,853	10,609,681
Overtime	420,853	189,746	139,889	436,600	436,600	436,600
Travel	9,732	2,470	5,013	22,000	22,000	14,000
Office Supplies	58,521	63,227	65,526	70,000	70,000	95,500
Other Services	483,370	388,167	447,204	606,246	606,246	601,246
General Fund Expenditures	\$9,597,689	\$6,934,401	\$6,759,616	\$11,066,699	\$11,066,699	\$11,757,027
Summary						
Net Cost to County	\$9,428,212	\$6,813,481	\$6,638,934	\$10,923,964	\$10,923,964	\$11,636,117
Full Time Positions					141	142



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Organization:





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Delaware County New grants FY2023

DEPT	GRANT TYPE	PROJECT NAME	DESCRIPTION	START DATE	END DATE	PROJECT TOTAL	AMOUNT REQUESTED	CASH/ IN-KIND MATCH REQUESTED	% ADMIN COST ALLOWED	FINACIAL IMPACT TO COUNTY ONCE GRANT IS COMPLETE. HOW WILL THE PROJECT BE FUNDED ONCE THE GRANT ENDS OR IF GRANT IS NOT AWARDED	# OF NEW POSITIONS ON THIS GRANT	# OF CONTINUATION POSITIONS ON THIS GRANT	GRANT REQUIRES POSITON PICK UP	TOTAL ANNUAL SALARY/BENEFITS FOR ALL POSITIONS ON GRANT
CID	Existing	Local Law Enforcement	Personnel to investigate illegal gambling/Overtime/Misc.	5/1/2022	4/30/2023	\$250,000	\$250,000			\$235,000	2	2	No	\$235,000.00
CID	Existing	HIDTA	Equipment/Drug Task Force	1/1/2022	12/31/2023	\$77,000	\$77,000			N/A	N/A	N/A	N/A	N/A
CID	Existing	PCCD	Overtime/Supplies/Other	10/1/2019	12/31/2022	\$250,000	\$250,000			N/A	N/A	N/A	N/A	N/A
CID	Existing /MOU	Attorney General's Office	Narcotic Buys/Informant Fees/Overtime Task Force Members w/Local Police Departments	1/1/1996	Still Existing	\$253,100	\$253,100			N/A	N/A	N/A	N/A	N/A
CID	Existing /MOU	PA State Police	Reimburse County salary, overtime, vehicle, gas/maintenance, benefits Auto Theft Investigations	7/1/2022	6/30/2023	\$191,560	\$191,560			N/A	N/A	N/A	N/A	N/A
CID	Existing	Insurance Fraud 2623-1946	To hire personnel to investigate insurance Fraud	7/1/2022	6/30/2023	\$624,853	\$624,853	N/A	N/A	N/A	4	4	No	\$485,353.00
CID	Existing	Auto Theft 2623-1945	To hire personnel to investigate Auto Theft	7/1/2022	6/30/2023	\$328,059	\$328,059.00	N/A	N/A	N/A	3	3	No	\$298,938.00
CID	Active/Existing	PA Internet Crimes against Children Task Force	To assist Pennsylvania in the investigations of internet crimes against children	10/1/2021	9/30/2022	\$518,347	\$518,347.00		0%	None	4		No	\$227,403.60
CID	Active	Human Trafficking	To combat human trafficking in Delaware County	10/1/2021	9/30/2022	\$250,000	\$250,000.00		0%	None	1		No	\$118,417.95
Total Grants 9														



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Delaware County New grants FY2023

DEPT	GRANT TYPE	PROJECT NAME	DESCRIPTION	START DATE	END DATE	PROJECT TOTAL	AMOUNT REQUESTED	CASH/ IN-KIND MATCH REQUESTED	% ADMIN COST ALLOWED	FINANCIAL IMPACT TO COUNTY ONCE GRANT IS COMPLETE. HOW WILL THE PROJECT BE FUNDED ONCE THE GRANT ENDS OR IF GRANT IS NOT AWARDED	# OF NEW POSITIONS ON THIS GRANT	# OF CONTINUATION POSITIONS ON THIS GRANT	GRANT REQUIRES POSITIONS PICK UP	TOTAL ANNUAL SALARY/BENEFITS FOR ALL POSITIONS ON GRANT
DA's	Existing	JAG 2020	Funds go to Upper Darby, Darby Borough and Chester. Funding benefits the community and the police departments. We are the fiscal agent.	10/1/2019	9/30/2022	100,917	100,917	0			0	0	No	0
DA's	Existing	JAG 2021	Funds go to Upper Darby, Darby Borough and Chester. Funding benefits the community and the police departments. We are the fiscal agent.	10/1/2020	9/30/2023	110,045	110,045	0			0	0	No	0
DA's	Existing	JAG 2022	Funds go to Upper Darby, Darby Borough and Chester. Funding benefits the community and the police departments. We are the fiscal agent.	10/1/2021	9/30/2024	107,069	107,069	0			0	0	No	0
DA's	Existing	VIP Chester Grant	To expand and support the DA's Gun Violence Intervention program known as the Chester Partnership for Safe Neighborhoods (CPSN).	2/1/2022	1/31/2024	2,000,000	2,000,000	0			4	0	No	370,503
DA's	Existing	Special US Attorney Pilot Project	To hire ADAs designated as a Special United States Attorney by a US Attorney's office through participation in Project Sage Neighborhoods	1/01/2022	6/30/2023	750,000	750,000	0			3	0	No	750,000
DA's	Active	2018 JAG Grant	Pays equipment, Overtime, Wireless cards	10/1/2017	9/30/22	\$120,938	\$120,938	0	N/A	N/A	0	0	No	N/A
DA's	Active	2019 JAG Grant	Pays equipment, Overtime, wireless cards	10/1/2018	9/30/2022	\$111,870	\$111,870	0	N/A	N/A	0	0	No	N/A
DA's	Active	Anti-Violence	Pays equipment, software, Overtime, miscellaneous operating expenses	12/3/2019	6/30/2023	\$500,000	\$500,000	0	N/A	N/A	0	0	No	N/A
Total Grants 8														



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DEPARTMENT NAME: DELAWARE COUNTY SHERIFF'S OFFICE

Mission: The Sheriff's Office of Delaware County dedicates itself to enhancing the quality of life in our county through the rendering of professional governmental services to the courts and the community. The Sheriff and Sheriff's Deputies may make arrests for on-view felonies and misdemeanors and breeches of peace. The Sheriff's Office works daily to provide courtroom and judicial security, prisoner transportation, service of civil process and real estate process, as well as service of court warrants. The Sheriff is diligent in fulfilling his responsibilities as Chief Peace Officer of Delaware County

Goals and objectives:

As a Pennsylvania Law Enforcement Accreditation Commission (PLEAC) accredited agency, the Sheriff's Office will continue to deliver the level of service and perform the duties of the Sheriff's Office in a fair and equitable manner. The following programs are paramount to our continued success and modernization strategies.

- Achieve pay equity for the deputies, across the ranks with other comparable law enforcement agencies in the county and region, which will significantly aid us in retention and recruitment.
- Implement Teleosoft County Suite Sheriff Software, a modern purpose-built technology solution for Sheriff Offices in Pennsylvania. Enabling our Office to utilize one technology vendor to unify workflows, reduce costs and eliminate the costs associated with at least four (4) other outdated software systems currently being utilized by our Office.
- Maintain our current relationship with Lexipol for accreditation and training. Through the continued use of Power DMS, we maintain compliance with our accreditation standards, review and publish policies as well as implement on-line training. This partnership satisfies the challenges law enforcement agencies face and improve the quality of life for all community members affected by the Sheriff's Office.

Goal 1

- Objective 1: Maintain the level of service and accountability indicated in being an accredited law enforcement agency.

Goal 2

- Objective 2: Achieve equity in salary for Sheriff Deputies; equal to other County Law Enforcement Agencies.



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Goal 3

- Objective 3: Continue De-escalation Training, continue use of Power DMS in addition to a scheduler and training archive component. Purchase a firearms Simulation for additional training purposes.
- Strive to maximize the use of limited human resources to perform duties of Chief Peacekeeper of Delaware County

Priorities and Initiatives: Strive to maximize the use of limited human resources to perform duties of Chief Peacekeeper of Delaware County

Budget Detail:

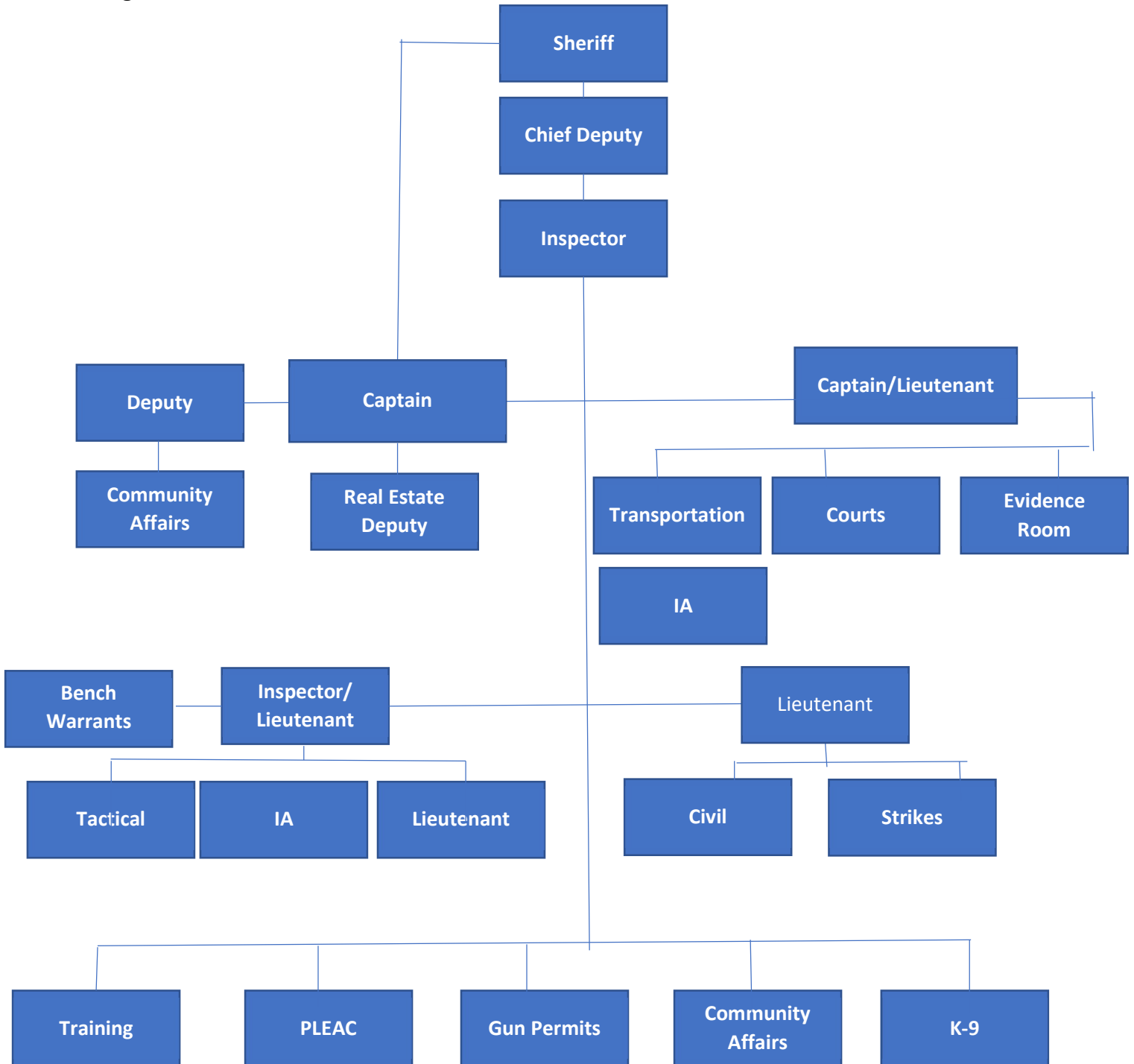
	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$1,388,815	\$276,530	\$1,565,199	\$1,579,775	\$1,579,775	\$1,220,000
Expenditures						
Salaries and Wages	2,854,986	752,749	946,730	3,830,384	4,200,384	4,432,658
Overtime	825,060	186,364	240,469	500,000	1,090,000	900,000
Travel	207,569	122,492	152,365	150,000	150,000	150,000
Office Supplies	16,224	9,075	14,496	10,000	10,000	10,000
Other Services	283,975	240,352	293,177	228,676	228,676	228,676
Transfers	(204,082)	(236,628)	(238,726)	(235,000)	(235,000)	(235,000)
General Fund	\$3,983,731	\$1,074,403	\$1,408,511	\$4,484,060	\$5,444,060	\$5,486,334
Summary						
Net Cost to County	\$2,594,916	\$797,873	(\$156,688)	\$2,904,285	\$3,864,285	\$4,266,334
Full Time Positions					86	82



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Organization:





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DEPARTMENT NAME: JUVENILE DETENTION AND REHABILITATION

Mission: The mission of Delaware County’s Department of Juvenile Detention and Rehabilitation Services (DRS) is to ensure public safety while promoting a positive social change for justice involved youth by:

1. Providing Trauma Informed Rehabilitation Services
2. Leading with values that promote equity and wellbeing
3. Maintaining an uplifting, safe, and secure environment for highest-risk youth
4. Developing staff to build positive and supportive relationships.
5. Providing varied and useful programming.
6. Treating family members as partners.
7. Encouraging community connections.
8. Incorporating continuous quality improvement

Goals and objectives:

Reopen Detention Center

- Rehab current facility within 6 months (January 1st -June 30th, 2023)
 - Placeholder of 250k for rental space, if timeline is pushed backed, and/or neighboring campus is considering a partnership.
- Obtain State Licensing
 - Application submitted August 12th, 2022
 - Sub-contract state required services (medical, food, and education). 1m budgeted for 2023
 - Renew center’s Liability Insurance 50k budgeted for 2023
 - 50k budgeted for legal/solicitor fees
- Review, catalog and digitize youth files
 - Contacted maintenance budgeted for 500K (anticipated 30k for file maintenance)

Staffing of Detention and Rehabilitation Center

- Seek and hire qualified staff
 - 5 new positions 47 vacancies July 1-December 31st
 - 85-90% staffing final 2 quarters of 2023 (July-December)
- Pay competitive wages to reduce turnover
 - Feasibility/turnover reduction observations were conducted on site visits of other Detention Centers. We aim to mock Bucks County’s Model who reported little to no staffing shortages.
- Continue to provide professional development to maintain industry standards
 - 40 hours of training manually annually, 100k budgeted for professional development



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Increase the Number of State/Federal/Private Funded Commitment items in Fund Centers

- Move services from County funded to reimbursable activities
- Take advantage and seek out of grant opportunities

Priorities and Initiatives:

- Open Detention Center by July 1st, 2023
- Recruit, hire and train qualified staff and provide innovative professional development to maintain and exceed industry standards
- Provide Evidence-Based Practices that address Preventative and Restorative Services to ages 11-20
 - 162.5k budgeted for Youth Advocate contract renewal
 - 487.5k budgeted for contracted services youth and families at center

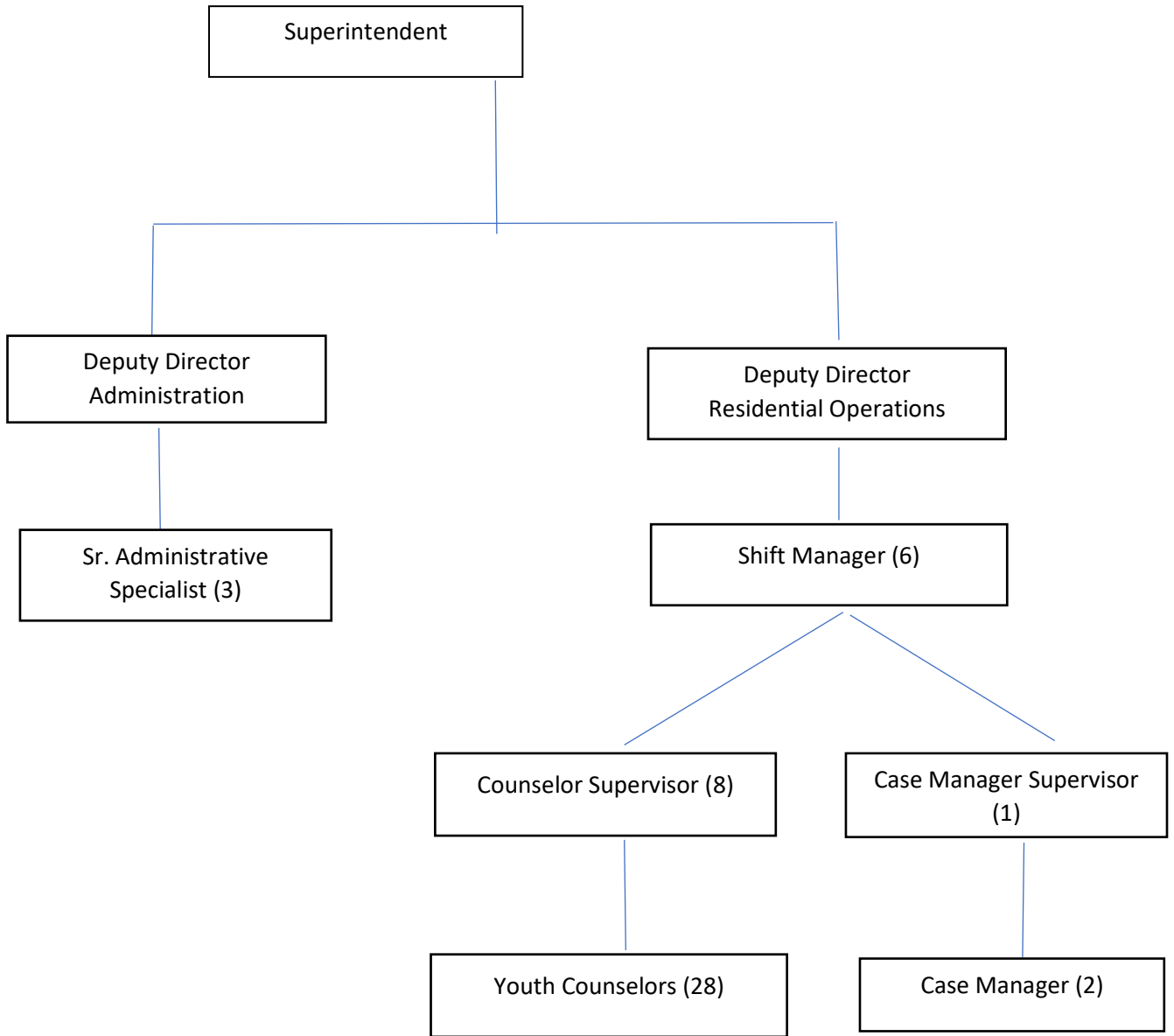
Budget Detail:

	ACTUALS			BUDGET		
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$42,627	\$7,035	\$80,803	\$80,803	\$0
Juvenile Detention						
Salaries and Wages	2,761,505	634,952	0	1,366,125	252,860	343,972
Overtime	608,756	159,631	0	100,000	0	0
Travel	7,723	1,584	0	7,000	3,000	3,000
Office Supplies	1,408	808	932	1,000	5,000	5,000
Other Services	353,072	382,616	226,897	100,000	1,313,265	1,049,012
Subtotal	\$3,732,464	\$1,179,591	\$227,829	\$1,574,125	\$1,574,125	\$1,400,984
Juvenile Kitchen						
Wages & Salaries	251,285	63,120	0	158,289	0	0
Overtime Control	31,989	7,378	0	0	0	0
Other Services	182,704	132,878	13,686	316,579	474,868	0
Subtotal	\$465,978	\$203,376	\$13,686	\$474,868	\$474,868	\$0
Summary						
Total Expenditures	\$4,198,442	\$1,382,967	\$241,515	\$2,048,993	\$2,048,993	\$1,400,984
Net Cost to County	\$4,198,442	\$1,340,340	\$234,480	\$1,968,190	\$1,968,190	\$1,400,984
Full Time Positions					TBD	4



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DEPARTMENT NAME: OFFICE OF SUPPORT ENFORCEMENT

Mission: Improving the well-being of children by aiding custodial parents in obtaining financial and medical support by locating parents, establishing paternity, advocating for appropriate financial and medical support Orders and enforcing such Orders.

Goals and objectives:

Provide staff for all Support proceedings to assist the Court in the efficient management of their dockets

- Having available, trained staff to collaborate with the Domestic Relations Department in evaluating the needs of the Support Hearing officers and Judges, and meeting those needs
- Work along with the Family Law Judges to establish the efficient use of resources to curtail the backlog of cases
- Conduct in-depth staff training so they are an asset to the Attorneys and Judges
- Evaluating positions within the Office by the end of the first quarter of 2023 to replace existing vacancies
- Create office space that is conducive to optimal work performance

Assist Domestic Relations in meeting performance expectations of the State

- Train Staff Attorneys on Performance measures so that Orders can take them into account
- Establishing and Providing resources to Judges and Support Hearing Officers to assist in the issuance of appropriate orders
- Establish office protocols to address complex cases and discussions

Maximize Collection of Past Due child support

- Immediately hiring staff to sufficiently work the Child Support Lien Network which had previously been done by Domestic Relations
- Provide training and resources to handle back-log and to communicate effectively with outside attorneys and child support members
- Create office space that is conducive to optimal work performance

Increasing Outreach to assist a greater number of custodial parents

- Hiring sufficient staff so that the IV-D legal assistance program of the Office of Support enforcement reaches custodial parents that need help but do not know about our resources



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- Collaborate with local agencies and provide them with information on our services so they can pass this along to their clients
- Creating materials to provide to outside agencies for their clients

Priorities and Initiatives:

The Office of Support Enforcement needs to become fully staffed which has not occurred due to Budget issues. An immediate need to hire one attorney, and a Court liaison is a priority.

In November of 2021, Domestic Relations recalled an employee that had been in the office for 8 years and was responsible for all work associated with the Child Support Lien Network (CSLN). The Office of Support Enforcement was told to handle this work by Domestic Relations. A paralegal is needed to take on this job as soon as possible. Due to the critical nature of this work, and the success in child support collections it generates, we have curtailed the normal work of our existing paralegal to accomplish it. Now that court hearings are returning to pre-Covid protocols, our existing paralegal is needed in Court and will not be able to devote the attention needed to the CSLN. With Domestic Relations performance declining, this job needs to be filled as soon as possible.

Due to Staff shortages in Domestic Relations, our office has had increased responsibilities and has been asked to further assist in Court. A review of existing positions within our office suggests the addition of a Court liaison is needed to support the attorneys and to assist the Court. This is an immediate need.

The office workspace needs to be updated to accommodate the current technological and security needs of the staff. Our current office does not provide the needed workspace for the Attorneys. We need to repurpose existing square footage to create an additional office and update the cubicles to accommodate staff after this is completed. The hope is for this to occur by the end of the second quarter of 2023.

We frequently deal with Federal Tax Information and need access to secure storage, and do not have sufficient functioning cabinets for each attorney, or staff. Ninety-five percent (95%) of the cabinets we have are over 25 years old, and replacement parts/keys are unavailable. In order to be compliant with Federal and State regulations regarding Federal Tax Information.



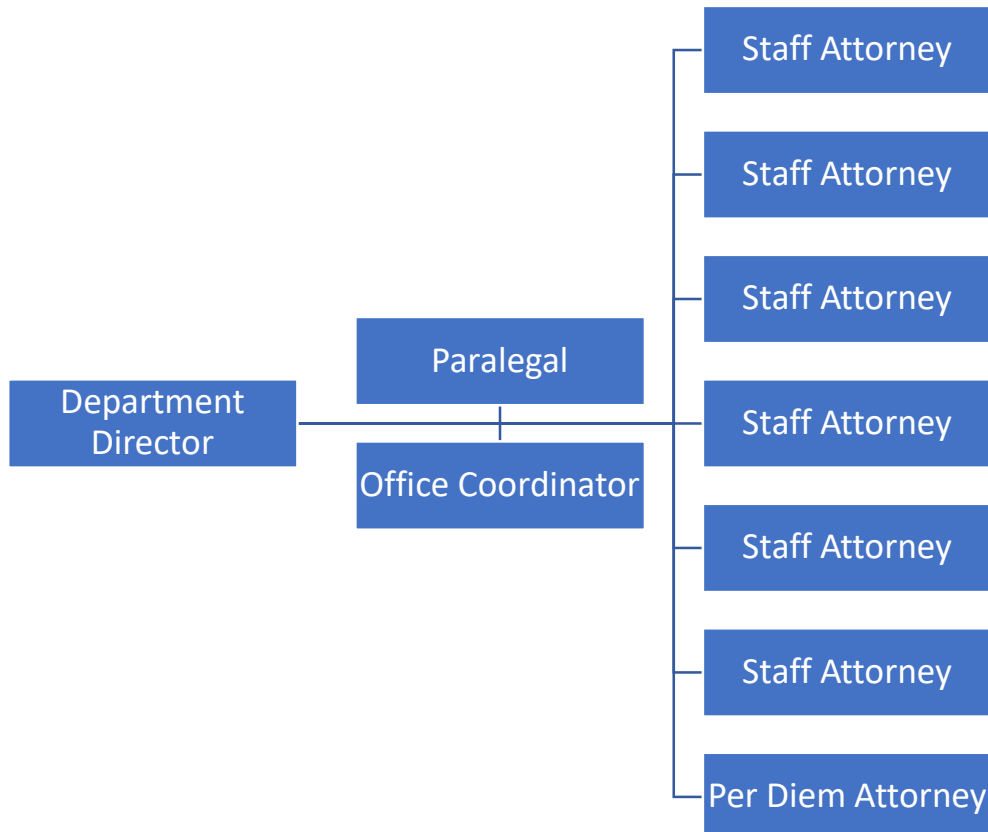
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Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$589,322	\$566,311	\$606,963	\$606,481	\$606,481	\$560,000
Expenditures						
Salaries and Wages	445,498	471,091	476,112	463,037	648,037	621,390
Overtime	25,687	19,192	17,368	20,000	5,000	5,000
Office Supplies	3,015	516	1,577	3,500	3,500	3,500
Other Services	30,663	27,220	42,618	29,500	52,500	55,000
Capital Outlay	0	0	0	2,500	2,500	0
Total Expenditures	\$504,863	\$518,019	\$537,675	\$518,537	\$711,537	\$684,890
Summary						
Net Cost to County	(\$84,459)	(\$48,292)	(\$69,288)	(\$87,944)	\$105,056	\$124,890
Full Time Positions					18	11

Organization:





Delaware County Adopted 2023 Budget

Operating Budget

DEPARTMENT NAME: GEORGE W. HILL CORRECTIONAL FACILITY

Mission: The mission of George W. Hill Correctional Facility is to provide a safe, secure, and humane environment for our well trained and experienced professionals, visitors to the facility, community members, and those incarcerated persons who are entrusted to our custody and care. The population of employees and incarcerated persons come from a variety of backgrounds, cultures, beliefs, and experiences. This diversity will guide our principles to ensure fair and equitable treatment. We provide innovative services and programs to the incarcerated person population which is comprised of pre-trial, sentenced adult male and female offenders, as well as male and female youthful offenders who are remanded to this facility by Delaware County Law Enforcement officials consistent with court commitment documents and Pennsylvania Title 37. George W. Hill Correctional Facility strives to be a productive member as one of the intercepts in the criminal justice system, institution within the community, and a good neighbor

Reduce the Number of Negative Commitment items in Fund Centers

- Budget Staff work with departments on monitoring their Budget to identify negatives and perform Budget Transfers
- Budget Staff working with departments on ensuring Budget line items are properly funded before Pre-Encumbrances/Encumbrances are entered, and expenditures charged

Place Monthly Finance Reports on a Dashboard and County Website

- Continue to update and transform Monthly reports
- Possibly Work with an outside Vendor to create new reports such as Open Gov
- Monthly posting of Financial Data



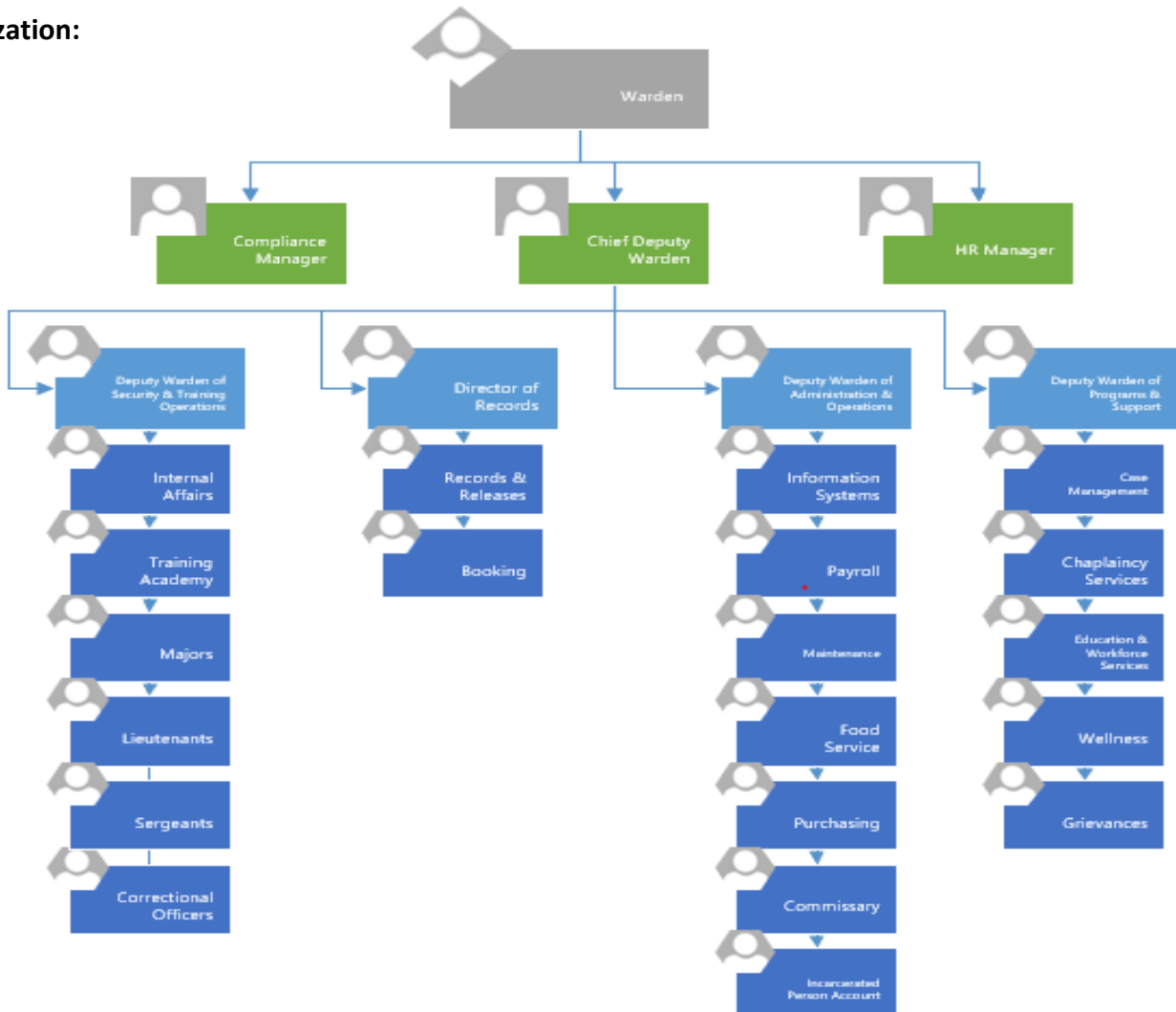
Delaware County Adopted 2023 Budget

Operating Budget

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund	\$3,294,915	\$1,999,336	\$2,532,924	\$0	\$0	\$2,906,000
Expenditures						
Administration	50,969,597	48,684,472	49,844,820	50,000,000	20,313,040	13,232,096
Maintenance	0	0	0	0	1,066,467	2,099,878
Programs	0	0	0	0	140,789	2,496,867
Records	0	0	0	0	711,312	983,990
Security	0	0	0	0	12,759,625	21,176,437
Health Services	0	0	0	0	10,567,141	10,400,000
Food Service	0	0	0	0	2,174,523	2,504,000
General Fund	\$50,969,597	\$48,684,472	\$49,844,820	\$50,000,000	\$49,000,000	\$52,893,268
Summary						
Net Cost to County	\$47,674,682	\$46,685,136	\$47,311,896	\$50,000,000	\$49,000,000	\$49,987,268
Full Time Positions					385	355

Organization:

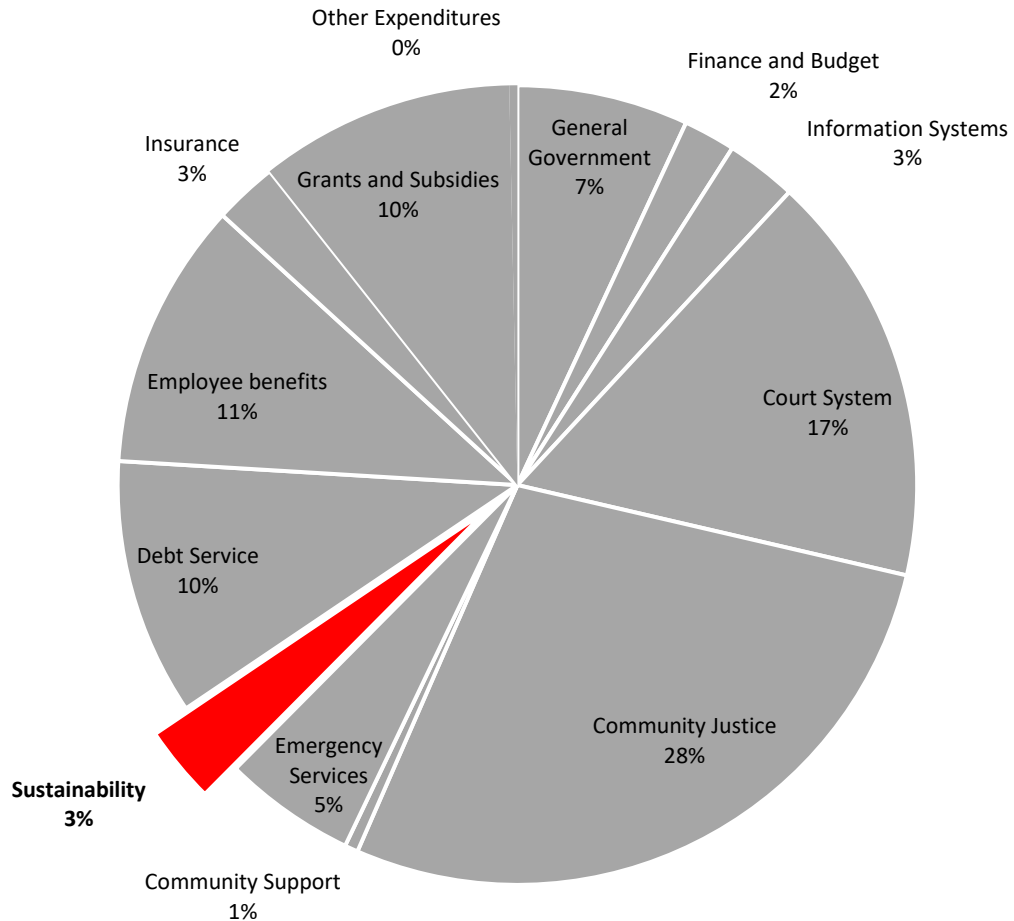




Delaware County Adopted 2023 Budget

Appendix H - Sustainability

APPENDIX H - SUSTAINABILITY



The *Sustainability* grouping incorporates the departments that historically have addressed the County's physical infrastructure and built environment. While its impact on the operating budget is small at 3%, that allocation is used to leverage the >\$70M in capital and other infrastructure spending. The following departments fall within the Sustainability group:

- | | |
|-----------------------|---|
| Sustainability | Planning |
| Facilities Management | Soil and Water Conservation |
| Motor Vehicles | Agricultural Extension (funded under Other Subsidies) |
| Public Works | |
| Parks and Recreation | |



Delaware County Adopted 2023 Budget

Appendix H - Sustainability

DEPARTMENT NAME: OFFICE OF SUSTAINABILITY

Mission: The Office of Sustainability’s mission is to incorporate efficiency, sustainability, and resiliency into all aspects of County government. The department also seeks to prepare the County for the effects of climate change by providing all residents with equitable access to mitigation and adaptation resources, enhancing local economic growth, preserving open space and natural resources, reducing energy consumption and greenhouse gas emissions, preserving historical structures and the County’s heritage, reducing waste, and ensuring sustainable development.

Goals and objectives:

Finalize the County’s 10-Year Municipal Waste Management Plan

- Complete all tasks set forth in the contract with Zero Waste Associates to release a finalized Zero Waste Plan for the County. Tasks include public engagement, waste life cycle analysis and approval by the Pennsylvania Department of Environmental Protection.

Finalize and Implement the County’s First Sustainability Plan

- Continue to collaborate with Sustainability Commission and work with the six focus area subcommittee groups to identify goals, targets, and actions to finalize the plan.
- Generate a user-friendly Sustainability Plan in digital format that can be hosted on the County’s website and intranet site and can be used as an interactive tool by County staff, municipalities, residents and other external partners.
- Fundraise for sustainability initiatives through a fund management agreement with The Foundation for Delaware County.
- Implement a communications strategy to get the word out about the Sustainability Plan.
- Report annually on metrics set forth in the Plan.

Report on County’s Local Climate Action Plan

- Issue an annual report that provides an update on the County’s Greenhouse Gas Emission reduction plan. The County’s LCAP was finalized in August of 2022.

Collaborate with County Staff, Municipalities and External Partners

- Implement actions from the County’s sustainability plan through collaborating with partners.
- Host the second annual Delaware County Sustainability Conference as a way to collaborate with partners.



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Appendix H - Sustainability

Unify County's Sustainability Functional Group's Performance Metrics

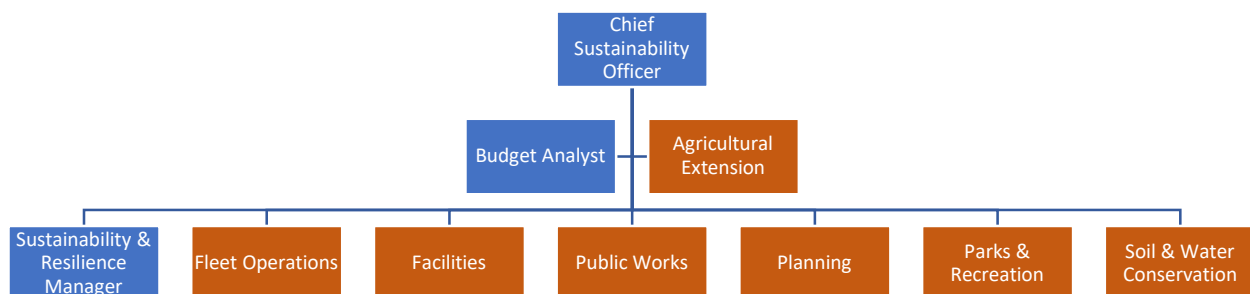
- Develop a strategic plan for the Departments within the Sustainability Functional Group.
- Report out on performance metrics annually.
- Align performance metrics with sustainability plan goals and targets.

Priorities and Initiatives: The Office of Sustainability will release the County's first sustainability plan in 2023. This will be a pathway towards a more sustainable future for the County's Departments, staff, residents, businesses, industry and all partners.

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures						
Wages & Salaries	0	0	0	613,308	613,308	478,689
Travel	0	0	0	2,000	2,000	2,000
Office Supplies	0	0	0	1,500	1,500	1,500
Other Services	0	0	0	43,500	43,500	43,500
General Fund Expenditures	\$0	\$0	\$0	\$660,308	\$660,308	\$525,689
Summary						
Net Cost to County	\$0	\$0	\$0	\$660,308	\$660,308	\$525,689
Full Time Positions					7	5

Organization (Organizational reports depicted in dark orange are funded as separate units):





Delaware County Adopted 2023 Budget

Appendix H - Sustainability

DEPARTMENT NAME: PLANNING DEPARTMENT

Mission: *The mission of the Planning Department is to promote the sound and sustainable development and redevelopment of Delaware County through the application of contemporary and forward-thinking planning principles and smart growth concepts, while maintaining and enhancing the cultural, economic, and environmental livability of the County.*

Goals and objectives:

Preserve and enhance the diversified mix of land uses and provide for orderly and coordinated development that sustains a high quality of life.

- Encourage compatible land use, redevelopment, and revitalization that will protect the stability and enhance the character of mature neighborhoods.
- Encourage context-sensitive design and sustainable development and redevelopment.
- Improve land use compatibility and accommodate population growth, institutions, services, and culture to strengthen economic competitiveness.
- Promote economic redevelopment and development, while preserving community character and improving accessibility.

Conserve natural and cultural resources, increase and enhance the environmental and/or recreational value of lands, and develop a greenway network

- Recognize the importance of the County's natural features as resources to be conserved and enhanced.
- Identify, enhance, and expand the County's open space network in order to serve the needs of the public.
- Create a countywide trail network that enhances quality of life by connecting people and places.
- Enhance and expand access to recreational programs for all ages and abilities.
- Implement the actions of the Open Space, Recreation, and Greenway Plan to conserve, enhance, and connect the County's open space network.

Improve transportation safety and capacity, expand the transportation network, and integrate all modes into one complete system

- Support the implementation of Complete Streets in the County.
- Improve the safety of the County's transportation network.
- Increase the modal share of alternative transportation.
- Increase mobility by expanding public transit access and integrating multimodal facilities.
- Enhance public transit service.



Delaware County Adopted 2023 Budget

Appendix H - Sustainability

- Improve freight infrastructure to strengthen the County's industrial economy and communities.

Identify, document, and protect historic resources that have the most meaning, cultural impact, or historical significance

- Widen the scope of historic significance to include more recent resources, more types of resources, and the narratives of underrepresented groups.
- Utilize Delaware County's Historic Resources Inventory as a tool for the County, municipalities, and preservation community.
- Support preservation efforts at the municipal, private, and non-profit levels.
- Cultivate knowledge of and responsibility for our historic resources.
- Integrate the goals of Historic Preservation into all aspects of planning and community governance.

Enrich the supply and variety of quality housing stock to provide for diverse housing needs

- Collaborate across organizations and municipalities to share information and resources.
- Encourage diverse, attractive neighborhoods with proximity and access to community amenities that create desirable places to live within the County.
- Provide a diversity of housing types for current and future residents in all areas of the County.
- Ensure the provision of quality housing stock in all neighborhoods.
- Create a full range of housing opportunities for populations of all ages, abilities, and income levels
- Establish a data-driven housing policy to inform funding decisions and encourage program development

Priorities and Initiatives: The Planning Department is undergoing a change in leadership, with a new Director joining the team in November 2022. With this new Director there will be an examination of the Planning Department's 2035 Plan. The direction for the Department will be driven by the new Director. Preliminarily, the priority is to have the Planning Department become a leader in coordinating planning across the County and strengthening ties between the County and municipalities, the surrounding Counties, as well as agencies and planning partners such as PennDOT, DVRPC and SEPTA. With the support of external partners, the County's position will be strengthened, so as to receive the attention and resources that it deserves.



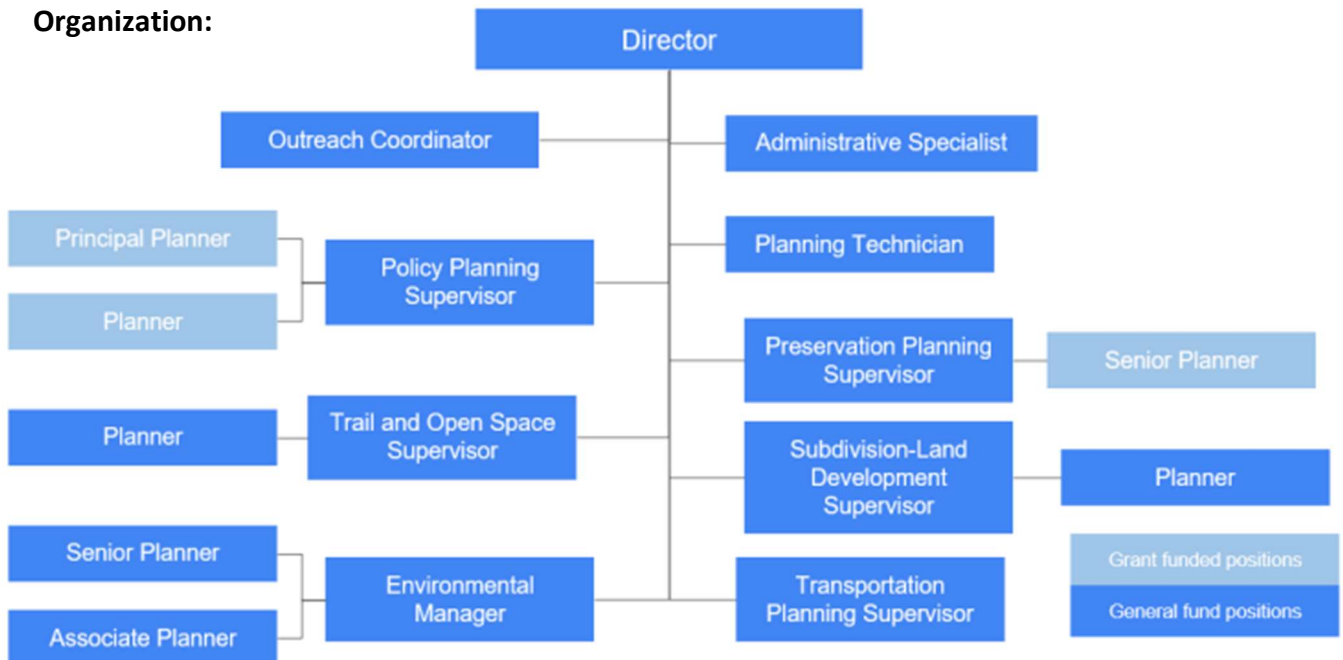
Delaware County Adopted 2023 Budget

Appendix H - Sustainability

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$166,228	\$99,534	\$152,017	\$100,000	\$100,000	\$140,000
Expenditures						
Wages & Salaries	719,133	719,946	748,487	900,605	895,605	917,397
Travel	1,732	222	318	3,000	3,000	3,000
Office Supplies	4,640	824	4,134	8,000	7,500	7,500
Other Services	37,534	196,757	379,565	421,000	426,500	380,615
General Fund Expenditures	\$763,040	\$917,749	\$1,132,504	\$1,332,605	\$1,332,605	\$1,308,512
Summary						
Net Cost to County	\$596,812	\$818,215	\$980,487	\$1,232,605	\$1,232,605	\$1,168,512
Full Time Positions					14	14

Organization:





Delaware County Adopted 2023 Budget

Appendix H - Sustainability

DEPARTMENT NAME: MOTOR VEHICLE MANAGEMENT

Mission: *The mission of the Department of Motor Vehicle Management is to provide safe, efficient, reliable, and sustainable fleet management services that support the County's and Court's operations.*

Goals and objectives:

Continue to reduce the County's Greenhouse Gas emissions and reliance upon fossil fuels.

- Phase-out fossil fuel burning vehicles.
- Procure electric vehicles.
- Install additional EV charging stations.
- Apply for additional AFIG funds.

Enhance written standard operating procedures and streamline processes.

- Analyze existing procedures and policies.
- Finalize and communicate procedures and policies to County and Courts staff.

Right-size staff and contracted services to become a more efficient Department

- Identify a new Director to lead the Department in the direction of a Sustainable Fleet Management Program.
- Analyze the existing staffing level and compare to performance metrics to identify appropriate number of staff and contracted services.

Priorities and Initiatives: *The Motor Vehicles Management Department will become a Sustainable Fleet Management Department in 2023. With this name change comes a movement towards vehicle electrification as a priority to align with the County's sustainability planning efforts.*



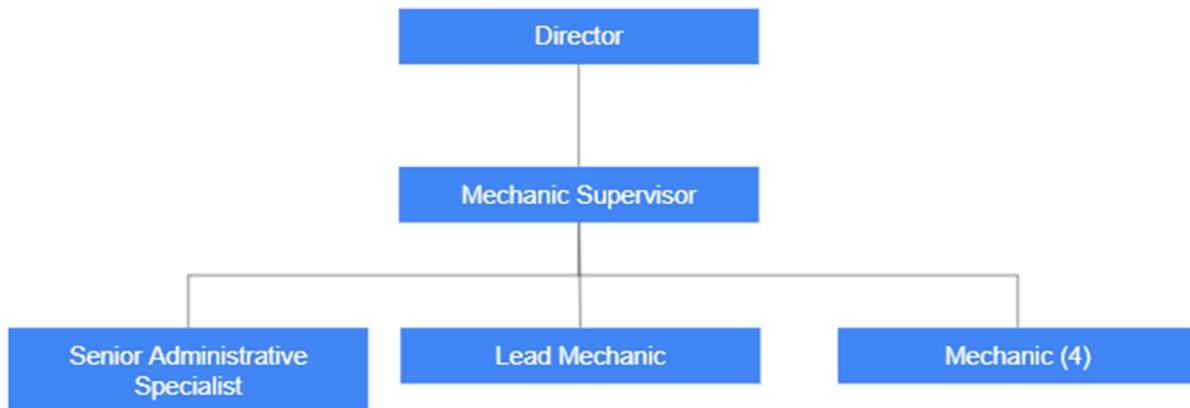
Delaware County Adopted 2023 Budget

Appendix H - Sustainability

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$58,052	\$14,178	\$86,463	\$50,000	\$50,000	\$6,530
Expenditures						
Wages & Salaries	321,609	304,473	271,457	400,819	400,819	421,442
Overtime	11,059	6,593	8,451	30,000	30,000	30,000
Office Supplies	264	74	283	300	300	300
Other Services	277,707	195,419	290,162	339,500	339,500	339,500
Transfers	(565,415)	(402,026)	(441,632)	(438,646)	(438,646)	(438,646)
General Fund Expenditures	\$45,224	\$104,533	\$128,721	\$331,973	\$331,973	\$352,596
Summary						
Net Cost to County	(\$12,828)	\$90,355	\$42,258	\$281,973	\$281,973	\$346,066
Full Time Positions					8	8

Organization:





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Appendix H - Sustainability

DEPARTMENT NAME: Facilities Management

Mission: *The mission of Facilities Management is to provide a safe, clean, cost effective, and well-maintained physical environment, while delivering professional services that are sustainable and supportive of the County's Government and Courts services to the public.*

Goals and objectives:

Increase efficiency of County's Work Order (WO) System

- Communicate to County and Courts staff about the availability of the Work Order system on the Intranet.
- Analyze and report-out monthly on Work Orders to identify areas for improvement that will decrease completion time and costs, while increasing customer service.

Create Sustainable Policies and Procedures

- Green Cleaning Program and train staff.
- Waste Reduction and Recycling Program for County and Courts facilities.
- Energy Conservation Program that includes projects for light replacement with LEDs, automatic light shutoff sensors, and other projects that are in the control of Facilities Management.

Continue to Implement Preventive Maintenance Program

- Implement and report out on preventive maintenance schedule for County and Courts facilities.

Priorities and Initiatives: *Facilities Management would like to ensure that all actions from the Department are sustainable—fiscally responsible, environmentally friendly, and supportive of the public and staff who occupy our buildings and grounds. Through the development of the County's new sustainability plan, Facilities Management will take on a significant role as an operations leader including developing new programs that reduce waste and divert materials from landfills; conserve energy and reduce greenhouse gas emissions; and create healthy indoor and outdoor environments.*



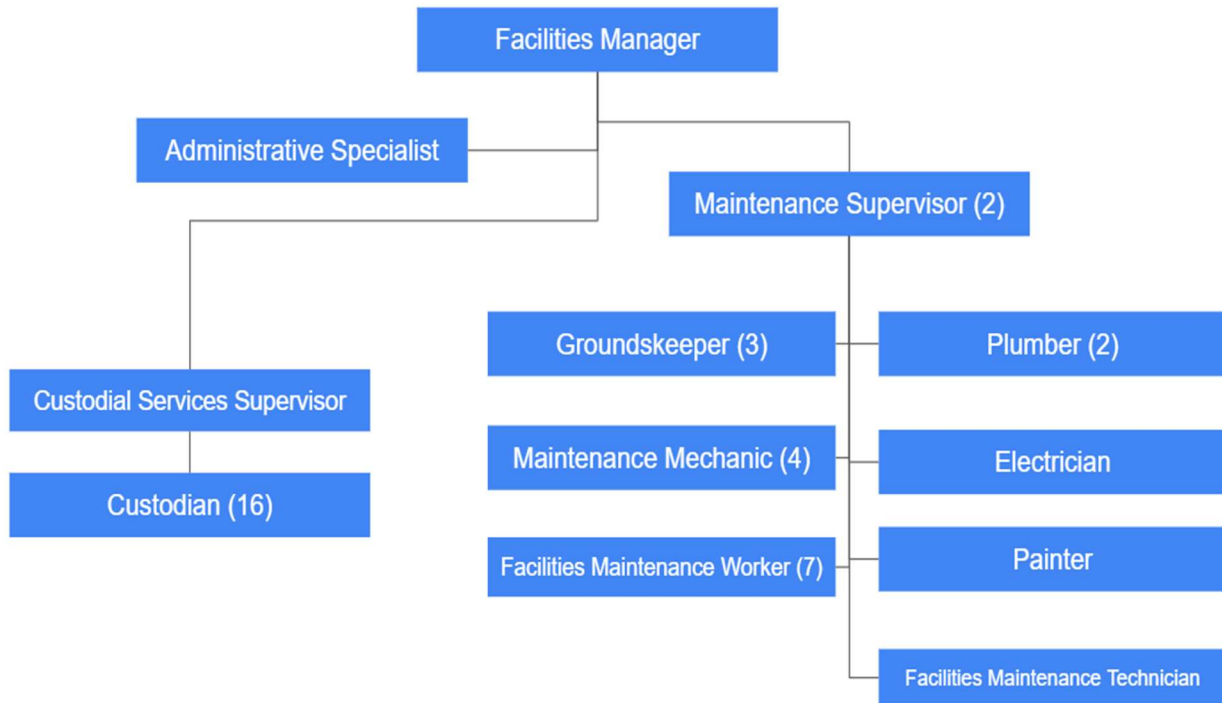
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Appendix H - Sustainability

Budget Detail:

	ACTUALS			BUDGET		
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures						
Wages & Salaries	942,167	783,880	922,252	1,210,661	1,175,661	1,271,817
Overtime	46,454	32,170	84,948	80,000	80,000	80,000
Travel	0	0	0	200	200	200
Office Supplies	90	114	467	1,200	1,200	1,200
Other Services	2,323,867	2,074,572	2,095,708	2,390,000	2,849,000	2,546,992
Transfers	(234,381)	(151,299)	(109,495)	(201,700)	(201,700)	(201,700)
General Fund	\$3,078,196	\$2,739,437	\$2,993,880	\$3,480,361	\$3,904,361	\$3,698,509
Summary						
Net Cost to County	\$3,078,196	\$2,739,437	\$2,993,880	\$3,480,361	\$3,904,361	\$3,698,509
Full Time Positions					36	36

Organization:





Delaware County Adopted 2023 Budget

Appendix - Sustainability

DEPARTMENT NAME: PUBLIC WORKS

Mission: The mission of the Department of Public Works is to invest in the County's physical environment to ensure safety, efficiency, and sustainability. The department prepares, implements, and oversees the Capital Improvement Program to ensure the strategic prioritization and investment of resources.

Goals and objectives: Our goal is to utilize data and universal design principles to guide the expenditure of capital funds for design and construction activities on County buildings and bridges.

Recruit and Retain Talent

- Create a staffing model to support successful implementation of the capital budget.
- Develop a strategy to recruit talent and fill all vacancies by June 2023.
- Diversify the design professional consultant pool by recruiting 10 new architectural and engineering (A/E) firms to submit proposals for new projects.
- Promote inclusion of minority business enterprise (MBE), women business enterprise (WBE) and/or Delaware County based firms in design and construction contracting opportunities.

Establish Written Policies and Procedures for Public Works Department

- Partner with the Office of the Solicitor to create a standard form of contract for professional design consultants.
- Develop design standards that establish efficient use of space for county operations, foster collaboration and new partnerships, support County sustainability goals, and improve service delivery to County residents.
- Increase the use of the Public Works website to share information with the public on the capital budget and status of projects.

Ensure quality work that is on time, on budget with change order of 5% or less

- Partner with the Office of the Solicitor to create uniform front end specifications.
- Develop written procedure for the evaluation of change order requests.
- Ensure compliance with the Responsible Contractor's Ordinance for projects valued at \$500,000 or more.



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Appendix - Sustainability

Improve fiscal management of capital and bridge funds

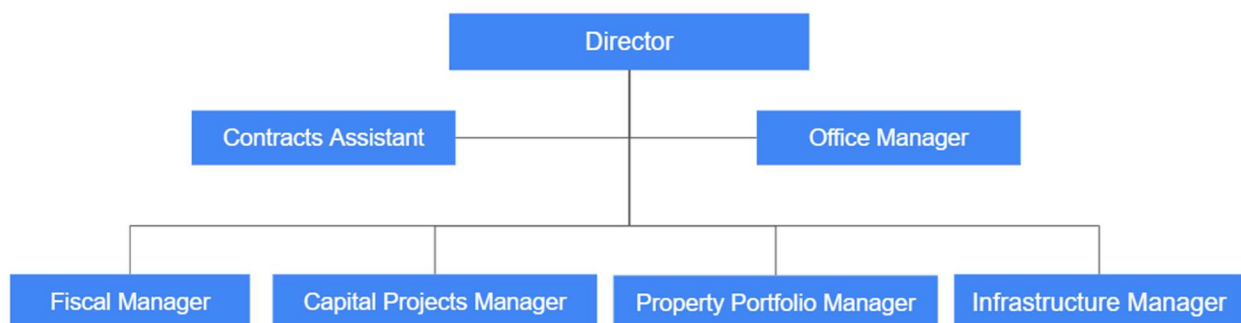
- Utilize diverse forms of procurement to ensure best value and use of county funds on capital projects.
- Expand awareness of contracting opportunities via partnership with the Office of Central Purchasing and Delaware County Commerce Department to host three, “Doing Business with Delaware County,” seminars.
- Publish quarterly financial reports to Delaware County Council.

Priorities and Initiatives: The Department of Public Works will utilize facility condition assessment data, engagement with County Council and County staff, and the sustainability plan to prioritize projects for inclusion in the capital budget. The immediate priorities are to establish written policies and procedures and hire the staff required to ensure successful implementation of the capital improvement program.

Budget Detail:

	ACTUALS			BUDGET		
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$375	\$0	\$0	\$1,000	\$1,000	\$0
Expenditures						
Wages & Salaries	249,147	304,239	224,718	185,771	205,771	559,877
Travel	0	13	0	2,500	2,500	2,500
Office Supplies	913	841	602	5,000	5,000	5,000
Other Services	7,835	6,173	29,300	475,100	455,100	455,100
Transfers	(173,215)	(183,595)	(95,170)	(253,600)	(253,600)	(253,600)
General Fund Expenditures	\$84,680	\$127,671	\$159,450	\$414,771	\$414,771	\$768,877
Summary						
Net Cost to County	\$84,305	\$127,671	\$159,450	\$413,771	\$413,771	\$768,877
Full Time Positions					7	8

ORGANIZATION:





Delaware County Adopted 2023 Budget

Appendix H - Sustainability

DEPARTMENT NAME: PARKS AND RECREATION

Mission: The mission of the Department of Parks and Recreation is to be a source of pride and connection to the outdoors for all residents. Our mission is to provide all of the residents of Delaware County with equitable access to high quality and sustainable recreation programs, outdoor natural spaces, facilities, and services, and to create environments that are safe, healthy and enjoyable for all residents, while also protecting and preserving the natural resources within the County.

Goals and objectives:

Continue to enhance programs that serve County residents.

- Ensure adequate funding and evaluate and report-out annually on the spaces and services that are used by the residents of Delaware County including:
 - Scenic nature trails
 - Picnic facilities
 - Playing fields for baseball, softball, and soccer
 - 9-Hole golf course
 - Members-only dog park
 - Cross country running
 - Community garden plots
 - Outdoor summer concert series
 - Senior Recreation Center
 - Senior Games

Protect and preserve natural resources.

- Collaborate with the Sustainability Commission, Green Space Task Force and others to identify opportunities for implementing shared sustainable goals.

Ensure staffing levels adequately match the County's needs.

- Increase Maintenance staff based on the acquisition of new properties, including the former Don Guanella site and the addition of three new playgrounds in 2023: Little Flower Park, Upland Park and Rose Tree Park.

Encourage positive dialogue with County patrons

- Keep patrons informed and engaged with the ever-growing Park system through active recreation programs such as the annual Senior Games and Summer Concert Series.



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Appendix H - Sustainability

Incorporate more sustainable practices into Parks and Recreation Department

- Modify Park rules and procedures with the assistance of the Park Board and the Sustainability Commission to incorporate more sustainable practices including recycling.

Priorities and Initiatives:

Parks and Recreation will continue to engage the Park Board with information on daily operations of the Parks Department. The Department will work to increase the County’s open space and trails by working with County Council, Planning and Public Works to find and acquire new green space and to formally protect existing open space and trails. A continuing priority is creating active recreation programs and engaging with youth and seniors. This includes recruiting university students for internships that support Parks and Recreation programs and partnering with community organizations such as the YMCA and the County’s Office of Services for the Aging (COSA) to create a coalition that promotes our programs. We will also continue to work closely with County agencies such as the Commerce Center, the Chamber of Commerce, Conservation District, and more, to identify areas of collaboration such as the annual Festival of Lights.

Budget Detail:

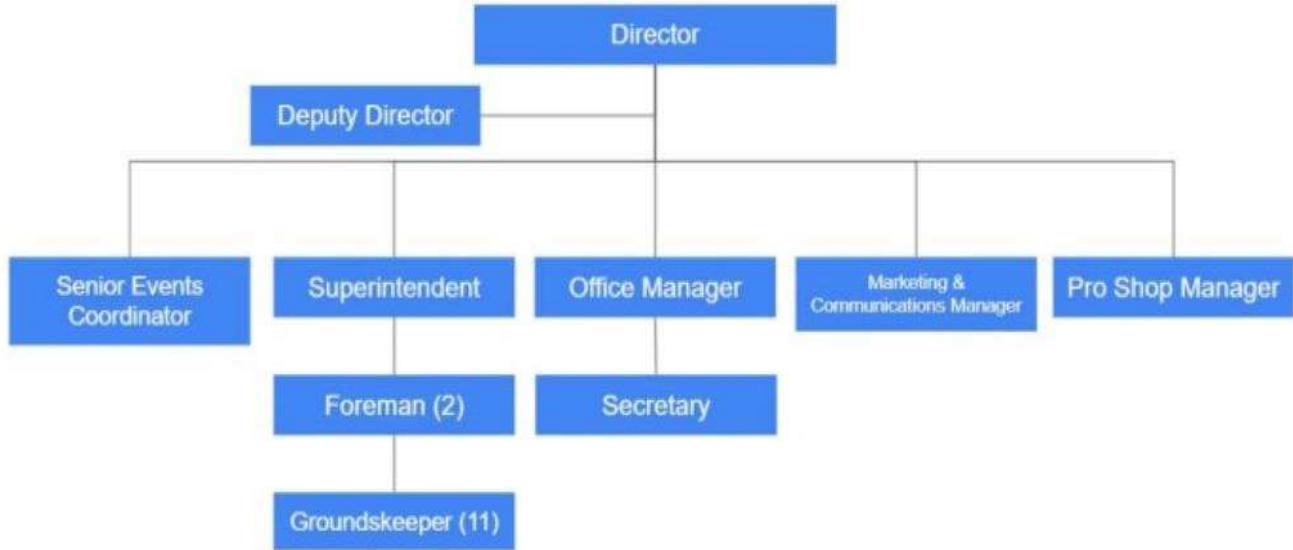
	ACTUALS			BUDGET		
	2019	2020	2021	2022 Orig	2022 Adj	2023
Revenues	\$156,073	\$278,560	\$264,839	\$251,470	\$251,470	\$226,185
Expenditures						
Wages & Salaries	802,347	755,205	777,972	1,021,312	1,031,312	1,132,374
Overtime	47,561	30,919	32,552	45,000	45,000	45,000
Travel	2,084	401	904	2,500	2,500	2,500
Office Supplies	1,471	2,043	505	1,000	1,000	1,000
Other Services	699,585	572,325	735,746	923,000	913,000	913,000
General Fund	\$1,553,047	\$1,360,893	\$1,547,679	\$1,992,812	\$1,992,812	\$2,093,874
Summary						
Net Cost to County	\$1,396,974	\$1,082,333	\$1,282,840	\$1,741,342	\$1,741,342	\$1,867,689
Full Time Positions					21	24



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Appendix H - Sustainability

Organization:





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Appendix H - Sustainability

DEPARTMENT NAME: Soil and Water Conservation (Conservation District)

Mission: The mission of the Conservation District is to ensure the wise use of Delaware County's natural resources and to protect and restore the natural environment through the conservation of its soil, water, and related resources. The Conservation District with the direction and participation of the District Board will support, promote, and execute programs, regulations, and individual efforts, which are consistent with these goals.

Goals and objectives:

Implement Delegated Regulatory Programs of the PA Department of Environmental Protection

- Chapter 102 / NPDES : Erosion Control and Construction Permitting
 - Review 250 to 275 Erosion Control Plans
 - Conduct 180 to 200 Field Inspections
 - Respond to 45 to 50 Complaints
 - Process and issue 50 – 60 NPDES Construction Permits
- Chapter 105
 - Acknowledge 30 to 40 General Permits
 - Respond to 8 to 12 Complaints
 - Conduct 10 -20 Field Inspections

Serve as Delaware County's MS-4 Coordinator

- Inspect 8 Outfalls annually for illicit discharges.
- Compile and Submit Annual Progress Report by September.
- Respond to complaint and issues involving stormwater on County owned properties.
- Monitor the 1,475 Acres of Facilities included in our MS-4 Permit.
- Inspect and ensure maintenance of the 16 or more Post Construction Stormwater Existing Facilities in Coordination with facility managers.
- Implement all required output measures in the permit.

Act as Environmental Education Leader through Conservation Programs

- Coordinate and Assist with four Tree Vitalize Riparian Buffer Projects.
- Fund 3 to 4 Mini-Grant Projects.
- Conduct Poster Contest and Envirothon.
- Complete Multi-function Riparian Buffer Project in Haverford Township.

Implement Low Volume Road Program

- Allocate \$80,000.00 to qualifying municipalities for Road Project with Environmental benefit.
- Inspect and fund three ongoing projects from prior years.



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Appendix H - Sustainability

Priorities and Initiatives:

The Conservation District will begin to transition to having Technicians perform permit review responsibilities after the full complement of staff are hired and trained, providing the Director with more availability to lead the organization. In an effort to reduce waste and storage of paper, the Conservation District will train the engineering design community and applicants to utilize paperless permitting from the State’s new E-Permitting system. This will eliminate the existing mass storage problem from traditional paper permitting. Acting as an environmental educational leader, the Conservation District will increase its technological capabilities to allow for more virtual trainings, while also being mindful of not scheduling unnecessary or redundant sessions.

	ACTUALS			BUDGET		
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$234,837	\$225,086	\$271,102	\$263,000	\$263,000	\$250,000
Expenditures						
Wages & Salaries	221,749	245,699	284,672	308,395	308,395	326,487
Office Supplies	0	0	0	1,000	1,000	1,000
Other Services	12,192	11,561	11,177	15,750	15,750	15,750
General Fund Expenditures	\$233,941	\$257,260	\$295,849	\$325,145	\$325,145	\$343,237
Summary						
Net Cost to County	(\$896)	\$32,173	\$24,747	\$62,145	\$62,145	\$93,237
Full Time Positions					6	6

Organization:





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Operating Budget

GRANTS:

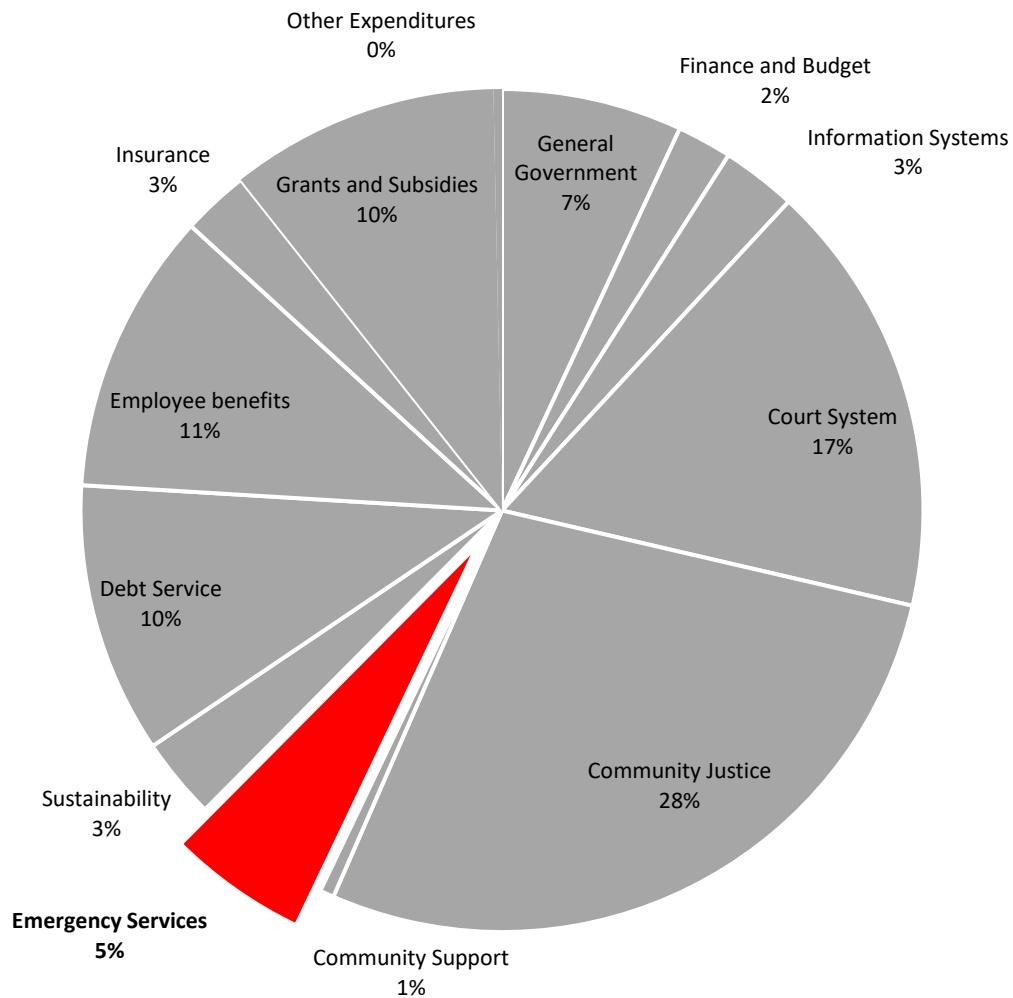
DEPT	GRAN T TYPE	PROJECT NAME	DESCRIPTI ON	START DATE	END DATE	PROJECT TOTAL	AMOUNT REQUESTED	CASH/ IN-KIND	% ADMIN COST ALLOWED	FINACIAL IMPACT TO COUNTY	# OF NEW POSITIONS ON THIS	# OF CONTINUA TION	GRANT REQUIRES POSITON	TOTAL ANNUAL SALARY/B
Soil& Water Cons.	Prior	Watershed Specialist	Funding to Hire a Watershed	7/1/22	6/30/23	\$45,250.00	\$45,250.00	\$9,050 .00	N/A	Annual for many years	0	1	0	\$72,852.5 est.
Soil& Water Cons.	Prior	PUC – Unconvent ional Gas	Operation al & Program	7/1/22	6/30/23	\$61,921.62	\$61,921.62	0	N/A	Legislative Appropriati on	0	0	0	\$61,921.62
Soil& Water Cons.	Prior	Conservati on District Fund	Salary & Operation al	7/1/22	6/30/23	\$170,895.00	\$170,895.00	0	N/A	Legislative Appropriati on	0	2	0	\$50,000.00 est.
Soil& Water Cons.	Prior	Low Volume Road	Funding to distribute to	7/1/22	6/30/23	\$214,403.04	\$129,869.63 Committed	0	10% of Annual Approp.	Legislative Appropriati on	0	0	0	0
Soil& Water Cons.	New	Smedley Park – Multi-	Planting of a buffer with a Live	8/26/22	4/30/23	\$6,624.00	\$6,624.00	0	0	Maintenanc e Costs	0	0	0	0
Soil& Water Cons.	Total Grants					\$499,093.66								



Delaware County Adopted 2023 Budget

Emergency Services

APPENDIX I - EMERGENCY SERVICES



Emergency Services agencies are there for County residents and businesses when the unplanned and expected occurs. The **911** operators receive calls for public safety support and work with local police, fire, and emergency medical transport to dispatch aid in a timely and responsive manner. The **Emergency Medical Services** staff helps to ensure trained emergency medical technicians are trained. **Civil Defense** provides responses to emergencies, including pandemic and severe weather events. Emergency Services supports the **Office of the Medical Examiner** - administered through an officer appointed directly by County Council.



Delaware County Adopted 2023 Budget

Appendix I – Emergency Services

DEPARTMENT NAME: EMERGENCY SERVICES DIVISION

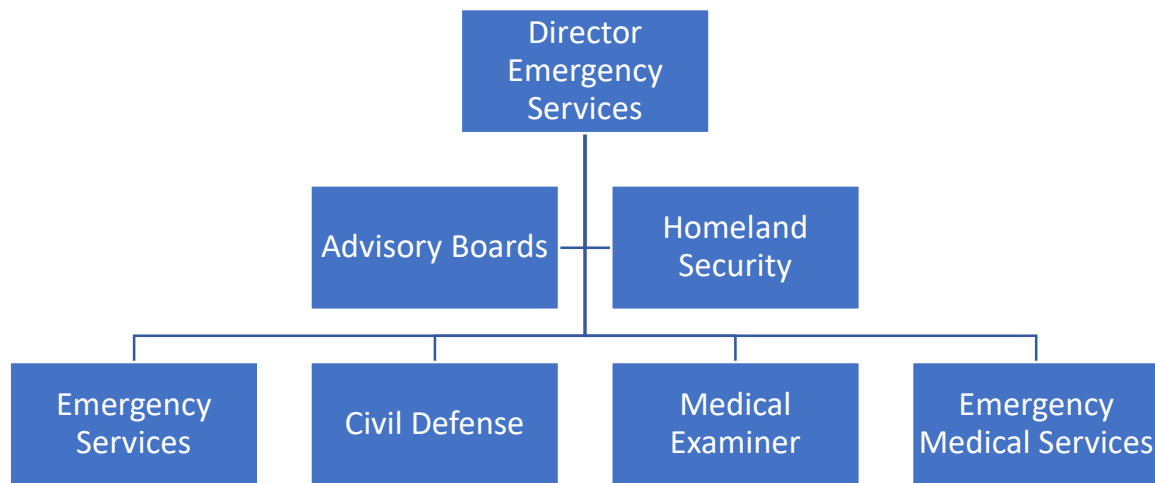
Emergency Services Department Mission:

The mission of the Department of Emergency Services is to protect the people, places, institutions, and the natural resources of Delaware County. To accomplish the Division’s mission, the Emergency Services Department takes lead responsibility for public safety communications and supporting extraordinary public safety events. The Department’s empowers their members to collaborate with public, private, and non-governmental agencies in preparedness, planning, mitigation, response, and recovery to natural, technological, or man-made hazards.

The County maintains its ability to respond to calls for help, natural and man-made disasters, pandemics, forensic pathology, and other support requirements through its Emergency Services group, consisting of the following entities:

- Emergency Services (9-1-1 Communications Center)
- Civil Defense (Formerly Community Corrections & Training Center)
- Medical Examiner’s Office
- Emergency Medical Services

Divisional Organization





Delaware County Adopted 2023 Budget

Appendix I – Emergency Services

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
9-1-1 Fund Revenues	\$13,086,301	\$13,159,698	\$13,377,613	\$13,346,945	\$13,346,945	\$12,642,171
Expenditures						
Salaries and Wages	6,649,361	7,090,741	6,993,416	6,796,887	7,002,019	8,525,877
Overtime	1,443,299	1,592,934	1,498,572	1,800,000	1,970,000	1,700,000
Benefits	4,904,750	5,571,686	4,420,252			
Travel	6,341	2,874	55	4,000	4,000	4,000
Office Supplies	22,274	10,277	17,329	20,000	20,000	20,000
Other Services	4,377,839	4,092,249	4,690,591	4,342,000	4,342,000	3,905,400
General Fund Expenditures	\$17,403,864	18,360,761	\$17,620,215	\$12,962,887	\$13,338,019	\$14,155,277
Summary						
Net Cost to County	\$4,317,563	\$5,201,063	\$4,242,602	(\$384,058)	(\$8,926)	\$1,513,106
Full Time Positions					131	131

Budget Detail: The Department of Emergency Services is primarily funded by the 911 surcharge revenue provided through the Pennsylvania Emergency Management Agency. Revenues are deposited into the Emergency Communications Fund and expenses are made from the same fund. Any expenses not covered by the 911 surcharge are funded through a General Fund subsidy.

Goals:

To fulfill its mission to protect the people, places, institutions, and the natural resources of Delaware County, the following program enhancements will be expended for FY2023.

Objectives

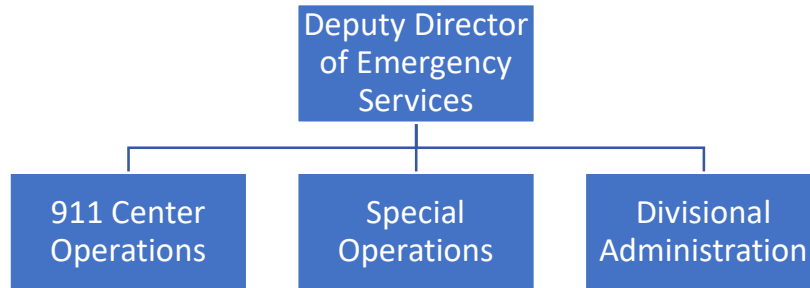
- Manage the design phase of a new radio system.
- Exercise regularly the alternative 911 center at the Government Center
- Expand the capabilities of the digital mobile radio systems to two additional municipalities
- Institute the mentor program for 911 dispatchers
- Complete the regional fiber connectivity project between PEMA & local 911 centers
- Coordinate with other County agencies to develop a GIS services group
- Enhance special operations capabilities to include water rescue
- Consolidate financial administration for various departments within the division.
- Enhance response capabilities of Emergency Services Units.



Delaware County Adopted 2023 Budget

Appendix I – Emergency Services

Organization:





Delaware County Adopted 2023 Budget

Appendix I – Emergency Services

Civil Defense

Mission: The mission of the Civil Defense Department is to protect the people, places, institutions, and the natural resources of Delaware County. The department leads responsibility for emergency management, containment of dangerous products, operation of the Citizen’s Corp and Medical Reserve Corps, and support for extraordinary public safety events. The Department empowers members to collaborate with public, private, and non-governmental agencies in the preparedness, planning, mitigation, response, and recovery to natural, technological, or man-made hazards.

Budget Detail: The Department of Civil Defense is primarily funded through a General Fund subsidy. Additionally, grants and fees are obtained to maintain emergency management programs, hazardous material response and volunteer programs.

Budget Detail:

	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures						
Salaries and Wages	657,592	158,194	208,558	879,254	949,254	1,475,489
Overtime	9,170	1,746	4,814	20,000	20,000	0
Travel	0	451	0	1,000	1,000	1,000
Office Supplies	736	91	650	500	500	0
Other Services	49,629	43,923	66,646	108,577	108,577	10,500
General Fund Expenditures	\$717,127	\$204,405	\$280,668	\$1,009,331	\$1,079,331	\$1,486,989
Summary						
Net Cost to County	\$717,127	\$204,405	\$280,668	\$1,009,331	\$1,079,331	\$1,486,989
Full Time Positions					7	13



Delaware County Adopted 2023 Budget

Appendix I – Emergency Services

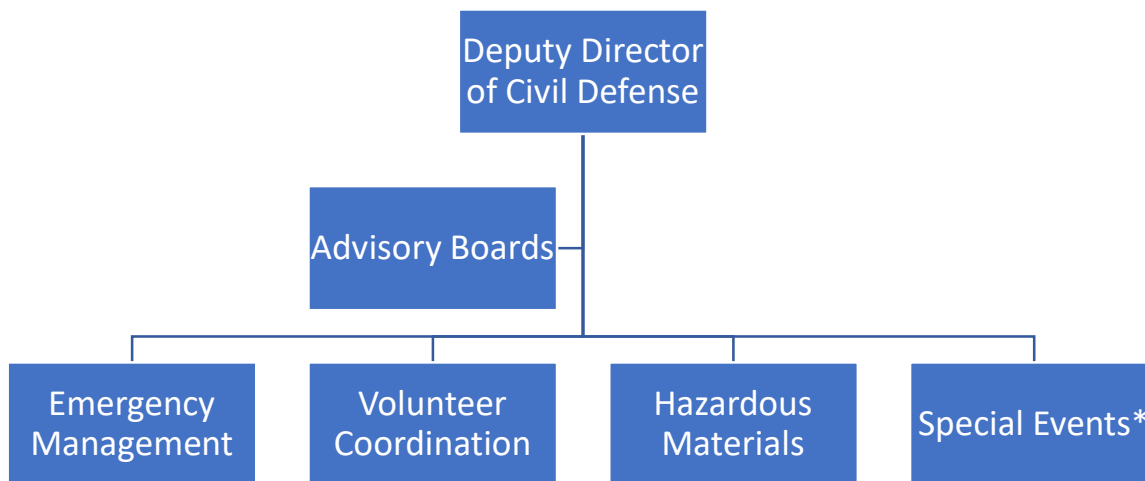
Goals:

Civil Defense will focus on planning and mitigation of hazards in 2023. This includes reviewing operational plans, increasing training, and supporting external partners.

Objectives:

- Formally review and adopt an updated Emergency Operations Plan
- Complete a Hazard Vulnerability assessment for the county
- Enhance logistical capabilities to store disaster response equipment
- Develop an action plan for post-covid activities for volunteers to meet emergency
- Re-Certify the Hazardous Materials Team and expand to Two teams
- Enhance emergency management training for local and county officers
- Support the opioid response through the management of Narcan and other direct services
- Consolidate the operations of Community Service and the Training center into Civil defense

Organization:





Delaware County Adopted 2023 Budget

Appendix I – Emergency Services

DEPARTMENT NAME: MEDICAL EXAMINER

Mission: To conduct thorough and comprehensive death investigations into cases that fall under the jurisdiction of the medical examiner's office, while diligently working to identify, collect, analyze and safeguard evidence and objectively convey empirical data while adhering to the highest quality standards, and promoting a team focused environment.

Goals and Objectives:

Goal 1- Hire Staff

- Need to hire a full-time Chief Medical Examiner \$250,000 to \$300,000 with loyalties only to Delaware County
- This will eliminate the use of contract forensic pathologist who have obligations to other counties and get paid for per diem and for each examination.
- Need to hire 1 part-time Autopsy Technician (\$41,600 annually) who works weekends only. To maintain morgue operations on the weekend after union staff refused to work weekend hours.
- Need to hire (2) additional Forensic Investigators (\$87,360 each annually), which will enable 24-hour coverage. The investigators will be assigned to one of three (8hr) shifts per day coverage with 2 investigators per shift. This will reduce the amount of daily overtime

Goal 2- Training Staff & Accreditation

- Train current Forensic investigative staff and Forensic Autopsy staff using in-house training, online training, and conferences.
- Encourage investigative staff to become American Board of Medicolegal Death Investigator certified and Future Evidence Technician Staff to become certified evidence technicians. This will aid in getting office accredited under N.A.M.E. standards which will bring credibility to our office and increase productivity and efficiency.
- Funding will be needed for payment for application fees, training programs, certification examinations, continuing education courses and yearly membership fees of staff. (~\$20,000 needed for all training)

Goal 3- Paperless Environment & Updated Technologies

- To create a near paperless work environment while promoting a reduction of paper case files while introducing new and updated technologies to the office.
 - Accept a State funded grant for (\$75,000) that will enable the office to purchase a comprehensive case management system that will be able to store case photos,



Delaware County Adopted 2023 Budget

Appendix I – Emergency Services

autopsy reports, investigator reports, medical records and toxicology reports, something the prior case management system, MEO was incapable of.

- By obtaining a comprehensive case management system, the office can reduce paper usage and eventually get rid of paper case files

Goal 4-Evidence Tracking Software Technology \$ Evidence Technician

- To obtain an evidence tracking software program with barcode tracking capabilities (~15,000).
 - The evidence tracking software will allow us to re-establish the chain of custody on the current backlog of evidence and personal property by properly inventorying and categorizing items of evidentiary value, so that we can initiate release of said items to be turned over to the appropriate investigating agency. The software will enable us to maintain proper chain of custody when collecting evidence from the body or scene as well as having a systematic way of storing evidence.
- Hire a qualified evidence technician (~\$40,000 per year)
 - The evidence technician will be responsible for using evidence tracking software and new case management system to categorize and barcode evidence for retrieval and storage and maintain chain of custody by releasing evidence and personal effects to police, family and funeral homes.

Goal 5- Security Measures

- To obtain surveillance cameras and key card access for several doors within and around the Medical Examiner's Office (~\$40,000)
 - By obtaining surveillance cameras inside the office, inside the morgue and outside of the office it will enable staff to be protected from accusations of wrongdoing, as well as safeguard evidence and safeguard personnel.
 - Install evidence storage lock boxes for personal effects and evidence (\$25,000)
 - Purchase of a Dutch Door (~\$700), alteration of existing door to include a mailbox style hole in the door for investigators to drop evidence from scene.

Goal 6- Proper destruction of wet tissue samples

- (\$65,000) Hazmat team needed to properly destroy wet tissue samples which contain formalin

Goal 7- Furniture (desks and chairs)

- (\$30,000) Office Furniture is needed to reduce back strain and injury of Investigators who work 12 hour shifts and need comfortable chairs.



Delaware County Adopted 2023 Budget

Appendix I – Emergency Services

Challenges and Horizon Issues: Identifying and hiring the right personnel with the appropriate qualifications necessary to perform the specific and niche job functions of these specialized positions.

Priorities and Initiatives:

- Key department priorities are to obtain the proper technology and reach appropriate staffing levels to make sure this office runs as efficient and effectively as possible.
- By reaching appropriate staffing levels, we can reduce the current 12 hour per day work shift and aim to reduce the amount of overtime currently being paid over 8 hours in a day.
- By introducing proper technology into the office, we will reduce the amount of paper being used, eliminate paper case files, streamline the policy and procedures used in this office as well as limit the amount of space necessary for storage of such files.
- By inventorying all past and current evidence and personal effects we can re-establish chain of custody to minimize the possible loss of paper documents and start to release property and evidence to the appropriate agencies. We will also reduce the amount of space used for storage and be able to better utilize our existing space.

Possible Challenges:

- Police agencies may be unable to retrieve evidence, as they may have a lack of storage space in their respective offices.
- Due to Covid response times to obtain materials and equipment are continuing to increase some supplies have been on back order for up to 6 months.

Budget Detail:

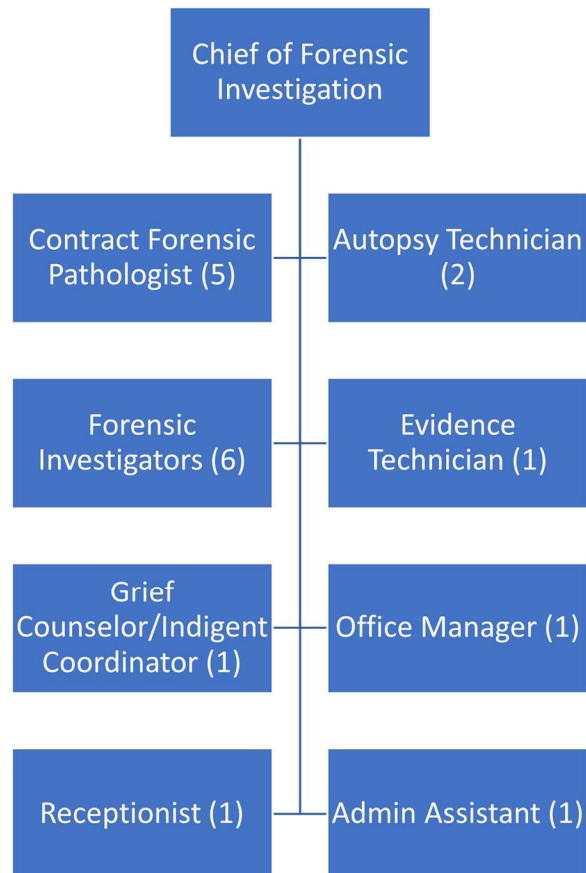
	ACTUALS				BUDGET	
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$18,536	\$5,708	\$8,469	\$126,533	\$126,533	\$25,000
Expenditures						
Salaries and Wages	576,496	134,272	0	877,270	662,270	1,354,227
Overtime	74,673	24,579	27,394	25,000	155,000	155,000
Travel	0	0	0	3,000	5,500	5,500
Office Supplies	73,163	57,481	67,616	55,000	31,202	33,000
Other Services	315,627	297,714	398,083	320,846	1,257,144	1,140,346
Transfers	(90,280)	(98,500)	(158,942)	0	(100,000)	(100,000)
General Fund Expenditures	\$949,679	\$415,546	\$426,124	\$1,281,116	\$2,011,116	\$2,588,073
Summary						
Net Cost to County	\$931,143	\$409,838	\$417,655	\$1,154,583	\$1,884,583	\$2,563,073
Full Time Positions					17	21



Delaware County Adopted 2023 Budget

Appendix I – Emergency Services

Organization:

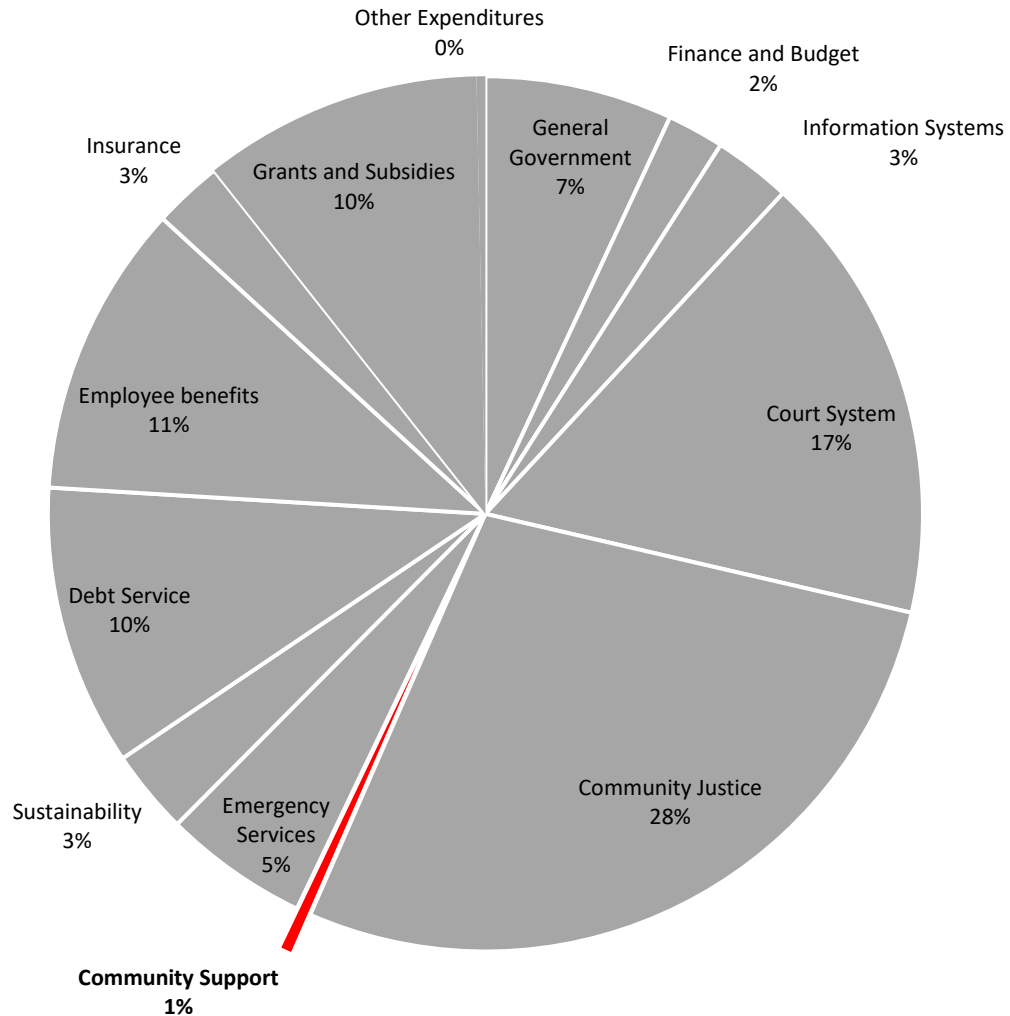




Delaware County Adopted 2023 Budget

Appendix J- Community Support & Human Services

APPENDIX J- COMMUNITY SUPPORT & HUMAN SERVICES



Community Support & Human Services grouping of agencies was added to the County's hierarchy this year to develop the "No Wrong Door" approach to the provision of services to the community. While the majority of providing agencies are grant funded and operate under a July- June fiscal year due to the receipt of state funding (see Appendix L), there are two specific agencies that receive support from the General Fund. **Library Services** coordinates programming and the technology that links our local libraries. **Military & Veterans Affairs** provides a portal to the assistance and services provided to those who have served our nation in uniform.



Delaware County Adopted 2023 Budget

Appendix J – Community Support & Human Services

DEPARTMENT NAME: MILITARY AND VETERAN’S AFFAIRS

Mission Statement:

The mission for the Military and Veteran’s Affairs Department is to provide support, service connection, and information to County veterans and their families to ensure they are able to access benefits to which they are entitled under Federal, State, and County laws.

Goals and Objectives:

Increase awareness of the services offered by the department

- Engage an advertising campaign to inform County residents of the services available through the department
- Hire a community liaison to attend events in the community to provide information regarding the department and services

Enhance services offered through the department

- Evaluate current programming and determine effectiveness and potential enhancements
- Coordinate with other public serving departments within the County to best coordinate efforts for our residents
- Update and maintain the current list of stores, restaurants, and other vendors offering a discount to veterans
- Coordinate with local elected officials, veteran’s service groups, and non-profits to gain insight into the needs of the community

Evaluate staff complement and restructure as necessary to provide exceptional service to our County’s veterans

- Recruit and hire a director for the department
- Evaluate the need for an additional veteran’s service officer
- Recruit and hire a community liaison to be tasked with outreach efforts

Priorities and Initiatives:

The Military and Veteran’s Affairs Office is in the process of restructuring to best serve the residents of our County. Currently we are in the process of gaining insight into the views of the community regarding needs and opportunities for enhancement. Based on review of the departments in comparable counties, the addition of two positions is required: a third veteran’s service officer and a community/outreach liaison. Other areas of anticipated changes are



Delaware County Adopted 2023 Budget

Appendix J – Community Support & Human Services

increasing the awareness of services, coordinating with other County departments to provide consolidated programming, and working with community vendors to update the veteran’s discount program.

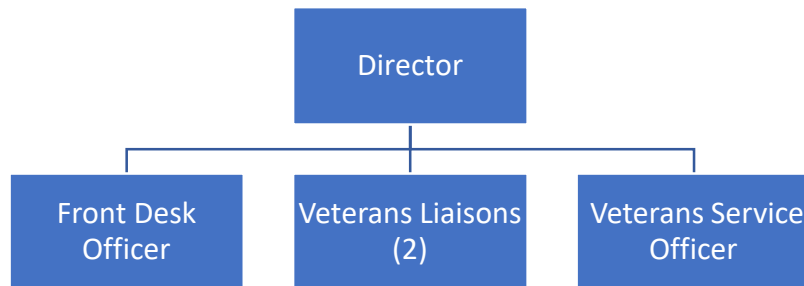
Another key area of focus for the department in the upcoming fiscal year is the evaluation of potential grants which are available to serve County veterans. It is likely there are multiple opportunities available through state and/or federal funds which could support the various enhancements we would like to initiate within the office.

Finally, due to the increased costs of flags and grave markers, there was a shortage during the Fiscal Year Ending December 31, 2022, which resulted in County Veterans Organizations not receiving adequate flags and markers. In order to prevent a similar occurrence in the upcoming fiscal year, additional monies will be required for this line item.

Budget Detail:

	ACTUALS			BUDGET		
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures						
Wages and Salaries	191,682	175,037	190,624	196,204	213,204	271,084
Travel	0	0	0	1,000	1,000	1,000
Office Supplies	975	579	225	618	618	618
Other Services	92,801	66,207	58,997	90,486	90,486	90,486
General Fund Expenditures	\$285,459	\$241,823	\$249,846	\$288,308	\$305,308	\$363,188
Summary						
Net Cost to County	\$285,459	\$241,823	\$249,846	\$288,308	\$305,308	\$363,188
Full Time Positions					4	5

Organization:





Delaware County Adopted 2023 Budget

Appendix J – Community Support & Human Services

DEPARTMENT NAME: LIBRARY SERVICES

The mission of Delaware County Library Services is to provide access to resources, programming, services, and support to educate, enrich, and engage our diverse communities.

Goals and objectives:

Ensure Our Community is Aware of Library Services

- Create marketing taskforce to explore and create ways to engage the public
- Pursue partnership and collaboration opportunities with community organizations
- Attend community events and seek outreach opportunities
- Create new Outreach Specialist position to attend community events, provide services to senior centers, and offer a countywide At Home Delivery service.
- Utilize County resources (newsletter & social media platforms) to create awareness of library services

Ensure That Library Services, Staff, Programs, & Collections are Diverse & Inclusive

- Integrate our libraries as part of the network of community health and human service organizations
- Support a DEI taskforce
- Create diverse and inclusive collections
- Help independent libraries to recruit and retain a diverse staff

Support the Availability and Access to Technology Throughout the Community

- Purchase and provide mobile hotspots for circulation
- Update computer servers that support public internets
- Purchase and install laser printers for public and library use
- Purchase and install upgraded computers to support the Integrated Library System software for member library frontline staff
- Continue to provide/fund mobile library app
- Replace aging laptops for Library Services staff
- Update member library computer monitors to larger screens for greater accessibility

Provide Access to Digital and Electronic Resources

- Research, evaluate, and subscribe to digital services of interest to our diverse populations
- Purchase audio and electronic books
- Subscribe to resources such as online magazines, periodicals, research databases, homework help, etc.



Delaware County Adopted 2023 Budget

Appendix J – Community Support & Human Services

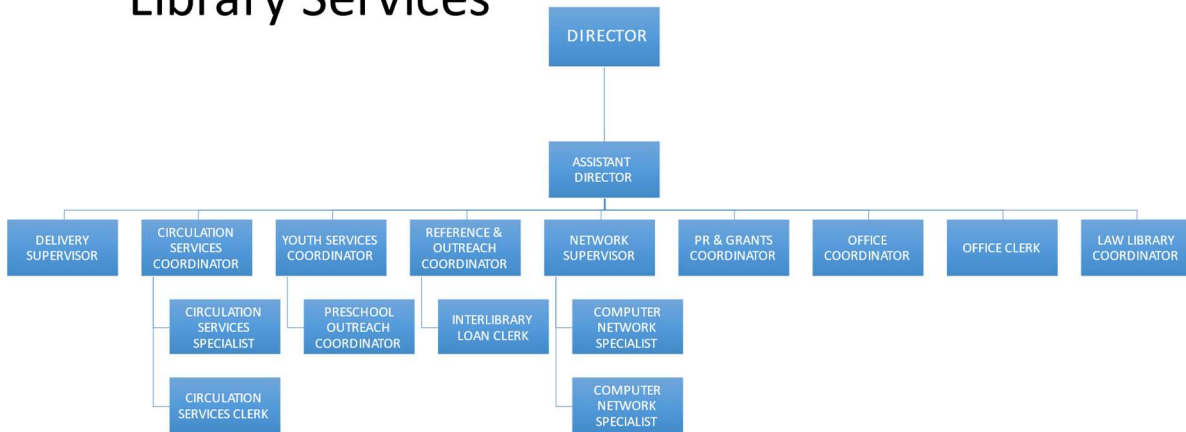
Priorities and Initiatives:

Technology remains a priority and Delaware County residents rely on local libraries for internet access and updated and functioning technology. Library Services will purchase, configure, and install technology equipment at twenty-eight-member library locations.

Budget Detail:

	ACTUALS			BUDGET		
	2019	2020	2021	2022 Orig	2022 Adj	2023
General Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures						
Salaries and Wages	369,644	328,388	368,386	391,927	396,957	462,886
Travel	5,864	635	36	6,500	1,000	3,000
Office Supplies	8,880	4,338	7,950	13,000	13,000	17,000
Other Services	747,173	733,026	735,710	819,633	820,103	748,103
General Fund	\$1,131,561	\$1,066,387	\$1,112,082	\$1,231,060	\$1,231,060	1,231,060
Summary						
Net Cost to County	\$1,131,561	\$1,066,387	\$1,112,082	\$1,231,060	\$1,231,060	1,231,060
Full Time Positions					17	8

Library Services





Delaware County Adopted 2023 Budget

Appendix J – Community Support & Human Services

Delaware County New grants FY2023

GRANTS:

DEPT	GRAN T TYPE	PROJE CT	DESCRIPTI ON	START DATE	END DATE	PROJECT TOTAL	AMOUNT REQUESTE	CASH/ IN-KIND	% ADMIN	F I	# NEW	OF #	OF #	OF #	GRANT REQUIR	TOTAL ANNUAL
Library Servic	Appro priatio	PA State	Aid to member	01/01/2023	12/31/2023	\$2,444,498	\$2,444,498			C	N/A		6			\$296,476
Library Servic		PA District	Services to District	07/01/2023	06/30/2024	\$527,294	\$527,294			C	N/A		4			\$201,184
			Total Grants				\$2,539,088									



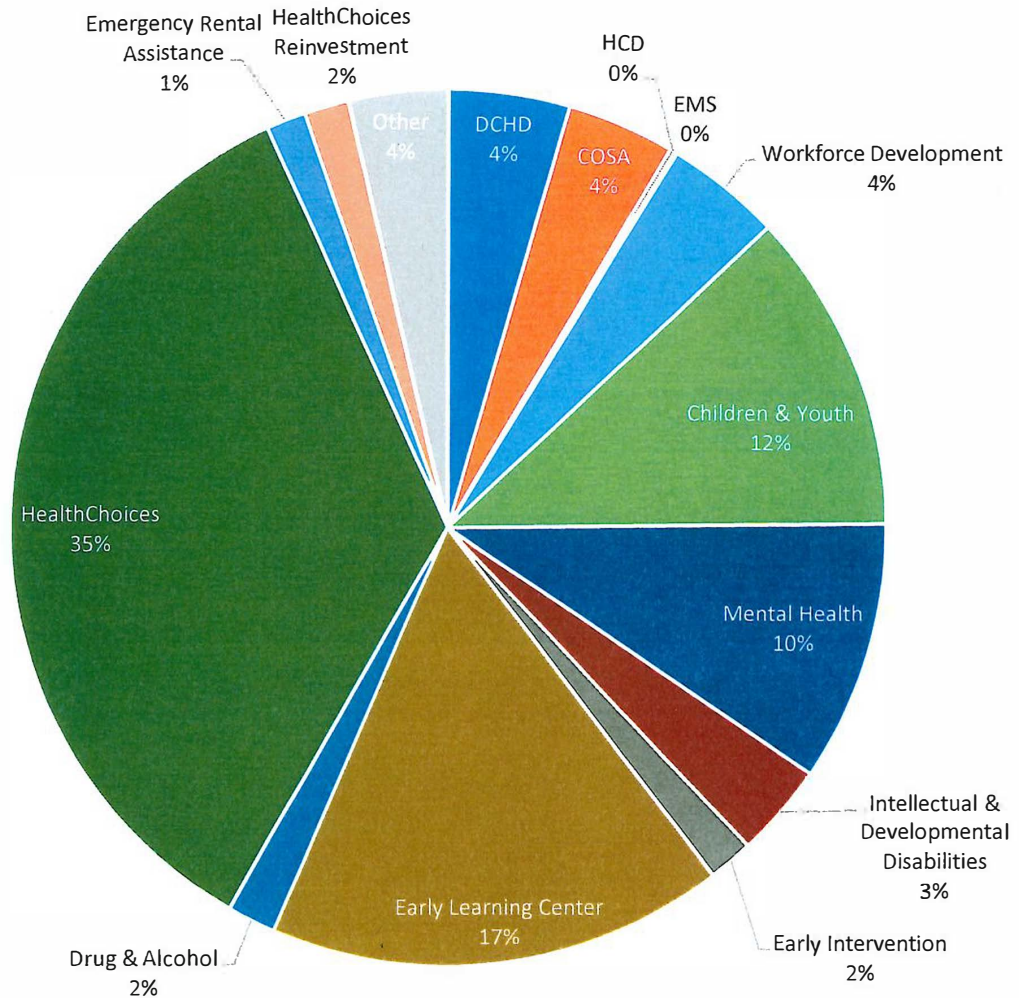
Delaware County Adopted 2023 Budget

Appendix K – Fiscal/Grant Funded Agencies

APPENDIX K – FISCAL/GRANT FUNDED AGENCIES

The County receives grant funding from state and federal sources that primarily fund the County’s human services areas. Those revenues are usually adopted on July 1st of each year and are considered grant-funded agencies that are outside of the County’s operating budget.

The chart below summarizes the projected grant-funding for the FY2022-2023 fiscal year by service area. The total funding amount of \$412 million is a \$86 million decrease from 2021-2022 primarily due to decreased budgets in the Emergency Rental Assistance Program (a reduction of \$61 million) as that program is nearing its completion and other Human Services areas (total reduction of \$51 million in other areas). The losses are offset by increases by the addition of \$18 million in Delaware County Health Department expenditures.





Delaware County Adopted 2022-2023 Fiscal Budget

Appendix K – Fiscal/Grant Funded Agencies

DEPARTMENT NAME: OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

Mission: *To promote sound housing and community development in Delaware County with the use of federal, state and local resources. OHCD is primarily responsible for the planning, administration, and oversight of three federal programs: Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME) and Emergency Solutions Grants (ESG) Programs. The office is also charged with oversight of state initiatives funded through the Pennsylvania Department of Community and Economic Development and County initiatives, as funds become available.*

Goals and objectives:

Public Facility and infrastructure improvements

- Provide Municipal grants to improve infrastructure, parks and recreation areas benefiting over 30,000 low- and-moderate income residents.
- Provide grants to non-profit organizations to improve facilities that serve the County's low-and-moderate income populations.

Support public services in the County

- Provide emergency shelter and services to 400 homeless persons.
- Interrupt the poverty cycle of 75 low- and-moderate income persons through education and enriching activities.
- Assist 15 households to quickly regain stability in permanent housing through rapid rehousing.
- Assist 100 persons with homeless prevention strategies.

Production and stabilization of the County's affordable housing inventory

- Provide up to 15 low- and-moderate income homeowners with 0% interest deferred loans for repair of major systems.
- Provide lead-paint hazard remediation activities for up to 10 low- and-moderate income households.
- Construction gap funding has been provided for a 50-unit affordable senior rental building in Collingdale Borough.
- Provide down payment and closing assistance grants for up to 15 low- and-moderate income homebuyers.
- Provide mortgage and utility payments for low- and-moderate income homeowners affected by the Coronavirus pandemic.



Delaware County Adopted 2022-2023 Fiscal Budget

Appendix K – Fiscal/Grant Funded Agencies

Priorities and Initiatives: OHCD will continue efforts to review policies and procedures of existing programs and ensure they are designed to assist the County’s most vulnerable populations. OHCD has begun analyzing resources available to the most vulnerable residents and gaps to those resources with County Departments that also provide assistance. The County is planning to meet with agencies outside of County Government that provide resources to County residents to ensure programs and services are efficiently marketed and available to County residents of need.

Budget Detail:

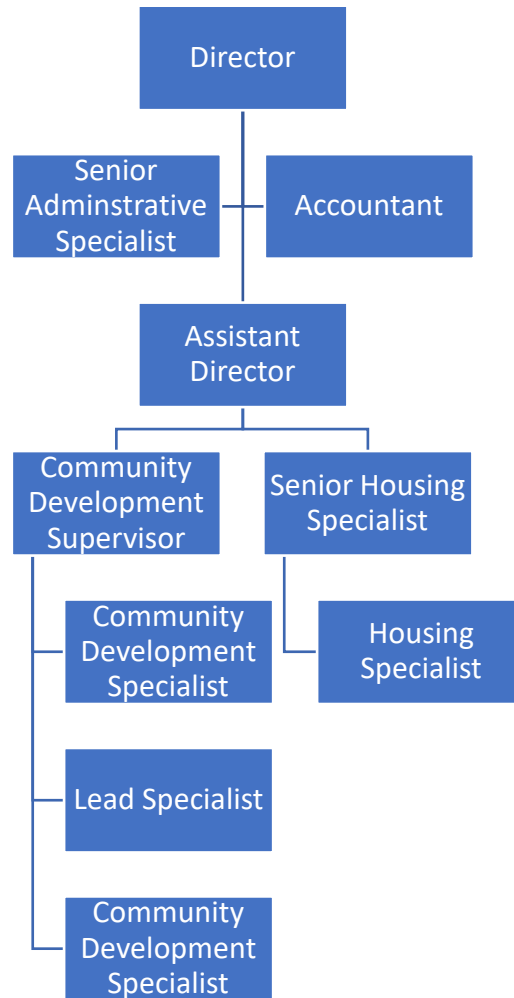
	ACTUALS			BUDGET	
	2019	2020	2021	2022	2023
Grant Revenues	Funded entirely by Federal Grants				
Expenditures					
Salaries and Wages	489,606	518,851	581,383	596,000	638,000
Travel	815	3,526	2,801	9,000	9,000
Office Supplies	1,300	1,640	1,285	3,000	3,000
Other Expenses	153,614	178,964	184,415	201,300	206,300
Grant Expenditures	\$645,335	\$702,980	\$769,884	\$809,300	\$856,300
Summary					
Net Cost to County	Funded entirely by Federal Grants				
Full Time Positions				10	



Delaware County Adopted 2022-2023 Fiscal Budget

Appendix K – Fiscal/Grant Funded Agencies

Organization:





Delaware County Adopted Fiscal 2022-2023 Budget

Fiscal Budget

DEPARTMENT NAME: DELAWARE COUNTY HEALTH DEPARTMENT

Mission: The mission of the Delaware County Health Department is to promote, protect and assure conditions for optimal health for all residents of Delaware County through leadership, prevention, response, and partnership with the community. Because the foundation for good health includes factors outside of hospitals and doctors' offices, DCHD is committed to the spirit of collaboration to build healthy and thriving communities.

Goals and objectives:

Delaware County launched the Delaware County Health Department in April 2022!

The health of Delaware County's community is like a building – it requires a strong and stable foundation. Priorities such as education, safe and affordable housing, green space, nutrition, walkable streets, access to quality healthcare, racial justice, and employment opportunities will lead to positive health outcomes for all residents and have a meaningful impact on their quality of life.

The mission of the Delaware County Health Department is to build healthy and thriving communities.

Health Department Revenues	
Act 315	\$3,026,060
Act 12	\$246,214
Grant Revenues	\$5,615,727
<i>HIV/STD</i>	<i>509,470</i>
<i>Immunization</i>	<i>388,629</i>
<i>MCH Title V funds</i>	<i>140,000</i>
<i>West Nile Virus control</i>	<i>154,642</i>
<i>PHEP</i>	<i>221,192</i>
<i>CRI</i>	<i>207,866</i>
<i>Workforce Development</i>	<i>1,813,688</i>
<i>Tuberculosis</i>	<i>55,240</i>
<i>ELC Cares</i>	<i>2,000,000</i>
<i>Environmental Health Fees</i>	<i>125,000</i>
ARPA Subsidy	\$9,406,538
Total Revenues	\$18,294,538

The first level of public health services that are essential for the solid foundation of public and community health include the following areas:

- Communicable disease control
- Chronic disease and injury prevention
- Environmental public health through environmental hazard mitigation
- Maternal, child and family health
- Promote Health Lifestyles
- Access and linkages to Clinical Care



Delaware County Adopted Fiscal 2022-2023 Budget

Fiscal Budget

The functional foundational capabilities that are utilized to achieve competency in the service areas include:

- Assessment and Surveillance
- Community partnership and development
- Organizational strategies
- Policy development and support
- Accountability and Performance Management
- Emergency Preparedness and Response
- Effective and Timely Communication

Every decision made affects the health of the community. A solid foundation for a healthy community requires an authentic community voice. The Delaware County Health Department will listen to those who live and work in the county and engage individuals in identifying solutions to the health issues that matter most.

The Delaware County Health Department will embody the principles of Public Health 3.0 (a national model for public health in the 21st Century), reflect the Foundational Public Health Services (a suite of capacities and programs that must be provided by public health departments everywhere for the health system to work anywhere), and meet the Pennsylvania Department of Health requirements for county public health departments.

FY2023 Delaware County Health Department Expenditures

	Total	Administration	Personal Health	Environmental Health	Population Health
Salaries & Benefits	14,182,975	2,908,560	3,985,868	3,321,835	3,966,712
Travel	141,120	21,120	30,000	65,000	25,000
Office Supplies	329,356	24,501	63,120	123,231	118,504
Advertising	157,500	11,500	60,000	35,000	51,000
Staff Training	82,870	8,500	26,869	15,000	32,501
Contracted Services	437,191	153,000	54,821	25,000	204,370
Equipment Rental	140,001	15,000	20,000	60,000	45,001
Lab Testing	95,000	15,000	50,000	15,000	15,000
Office Rent	167,000	42,000	50,000	50,000	25,000
Other Operating	2,299,525	15,003	112,259	147,261	2,025,002
Capital	262,000	65,000	64,000	71,000	62,000
Total Expenditures	\$18,294,538	\$3,279,184	\$4,516,937	\$3,928,327	\$6,570,090



Delaware County Adopted 2022-2023 Fiscal Budget

Appendix K – Fiscal/Grant Funded Agencies

DELAWARE COUNTY OFFICE OF SERVICES FOR THE AGING - COSA

Mission: *Connecting and empowering the County’s older residents through services that support their health and well-being.*

Our Vision is that all older residents in Delaware County live with quality of life and dignity at the highest levels of independence.

Goals and objectives: COSA has a comprehensive 4-year plan for the period of 2020 – 2024. The entire plan can be viewed here.



COSA

Budget Detail:

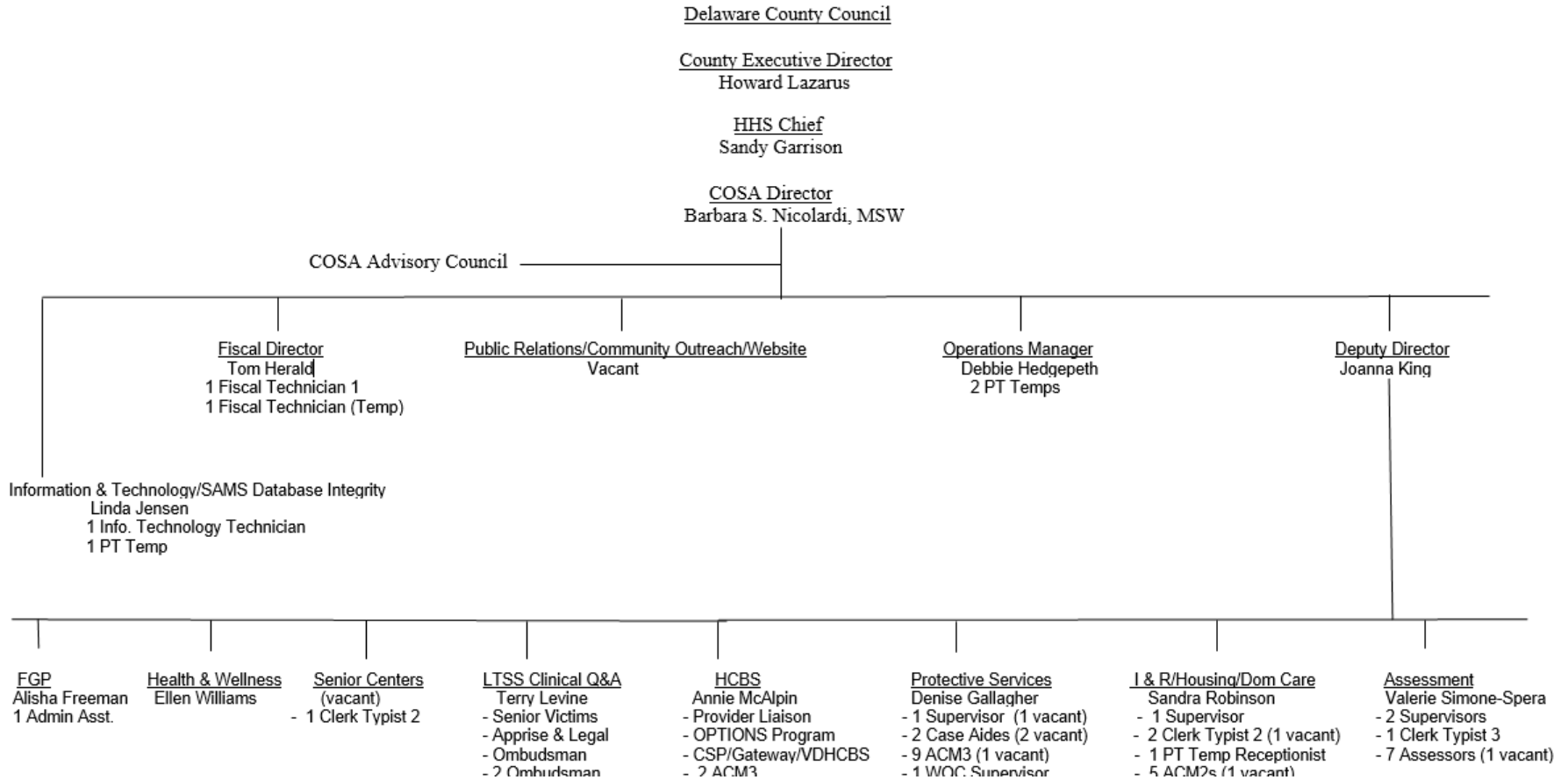
	ACTUALS			BUDGET	
	2019	2020	2021	2022	2023
Grant Revenues	\$13,939,615	\$12,299,183	\$12,766,399	\$15,128,618	\$16,294,647
Expenditures					
Salaries & Wages	3,355,986	3,004,717	2,683,770	2,689,880	2,935,800
Benefits	1,986,590	1,645,436	1,668,794	1,631,600	1,894,600
Contracted Services	7,469,333	6,779,775	7,131,189	9,224,278	10,375,208
Other Expenses	1,121,496	991,141	1,403,647	1,699,860	1,210,039
Grant Expenditures	13,933,405	12,421,069	12,887,399	15,245,618	16,415,647
Summary					
Net Cost to County	(6,210)	121,886	121,000	117,000	121,000
Full Time Positions				55	



Delaware County Adopted 2022-2023 Fiscal Budget

Appendix K – Fiscal/Grant Funded Agencies

Organization:





Delaware County Adopted 2022-2023 Fiscal Budget

Appendix K -Fiscal/Grant Funded Agencies

DEPARTMENT NAME: EMERGENCY MEDICAL SERVICES

Mission: Emergency Medical Services (EMS) works to coordinate, develop, improve and maintain a comprehensive and dynamic emergency medical services system to prevent and reduce premature death and disability in Delaware County

Budget Detail: EMS' budget is funded in part by Pennsylvania EMS Grant. The remaining expenses are funded by the County's General Fund.

Goals and objectives:

Education and Certification

- Coordination with educational partners in providing class and programs for EMS certifications
- Partner with various organization to implement recruitment and retention strategies.
- Facilitate EMS certifications for new candidates.

Compliance

- Educate EMS Partners on EMS System Act.
- Ensure all aspects of EMS maintain regulatory compliance.

Quality Assurance

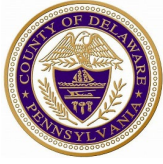
- Patient protocols are clinically comprehended.
- Protocol review process is sustained
- Research data is accurate through reporting system.

Preparedness

- Respond in support role to large scale incidents
- Maintain medical assets.
- Offer training to all organization for emergency preparedness.

Priorities and Initiatives:

- Maintain communications with all EMS Partners on all levels,
- Enhance educational opportunities in County.
- Promote Critical Stress education to providers
- Continued collaboration with various Public Health entities.



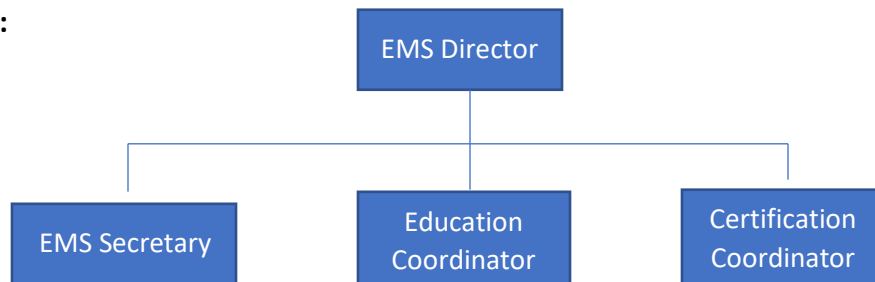
Delaware County Adopted 2022-2023 Fiscal Budget

Appendix K -Fiscal/Grant Funded Agencies

Budget Detail:

	ACTUALS			BUDGET	
	2019	2020	2021	2022	2023
Grant Revenues	\$238,267	\$224,250	\$258,112	\$139,953	\$287,932
Expenditures					
Salaries & Wages	191,750	185,840	216,482	231,611	235,232
Travel	3,607	2,031	1,005	5,000	5,000
Office Supplies	1,769	668	868	2,000	2,100
Other Services	41,141	35,710	39,757	59,500	60,600
Transfers	0	0	0	(15,000)	(15,000)
Grant Expenditures	\$238,267	\$224,249	\$258,112	\$283,111	\$287,932
Summary					
Net Cost to County	\$0	(\$1)	\$0	\$143,158	\$0
Full Time Positions				4	

Organization:





Delaware County Adopted 2022-2023 Fiscal Budget

Appendix K – Fiscal/Grant Funded Agencies

DEPARTMENT NAME: WORKFORCE DEVELOPMENT

The strategic vision of the Delaware County Workforce Development Board (DCWDB) is to create a system that harnesses federal, state, local, and philanthropic resources to invest in employer-demanded skill development to ensure Delaware County has a world class workforce. The DCWDB connects to regional partners and research-based best practice to add value to the alignment between employers needs and the workforce development system.

During the Local Plan period of 2021 to 2024, the Delaware County Workforce Development Board will achieve the following goals:

- **Goal 1 Raise Awareness:** The DCWDB will raise awareness of the workforce development system among community members, potential partners, job seekers, and employers. Raising awareness of the workforce development system is critical to engage a wide array of stakeholders and to create an alignment between employers needs and the workforce development system.
- **Goal 2 Grow Out-of-School Youth Programming:** The DCWDB will grow Out-of-School Youth programming to better engage vulnerable youth and provide a variety of meaningful learning and work opportunities. Developing more Out-of-School Youth programming to maintain a world class workforce into the future will drive achievement of this goal.
- **Goal 3 Increase Employer Engagement:** The DCWDB will increase employer engagement and collaboration with economic development and the Chamber of Commerce. Bringing together the networks and resources of the Commerce Center, the Chamber of Commerce, and direct employer engagement allows employers to drive the workforce development system.
- **Goal 4 Increase Work-based Learning:** The DCWDB will increase career pathways and work-based learning opportunities for adults and youth, including pre-apprenticeships, apprenticeships, integrated education and training, on-the-job-training, and co-enrollment in programs. Creating work-based on-ramps for workers with or without barriers to employment creates a vibrant workforce development system.
- **Goal 5 Build Systems Connections:** The DCWDB will create formal connections to County systems that serve adults and youth, including the justice system, Child and Youth Services, Foster Care, etc. and continue to build connections to PA CareerLink® partners, program providers, and community-based organizations to collectively meet



Delaware County Adopted 2022-2023 Fiscal Budget

Appendix K – Fiscal/Grant Funded Agencies

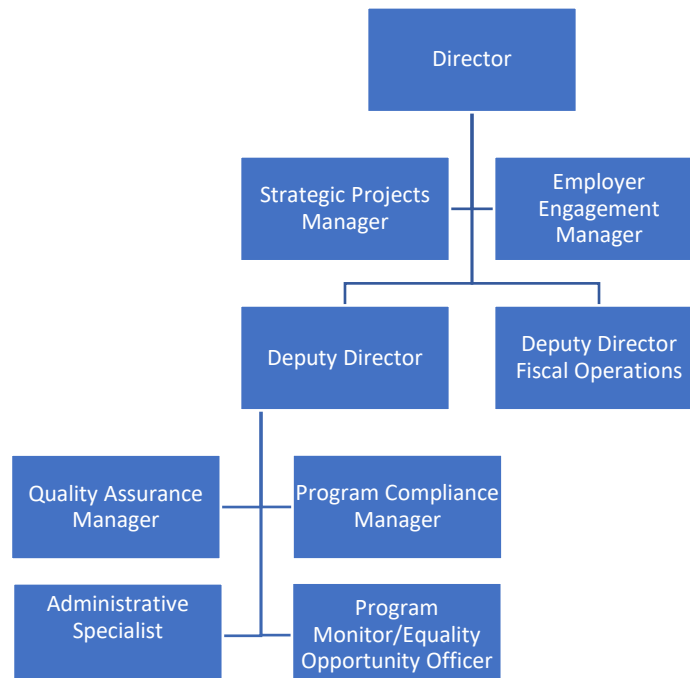
the needs of job seekers. Positioning the workforce system in alignment with other support systems creates a comprehensive strategy to reduce barriers to employment.

- Goal 6 Increase Diversity, Equity, Inclusion:** The DCWDB will investigate and address structures and practices that limit diversity, equity, or inclusion in the workforce development system. Delaware County can only achieve a world class workforce when the talents and goals of all residents are ignited.

Budget Detail:

	ACTUALS			BUDGET	
	2019	2020	2021	2022	2023
Grant Revenues	\$6,236,977	\$5,668,769	\$6,869,350	\$16,751,942	\$17,636,578
Expenditures					
Salaries and Wages	732,042	654,785	636,067	1,880,000	1,880,000
Benefits	39,837	36,168	29,235	443,000	443,000
Travel	3,852	2,655	56	59,000	59,000
Office Supplies	3,513	4,578	5,594	109,000	109,000
Other Services	5,614,289	4,975,063	6,424,185	14,110,942	14,995,578
Capital Outlay	0	0	45,196	150,000	150,000
Grant Expenditures	\$6,393,532	\$5,673,250	\$7,140,333	\$16,751,942	\$17,636,578
Summary					
Net Cost to County	\$156,555	\$4,481	\$270,982	\$0	\$0
Full Time Positions					

Organization:





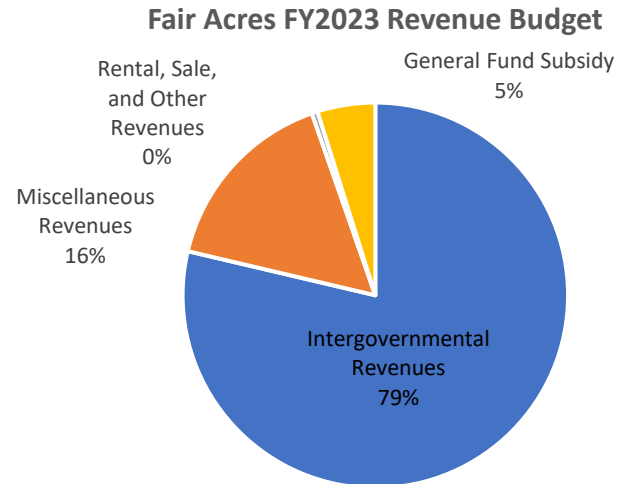
Delaware County Adopted 2023 Budget

Fair Acres

Fair Acres Geriatric Center

The County operates the Fair Acres Geriatric Center (“Fair Acres”) that offers long-term, intermediate, and skilled care with a capacity for approximately 875 residents and consists of 18 buildings on a 210-acre campus in Lima, Pennsylvania. Fair Acres provides a full range of residential services including medical, pharmaceutical, and various therapeutic services.

All revenues and expenditures at the Geriatric Center are accounted for in the Fair Acres Fund. The FY2023 budget projects \$69.4 million in revenues. Roughly 79% of the funding is projected to come from intergovernmental revenues, and the remaining revenues will come from charges for services, rental income, interest and other miscellaneous items, and a General Fund subsidy.



FY2023 revenues are projected to be 521,758 higher than FY2022 primarily due to a projected increase in Medicaid Revenue. Medicaid Revenue is expected to grow from \$31.3M in FY22 to \$35.8M in FY23; There is also expected increases in other revenue lines due to the expected opening of newly renovated rooms which will increase capacity. These increases are allowing for a projected reduction in the General Fund Subsidy that is needed in FY23.

Fair Acres FY2022 and FY2023 Revenue Budget

	2022	2023	Change (\$)	Change (%)
Intergovernmental Revenues	\$52,450,000	\$54,914,190	\$2,464,190	4.7%
<i>Intergovernmental revenue</i>	<i>18,600,000</i>	<i>17,880,000</i>	<i>(720,000)</i>	<i>-3.9%</i>
<i>Public Assistance (Medicaid)</i>	<i>31,350,000</i>	<i>35,834,190</i>	<i>4,484,190</i>	<i>14.3%</i>
<i>COVID-19 Reimbursement</i>	<i>2,500,000</i>	<i>1,200,000</i>	<i>(1,300,000)</i>	<i>-52.0%</i>
Miscellaneous Revenues	\$8,411,583	\$11,092,195	\$2,680,612	31.9%
<i>Medicare</i>	<i>5,095,258</i>	<i>6,003,170</i>	<i>907,912</i>	<i>17.8%</i>
<i>Other</i>	<i>3,316,325</i>	<i>5,089,025</i>	<i>1,772,700</i>	<i>53.5%</i>
Rental, Sale, and Other Revenues	\$1,800,000	\$340,800	(\$1,459,200)	-81.1%
General Fund Subsidy	\$6,231,853	\$3,068,009	(\$3,163,844)	-50.8%
Fair Acres Revenues	\$68,893,436	\$69,415,194	\$521,758	0.8%



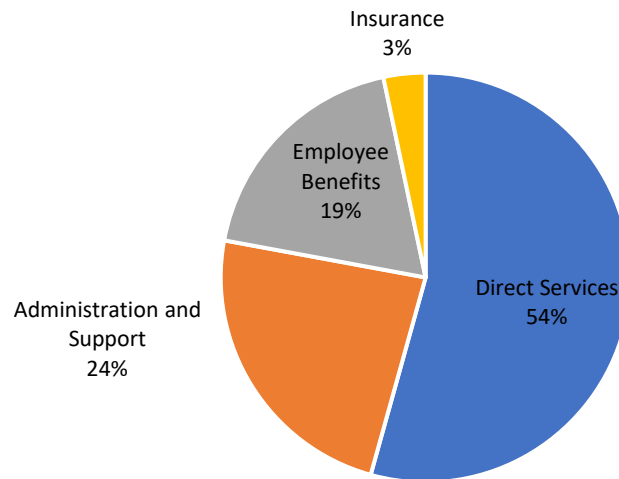
Delaware County Adopted 2023 Budget

Fair Acres

On the expenditure side, the FY2023 budget projects \$69.4 million in spending to operate the Geriatric Center. More than half (54.3%) of the expenditures are allocated toward direct services including nursing, therapy, social services, food and nutrition, and housekeeping. Another 23.6% of the expenditures will be used for administration and support services including facility and staff management. The remaining spending is allocated toward employee benefits and general liability insurance.

FY2023 expenditures are projected to be \$521,758 higher than the FY2022 budget as there are of course not only increases to the costs of supplies but increases due in part to personnel costs associated with salary increases.

Fair Acres FY2023 Expenditures Budget



	2022	2023	Change (\$)	Change (%)
Direct Services	\$38,142,860	\$37,708,435	(\$434,425)	-1.1%
<i>Nursing</i>	<i>23,072,201</i>	<i>23,198,867</i>	<i>126,666</i>	<i>0.5%</i>
<i>Therapy</i>	<i>3,238,868</i>	<i>2,739,010</i>	<i>(499,858)</i>	<i>-15.4%</i>
<i>Pharmacy & Medical Management</i>	<i>1,284,613</i>	<i>1,257,790</i>	<i>(26,823)</i>	<i>-2.1%</i>
<i>Social Service</i>	<i>595,109</i>	<i>467,581</i>	<i>(127,528)</i>	<i>-21.4%</i>
<i>Food, Nutrition, & Housekeeping</i>	<i>9,952,069</i>	<i>10,045,187</i>	<i>93,118</i>	<i>0.9%</i>
Administration and Support	\$16,125,576	\$16,367,759	\$242,183	1.5%
<i>Administration, Finance, & Payroll</i>	<i>8,017,405</i>	<i>9,142,911</i>	<i>1,125,506</i>	<i>14.0%</i>
<i>Facility Management</i>	<i>6,982,882</i>	<i>6,021,912</i>	<i>(960,970)</i>	<i>-13.8%</i>
<i>Staff Management</i>	<i>804,485</i>	<i>976,921</i>	<i>172,436</i>	<i>21.4%</i>
<i>Other Services</i>	<i>320,804</i>	<i>226,015</i>	<i>(94,789)</i>	<i>-29.5%</i>
Employee Benefits	\$12,625,000	\$13,039,000	\$414,000	3.3%
Insurance	\$2,000,000	\$2,300,000	\$300,000	15.0%
Fair Acres Expenditures	\$68,893,436	\$69,415,194	\$521,758	0.8%



**DELAWARE COUNTY
DEPARTMENT OF
HUMAN SERVICES
2023 BUDGET REPORT**

**Angelique Hiers
Interim Human Services
Director**

**Sandra Garrison
Chief of Human Services
and Community Support**

October 2022



Delaware County Department of Human Services 2023 Budget Report

**Please note, budgeted amounts for Human Services Funds operating on a Fiscal Year are representative of the allocation for the Fiscal Year Ending June 30, 2023. This encompasses all categorical programs, with the exception of HealthChoices and HealthChoices Reinvestment.*

Delaware County Department of Human Services was established in 1976 under the Home Rule Charter as an umbrella department responsible for the administration and delivery of coordinated human services.

The Department of Human Services is comprised of the following:

- Mental Health
- Intellectual and Developmental Disabilities
- Drug and Alcohol
- Early Intervention
- Administration (including fiscal, contracting, information technology and information systems)
- Adult & Family Services
- HealthChoices
- HealthChoices Reinvestment
- Medical Assistance Transportation
- Children and Youth Services
- Early Learning Resource Center – Region 15



“Delaware County Human Services is committed to addressing the social service needs of County residents in an inclusive and equitable manner with a holistic, trauma informed, culturally competent, fiscally responsible approach, designed to meet the statutory mandates of the respective program offices.”

Welcome to Human Services, how can we help?

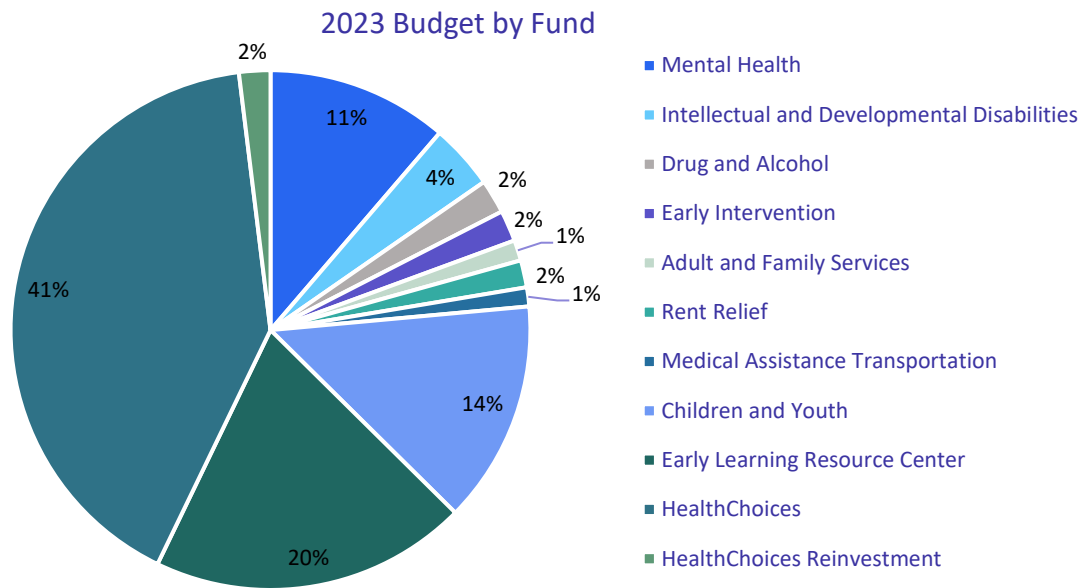
2022 Achievements

- Successfully transitioned to new behavioral health managed care organization.
- Collaborated with providers and the community to address the crisis resulting from the announced departure of Prospect Crozer.
- Developed Remote Work Policy.
- Continuation of ed the “Unpacking Systemic Racism: Justice and Equity” training and organization philosophy for Human Services based on our Racial Equity Statement.
- Enhanced partnership with the County Criminal/Juvenile Justice System in an effort to prioritize treatment and reduce incarceration/detention.
- Maintained collaboration and partnership within all Human Services and Community Support Offices focusing on the services available to our residents versus restrictions.
- Partnered with community organizations to ensure County residents have equitable access to key programs and address barriers to services.
- In conjunction with County/Elected Departments, provided over \$60 Million in Emergency Rental Assistance Funds.
- Began Healthy Kids/Healthy Schools Initiative in conjunction with the District Attorney’s Office.
- Formed a Statistics, Data, and Quality Unit for all Human Services Offices.
- Developed plan to ensure ‘No Wrong Door’ is fully operational.



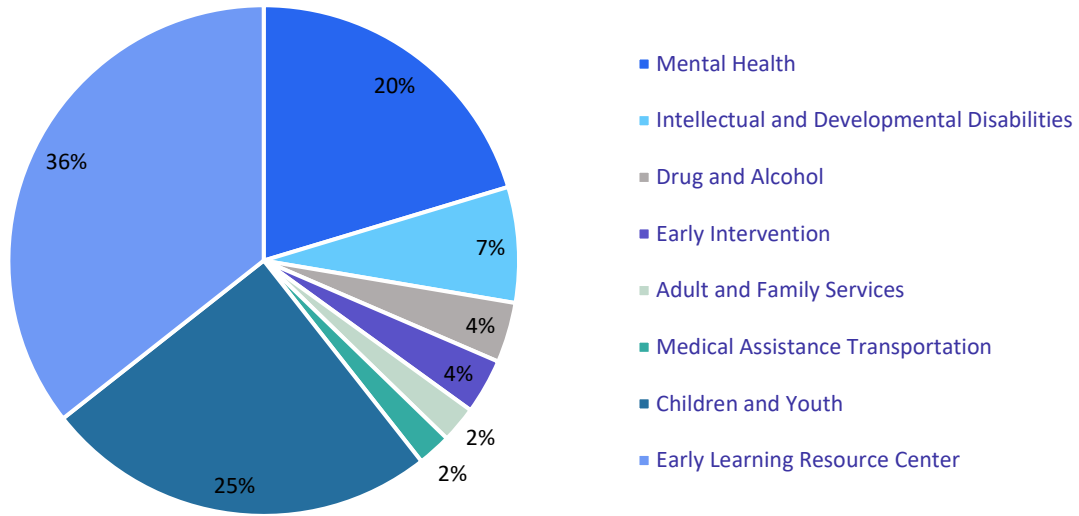
2023 Goals, Objectives, and Initiatives

- Continue collaboration with County Social Services Departments.
- Enhance awareness of services within the community.
- Expand partnership with County Criminal/Juvenile Justice System.
- Increase staff retention.
- Evaluate providers and programmatic polices on a comprehensive basis with the Statistics, Data, and Quality Unit to ensure decision making is data-driven.
- Utilizing the existing ‘No Wrong Door’ and ‘One Health, One Welfare’ philosophies, maintain cohesive and comprehensive approach to service.
- Maintain the momentum of the Racial Equity Plan Team to address disparities within the Department and services provided.
- Continue with the existing plan to issue Request for Proposals for all contracts without a state approved or reviewed rate, on a five-year cycle.





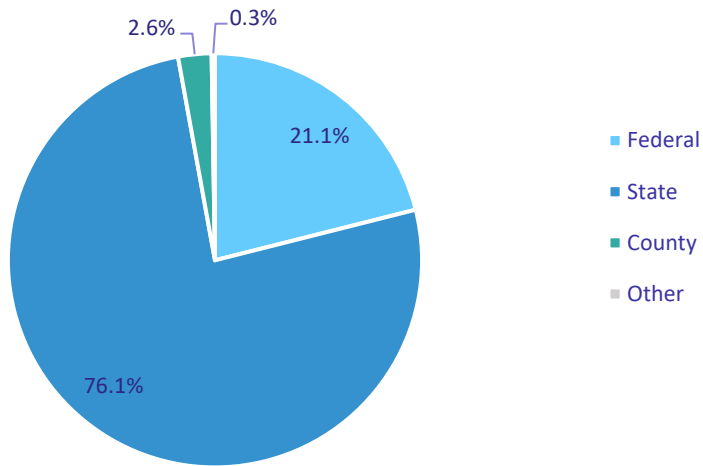
2023 Budget by Fund Excluding HealthChoices and Rent Relief



Program Office	2023 Budget by Fund
Mental Health	39,650,100
Intellectual and Developmental Disabilities	14,263,204
Drug and Alcohol	7,432,085
Early Intervention	6,806,284
Adult and Family Services	4,486,715
Adult and Family Services – Pandemic Rental Relief	5,931,600
Medical Assistance Transportation	4,155,321
Children and Youth Services	48,699,611
Early Learning Resource Center	69,403,401
HealthChoices	143,662,744
HealthChoices Reinvestment	6,846,412

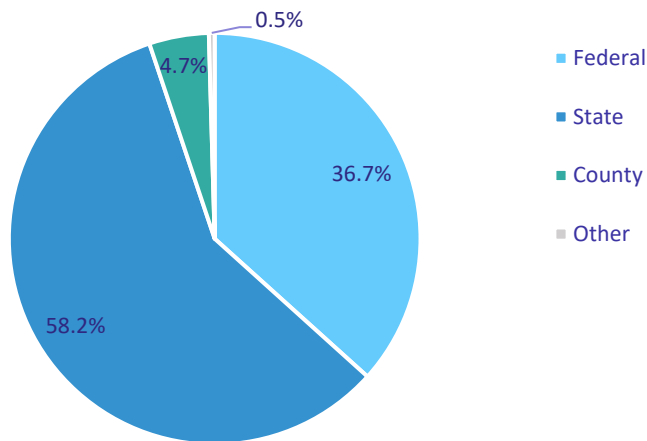


2023 Budgeted Revenue by Funding Stream



Funding Source	2023 Budget
Federal	74,026,496
State	267,256,495
County	9,139,101
Other	915,385

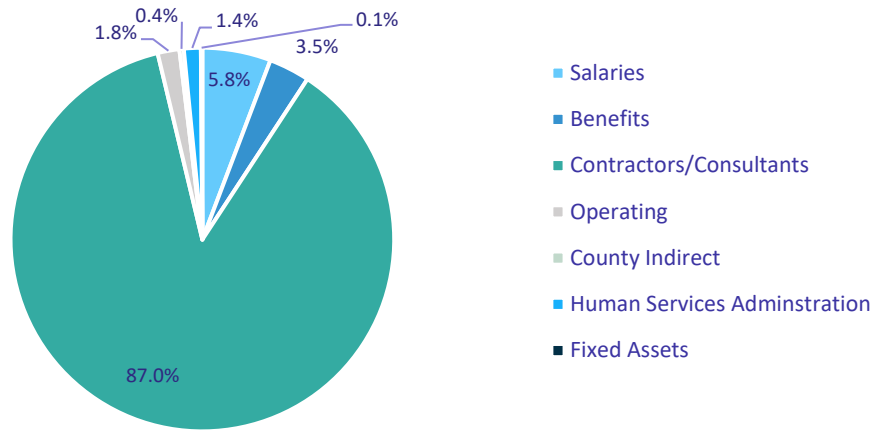
2023 Budgeted Revenue by Funding Stream Excluding HealthChoices and Rent Relief



Funding Source	2023 Budget
Federal	71,493,326
State	113,384,913
County	9,139,101
Other	879,381

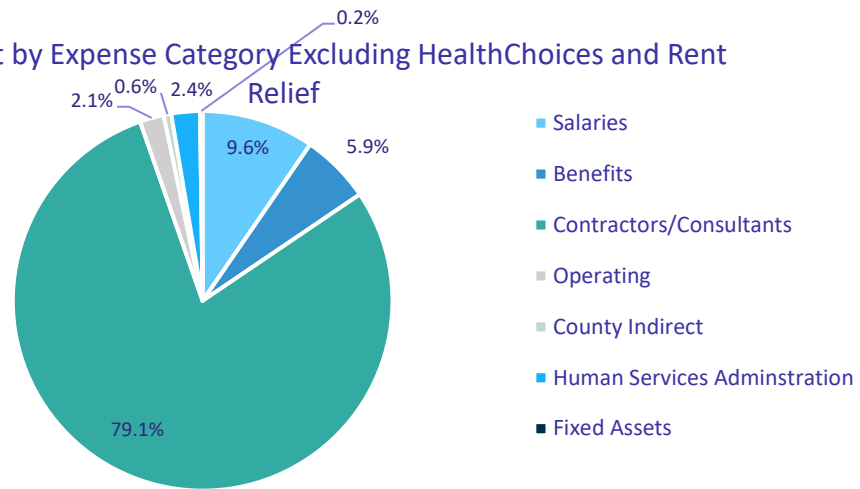


2023 Budget by Expense Category



Expenditure Category	2023 Budget
Salaries	20,300,691
Benefits	12,124,946
Contracted Services	305,739,573
Office Operations	6,441,145
County Overhead	1,279,339
Human Services Administration	5,021,780
Fixed Assets	430,003

2023 Budget by Expense Category Excluding HealthChoices and Rent Relief



Expenditure Category	2023 Budget
Salaries	18,698,636
Benefits	11,560,324
Contracted Services	154,214,368
Office Operations	4,003,455
County Overhead	1,254,864
Human Services Administration	4,735,071
Fixed Assets	430,003



Mental Health

Donna Holiday, Program Administrator

Program Description

The Mental Health Program Office is an administrative office designed to contract with providers to ensure the County's Continuum of Mental Health Services. The Mental Health office is responsible for the oversight and development of Mental Health treatment and recovery services for residents of Delaware County.

Mission Statement

To provide a comprehensive array of culturally competent, trauma informed, evidenced based mental health services and supports in Delaware County.

2022 Mental Health Accomplishments

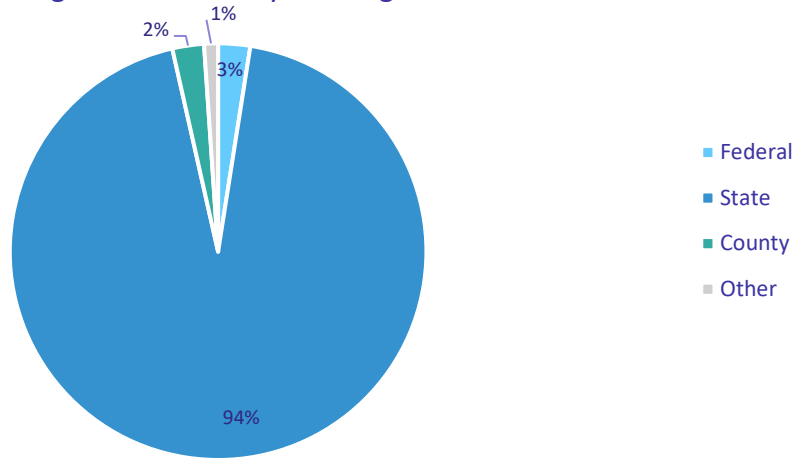
- Awarded the Community Mental Health Service Block Grant Mobile Crisis Team Grant to add staff to the Delaware Crisis Connections Team.
- Third four-year System of Care Grant awarded to Delaware County to implement a Family Peer Navigator Program. The Navigator will meet the families where they are to begin services and provide support for 3-6months until the youth and family have accessed all necessary services.
- Congressional Directive Spending has been awarded to Delaware County to implement a Mobile Crisis for Law Enforcement Program. The initiative involves coordination between Human Services, The District Attorney, Emergency Services, and local law enforcement.
- Worked with mental health providers to initiate staff incentives as well as funding for retention and recruitment.

2023 Mental Health Goals, Objectives, and Initiatives

- Increase retention and recruitment of county and mental health service provider staff.
- Identify gaps within services and develop a plan to decrease service gaps.
- Use quality planning, quality assurance, quality control and quality improvement in the mental health program office to focus not only on the services and service quality, but also the means to achieve any new program development and changes to improve the continuum of mental health services in the County.

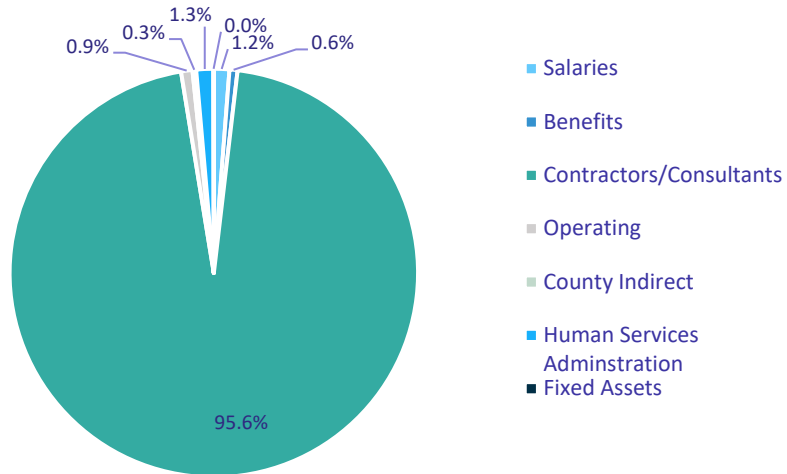


2023 Budgeted Revenue by Funding Stream Mental Health



Funding Source	2023 Budget
Federal	984,536
State	37,264,787
County	972,650
Other	428,127

2023 Mental Health Budget by Expense Category



Expenditure Category	2023 Budget
Salaries	486,128
Benefits	252,786
Contracted Services	37,891,571
Office Operations	356,219
County Overhead	115,800
Human Services Administration	534,087
Fixed Assets	13,509



Intellectual and Developmental Disabilities

Aleasha Redden-Revell, Program Administrator

Program Description

The Delaware County Office of Intellectual and Developmental Disabilities serves over 2,300 individuals each year. The department is composed of two units, the Administrative Entity, and the Supports Coordination Organization. The overall function of the Administrative Entity is to ensure proper functioning of the administrative portions of the County disabilities system; including such services as intake and eligibility determination, registration, assessment of eligibility for paid services, funding for services, provider qualification and monitoring, incident management, quality assurance, hearings and appeals and provider assistance with claims. The Supports Coordination Organization provides Supports Coordinators whose functions include locating, coordinating, and monitoring services. Following a meeting with the individual's team, an Individual Support Plan is written which describes the individual and their strengths and needs, along with natural and paid supports to meet these needs.

Mission Statement

The Delaware County Office of Intellectual and Developmental Disabilities ensures provision of the highest quality services for people with intellectual and developmental disabilities and/or Autism in the community in accordance with principles of Everyday Lives through a trauma informed approach, collaboration, inclusion, and advocacy while promoting mutual respect so that individuals can live their best lives with dignity and fulfillment.

2022 Accomplishments

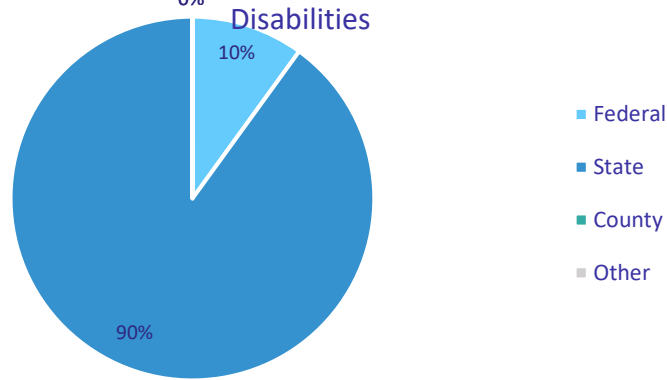
- Decreased the use of Base funding for long-term residential placements and increase use of Waiver for community services by addressing the PUNS list.
- Served 110 individuals in Family Support Services. This number was reduced due to the pandemic.
- Allocation of the Community Living Waiver to address and enhance supports needed for 21 individuals.
- Successful allocation of funds to families from the American Rescue Plan Act to support Respite and Family Driven Support Service needs.
- Successful allocation of funds to all Office of Developmental Program providers to address staff recruitment, retention and covid related staff expenses.
- Provided in-person and virtual services to individuals and families to address any immediate and/or ongoing concerns.

2023 Goals, Objectives, and Initiatives

- Support families and individuals with a Every Day Life utilizing the LifeCourse tools.
- In conjunction with the Office of Developmental Programs, local counties, and service providers, restore and/or modify programs to serve those displaced by the change in traditional day and Community Participation Supports
- Provide a minimum of four direct trainings and resources to families to reduce risk, improve health, promote vaccines, understand service options and improve understanding of paperwork processes.
- Conduct a satisfaction survey to identify systemic issues and create a plan to address those issues.
- Increase opportunities for medically complexed children to be supported in the community.
- Support the transition process for incarcerated individual with Intellectual and Developmental Disabilities to live successfully in the community.

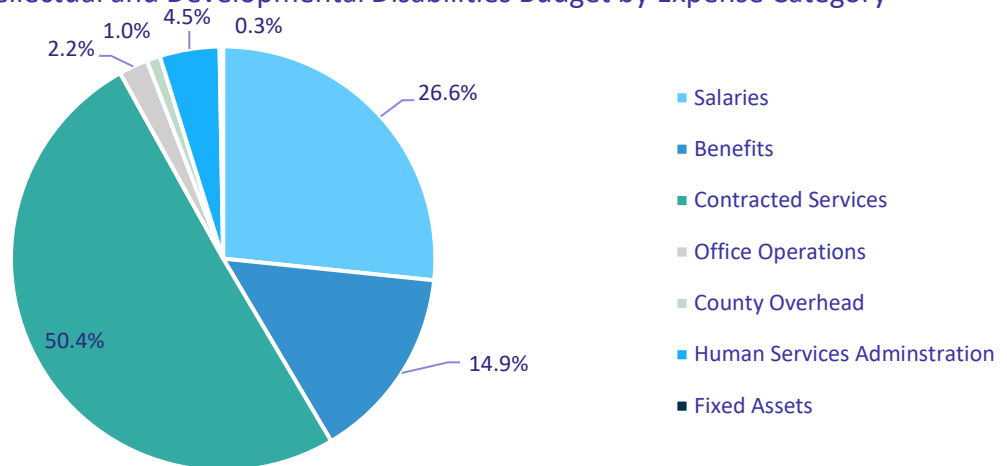


2023 Budgeted Revenue by Funding Stream Intellectual and Developmental Disabilities



Funding Source	2023 Budget
Federal	1,424,371
State	12,837,831
County	0
Other	12,837,831

2023 Intellectual and Developmental Disabilities Budget by Expense Category



Expenditure Category	2023 Budget
Salaries	3,798,930
Benefits	2,119,161
Contracted Services	7,193,986
Office Operations	316,464
County Overhead	146,961
Human Services Administration	648,799
Fixed Assets	38,903



Drug and Alcohol

Pamela Bell, Program Administrator

Program Description

The Delaware County Department of Human Services, Division of Drug and Alcohol, contracts with agencies who provide an array of services and resources which have an emphasis on best practice, person centered and remove barriers to help a person achieve their individual human potential. A few of the services offered are detox, inpatient rehab for adolescents and adults who qualify; methadone maintenance, Vivitrol, recovery housing, certified recovery services, halfway house, and outpatient levels of care, case management; Student Assistance Program (SAP) a school based program K through 12th grade that helps identify students struggling with behavioral barriers to education, and free prevention services to all County residences on alcohol tobacco, other substances, and problem gambling. Drug and Alcohol Programs provide funding for prevention, intervention, and treatment services to all eligible Delaware County children, adults, and families, especially those who uninsured or underinsured.

Mission Statement

The mission of the Delaware Drug and Alcohol office is to assure the provision of a comprehensive array of quality services for eligible children and adults that will assist them to maximize their human potential.

2022 Accomplishments

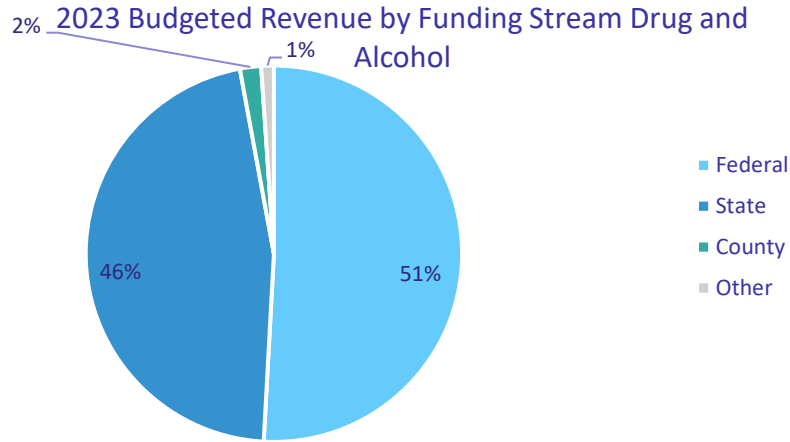
- Established an enhanced collaboration and partnership with the District Attorney's Office and The Emergency Services Center to expand access to the life-saving medication, Narcan as well as outreached to over 40 hotels/motels to provide Narcan and resource materials as these locations were identified as 'hot spots' for overdoses.
- Expanded the SCA's contracted provider network and continuum of care by adding two additional Screening and Assessment locations in the County to ensure efficient access to level of care assessments which provides enhanced access to treatment and supports throughout the County.
- Expanded warm hand-off services in the county by adding two additional providers to conduct these services as well as expanded access to these services to community members as well as throughout our nine hospital systems.
- Expanded recovery support services by adding an additional provider to conduct these services as well as hosted a Certified Recovery Support Training to further build the workforce in this area.

2023 Goals, Objectives, and Initiatives

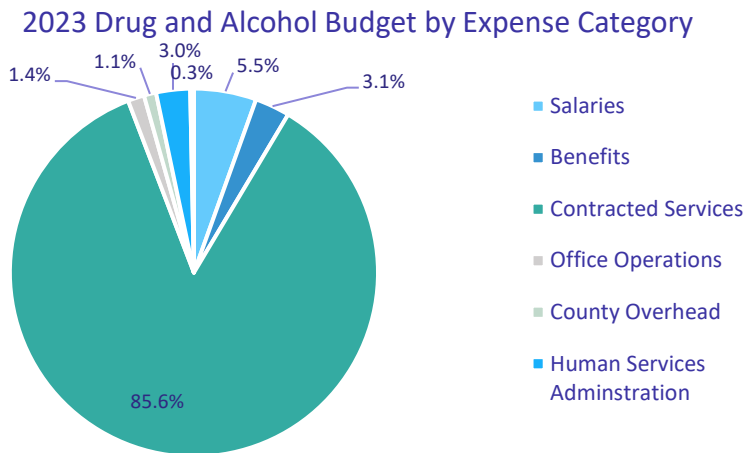
- Establish a Recovery Community Center in order to continue to increase access to recovery support services, groups, sober activities, and community events.
- Continue to partner with the correctional facility to increase access to medication assisted treatment (MAT) and supports to incarcerated individuals.
- Enhance provider collaboration and coordination through provider meetings and informational sessions on various services available through our contracted provider network.
- Establish collaboration and partnership with the newly formed Health Department for various initiatives including communicable diseases.



- Through translator services, have all brochures/pamphlets and materials translated to the various languages most utilized in Delaware County to ensure equitable access to all services and supports for all residents of the County.



Funding Source	2023 Budget
Federal	3,780,282
State	3,436,295
County	135,003
Other	80,505



Expenditure Category	2023 Budget
Salaries	408,000
Benefits	227,821
Contracted Services	6,363,641
Office Operations	107,254
County Overhead	79,452
Human Services Administration	221,947
Fixed Assets	23,970



Early Intervention

Kristi Fournier, Program Administrator

Program Description

The Early Intervention program implements an evidence based Coaching model for service delivery to families with children, from birth to age five, with developmental delays and disabilities. We are committed to providing support services and resources for children that enhance daily opportunities for learning provided in settings where a child would be if they did not have a developmental delay and disability.

Mission Statement

Our supports and services are designed to meet the developmental needs of children with a disability, as well as the needs of the family related to enhancing the child's development in one or more of the following areas: physical development, including vision and hearing, cognitive development, communication development, social or emotional development and adaptive development.

2022 Accomplishments

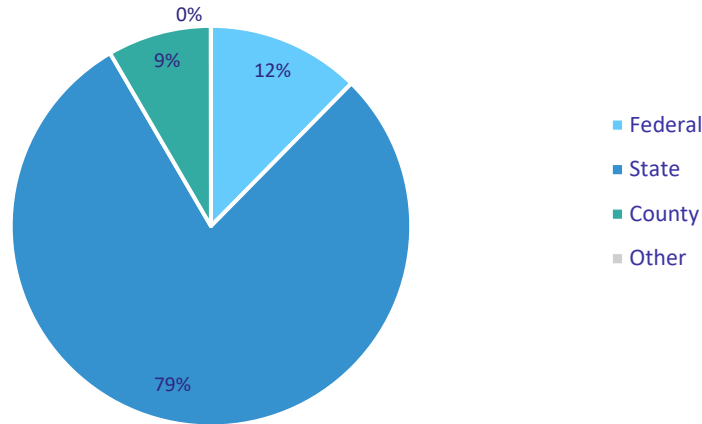
- Achieved 99% compliance with providing families with an evaluation within 45 days of referral.
- Eight providers attended the necessary training in order to meet fidelity in coaching.
- Started a collaboration with many Pediatrician's Offices to discuss the benefits of Early Intervention Services.
- Developed a workgroup to begin discussions surrounding the concerns of suspension and expulsion due to increasing challenging behaviors and decreased staffing in Early Childhood Education Centers.

2023 Goals, Objectives, and Initiatives

- Increase recruiting and retention efforts.
- Continue to Promote Coaching Across Settings and provide opportunities for our providers to reach fidelity in Coaching.
- Continue to implement various strategies that allow us to meet compliance timelines.
- Continue to collaborate with various service systems to address suspension and expulsion.

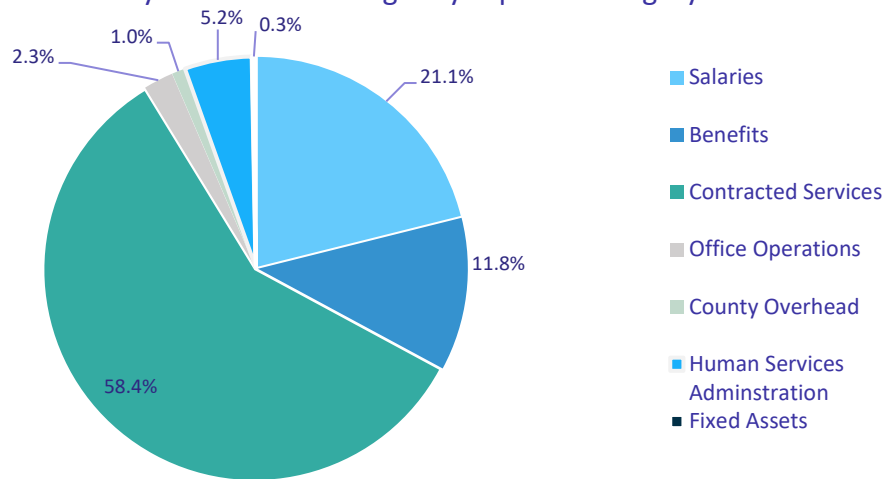


2023 Budgeted Revenue by Funding Stream Early Intervention



Funding Source	2023 Budget
Federal	841,851
State	5,392,152
County	571,727
Other	554

2023 Early Intervention Budget by Expense Category



Expenditure Category	2023 Budget
Salaries	1,435,933
Benefits	801,604
Contracted Services	3,972,911
Office Operations	156,259
County Overhead	68,551
Human Services Administration	351,495
Fixed Assets	19,531



Adult and Family Services

Jessica Fink, Program Administrator

Program Description

Adult and Family Services oversees a wide range of community services to families and adults in Delaware County. Adult and Family Services is responsible for the oversight of contracted services that fall under the Continuum of Care for homeless programs, including homeless outreach, prevention, emergency shelter and permanent housing. Adult and Family Services also provides contractual oversight for food assistance programs, medical assistance transportation and a variety of other supportive services.

Mission Statement

Adult and Family Services supports agencies through ongoing education and the provision of tools to ensure equity in their services to assist families and adults in leading safe, healthy, and productive lives and break the cycle of homelessness. Families and adults will receive equitable, trauma-informed, and outcome-focused services from provider agencies.

2022 Accomplishments

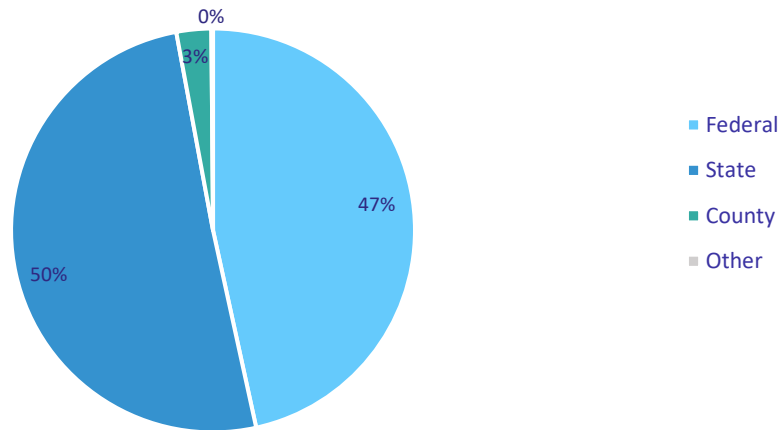
- Successful application for 25 Mainstream Vouchers for disabled persons with the Chester Housing Authority.
- Forty-six Emergency Housing Vouchers were made available to the homeless population. Ten of the 46 vouchers were provided to domestic violence survivors.
- Funded for \$5.2 million dollars of Continuum of Care Funding for homeless services through Housing and Urban Development
- Housing and Urban Development awarded funds through the Continuum of Care Competition to Domestic Abuse Project of Delaware County for a Coordinated Entry program for Domestic Violence survivors.
- Community Action Agency received Home4Good funding to assist transportation, furniture, Rent Assistance and Temporary Emergency Shelter.
- Coordination with the Delaware County Department of Health who provided Covid tests, vaccinations, and personal protective equipment to all homeless shelters.

2023 Goals, Objectives, and Initiatives

- Increase Outreach activity to engage the increasing street homeless population.
- Enhance case management for persons on the street and in Temporary Emergency Shelter to support a more rapid transition into stable housing.
- Maintain the operations of four shelter programs and a day center program.
- Secure funding for additional Homeless Prevention Assistance.
- Explore methods to improve the economic stability of all Continuum of Care participants.

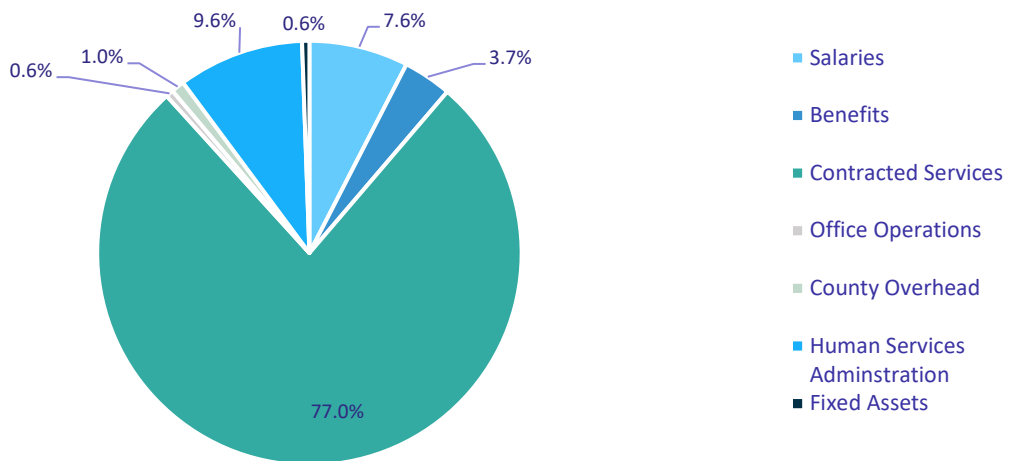


2023 Budgeted Revenue by Funding Stream Adult and Family Services



Funding Source	2023 Budget
Federal	2,089,446
State	2,266,266
County	125,000
Other	6,003

2023 Adult and Family Services Budget by Expense Category



Expenditure Category	2023 Budget
Salaries	339,302
Benefits	165,894
Contracted Services	3,454,647
Office Operations	26,082
County Overhead	45,020
Human Services Administration	430,769
Fixed Assets	25,001



HealthChoices

Janet Dreitlein, Program Administrator

Program Description

As Primary Contractor, Delaware County receives an annual capitated amount for each HealthChoices Medical Assistance member. The County contracts with an eligible Behavioral Health Managed Care to provide services required by the HealthChoices Program Standards and Requirements to those members. Under the behavioral health component of the HealthChoices program, Delaware County through its Behavioral Health Managed Care Organization, provides high-quality care and timely access to appropriate mental health and drug and alcohol services. Additionally, members receive assistance to coordinate with other needed services. Members have a choice of behavioral health care providers within the Behavioral Health Managed Care Organizations provider network.

Mission Statement

Delaware County HealthChoices program provides high quality behavioral health services that are clinically sound, evidence based, trauma informed, and cost effective to residents who are eligible for Medical Assistance.

2022 Accomplishments

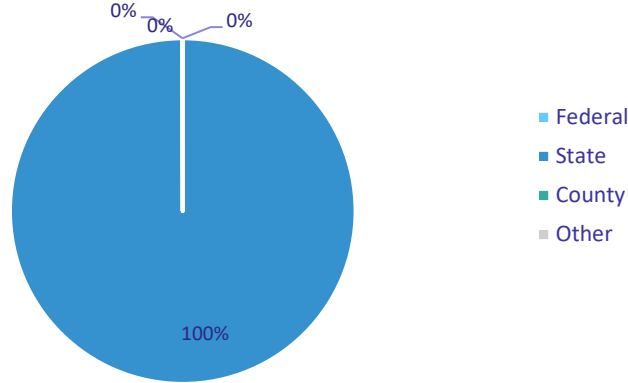
- Through the Request for Proposal, successfully identified a new behavioral health managed care organization.
- Successfully transitioned from one behavioral health managed care organization to the newly identified behavioral health organization.
- Conducted interviews and identified a HealthChoices Program Administrator.
- Successfully transferred data from previous behavioral health managed care organization to the county for ongoing storage.

2023 Goals, Objectives, and Initiatives

- Work closely with the behavioral health managed care organization to identify gaps in service delivery and identify providers to fill those gaps.
- Meet with provider network to establish ongoing relationships between the provider, County Mental Health Office and managed care organization.
- Onboard the HealthChoices Program Administrator including restructuring of Mental Health Office to ensure all HealthChoices tasks and requirements are fulfilled.
- Develop ongoing strong relationships between the behavioral health managed care organization and Human Services as well as other County Departments.

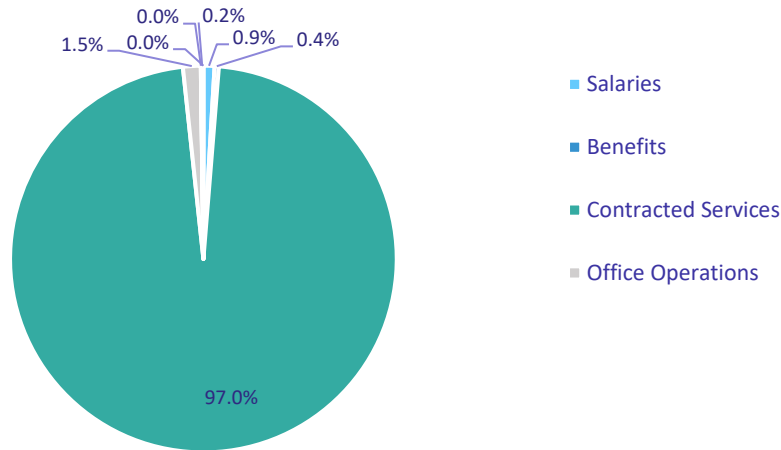


2023 Budgeted Revenue by Funding Stream HealthChoices



Funding Source	2023 Budget
Federal	0
State	143,626,744
County	0
Other	36,000

2023 HealthChoices Budget by Expense Category



Expenditure Category	2023 Budget
Salaries	1,328,055
Benefits	514,222
Contracted Services	139,382,407
Office Operations	2,126,876
County Overhead	24,475
Human Services Administration	286,709
Fixed Assets	0



HealthChoices Reinvestment

Janet Dreitlein, Program Administrator

Program Description

Primary Contractors in the HealthChoices program are allowed to retain revenues and investment income that was not expended during the calendar year to reinvest in programs and services in their County. The plans for the use of these funds must be approved by the Office of Mental Health and Substance Abuse Services. Reinvestment Funds provide a unique opportunity to allow the creative use of funds to fill identified gaps in the service system, test new innovative treatment approaches, address social determinants of health while developing cost-effective alternatives to traditional services. Reinvestment is one mechanism used to achieve the Commonwealth's expectation for the continuous quality improvement of a comprehensive treatment system that not only supports recovery for persons with mental health issues and/or substance use treatment needs, but for the family support structure as well.

Mission Statement

The Delaware County HealthChoices Reinvestment program supports the development and sustainability of programs and services which address unmet needs of residents with Serious Mental Illness and/or Drug and Alcohol disorders.

2022 Accomplishments

- Development of a program for persons requiring a Long-Term Structured Residence.
- Enhanced the planning process for Reinvestment Funds to include applicable County, Court, Elected Offices in addition to Human Services when evaluating submissions.
- The continuation of the Homeless Gap program that provides additional funding for residents who are homeless and experiencing Serious Mental Illness and/or Drug and Alcohol use disorders.
- Initiated a program to provide rental assistance for individuals in need of Community Residential Supports who have no income to assist with rental payments.
- Assisted in the funding for programs designed to fill gaps in services created by Prospect's initial announcement of closure.

2023 Goals, Objectives, and Initiatives

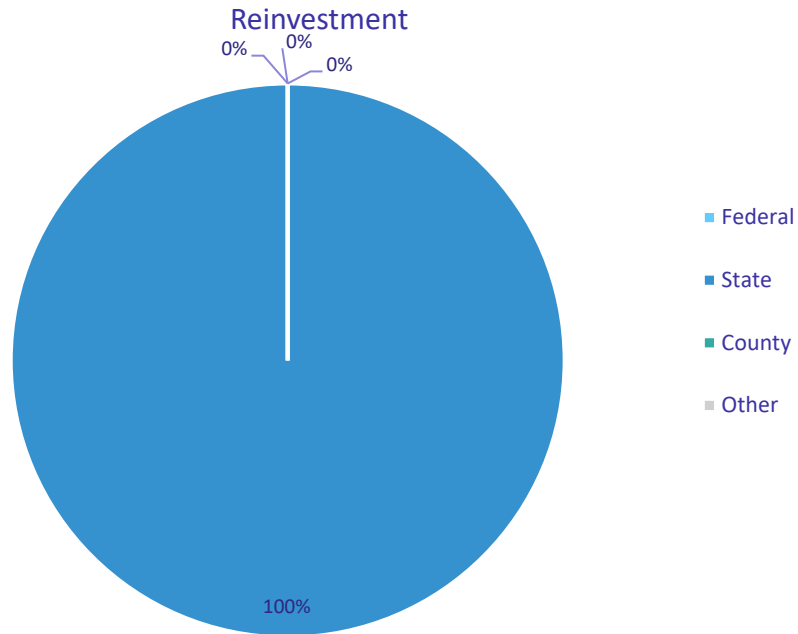
Reinvestment plans have been submitted for the following expansion and continuation of services.

- Development of a Forensic Long Term Structured Residence
- Development of a regional Extended Acute Care program in collaboration with the Southeast Region counties
- Development of a Transitional Aged Youth Residential Treatment Facility.
- Development of a on-site crisis center serving the eastern portion of the County.



- Continuation of the ability to support several programs in the County that serve both adults and children.

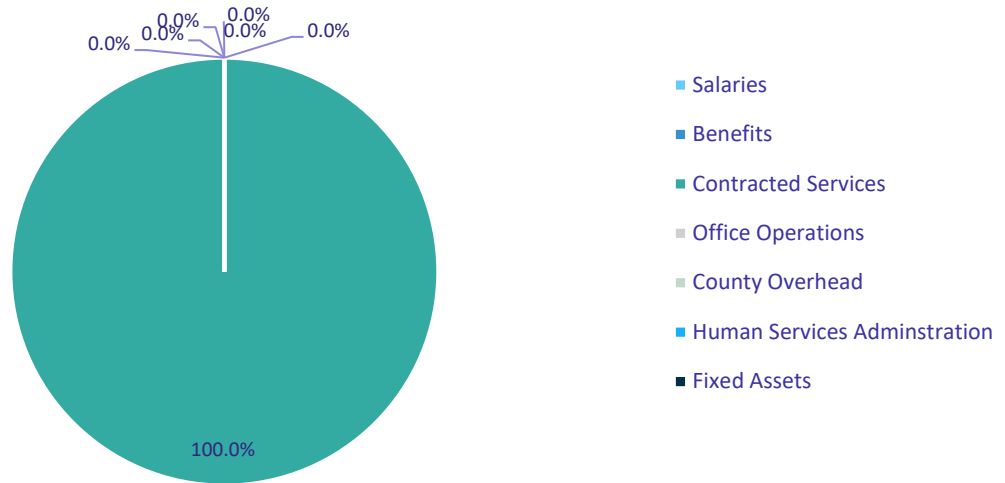
2023 Budgeted Revenue by Funding Stream HealthChoices



Funding Source	2023 Budget
Federal	0
State	6,846,412
County	0
Other	0



2023 HealthChoices Reinvestment Budget by Expense Category



Expenditure Category	2023 Budget
Salaries	0
Benefits	0
Contracted Services	6,846,412
Office Operations	0
County Overhead	0
Human Services Administration	0
Fixed Assets	0



Medical Assistance Transportation Program

Jessica Fink, Program Administrator

Program Description

The Medical Assistance Transportation Program is a transportation service available to Medical Assistance consumers in Delaware County and is funded by the Pennsylvania Department of Public Welfare. In Delaware County, Community Transit of Delaware County operates the Medical Assistance Transportation Program. The Medical Assistance Transportation Program provides transportation to medical appointments for Medical Assistance recipients who do not have transportation available to them. Transportation will be provided the least expensive while still meeting their needs. Service will be provided by public transportation, para transit or mileage reimbursement:

Mission Statement

Our program offers transportation or mileage reimbursement to help you get to medical care or services from a Medical Assistance provider. We are required to provide you with the least expensive, most appropriate transportation service available that will meet your needs.

2022 Accomplishments

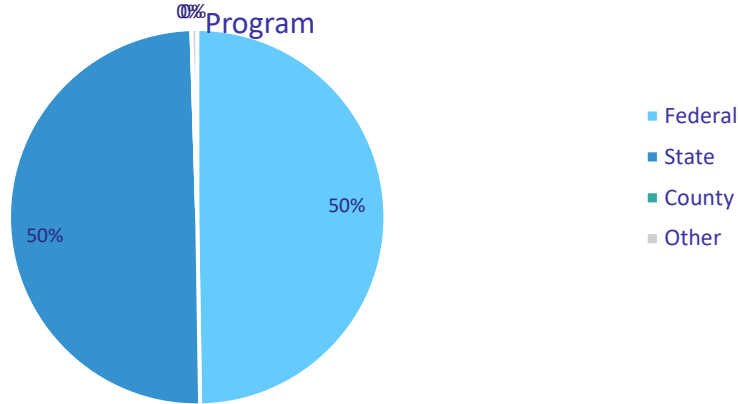
- Redeveloped website to incorporate accessibility tools for clients to utilize depending on their need to make learning about and signing up for services more accessible than ever before.
- Adopted new technology including online scheduling and applications and a new call center to improve communication with residents.
- Outreached to multiple organizations and provided client surveys throughout the County to find out what residents need and how they use services.
- Increased daily trip numbers and maintained costs to clients despite the challenges of the pandemic and rising costs.

2023 Goals, Objectives, and Initiatives

- Enhanced client outreach and communications improvements.
- Utilize results of client surveys to update programming to best meet the needs of residents.
- Continue quality improvement efforts related to consumer satisfaction.
- Maintain initiatives to increase ridership levels.

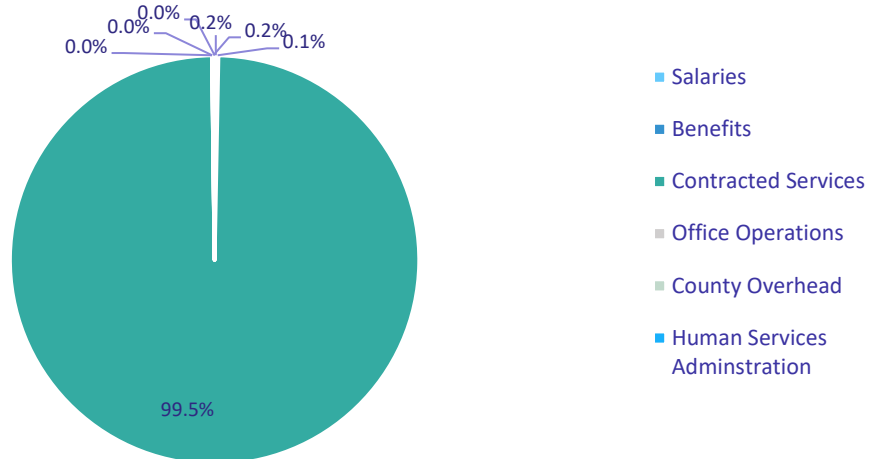


2023 Budgeted Revenue by Funding Stream Medical Assistance Transportation Program



Funding Source	2023 Budget
Federal	2,067,451
State	2,067,452
County	0
Other	20,418

2023 Medical Assistance Transportation Program Budget by Expense Category



Expenditure Category	2023 Budget
Salaries	7,852
Benefits	4,385
Contracted Services	4,134,903
Office Operations	0
County Overhead	796
Human Services Administration	7,385
Fixed Assets	0



Children and Youth Services

Vanessa Pierre, Program Administrator

Program Description

Children and Youth provides a wide range of services to abused and neglected children from birth to age 18, and their families. The office also provides services to adolescents who are at severe risk due to their behavior or that of their parent. We work directly with children and families in times of crisis. Services are provided in keeping with the agency's mission/goals. Services begin with a family assessment. Case management, counseling, and related supportive services are provided to the family when children can be safely maintained in their own home. If placement outside the home is necessary, attempts are made at locating relatives and friends as possible caregivers. During a child's placement, the agency offers rehabilitative services to reunite the family. When long-term or permanent placement is needed, a plan is developed that will best meet the needs of the child.

Mission Statement

To provide for the immediate safety and protection of children, to keep children with their own families whenever possible, to provide temporary, substitute care for children when necessary and to reunite children with their families as quickly as possible after placement.

2022 Accomplishments

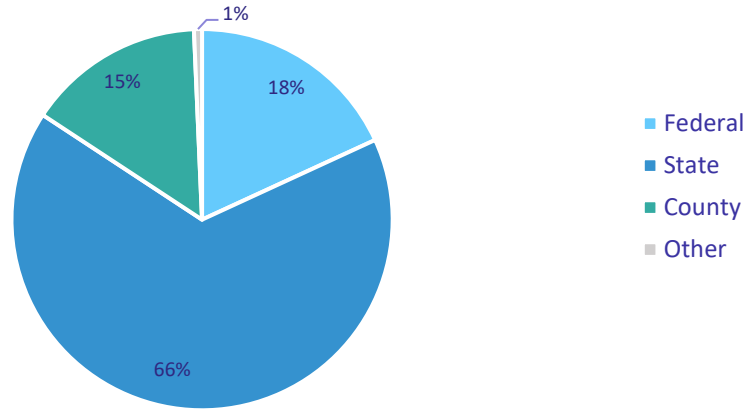
- Partnered with a local agency to have a youth shelter in Delaware County.
- Continued to increase use of Family Group Decision Making and Crisis Rapid Response meetings to support families.
- Supported young adults who aged out of the foster care system through funding from the Consolidated Appropriations Act.
- Hired two full time Guardian Ad Litem to represent children and has resumed in-person Court hearings.
- Opened a second visitation house in the County.

2023 Goals, Objectives, and Initiatives

- Implement a contract with Certified Recovery Specialists to help families dealing with substance abuse begin the recovery process.
- Expand the use of evidence-based practices to support families.
- Continue to work with other child serving systems on the Multi-System Integration Project, to improve collaboration on meeting the needs of children.
- Continue efforts to decrease the use of congregate care when out of home placement is necessary.

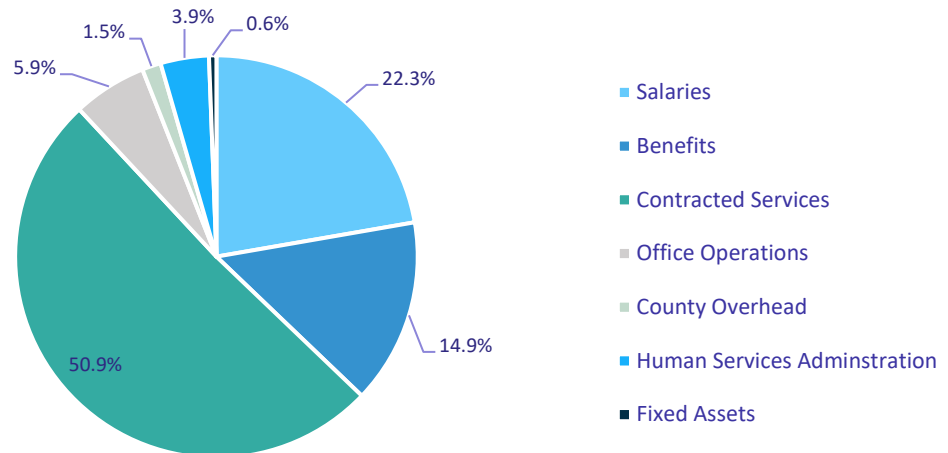


2023 Budgeted Revenue by Funding Stream Children and Youth Services



Funding Source	2023 Budget
Federal	8,830,445
State	32,202,583
County	7,334,720
Other	331,863

2023 Children and Youth Services Budget by Expense Category



Expenditure Category	2023 Budget
Salaries	10,844,805
Benefits	7,247,387
Contracted Services	24,794,979
Office Operations	2,893,804
County Overhead	737,858
Human Services Administration	1,892,200
Fixed Assets	288,578



Early Learning Resource Center – Region 15

Donna Cooper, Interim Program Administrator

Program Description

The Early Learning Resource Center ("ELRC") provides a single access point for families, early learning service providers, and community partners to gain information and access services that support children and families with the goal of improving the quality, accessibility, and affordability of early learning services in Delaware County. The program provides subsidized childcare, referrals to community resources and issue subsidy payments, grants/awards to Child Care Professionals. We also support childcare facilities through coaching, professional development, site visits to designate a quality Star rating and grant award opportunities.

Mission Statement

We are committed to empowering families to succeed through high quality early learning and providing services in a professional, trauma informed and respectful manner.

2022 Accomplishments

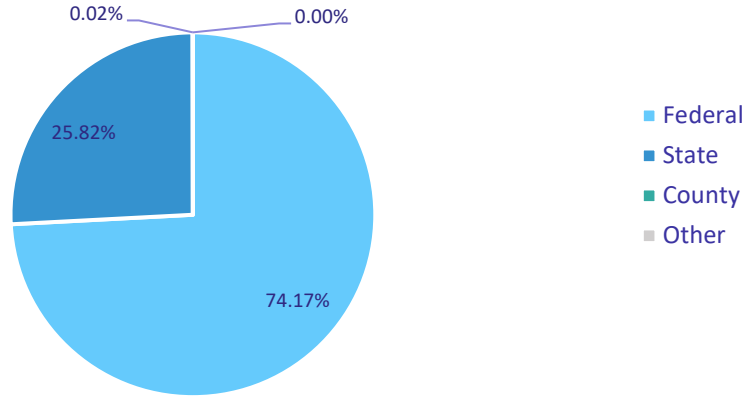
- Awarded \$39 million ARPA grants to childcare programs to support staff retention, capacity building and maintain operations.
- Increased collaborations to identify and support families experiencing homelessness.
- Provided additional supports to the community to include:
 - Opening a Family and Provider Resource Center in partnership with Park Lane Elementary School
 - In person and virtual Parent Cafes
- Subsidized over 9,550 children in childcare and virtual learning settings.

2022/2023 Goals, Objectives, and Initiatives

- Manage American Rescue Plan Act Childcare Stabilization grants to support childcare operations and professional development.
- Increase opportunities for staff and childcare programs to address self-care and resiliency through Health Minds Community of Practice.
- Educate community partners and providers on regulation updates.
- Maintain subsidy eligibility for families up to 300% of the Federal Poverty Income guidelines for a minimum of 12 months.

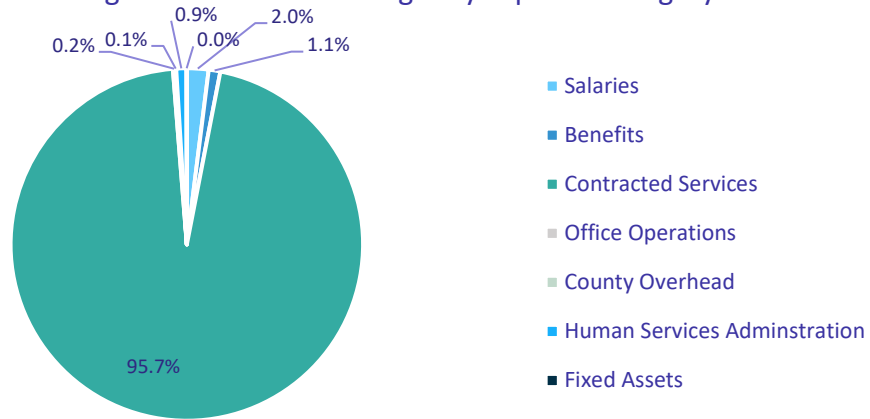


2023 Budgeted Revenue by Funding Stream Early Learning Resource Center



Funding Source	2023 Budget
Federal	51,474,944
State	17,917,547
County	0
Other	10,910

2023 Early Learning Resource Center Budget by Expense Category



Expenditure Category	2023 Budget
Salaries	1,377,686
Benefits	741,286
Contracted Services	66,407,730
Office Operations	147,373
County Overhead	60,426
Human Services Administration	648,389
Fixed Assets	20,511



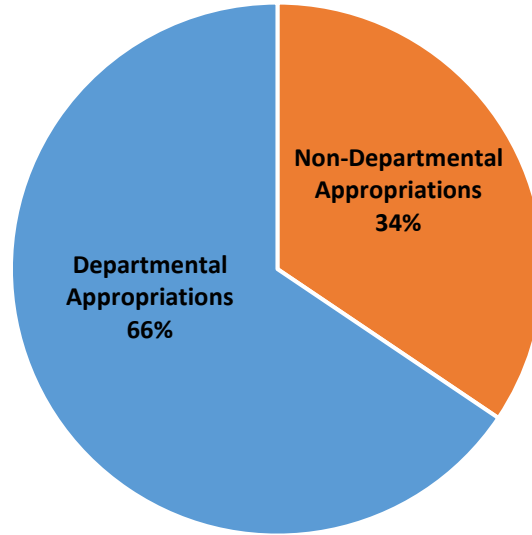
Delaware County Adopted 2023 Budget

Appendix L – Non-Departmental Details

APPENDIX L – NON-DEPARTMENTAL DETAILS

Approximately one-third of the County’s operating budget is dedicated to non-departmental spending, which includes debt service, employee benefits, subsidies to external entities and other funds, and contributions to the County’s pension fund.

DEPARTMENTAL AND NON-DEPARTMENTAL OPERATING SPENDING



Appropriation Category	Sub-Category	FY2023 Operating Budget
Departmental Appropriations	Department Spending	138,737,576
	Prison Appropriation	52,893,269
Non-Departmental Appropriations	Debt Service	30,373,212
	Employee Benefits	31,640,976
	Insurance	7,500,000
	Other Expenditures	950,000
	Subsidies and Services	30,269,758
	Total	

The following section provides a more detailed discussion of each non-departmental spending category.



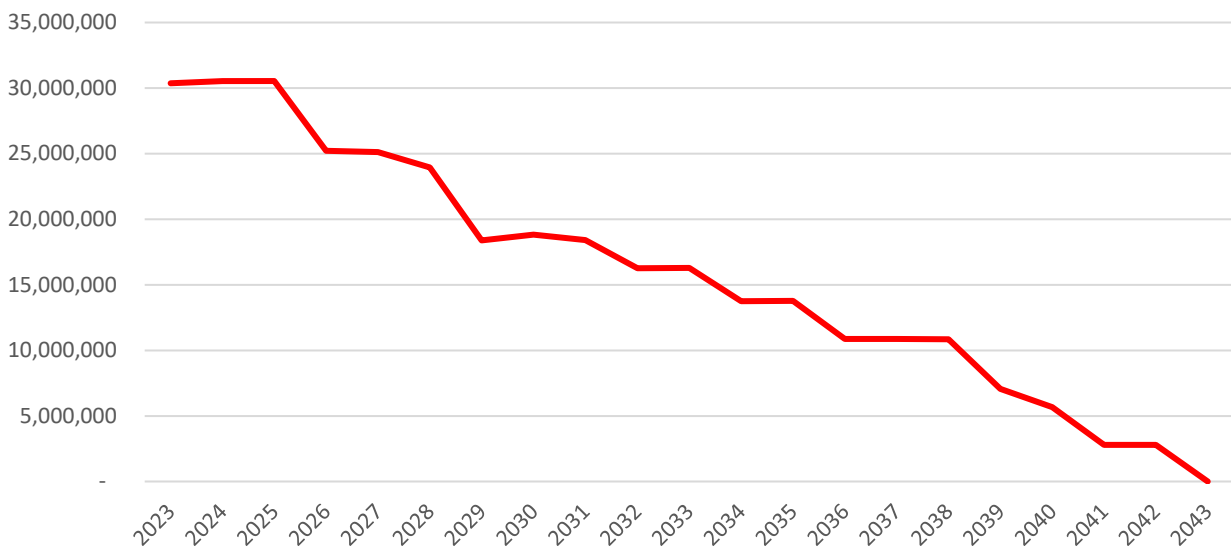
Delaware County Adopted 2023 Budget

Appendix L – Non-Departmental Details

Debt Service

Like other units of local governments, Delaware County issues debt to finance large capital projects such as infrastructure and building improvements. The County’s annual debt service over the next twenty years is depicted in the graph below:

DEBT SERVICE SCHEDULE (2023-2043)



The County’s annual debt service payments have remained flat over the past several years, as shown in the table below:

DEBT SERVICE PAYMENTS

	2019	2020	2021	2022	2023
Principal	21,150,000	22,742,000	22,874,535	24,498,000	24,945,000
Interest	8,328,965	6,584,000	6,622,370	4,998,905	5,428,212
Total	\$29,433,965	\$29,326,000	\$29,496,905	\$29,496,905	\$30,373,212

The increase in 2023 is due to the impacts of the \$75M in loans taken out in 2022.

Absent any additional debt issuance, the County’s debt service is projected to remain flat at ~\$30.5M through 2025 before it declines due to the retirement of over \$400 million in debt taken in between 1997 and 2023.



Delaware County Adopted 2023 Budget

Appendix L – Non-Departmental Details

Credit Rating

External credit rating agencies evaluate local governments on the relative likelihood that they can repay their debt in full and on time. A government’s credit rating influences its ability and cost to issue debt.

In October 2021, Standard and Poor’s (S&P) raised the County’s credit rating on the existing general obligation (GO) debt from AA to AA+, which is the second highest credit rating assigned by S&P. According to the rating report, the upgrade was driven in part by the County’s consistent positive general fund operations and very strong reserves.

Moody’s investor service assigned an Aa1 general obligation unlimited tax rating to the County’s General Obligation Notes. The credit analysis by Moody’s also cited the County’s strong financial position and reserves as some of the County’s strengths.

Community Support & Human Services grouping of agencies was added to the County’s hierarchy this year to develop the “No Wrong Door” approach to the provision of services to the community. While the majority of providing agencies are grant funded and operate under a July-June fiscal year due to the receipt of state funding (see Appendix K), there are two specific agencies that receive support from the General Fund. Library Services coordinates programming and the technology that links our local libraries. Military & Veterans Affairs provides a portal to the assistance and services provided to those who have served our nation in uniform.

Employee Benefits

The employee benefits category includes spending on Social Security, Medicare, health and life insurance, travel insurance, unemployment insurance, and incentive bonus payments. Employee health benefits is the largest spending in this category, representing 79% of total employee benefits cost. Delaware County administers a self-insured group health plan, meaning that the County pays for each out-of-pocket claim as incurred instead of paying a fixed premium to an insurance carrier each year (also known as a fully-insured plan).

Employee benefits have decreased from a high of \$37,287,581 million in the 2022 budget to a 2023 budgeted amount of \$31,640,976 in 2023. The decrease is attributable to a decrease in health care spending due to the offering of new plans, small increases in employee cost-share and deductibles, and the gaining of an accurate census through an active enrollment process. It should be noted that benefits costs were impacted by the COVID-19 pandemic, particularly as staffing was reduced. The allocation for Paid Parental Leave have been eliminated as the cost of implementing the benefit will be captured elsewhere within the budget. The costs depicted in the table for 2022 and 2023 are budgeted and may change based upon actual experience.



Delaware County Adopted 2023 Budget

Appendix L – Non-Departmental Details

EMPLOYEE BENEFITS COSTS

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2023 BUDGET
FICA	5,223,787	4,133,052	4,024,483	6,307,722	6,307,722
Hospitalization	31,340,873	25,070,964	26,224,473	30,273,189	25,026,584
Life Insurance	119,386	54,028	79,247	135,561	135,561
Travelers CID	18,207	26,831	34,647	28,891	28,891
Unemployment	64,316	209,694	264,547	117,128	117,128
Incentive Bonus	32,000	-	-	25,000	25,000
Parental Leave	-	-	-	400,000	-
TOTAL	\$36,798,569	\$29,494,579	\$30,627,397	\$37,287,581	\$31,640,976

Insurance

The County is self-insured for workers' compensation and general liability insurance. Each year, the County transfers an amount to the self-insurance funds where expenses are paid. The 2023 budget projects transferring \$7,500,000 to cover insurance costs. The increase in costs is due to changes in the insurance market and the addition of coverage due to the de-privatization of the prison

INSURANCE COSTS

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2023 BUDGET
Workers Comp	492	(151,808)	959,625	1,030,000	1,030,000
General	7,738,639	7,537,150	7,189,477	9,527,500	9,970,000
Liability	5,482,926	5,487,732	3,842,890	4,120,000	4,500,000
Transfers	(799,787)	(7388564)	(7,191,977)	(8,096,961)	(8,000,000)
Total	\$5,255,269	\$5,484,510	\$4,800,015	\$6,580,539	\$7,500,000



Delaware County Adopted 2023 Budget

Appendix L – Non-Departmental Details

Subsidies

The subsidies category primarily consist of subsidies and contributions to other entities and funds. These subsidies represent the majority of the category’s spending, with the remaining amount consisting of grant appropriation and the County’s contribution to the retirement fund.

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2023 BUDGET
SEPTA	8,530,686	8,703,873	9,439,005	9,820,000	10,063,000
ARPA	0	0	0	8,501,333	0
Human Resources	7,173,000	7,500,000	7,500,000	7,500,000	7,500,000
Fair Acres	4,767,707	5,708,000	10,551,401	6,859,102	3,068,009
Retirement Fund	1,988,179	2,170,325	2,454,015	2,500,000	4,888,000
Delco Tourist Bureau	0	0	0	1,425,000	0
Commerce Center	0	0	0	760,000	760,000
Grant Appropriations	839,764	1,905,354	1,299,781	921,000	663,500
Agricultural Extension	160,731	164,051	137,086	175,500	225,000
Emergency Medical Services	0	0	0	160,000	160,000
Regional Plan	150,896	153,078	0	158,291	166,975
Services for the Aging	121,000	121,000	121,000	121,000	121,000
Deshong Estate	0	0	0	50,000	50,000
911 Center	4,585,726	4,595,583	4,382,386	0	0
Immigrant Affairs Commission	0	0	0	0	1,800
Women's Commission	0	0	0	0	3,500
Delco Bar Association	35,000	0	0	0	0
Child Care Professionals Network	0	1,000,000	829,810	0	0
Contingency	0	0	0	0	2,598,974
Salary Vacancy Adjustments	0	0	0	(2,000,000)	0
Transfers	0	0	0	(4,131,770)	0
Total Subsidies	\$28,352,688	\$32,021,262	\$36,714,484	\$32,819,456	\$30,269,758



Delaware County Adopted 2023 Budget

Appendix L – Non-Departmental Details

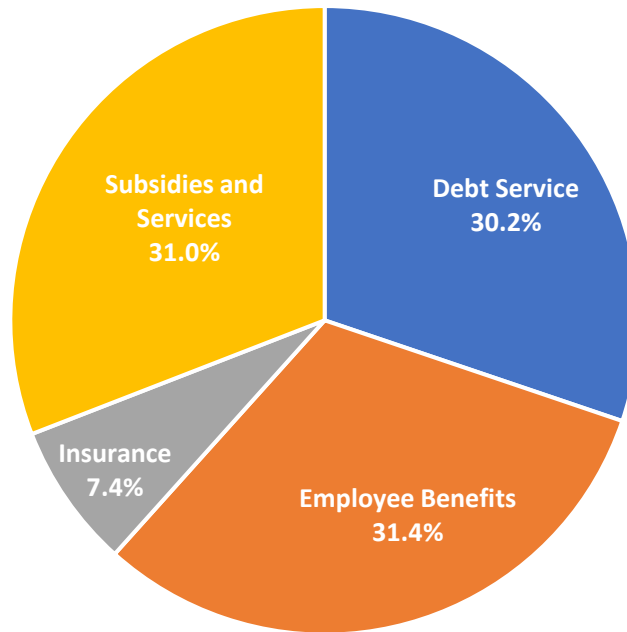
Other Services

The Other Services category in the budget provides funding for tax refunds that occur throughout the year and to account for payroll voids (a journal entry to account for carryover of payroll when a pay period extends over one year to the next). The recent experience in these areas is depicted below:

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2023 BUDGET
Tax Refunds	609,952	506,943	631,491	950,000	950,000
Payroll Voids	338,742	(2,244,628)	116,026	-	-
Total	948,694	(1,737,685)	747,517	\$950,000	\$950,000

Summary of Non-Departmental Spending

In aggregate, the 2023 operating budget projects \$100.7 million in non-departmental spending, \$6.2 million (5.8%) less than the adjusted 2022 budget. Increases in Debt Service and Insurance are offset by projected reductions in Employee Benefits and the Subsidy lines.





Delaware County Adopted 2023 Budget

Appendix L – Non-Departmental Details

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2023 BUDGET
Debt Service	29,433,965	29,326,000	24,084,004	29,496,905	30,373,212
Benefits	36,798,569	29,464,579	30,627,397	37,287,581	31,640,976
Insurance	5,255,269	5,484,510	4,800,015	6,475,949	7,500,000
Subsidies/Other	29,140,652	30,119,524	37,324,916	34,543,956	31,219,758
Total	\$100,628,455	\$94,424,613	\$96,836,332	\$107,804,391	\$100,733,946

THE
DELAWARE COUNTY
ADOPTED
2023
BUDGET

Volume 2:
Capital Improvement
Program



Delaware County Council

Dr. Monica Taylor, Chair
Elaine Paul Schaefer, Vice Chair
Kevin M. Madden
Christine R. Reuther
Richard R. Womack, Jr

Executive Director

Howard S. Lazarus

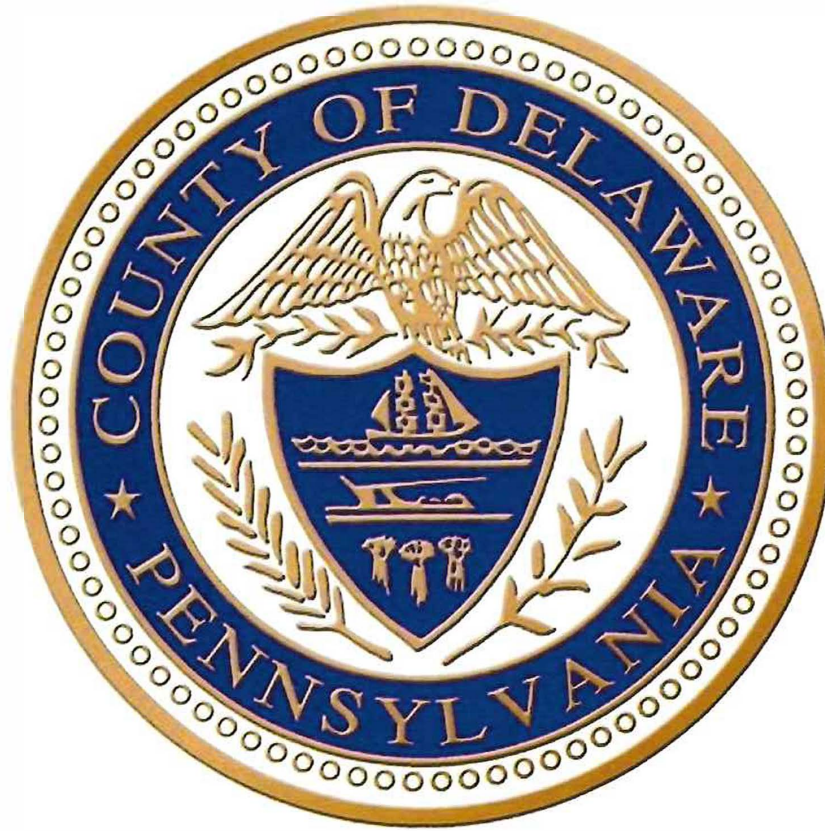


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**COUNTY OF DELAWARE
FISCAL YEAR 2023 (FY23) BUDGET**

COUNTY COUNCIL

Dr. Monica Taylor, Chair
Elaine Schaefer, Vice Chair
Kevin Madden
Christine A Reuther
Richard Womack

Howard S. Lazarus, Executive Director
November 1, 2022



Delaware County Adopted 2023 Budget

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Delaware County FY2023 – FY2027 Capital Improvement Program

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B	Capital Project Database
C	Capital Project Summary



2.1 - Overview of the Capital Improvement Program

Overview of the Capital Improvement Program

Delaware County's Capital Improvement Plan (CIP) is a short-range schedule of public improvement projects planned by County Government to occur over a five-year period. The Plan details how the County will sustain and improve its infrastructure and physical assets. The Plan identifies all sources and uses of funds provided for the protection, improvement, and replacement of capital assets.

The Delaware County CIP supports the following core values:

Transparency: Engage community and governmental stakeholders in the development of the CIP and provide for public reporting and inspection of the records and status of planned work and work in progress.

Accountability: Establish the roles, responsibilities, and authorities for management of CIP processes, development of projects and initiatives, and delivery of CIP projects to ensure that the practices employed are consistent and compliant with the requirements of the County Charter, the Administrative Code, and other applicable and appropriate regulations.

Sustainability: Preserve, protect, and extend the life of existing assets and design and deliver new projects that contribute to a sustainable quality of life and that the methods of delivery employ best practices in reducing the environmental impact.

Equity: Ensure that CIP planning provides for the inclusion of all Delaware County community members in both the means and methods employed to design and deliver projects and the impacts of those projects.

Project Initiation

The identification of capital needs begins with a review of data from the County's Facilities Condition and Needs Assessment (FCNA) and the Statement of Need (SON) submissions from County Departments and the Courts.

Facility Condition and Needs Assessment

In 2020/21, the County of Delaware contracted with a third-party consultant to perform a Facilities Conditions and Needs Assessment on all County-owned facilities, including parks and trails. The FCNA process followed ASTM E2018-15 Standard Guide for Property Condition Assessments. Baseline data collected included the present condition and estimated life expectancy of building systems and components. The FCNA data will be used in capital planning to:

- Prioritize and categorize deficient conditions, associated corrective actions, and information concerning building systems and deficiency categories;



Delaware County Adopted 2023 Budget

Capital Improvement Program

- Establish anticipated renewal and replacement costs for the various systems and components;
- Evaluate spatial utilization and programmatic needs in building interiors including items such as size and capacity, circulation and adjacencies, finishes and equipment, acoustics, air quality, natural light, and storage;
- Calculate the Current Replacement Value (CRV) and Facility Condition Index (FCI) for each facility;
- Include a carbon inventory of buildings and recommend energy conservation measures;
- Establish current real estate market values of county-owned properties;
- Result in strategic plan for capital repairs, lifecycle component replacement, and building modernization; and
- Provide preventive maintenance recommendations.

FY2023 marks the first year that the FCNA data was used to prioritize facility improvements recommended for inclusion in the FY2023 capital budget.

Capital Budget Call

The annual Capital Budget-Call provides County Departments and the Courts the opportunity to submit a Statement of Need (SON) e-form to the Department of Public Works. The SON describes the project or equipment requested and specifies the time frame for which the project/equipment is needed.

The SONs are categorized as follows:

- Facilities and Buildings
- Parks, Trails and Open Space
- Information Technology
- Transportation
- Small Equipment (non-IT)

The primary change in the project initiation phase in 2023 is the County's change in the definition of a capital asset, increasing the value from \$500 to \$5,000 to align with other aspects of the County's Administrative Code and to incorporate best practices in accounting for these assets.

The County's subject matter expert (SME) for each respective category reviews the SON to validate that it qualifies as a capital asset and assists the Department in developing the life cycle and total cost estimates. Capital expenditures must have a value of \$5,000 or more, and a life

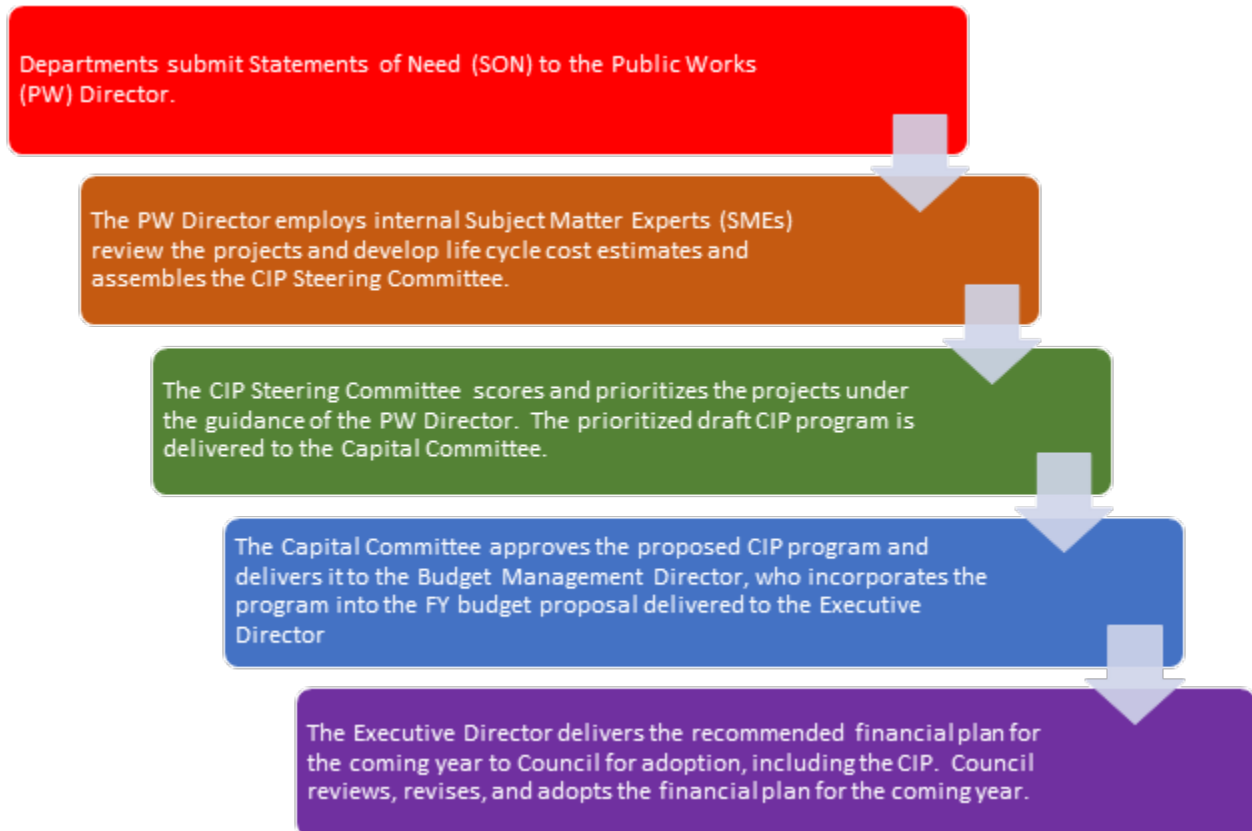


Delaware County Adopted 2023 Budget

Capital Improvement Program

cycle longer than one year. SONs that do not meet the threshold requirement are returned to the Department for programming within the Department’s operating budget.

The process is illustrated below and discussed in detail in the paragraphs that follow:



Project Prioritization

Beginning with the FY2022 budget process and refined for FY2023, the County developed a formal prioritization process to rank capital projects to ensure the strategic investments of resources. The concept of using a quantified approach to ranking capital projects is recommended by the Government Finance Officers’ Association.

Capital projects are first assessed on the following criteria:

- **Does the project address an unsafe condition?** For example, the expenditure addresses an imminent life-safety issue or replaces a vehicle that has become unsafe.
- **Does the project address a non-compliance issue?** For example, the expenditure addresses a code requirement, environmental or regulatory deficiency.

If the answer to either of these questions is yes, the project is automatically recommended for inclusion in the CIP and considered high priority. Of the 54 projects categorized under Facilities,



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Capital Improvement Program

Parks and Open Space included in the 2023 CIP, 28 projects address an unsafe condition or non-compliance issues.

The secondary prioritization for medium and low priority projects scores projects on a scale of 0 to 5 on whether the expenditure protects an existing asset, advances sustainability goals, advances the County’s strategic goals, enhances the community’s quality of life, or provides economies if combined with other funding opportunities and partnerships.

The table below shows how scores are assigned:

Scoring System for Secondary Prioritization Criteria

Criterion	Scoring Methodology
Protects an Existing Asset	A score of 1, 2, or 5 is assigned if the expenditure achieves the following: 0: The Expenditure does not protect an existing asset.
	1: REFRESH - Protects County facilities, infrastructure, and assets by addressing routine capital maintenance. 2: REPLACE - Addresses the longevity of County facilities and infrastructure via the replacement of systems (i.e. roof replacements, vehicle replacements, information system replacements). 5: RENEW - Includes the complete re-investment in systems that can no longer serve their intended purpose and pose an eminent hazard to the health, safety and welfare of County residents and the workforce.
	Advances a Strategic Goal
Advances Sustainability Goals	One point is added for each of the following that the expenditure achieves: <ul style="list-style-type: none"> • “Greens” County property or systems • Preserves residents’ rights to clean air, pure water, and the preservation of natural, scenic, historic, and esthetic values of the environment (PA State Constitution, Article 1, Section 27) • Contributes to the reduction of greenhouse gas emissions or conservation of natural resources of the County • Contributes to the health and wellness of the community

Transparency – Accountability – Equity - Sustainability



Delaware County Adopted 2023 Budget

Capital Improvement Program

Criterion	Scoring Methodology
	<ul style="list-style-type: none"> • Addresses an environmental justice issue
<p>Enhances Community Quality of Life</p>	<p>One point is added for each of the following that the expenditure achieves:</p> <ul style="list-style-type: none"> • Generates employment within or for residents of Delaware County. • Contributes to the safety and security of the general public. • Contributes to the physical and mental health of the community. • Provides access to green and open space for recreation and leisure purposes for staff and/or residents • Addresses the digital gap, improving residents’ access to broadband or simplifying how residents interact with the county by improving digital access
<p>Leverages grant opportunities and partnerships</p>	<p>One point is added for each of the following that the expenditure achieves:</p> <ul style="list-style-type: none"> • The expenditure can only be accomplished with County funds. • The expenditure leverages partnerships with local municipalities. • The expenditure leverages partners for state or federal funding. • The expenditure leverages private/ public partnerships (RACP, ARPA, non-profit partnerships)

Every capital project is assigned an overall priority score by taking the average of the five scores. Projects achieving a lower priority score may be advanced over higher scoring initiatives if the County would achieve a benefit from joining the project with another, higher scoring effort; if it supports a grant application or partnership; or if it supports a community need.

Working with the Subject Matter Experts (SME), the Public Works Director presents a prioritized list of capital needs to the Capital Steering Committee, comprised of members of the County’s operating departments. The proposed CIP Plan is forwarded to the Capital Committee for review prior to being sent to the Budget Management Director.

The Committee delivers the recommended CIP to the Budget Management Director, who then incorporates it into the draft budget delivered to the County Executive Director. The Executive Director presents then CIP to Council as part of the recommended financial plan.



Delaware County Adopted 2023 Budget

Volume 2 – Appendix A

Appendix A

Capital Projects Schedule



Delaware County Adopted 2023 Budget

Capital Improvement Program

2.2 – FY2023 to 2027 Five-Year Capital Improvement Plan (CIP)

The County has allocated a total of \$151.3 million for capital projects from 2023 through 2027 that are primarily funded by debt financing. However, it is important to note that projects are classified as “capital” based upon the value of the asset or system, and not the funding source.

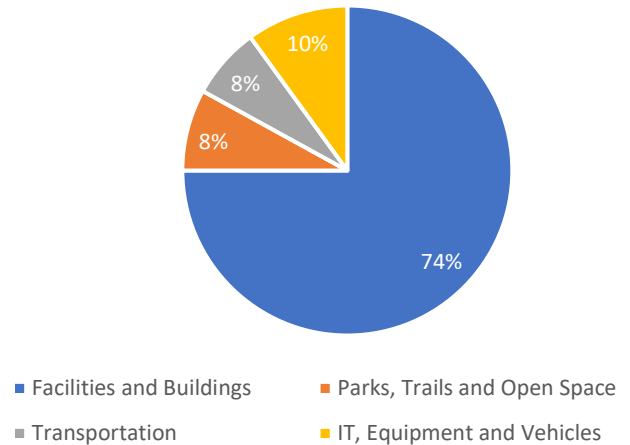
Sources of Funds

The Capital Projects Fund receives the net proceeds of the County’s bond and note issues, grants and other unrestricted funds that County Council has dedicated to fund the County’s capital improvement program.

Use of Funds

The FY2023 to FY2027 CIP includes 98 projects totaling \$151.3 million over a five-year period. Of the total allocation, 74% (or \$112.8 million) is dedicated to facilities and buildings; 8% (or \$11.8 million) is dedicated to parks, trails, and open space; 8% (or \$12.7 million) to transportation (including the subsidy to the Southeastern Pennsylvania Transportation Authority (SEPTA) for transit system improvements, and the remaining 6% (\$9.5 million) of the funds are dedicated to information system projects, and vehicle and equipment replacements.

FY2023-27 Capital Improvement Program



The programmed uses of funds over the next five years is depicted in the table on the following page. The program is fiscally strained, and does not fully meet all of the County’s capital requirements. The County will continue to seek other sources of funds to meet the currently unprogrammed initiatives and projects, as well as new requirements that arise.



Delaware County Adopted 2023 Budget

Capital Improvement Program

Summary of the FY2023 – FY2027 CIP						
	2023	2024	2025	2026	2027	Total
Facilities and Buildings	\$50,713,450	42,034,130	17,513,070	1,250,000	1,300,000	\$112,810,650
Parks, Trails, and Open Space	9,082,260	1,723,000	1,000,000	-	-	11,805,260
Transportation	2,350,000	2,484,628	2,559,167	2,635,942	2,715,020	12,744,757
Information Technology	3,567,100	2,147,000	1,370,000	220,000	220,000	7,524,100
Fleet	1,670,000	-	-	-	-	1,670,000
Equipment	304,500	-	-	-	-	304,500
Other (Contingency, Minor Capital)	3,800,000	500,000	500,000	500,000	500,000	4,500,000
Total Expenditures	\$71,487,310	\$48,888,758	\$22,942,237	\$4,605,942	\$3,435,020	\$151,359,267

Item #	Category	2nd Category	Department/ Location	Description	FY23	FY24	FY25	FY26	FY27	Total	Current Phase
FP-2022-53-EQ	Equipment		Bureau of Elections	Replacement of all voting machines and ancillary equipment	34,500					34,500	Planning
SE-2023-11	Equipment		Medical Examiner's Office	Body lift to assist autopsy technicians (with customizations)	20,000					20,000	
SE-2023-06	Equipment		Fair Acres	New air compressor in Laundry Room	55,000					55,000	
SE-2023-10	Equipment		Parks	Two (2) cutting machines for Parks at various locations	100,000					100,000	
SE-2023-09	Equipment		Parks	Fairway Mower for Clayton Park Golf Course	60,000					60,000	
SE-2023-24-EE	Equipment		Parks	New lighting and sound equipment for Rose Tree Amphitheater	35,000					35,000	
FP-2022-22-ES	Fac/PW	Emergency Services	9-1-1 Center	System upgrade from 500 mhz. to 700/800 mhz. for the 9-1-1 radio system						-	Acquisition
FP-2022-09-MR	Fac/PW	Major renovation	Fair Acres	Renovation of Floors 10 through 12 for Fair Acres Building #8	575,000					575,000	Construction
FP-2022-12-FP	Fac/PW	Fire Suppression	Government Center	Sprinkler System and Fire Pump Replacement	12,500,000	500,000				13,000,000	Design
FP-2022-74-RS	Fac/PW	Roofing System	GW Hill	HVAC and Roof Replacement at Main Resident Facilities	5,088,750	7,177,500				12,266,250	Planning
FP-2022-31-SS	Fac/PW	Security Systems	GW Hill	Upgrade of electronic security and surveillance system	10,000,000	3,603,560				13,603,560	Design
FP-2022-03-NC	Fac/PW	New Construction	Medical Examiner's Office	Construction of new facility for Medical Examiner's Office/Library Services		12,000,000	4,000,000			16,000,000	Planning
FP-2022-25-PS	Fac/PW	Professional Services	Public Works	ID/IQ Architectural and Engineering on-demand design services	1,250,000	1,250,000	1,250,000	1,250,000		5,000,000	In Use
FP-2022-62-RS	Fac/PW	Roofing System	Courthouse	Replacement of Courthouse Roof	1,280,000	4,000,000	4,000,000			9,280,000	Planning
FP-2022-10-MR	Fac/PW	Major renovation	GW Hill	Renovation of aged kitchen equipment and ancillary spaces	5,000,000					5,000,000	Planning
FP-2022-70-MR	Fac/PW	Major renovation	Fair Acres	Kitchen Modernization at Building #8/Buidling #5	5,000,000					5,000,000	Planning
FP-2022-02-NC	Fac/PW	New Construction	Health Department	Renovation of Building #1 for new health department		5,653,070	5,653,070			11,306,140	Pre-Design
FP-2022-32-EL	Fac/PW	Elevator	Government Center	Replacement of elevators at Government Center and Fair Acres Building #8	1,000,000					1,000,000	Construction
FP-2022-17-ADA	Fac/PW	ADA	Courthouse	Address Americans with Disabilities Act deficiencies	1,000,000	1,000,000	900,000			2,900,000	Planning
FP-2022-07-MR	Fac/PW	Major renovation	DCHD/ Probation	Major Renovation of 5th and Penn building	760,000	3,040,000				3,800,000	Planning
FP-2022-01-NC	Fac/PW	New Construction	Public Works	Construction of surface parking lot (Orange Street)	710,000	1,000,000				1,710,000	Planning
FP-2022-72-SI	Fac/PW		Government Center	Structural repairs at Government Center Parking Garage		325,000	325,000			650,000	Design
FP-2022-14-FP	Fac/PW	Resurfacing	Various Locations	Resurfacing of parking lots at various locations	500,000	475,000				975,000	Procurement
FP-2022-08-MR	Fac/PW	Major renovation	Courthouse	Phased renovations of courtrooms	50,000	50,000	50,000			150,000	Pre-Design
FP-2022-80-ES	Fac/PW	Emergency Services	9-1-1 Center	Electrical and HVAC Upgrades for CAD server room	231,700					231,700	Construction
FP-2022-24-PS	Fac/PW	Professional Services	Public Works	Create a Facilities Master Plan	250,000	250,000				500,000	Planning
FP-2023-143-MR	Fac/PW		Government Center	Renovation of Government Center office spaces	575,000					575,000	Planning
FP-2022-71-EE	Fac/PW	Electrical	Fair Acres	Emergency Generator for Buildings #13 and #18	510,000					510,000	Design
FP-2022-60-MR	Fac/PW	Major renovation	Courthouse	Concept planning and program design for Central Intake						-	Planning
FP-2022-61-MR	Fac/PW	Major renovation	Juvenile Detention	Concept planning and program design for juvenile detention facility						-	Design
FP-2022-20-ES	Fac/PW	Emergency Services	9-1-1 Center	Backup site/call overflow center for 9-1-1 Center	100,000					100,000	Planning
FP-2022-75-MR	Fac/PW	Minor Improvements	Government Center	County Council Meeting Room Modifications	408,000					408,000	Planning
FP-2022-26-FL	Fac/PW	Flooring	Government Center	Replace aged carpet in various locations in Government Center	25,000	25,000				50,000	Planning
FP-2022-27-SS	Fac/PW	Security Systems	Government Center	Security upgrades to the Government Center Complex	200,000	200,000	200,000			600,000	Planning
FP-2022-15-FP	Fac/PW	Resurfacing	Government Center	Replacement of aging sidewalk at various locations	200,000					200,000	Planning
FP-2022-06-RS	Fac/PW	Roofing System	GW Hill	Replace roof on the Farm Shop building		100,000				100,000	Planning

Item #	Category	2nd Category	Department/ Location	Description	FY23	FY24	FY25	FY26	FY27	Total	Current Phase
FP-2023-137-MR	Fac/PW	Major renovation	GW Hill	Domestic Hot Water Replacement & Water Softening System	890,000	250,000				1,140,000	Procurement
FP-2023-138-MI	Fac/PW	Minor Improvements	Public Works	Minor structural repairs at various county locations	300,000					300,000	
FP-2023-139-PS	Fac/PW	Professional Services	Public Works	Program Management services	1,135,000	1,135,000	1,135,000			3,405,000	
FP-2023-139A-PS	Fac/PW		Public Works	Construction Management services (Lima Campus)						-	
FP-2023-139B-PS	Fac/PW		Public Works	Construction Management services (Courthouse Complex)						-	
FP-2023-139C-PS	Fac/PW		Public Works	Construction Management services (GW Hill Prison Campus)						-	
FP-2023-102-MR	Fac/PW	Professional Services	Fair Acres	FSES survey and testing (Floors 1 through 9)	175,000					175,000	
FP-2023-99-EV	Fac/PW	Sustainability	Public Works	EV infrastructure study and upgrades	500,000					500,000	
FP-2023-141-MR	Fac/PW	Major renovation	Public Works	Improvements at 2 W. Baltimore Ave	500,000					500,000	
FP-2022-40-PA	Open Space	Parks	Planning	Reserve capital for open space land purchases	1,000,000	1,000,000	1,000,000			3,000,000	Planning
FP-2022-63-PA	Open Space	Parks	Little Flower Park	Site work and Installation of new playground and equipment						-	Design
FP-2022-65-PA	Open Space	Parks	Rose Tree Park	Site work and Installation of new playground and equipment	1,067,680					1,067,680	Design
FP-2022-64-PA	Open Space	Parks	Upland Park	Site work and Installation of new playground and field						-	Construction
FP-2022-41-PA	Open Space	Parks	Various Locations	Upgrade existing park restroom facilities to be ADA accessible	300,000					300,000	Planning
FP-2022-79-EE	Open Space	Electrical	Rose Tree Park	Electrical service upgrades	450,000					450,000	Design
FP-2022-46-PA	Open Space	Parks	Rose Tree Park	Upgrade lighting in the Parking Area and Mall Area	250,000					250,000	Planning
FP-2022-43-PA	Open Space	Parks	Glen Providence	Remediation of spillway outfall erosion at Glen Providence Park Pond	100,000					100,000	Planning
FP-2022-51-PA	Open Space	Parks	Upland Park	Upgrade of Parking Lights at the Redwood Center parking area	125,000					125,000	Planning
FP-2022-44-PA	Open Space	Parks	Rose Tree Park	Perform exterior work on Leedom House	100,000					100,000	Planning
FP-2022-50-PA	Open Space	Parks	Upland Park	Replace Redwood Senior Center roof	165,000					165,000	Design
FP-2022-49-PA	Open Space	Parks	Smedley Park	Painting of exterior/interior of Environmental Center and Lewis House	50,000					50,000	Planning
FP-2022-45-PA	Open Space	Parks	Rose Tree Park	Replace amphitheater roof and flooring	65,000					65,000	Planning
FP-2023-140-PR	Open Space	Parks	Don Guanella	Phase 1 Improvements	250,000	250,000				500,000	
FP-2023-142-PR	Open Space	Parks	Planning	Greenways Grant Program Round 3	5,000,000					5,000,000	
FP-2023-102-PR	Open Space	Parks	Planning	Chester Creek Trall Expansion (Knowlton Rd Trailhead)	80,000	473,000				553,000	
FP-2023-101-PR	Open Space	Parks	Planning	Media-Smedley Connector Trail (design services)	79,580					79,580	Design
FP-2022-66-PL	Transportation		Planning	SEPTA Capital Subsidy	2,350,000	2,484,628	2,559,167	2,635,942	2,715,020	12,744,757	In Use
VM-2023-05	Fleet		Public Works	One (1) new hybrid vehicle for department use	45,000					45,000	
VM-2023-06	Fleet		Park Police	Two (2) hybrid SUVs to replace existing vehicles that have reached useful life	120,000					120,000	
VM-2023-07	Fleet		District Attorney	Four (4) replacement vehicles	360,000					360,000	
VM-2023-08	Fleet		Fair Acres	One (1) electric vehicle to replace a delivery vehicle for nursing	60,000					60,000	
VM-2023-09	Fleet		Parks	Three (3) 3500 series pick ups to replace existing trucks at end of useful service	190,000					190,000	
VM-2023-10	Fleet		Sheriff	Six (6) replacement vehicles. 2 SUVs and 4 Transport Vans	450,000					450,000	
VM-2023-11	Fleet		District Justice	One (1) electric delivery van to replace existing vehicle	50,000					50,000	
VM-2023-12	Fleet		Records Mangement	One (1) electric delivery van to replace existing vehicle	50,000					50,000	
VM-2023-13	Fleet		Bureau of Elections	One (1) electric delivery van to replace existing vehicle for use by the Voting Machine Warehouse	50,000					50,000	
VM-2023-02	Fleet		Bureau of Elections	One (1) electric forklift for use at the Voting Machine Warehouse	45,000					45,000	
VM-2023-14	Fleet		GW Hill	Four (4) replacement vehicles - Transport vans (2), Patrol Units (2)	250,000					250,000	
IT-2022-01	IT		IT	Upgrade technology equipment: Aruba/HP Switches for VoIP	200,000	200,000	200,000			600,000	
IT-2022-02	IT		IT	Technology equipment for new hires, temporary employees, and interns	350,000	350,000				700,000	
IT-2022-05	IT		IT	Upgrade technology equipment	100,000	500,000	500,000			1,100,000	
IT-2022-06	IT		IT	Install new cooling units and security cameras	650,000					650,000	
IT-2022-07	IT		IT	Purchase and install asset management system	50,000					50,000	
IT-2022-08	IT		IT	Purchase and install email security product	50,000					50,000	
IT-2022-09	IT		IT	Purchase and install intrusion protection and prevention	50,000					50,000	
IT-2022-10	IT		IT	Replace aging network printers	60,000	40,000	20,000	10,000		130,000	
IT-2022-12	IT		IT	Acquisition of Street level LiDAR Data		417,000				417,000	

Item #	Category	2nd Category	Department/ Location	Description	FY23	FY24	FY25	FY26	FY27	Total	Current Phase
IT-2022-14	IT		IT	Digitize GIS maps	80,000					80,000	
IT-2022-15	IT		Planning	Update Plan Review Management Software	100,000					100,000	
IT-2022-17	IT		Park Police	Purchase and install security upgrades (cameras)	300,000	300,000	300,000			900,000	
IT-2022-18	IT		Court Administration	Major customization of Jury Management System software	63,100					63,100	
IT-2022-43	IT	Emergency Services	9-1-1 Center	Replace mobile data terminals (MDT's) Zebra expenses past 2020	300,000	150,000	150,000			600,000	
IT-2022-25	IT		IT	Purchase and install VoIP Phones	100,000					100,000	
IT-2022-28	IT		Controller	Time and Attendance System	50,000					50,000	
IT-2022-29	IT		Controller	Digitization of pension records	50,000					50,000	
IT-2022-31	IT		IT	Update uninterruptible power supplies (UPS)	54,000					54,000	
IT-2022-39	IT		Controller	Upgrade SAP software to move charging of employee reimbursements	20,000					20,000	
IT-2022-41	IT		Controller	Purchase software/equipment to scan invoices directly into SAP	20,000					20,000	
IT-2023-13	IT		Court Administration	Migration of the Court Management System to the Cloud	800,000	190,000	200,000	210,000	220,000	1,620,000	
IT-2023-11	IT		Controller	Renewal of EZ Lease software lease.	20,000					20,000	
IT-2023-12	IT		Controller	Planning, Needs Assessment and other costs to prepare for sunseting of current SAP ECC 6.0 ERP system	100,000					100,000	
FP-2022-77-E5	Supplement	Minor Improvements	Public Works	Contingency for facility emergencies and repairs	300,000					300,000	Contingency
	Supplement		Public Works	Capital Budget contingency	3,000,000					3,000,000	Contingency
FP-2023-xx	Supplement		Various	Minor capital assets valued at \$5,000 (pooled fund)	500,000	500,000	500,000	500,000	500,000	2,500,000	
CIP Total:					71,487,310	48,888,758	22,942,237	4,605,942	3,435,020	151,359,267	



Delaware County Adopted 2023 Budget

Volume 2 – Appendix B

Appendix B

Capital Projects Database



2.3 – Project Database

The following pages detail each of the 98 capital projects planned for the next five years. The database provides a description of the project, five-year estimated budget, prioritization score, and project status. The status assigned to a project depends on its progress, from planning through completion. Equipment and other purchases are completed in three phases: contingency, pre-acquisition, and acquisition. Once the equipment is acquired, it can be put into use.

Facilities and other construction projects have longer life cycle and move from contingency through construction and finally project close-out where the County is making its final payments to contractors. Most of the projects planned for FY2023 are in the pre-design or pre-acquisition phase. The table below defines these phases by project type.

Project Status Definitions

Project Status Definitions	
Planning	The project is scheduled for scoping activities.
Pre-Design	The project is assigned to a design professional to complete conceptual plans and/or feasibility studies.
Design	The project is assigned to a design professional for the development of design and construction documents.
Pre-Acquisition	Specifications have been identified in preparation to receive quotes from vendors.
Acquisition	The project is publicly advertised for bid.
Construction	A construction contract has been awarded and the project is scheduled for construction.
Close-Out	The project is substantially completed and the County is finalizing work, documentation, and delivery to the users.
Contingency	Funding to be utilized for the acquisition of land, emergency repairs, and project cost overages.
In Use	The project is complete and in use by the County.



Capital Project Database:

Facilities and Buildings



Project Information						
Project Name	Construction of surface parking lot (Orange Street)					
Project Number	FP-2022-01-NC					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	5 out of 5					
Advances the County's Sustainability goals	5 out of 5					
Enhance community quality of life	5 out of 5					
Prioritization score	4.5 out of 5					
Project Description and Scope						
<p>The Public works Department is starting the design process for the Orange Street site in Media. The architectural firm will complete design documentation for a surface parking lot and assist the County with determining a long-term plan. The target construction date for the short-term use is 2023.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$1,000,000	\$710,000	\$0	\$0	\$0	\$1,710,000
Progress						
<p>The project is currently in the pre-design phase. A design firm has been retained to assess the site and complete a concept plan.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Renovation of Building #1 for Health Department headquarters					
Project Number	FP-2022-02-NC					
Department	Public Works - DCHD					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	5 out of 5					
Advances the County's Sustainability goals	5 out of 5					
Enhance community quality of life	4 out of 5					
Prioritization score	4.75 out of 5					
Project Description and Scope						
<p>The Public Works Department will contract with an architectural firm to complete design documentation for the renovation of Building #1 (Lima Campus) to serve as the new headquarters for the Delaware County Health Department. The design contract is funded via the American Rescue Plan Act (ARPA).</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending		\$5,653,070	\$5,653,070	\$0	\$0	\$11,306,140
Progress						
<p>The project is currently in the design phase. The County has contracted with an Architect of Record to complete design documentation.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Renovation of Building #19 for Medical Examiner's Office					
Project Number	FP-2022-03-NC					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	Yes					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	5 out of 5					
Advances the County's Sustainability goals	5 out of 5					
Enhance community quality of life	4 out of 5					
Prioritization score	4.75 out of 5					
Project Description and Scope						
<p>The current Medical Examiner's office is outdated and not designed to support the current activities of the ME's office. The Public Works Department will contract with an architectural firm to complete design documentation for the renovation of Building #19 (Lima Campus). The design contract is funded via the American Rescue Plan Act (ARPA).</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending		\$12,000,000	\$4,000,000	\$0	\$0	\$16,000,000
Progress						
<p>The project is currently in the pre-design phase. The County is finalizing the scope of work for assignment to a professional design firm.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Replace roof on the Farm Shop building					
Project Number	FP-2022-06-RS					
Department	GW Hill					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	2 out of 5					
Enhance community quality of life	2 out of 5					
Prioritization score	2.5 out of 5					
Project Description and Scope						
<p>The existing roof system on the Farm Shop building at the GW Hill prison complex has reached the end of its useful life. The Public Works Department will replace the roof in 2024.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Progress						
<p>The project is currently in the planning phase. The County will utilize the facilities condition assesment report and mee with GW Hill facilities staff to identify the project scope.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Major renovation of 5th and Penn building					
Project Number	FP-2022-07-MR					
Department	DCHD - Juvenile Probation – Adult Probation					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	Yes					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	4 out of 5					
Advances the County’s Sustainability goals	5 out of 5					
Enhance community quality of life	3 out of 5					
Prioritization score	4.25 out of 5					
Project Description and Scope						
<p>The renovation of the 5th and Penn Building in Chester will address exterior deficiencies with the building-including challenges to accesibility. The renovations will also provide improvements to the interior space for the Delaware County Health Department and County Probation Services to maximize service delivery.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$760,000	\$3,040,000	\$0	\$0	\$0	\$3,800,000
Progress						
<p>The project is currently in the planning phase. The County will utilize the facilities condition assesment report and meet with the Department Directors to identify the project scope.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Phased renovations of courtrooms					
Project Number	FP-2022-08-MR					
Department	Facilities					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	Yes					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	2 out of 5					
Advances the County's Sustainability goals	3 out of 5					
Enhance community quality of life	2 out of 5					
Prioritization score	2.5 out of 5					
Project Description and Scope						
<p>The County Facilities department will update courtroom furnishings, fixtures, carpet, paint etc. in the Courthouse building. The projects will be phased over the next five years, costing approximately \$200,000 annually.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$50,000	\$50,000	\$50,000	\$0	\$0	\$150,000
Progress						
<p>The project is currently in the planning phase. The Facilities Department will identify criteria to determine locations for 2023.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Renovations of Fair Acres Building # 8					
Project Number	FP-2022-09-MR					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	Yes					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County's Sustainability goals	3 out of 5					
Enhance community quality of life	2 out of 5					
Prioritization score	3.25 out of 5					
Project Description and Scope						
<p>The Public Works Department is continuing the renovation of floors 10, 11, and 12 of the Fair Acres Geriatric Center. The renovation includes updates to the skilled nursing and assisted living spaces for patients and will bring spaces up to national standards.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$575,000	\$0	\$0	\$0	\$0	\$575,000
Progress						
<p>The County has executed a contract and the project is under construction.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Renovation of kitchen and ancillary spaces- GW Hill					
Project Number	FP-2022-10-MR					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	Yes					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	4 out of 5					
Advances the County's Sustainability goals	5 out of 5					
Enhance community quality of life	2 out of 5					
Prioritization score	4 out of 5					
Project Description and Scope						
<p>The Public Works Department is planning renovations for the kitchen at the George W Hill Correctional facility. The renovation will include replacing aged kitchen equipment and improving the flow of operations. The department will design the renovation in 2022 with a target construction start date in 2023.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$5,000,000	\$0	\$0	\$0	\$0	\$5,000,000
Progress						
<p>The project is currently in the pre-design phase. The County is finalizing the scope of work for assignment to a professional design firm.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information

Project Name	Sprinkler System and Fire Pump Replacement
Project Number	FP-2022-12-FP
Department	Public Works
Project Category	Facilities and Buildings

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	Yes

Step 2: Prioritization for other projects

Protects an existing asset	3 out of 5
Advances a strategic goal	2 out of 5
Advances the County's Sustainability goals	3 out of 5
Enhance community quality of life	2 out of 5
Leverages Partnerships	1 out of 5
Prioritization score	2.2 out of 5

Project Description and Scope

The sprinkler system in Government Center Parking Garage will be replaced. Public Works contracted with an engineering firm to complete design documentation. Construction is anticipated to begin in 2023.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$12,500,000	\$500,000	\$0	\$0	\$0	\$13,000,000

Progress

The project is currently in the design phase. The County has contracted with an Engineer of Record to complete design documentation and create a construction phasing plan.

Planning	Pre-design	Design	Construction	Project close-out
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Project Information



Project Name	Resurfacing of parking lots (various locations)					
Project Number	FP-2022-14-FP					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	1.5 out of 5					
Project Description and Scope						
Using the Facilities Condition and Needs Assessment data, the Public Works department will allocate funds to resurface parking lots at various County locations.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$500,000	\$475,000	\$0	\$0	\$0	\$975,000
Progress						
The County is in the planning stage and will consult with Facilities and County Directors to identify a list of locations.						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Replacement of aging sidewalk (various locations)					
Project Number	FP-2022-15-FP					
Department	Facilities					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	2 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	1.75 out of 5					
Project Description and Scope						
Using the Facilities Condition and Needs Assessment data, the Public Works department will allocate funds to replace deteriorating sidewalks that have become a trip hazard at various County locations.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Progress						
The County is in the planning stage and will consult with Facilities and County Directors to identify a list of locations.						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Address Americans with Disabilities Act deficiencies					
Project Number	FP-2022-17-ADA					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	Yes					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County's Sustainability goals	4 out of 5					
Enhance community quality of life	3 out of 5					
Prioritization score	3.75 out of 5					
Project Description and Scope						
<p>The Public Works Department will implement the recommendations of the United States Department of Justice (USDOJ) to address the ADA deficiencies in the Government Center Complex. The projected spending assumes the design phase to be completed in 2023 and construction to begin in 2023 and 2024.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$1,000,000	\$1,000,000	\$900,000	\$0	\$0	\$2,900,000
Progress						
<p>The project is currently in the pre-design phase. The County is determining the scope of work and will release a Request for Proposal to solicit for professional design firms.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Design and build backup site/call overflow center					
Project Number	FP-2022-20-ES					
Department	Emergency Services					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County's Sustainability goals	3 out of 5					
Enhance community quality of life	4 out of 5					
Prioritization score	3.25 out of 5					
Project Description and Scope						
<p>The 9-1-1 Center fields over one million requests per year. The current backup and overflow capacity is not equivalent to the upgraded capacity of the main call center facilities, therefore the Public Works Department will work with Emergency Services to identify a backup site to provide overflow capacity.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Progress						
<p>The project is currently in the planning phase. The County is exploring options and costs to finalize selection of a location.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information

Project Name	Upgrade 9-1-1 radio system
Project Number	FP-2022-22-ES
Department	Emergency Services
Project Category	Facilities and Buildings

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	Yes

Step 2: Prioritization for other projects

Protects an existing asset	3 out of 5
Advances a strategic goal	1 out of 5
Advances the County's Sustainability goals	1 out of 5
Enhance community quality of life	2 out of 5
Prioritization score	1.75 out of 5

Project Description and Scope

The Emergency Services Department will work with the Public Works Department to upgrade its system from the current configuration of 500 mhz. to 700/800 mhz. for the 9-1-1 radio system.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending						

Progress

The project is currently in the design phase. The County has contracted with an engineering consultant to complete design documentation.

Planning	Pre-design	Design	Construction	Project close-out
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Project Information						
Project Name	Create a Facilities Master Plan					
Project Number	FP-2022-24-PS					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	5 out of 5					
Advances the County's Sustainability goals	4 out of 5					
Enhance community quality of life	5 out of 5					
Prioritization score	4.25 out of 5					
Project Description and Scope						
<p>The Public Works department will work with an architectural firm to create a Facilities Master Plan to determine the County's long term space needs and optimal use of its facilities.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$250,000	\$250,000	\$0	\$0	\$0	\$500,000
Progress						
<p>The project is currently in the planning phase. The County will utilize the facilities condition assesment to identify the project requirements.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	ID/IQ Contract for Architectural and Engineering Services					
Project Number	FP-2022-25-PS					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	Yes					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County's Sustainability goals	3 out of 5					
Enhance community quality of life	3 out of 5					
Prioritization score	3.5 out of 5					
Project Description and Scope						
The Public Works Department may need on-demand architectural or engineering firms to complete design documentation for select projects in the FY2023 capital budget. The ID/IQ contracts will be readvertised in 2023.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$0	\$5,000,000
Progress						
The ID/IQ contract is in use by the Department of Public Works.						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Replace aged carpet in various locations in Government Center					
Project Number	FP-2022-26-FL					
Department	Facilities					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County's Sustainability goals	2 out of 5					
Enhance community quality of life	2 out of 5					
Prioritization score	3 out of 5					
Project Description and Scope						
<p>The carpet in many areas of the Government Center has reached the end of its useful life. The County's Facilities Department will replace the carpets, improving the office environment for employees and making it a more welcoming environment for constituents.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$25,000	\$25,000	\$0	\$0	\$0	\$50,000
Progress						
<p>The project is currently in the planning phase. The Facilities Department will identify criteria to determine locations for 2023.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Security upgrades at the Government Center Complex					
Project Number	FP-2022-27-SS					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	3 out of 5					
Prioritization score	3 out of 5					
Project Description and Scope						
<p>The Public Works Department will install upgrades to the current security system at the Government Center as recommended by County's Security Committee.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$200,000	\$200,000	\$200,000	\$0	\$0	\$600,000
Progress						
<p>The project is currently in the planning phase. Park Police will identify requested security improvements and provide to the Public Works Department for scope and pricing.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information

Project Name	Upgrade of electronic security systems at GW Hill
Project Number	FP-2022-31-SS
Department	Public Works - GW Hill
Project Category	Facilities and Buildings

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	Yes
Automatic addition to CIP?	Yes

Step 2: Prioritization for other projects

Protects an existing asset	5 out of 5
Advances a strategic goal	1 out of 5
Advances the County's Sustainability goals	1 out of 5
Enhance community quality of life	2 out of 5
Prioritization score	2.25 out of 5

Project Description and Scope

The current electronic security system in the prison facility at George W Hill Correctional Facility is beyond its useful life. The Public Works Department will design and upgrade the system over the next two years with guidance from the staff at George W Hill Correctional Facility.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$10,000,000	\$3,603,560	\$0	\$0	\$0	\$13,603,560

Progress

The project is currently in the design phase. The County has contracted with an engineering consultant to complete design documentation and create a construction phasing plan.

Planning	Pre-design	Design	Construction	Project close-out
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Project Information						
Project Name	Replacement or repair of multiple elevators at various locations					
Project Number	FP-2022-32-EL					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	Yes					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County's Sustainability goals	3 out of 5					
Enhance community quality of life	2 out of 5					
Prioritization score	3.25 out of 5					
Project Description and Scope						
The Public Works Department will complete the installation of new elevators at the Fair Acres Geriatric Facility in Buildings #6, #8, and #18.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
Progress						
The County has executed a contract and the project is under construction.						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Renovate existing building for central intake purposes					
Project Number	FP-2022-60-MR					
Department	Central Booking					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	0 out of 5					
Advances the County's Sustainability goals	0 out of 5					
Enhance community quality of life	0 out of 5					
Prioritization score	0 out of 5					
Project Description and Scope						
The Public Works Department will utilize an architectural firm to complete a feasibility study to identify the program and space requirements and order of magnitude cost to construct a Central Intake facility.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending						
Progress						
The project is currently in the planning phase. The County has contracted with an architectural firm to complete program design and square footage requirements.						
Planning	Pre-design	Design	Construction	Project close-out		

Project Information



Project Name	Building design for juvenile detention facility
Project Number	FP-2022-61-MR
Department	Juvenile Detention
Project Category	Facilities and Buildings

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	No
Address a non-compliance issue?	No
Automatic addition to CIP?	No

Step 2: Prioritization for other projects

Protects an existing asset	0 out of 5
Advances a strategic goal	0 out of 5
Advances the County's Sustainability goals	0 out of 5
Enhance community quality of life	0 out of 5
Prioritization score	0 out of 5

Project Description and Scope

Public Works will complete a feasibility study to to identify the program and space requirements and order of magnitude cost for the Juvenile Detention Center. The study will evaluate whether to renovate the existing building or renovate with selective new construction.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending						

Progress

The project is currently in the planning phase. The County has contracted with an architectural firm to complete program design and square footage requirements.

Planning	Pre-design	Design	Construction	Project close-out
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Project Information



Project Name	Repair/Restoration of Courthouse Roof					
Project Number	FP-2022-62-RS					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	0 out of 5					
Advances the County's Sustainability goals	0 out of 5					
Enhance community quality of life	0 out of 5					
Prioritization score	0 out of 5					
Project Description and Scope						
<p>The existing Courthouse roof is of a historical nature and has moved beyond the end of its useful life and the ability to make minor repairs. The Public Works Department will contract with an architect to complete design documentation for the repair and restoration of the roof. Construction is targeted to begin in later in the year and continue into 2024.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$1,280,000	\$4,000,000	\$4,000,000	\$0	\$0	\$9,280,000
Progress						
<p>The project is currently in the design phase. The County has contracted with an Architect of Record to complete design documentation and create a construction phasing plan.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information	
Project Name	Kitchen Modernization at Building #5 & #8 (Fair Acres)
Project Number	FP-2022-70-MR
Department	Public Works – Fair Acres
Project Category	Facilities and Buildings

Project Prioritization	
Step 1: High-priority project determination	
Address an unsafe condition?	Yes
Address a non-compliance issue?	Yes
Automatic addition to CIP?	Yes
Step 2: Prioritization for other projects	
Protects an existing asset	5 out of 5
Advances a strategic goal	4 out of 5
Advances the County's Sustainability goals	5 out of 5
Enhance community quality of life	2 out of 5
Prioritization score	4 out of 5

Project Description and Scope

The Public Works Department is planning to upgrade the meal service delivery system and complete renovations for the kitchens at the Fair Acres Geriatric Center to improve the flow of operations. The renovation will also include select replacement of aged kitchen equipment.

2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$5,000,000	\$0	\$0	\$0	\$0	\$5,000,000

Progress				
The project is currently in the pre-design phase. The County is finalizing selection of a professional design firm.				
Planning	Pre-design	Design	Construction	Project close-out

Project Information



Project Name	Emergency Generator for Building #13 and #18					
Project Number	FP-2022-71-EE					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	Yes					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	2 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	4 out of 5					
Leverages partnerships	1 out of 5					
Prioritization score	2.2 out of 5					
Project Description and Scope						
<p>The Public Works department will replace the emergency generators that provide emergency back up power at the Fair Acres Materials Management and the Administration buildings.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$510,000	\$0	\$0	\$0	\$0	\$510,000
Progress						
<p>The project is currently in the design phase. The County has contracted with an Engineer of Record to complete design documentation.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Structural Repairs at Government Center Garage					
Project Number	FP-2022-72-SI					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	1 out of 5					
Leverages partnerships	1 out of 5					
Prioritization score	2.2 out of 5					
Project Description and Scope						
<p>Following completion of the fire sprinkler piping and fire pump modifications in the Government Center parking garage, the Department of Public Works will complete structural repairs that include patching and repair of existing concrete work showing signs of moderate deterioration associated with normal wear and tear. This work will also include the application of a waterproofing membrane on elevated parking slabs to slow future deterioration, as well as restriping of the parking garage to provide parking stalls to serve the disabled.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$0	\$325,000	\$325,000	\$0	\$0	\$650,000
Progress						
<p>The project is currently in the design phase. The County has contracted with an Architect of Record to complete design documentation.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Renovation of County Council Meeting Room					
Project Number	FP-2022-75-MR					
Department	Facilities					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	Yes					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County's Sustainability goals	3 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	1.75 out of 5					
Project Description and Scope						
<p>The County Council Meeting Room within the Government Center will be renovated to improve the County's capability to live-stream its meetings to the general public. The improvements align with Council's stated priority to make its meetings and those of other boards and commissions more transparent and accessible.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$408,000	\$0	\$0	\$0	\$0	\$408,000
Progress						
<p>The project is currently in the pre-design phase. A design firm has been retained to assess the space and complete a concept plan.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Contingency for facility emergencies and repairs					
Project Number	FP-2022-77-MR					
Department	Facilities					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	Yes					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	2 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	2 out of 5					
Leverages partnerships	1 out of 5					
Prioritization score	2.2 out of 5					
Project Description and Scope						
Due to the age of critical systems within County facilities, the Public Works Department will establish funding to address emergency repairs.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Progress						
This is contingency funding to be utilized for projects resulting from an emergency and not previously identified in the approved capital budget.						
Contingency	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Electrical and HVAC Upgrades for CAD Server Room					
Project Number	FP-2022-80-ES					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	1 out of 5					
Advances a strategic goal	0 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	0.75 out of 5					
Project Description and Scope						
<p>The Public Works department will replace the computer aided dispatch service and perform a switchgear room upgrade for the Emergency Services building to support bandwidth needs and provide additional electrical capacity.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$231,700	\$0	\$0	\$0	\$0	\$231,700
Progress						
<p>The County has executed a contract and the project is under construction.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information	
Project Name	Electric Vehicle infrastructure study and upgrades
Project Number	FP-2023-99-EV
Department	Public Works
Project Category	Facilities and Buildings

Project Prioritization	
Step 1: High-priority project determination	
Address an unsafe condition?	No
Address a non-compliance issue?	No
Automatic addition to CIP?	No
Step 2: Prioritization for other projects	
Protects an existing asset	0 out of 5
Advances a strategic goal	5 out of 5
Advances the County's Sustainability goals	5 out of 5
Enhance community quality of life	3 out of 5
Leverages partnerships	2 out of 5
Prioritization score	3 out of 5

Project Description and Scope
Public Works will utilize capital funds to retain a consultant to complete a technical review of County campuses to determine the best candidates for the installation of additional electric vehicle (EV) charging stations in support of the County's transition to electric vehicles.

2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$175,000	\$0	\$0	\$0	\$0	\$175,000

Progress				
The project is currently in the planning phase. The County will prepare a Request for Proposal (RFP) to solicit qualified firms.				
Planning	Pre-design	Design	Construction	Project close-out

Project Information



Project Name	Fire Safety Evaluation System Testing (Buidling #8)					
Project Number	FP-2023-102-MR					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	Yes					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	5 out of 5					
Advances the County's Sustainability goals	2 out of 5					
Enhance community quality of life	3 out of 5					
Leverages Partnerships	1 out of 5					
Prioritization score	3.2 out of 5					
Project Description and Scope						
<p>The Public Works Department will test the structural columns and beams in Building #8 at the Fair Acres Geriatric Center to confirm its compliance with the Pennsylvania Department of Health's fire safety code requirements.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$175,000	\$0	\$0	\$0	\$0	\$175,000
Progress						
<p>The project is currently in the planning phase. The County will prepare a Request for Proposal (RFP) to solicit qualified firms.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Installation of new Domestic Hot Water & Water Softening System					
Project Number	FP-2023-137-MR					
Department	Public Works					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	Yes					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	3 out of 5					
Leverages Partnerships	1 out of 5					
Prioritization score	2.6 out of 5					
Project Description and Scope						
<p>The Public Works Department will install a new domestic hot water system that will service the kitchen, laundry and general administration areas at the George W Hill Correctional Facility. The installation of a water treatment system will prevent scaling and maintain the extend the life of the system.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$890,000	\$250,000	\$0	\$0	\$0	\$1,140,000
Progress						
<p>The County has executed a contract and the project is under construction.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information	
Project Name	Minor structural repairs (various locations)
Project Number	FP-2023-138-MI
Department	Facilities
Project Category	Facilities and Buildings

Project Prioritization	
Step 1: High-priority project determination	
Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	Yes
Step 2: Prioritization for other projects	
Protects an existing asset	3 out of 5
Advances a strategic goal	2 out of 5
Advances the County's Sustainability goals	1 out of 5
Enhance community quality of life	2 out of 5
Leverages partnerships	1 out of 5
Prioritization score	1.8 out of 5

Project Description and Scope
Using the Facilities Condition and Needs Assessment data, the Public Works department will allocate funds to address structural deficiencies causing water intrusion and loss of heating/cooling at various County locations.

2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$300,000	\$0	\$0	\$0	\$0	\$300,000

Progress				
The County is in the planning stage and will consult with Facilities and County Directors to identify a list of locations.				
Planning	Pre-design	Design	Construction	Project close-out

Project Information



Project Name	Program Management Services
Project Number	FP-2023-139-PS
Department	Public Works
Project Category	Facilities and Buildings

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	Yes

Step 2: Prioritization for other projects

Protects an existing asset	0 out of 5
Advances a strategic goal	5 out of 5
Advances the County's Sustainability goals	3 out of 5
Enhance community quality of life	2 out of 5
Leverages partnerships	1 out of 5
Prioritization score	2.2 out of 5

Project Description and Scope

The Public Works department prepares, implements and oversees the Capital Improvement Program (CIP) to ensure the strategic prioritization and investment of limited resources. The department will contract with a consulting firm to provide technical and financial support for successful implementation of the CIP. Oversight and management of multiple construction projects scheduled at a single County location will be included.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$1,135,000	\$1,135,000	\$1,135,000	\$0	\$0	\$3,405,000

Progress

The project is currently in the planning phase. The County will prepare a Request for Proposal (RFP) to solicit qualified firms.

Planning	Pre-design	Design	Construction	Project close-out
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Project Information

Project Name	Renovation of 2 West Baltimore Avenue
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Project Number	FP-2023-141-MR					
Department	Facilities					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	2 out of 5					
Advances the County's Sustainability goals	3 out of 5					
Enhance community quality of life	2 out of 5					
Leverages partnerships	1 out of 5					
Prioritization score	2.2 out of 5					
Project Description and Scope						
<p>The County purchased a building located at 2 West Baltimore Avenue in 2022. Capital funds will be set aside to complete renovations to improve the delivery of county services.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$500,000	\$0	\$0	\$0	\$0	\$500,000
Progress						
<p>The project is currently in the planning phase. The Public Works and Facilities departments will identify criteria to select locations for 2023.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Renovation of Government Center offices					
Project Number	FP-2023-143-MR					
Department	Facilities					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	2 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	2 out of 5					
Leverages partnerships	1 out of 5					
Prioritization score	2.2 out of 5					
Project Description and Scope						
<p>Select office suites within the Government Center will be renovated to improve accessibility and service delivery to county residents. Improvements may include modification/construction of existing offices, replacement of furniture, and installation of energy efficient lighting and ventilation.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$575,000	\$0	\$0	\$0	\$0	\$575,000
Progress						
<p>The project is currently in the planning phase. The Public Works and Facilities departments will identify criteria to select locations for 2023.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Capital Project Database:

Fleet



Project Information

Project Name	Purchase of Electric Forklift
Project Number	VM-2023-02
Department	Motor Vehicle Management
Project Category	Fleet

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	No

Step 2: Prioritization for other projects

Protects an existing asset	0 out of 5
Advances a strategic goal	1 out of 5
Advances the County's Sustainability goals	2 out of 5
Enhance community quality of life	2 out of 5
Prioritization score	1.25 out of 5

Project Description and Scope

The forklift at the County's Voting Machine Warehouse is reaching the end of its useful life. The Department of Motor Vehicle Management will purchase a new electric forklift.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$45,000	\$0	\$0	\$0	\$0	\$45,000

Progress

The equipment specifications have been identified in preparation to receive quotes from vendors.

Planning	Pre-Acquisition	Acquisition	In Use
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Project Information

Project Name	Purchase of Hybrid Vehicle
Project Number	VM-2023-05
Department	Motor Vehicle Management
Project Category	Fleet

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	No
Address a non-compliance issue?	No
Automatic addition to CIP?	No

Step 2: Prioritization for other projects

Protects an existing asset	0 out of 5
Advances a strategic goal	1 out of 5
Advances the County's Sustainability goals	2 out of 5
Enhance community quality of life	2 out of 5
Prioritization score	1.25 out of 5

Project Description and Scope

The Department of Motor Vehicle Management will purchase one (1) hybrid vehicle for assignment to the Department of Public Works.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$45,000	\$0	\$0	\$0	\$0	\$45,000

Progress

Equipment specifications will be identified.

Planning	Pre-Acquisition	Acquisition	In Use
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Project Information						
Project Name	Purchase of Hybrid Vehicle					
Project Number	VM-2023-06					
Department	Motor Vehicle Management					
Project Category	Fleet					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	2 out of 5					
Advances the County's Sustainability goals	2 out of 5					
Enhance community quality of life	4 out of 5					
Prioritization score	2 out of 5					
Project Description and Scope						
<p>The Department of Motor Vehicle Management will purchase two (2) hybrid vehicles for assignment to the Park Police.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Progress						
Equipment specifications will be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Replacement vehicles for District Attorney's Office					
Project Number	VM-2023-07					
Department	Motor Vehicle Management					
Project Category	Fleet					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	3 out of 5					
Prioritization score	1.25 out of 5					
Project Description and Scope						
<p>The Department of Motor Vehicle Management will purchase four (4) replacement vehicles for the Office of the District Attorney.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$360,000	\$0	\$0	\$0	\$0	\$360,000
Progress						
Equipment specifications will be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Electric vehicles for Fair Acres Geriatric Center					
Project Number	VM-2023-08					
Department	Motor Vehicle Management					
Project Category	Fleet					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	0 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	2 out of 5					
Prioritization score	0.75 out of 5					
Project Description and Scope						
<p>The Department of Motor Vehicle Management will purchase one (1) electric vehicle to replace a delivery vehicle for Fair Acres.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Progress						
Equipment specifications will be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information

Project Name	Replacement vehicles for Parks and Recreation
Project Number	VM-2023-09
Department	Motor Vehicle Management
Project Category	Fleet

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	Yes

Step 2: Prioritization for other projects

Protects an existing asset	0 out of 5
Advances a strategic goal	0 out of 5
Advances the County's Sustainability goals	1 out of 5
Enhance community quality of life	2 out of 5
Prioritization score	0.75 out of 5

Project Description and Scope

The Department of Motor Vehicle Management will purchase three (3) 3500 series pick up trucks to replace the existing vehicles that are at the end of its useful life. The purchase will also include accessories to support grounds maintenance and snow removal.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$190,000	\$0	\$0	\$0	\$0	\$190,000

Progress

Equipment specifications will be identified.

Planning	Pre-Acquisition	Acquisition	In Use
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Project Information						
Project Name	Replacement vehicles for Sheriff's Department					
Project Number	VM-2023-10					
Department	Motor Vehicle Management					
Project Category	Fleet					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	3 out of 5					
Prioritization score	1.25 out of 5					
Project Description and Scope						
<p>The Department of Motor Vehicle Management will purchase two (2) SUVs and four (4) Transport Vans for the Office of the Sheriff.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$450,000	\$0	\$0	\$0	\$0	\$450,000
Progress						
Equipment specifications will be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Purchase of Electric delivery vans					
Project Number	VM-2023-11 VM-2023-13 VM-2023-12					
Department	Motor Vehicle Management					
Project Category	Fleet					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	2 out of 5					
Enhance community quality of life	2 out of 5					
Prioritization score	1.25 out of 5					
Project Description and Scope						
<p>The Department of Motor Vehicle Management will purchase three (3) electric delivery vans for the District Justice Office, Records Management, and the Voting Machine Warehouse.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Progress						
<p>The equipment specifications have been identified in preparation to receive quotes from vendors.</p>						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information

Project Name	Replacement vehicles for George W. Hill Correctional Facility
Project Number	VM-2023-14
Department	Motor Vehicle Management
Project Category	Vehicles and equipment

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	No
Address a non-compliance issue?	No
Automatic addition to CIP?	No

Step 2: Prioritization for other projects

Protects an existing asset	0 out of 5
Advances a strategic goal	1 out of 5
Advances the County's Sustainability goals	1 out of 5
Enhance community quality of life	3 out of 5
Prioritization score	1.25 out of 5

Project Description and Scope

The Department of Motor Vehicle Management will purchase two (2) Transport Vans and two (2) Patrol Units to support operations at the George W. Hill Correctional Facility.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$250,000	\$0	\$0	\$0	\$0	\$250,000

Progress

Equipment specifications to be identified.

Planning	Pre-Acquisition	Acquisition	In Use
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Capital Project Database: Information Technology



Project Information						
Project Name	Upgrade technology equipment: Aruba/HP Switches for VoIP					
Project Number	IT-2022-01					
Department	IT					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	0 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	1.25 out of 5					
Project Description and Scope						
The Information Technology Department will upgrade older Aruba and HP Switches with newer technology and scale the system over the next three years as needed based on County needs.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$200,000	\$200,000	\$200,000	\$0	\$0	\$600,000
Progress						
The equipment specifications have been identified and procurement is underway.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Upgrade technology equipment for County employees					
Project Number	IT-2022-02					
Department	IT					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	1.5 out of 5					
Project Description and Scope						
<p>Most of the laptop and desktop computers for employee use are beyond the end of their useful life. The IT department will use capital funds to replace older desktops and laptops and make available for new hires, temporary employees, and interns.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$350,000	\$350,000	\$0	\$0	\$0	\$700,000
Progress						
<p>The equipment specifications have been identified and procurement is underway.</p>						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Upgrade technology equipment					
Project Number	IT-2022-05					
Department	IT					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	0 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	1.25 out of 5					
Project Description and Scope						
<p>The Information Technology Department will upgrade the older blades (equipment) that run county wide software including SAP, OJS, ROW, and ROD. The current blades have reached the end of their useful life. Beginning in 2024, the \$0.5 million in annual projected spending is dedicated toward Countywide technology improvement needs.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$100,000	\$500,000	\$500,000	\$0	\$0	\$1,100,000
Progress						
Equipment specifications to be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Install new cooling units and security cameras					
Project Number	IT-2022-06					
Department	IT					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	2 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	2 out of 5					
Prioritization score	2.5 out of 5					
Project Description and Scope						
<p>The current cooling units and security cameras being used in main data center have reached the end of their useful life and need to be upgraded. The IT Department will use capital funds to replace aging the equipment.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$650,000	\$0	\$0	\$0	\$0	\$650,000
Progress						
<p>The equipment specifications have been identified in preparation to receive quotes from vendors.</p>						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information

Project Name	Purchase and install asset management system
Project Number	IT-2022-07
Department	IT
Project Category	Information Technology

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	Yes

Step 2: Prioritization for other projects

Protects an existing asset	3 out of 5
Advances a strategic goal	1 out of 5
Advances the County's Sustainability goals	0 out of 5
Enhance community quality of life	1 out of 5
Prioritization score	1.25 out of 5

Project Description and Scope

The Information Technology Department is currently using an outdated method to track all IT assets within the County's system. IT will purchase and install an asset management system to track and manage department assets (laptops, monitors, webcams, keyboards, servers, modems, etc.).

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$50,000	\$0	\$0	\$0	\$0	\$50,000

Progress

Equipment specifications to be identified.

Planning	Pre-Acquisition	Acquisition	In Use
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Project Information						
Project Name	Purchase and install email security product					
Project Number	IT-2022-08					
Department	IT					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	0 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	1.75 out of 5					
Project Description and Scope						
<p>Phishing, malware, and other security threats can pose a risk to County government via incoming emails. The IT Department will use \$50,000 to purchase and install an email security product on email servers to scan all emails for malicious content and protect the County and employee data.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Progress						
Equipment specifications to be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Purchase and install intrusion protection and prevention					
Project Number	IT-2022-09					
Department	IT					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	0 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	1.75 out of 5					
Project Description and Scope						
<p>The IT Department will purchase and install intrusion protection and prevention (IDS/IPS) software and equipment to protect the County's network beyond firewalls and improve security.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Progress						
Equipment specifications to be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Replace aging network printers					
Project Number	IT-2022-10					
Department	IT					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	1.5 out of 5					
Project Description and Scope						
The Information Technology Department will replace aging network printers where maintenance and support is no longer available.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$60,000	\$40,000	\$20,000	\$10,000	\$0	\$130,000
Progress						
The equipment specifications have been identified and procurement is underway.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Acquisition of Street level LiDAR Data					
Project Number	IT-2022-12					
Department	Information Technology					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	0.75 out of 5					
Project Description and Scope						
The Planning department will acquire Street level LiDAR Data to complement its existing GIS data to improve 9-1-1 services and the quality of assessments provided to municipal planning departments.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$0	\$417,700	\$0	\$0	\$0	\$417,700
Progress						
Project specifications to be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Digitize GIS maps					
Project Number	IT-2022-14					
Department	Information Technology					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	0 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	0.5 out of 5					
Project Description and Scope						
<p>The Planning Department has maintained an archive of subdivision, land development, and zoning reviews spanning back to 1950 and currently uses an antiquated system of paper maps to track and locate files. By digitizing these maps into our GIS system, the Department's archiving and filing system will be vastly improved in terms of accuracy and efficiency while also providing more ability to cross reference and locate files.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Progress						
<p>The equipment specifications have been identified and procurement is underway.</p>						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Update Plan Review Management Software					
Project Number	IT-2022-15					
Department	Planning					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	5 out of 5					
Advances the County's Sustainability goals	5 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	2.75 out of 5					
Project Description and Scope						
The Planning Department will update its Plan Review Management Software for State-required reviews including subdivision, land development, zoning, comprehensive plan, SALDO, and sewer module (Act 537). Updated software allows for managing workflows, including processing plans, notifying the public/applicant/municipality, storing project data, and creating development reports.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Progress						
Project specifications to be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Purchase and install security upgrades					
Project Number	IT-2022-17					
Department	Park Police					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	1.5 out of 5					
Project Description and Scope						
Existing Park Police security system and surveillance equipment has reached the end of its useful technological life and is no longer supported. The department will purchase and install upgrades to the aging system and purchase complementary video equipment.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$300,000	\$300,000	\$300,000	\$0	\$0	\$900,000
Progress						
The equipment specifications have been identified and procurement is underway.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Customization of Jury Management System software					
Project Number	IT-2022-18					
Department	Court Administration					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	0 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	0.5 out of 5					
Project Description and Scope						
The Court Administration Department will purchase an update to its Jury Management System software, improving the ability to perform data cleaning, printing, and mailing service of jury Summons.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$63,100	\$0	\$0	\$0	\$0	\$63,100
Progress						
Project specifications to be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Purchase and install VoIP Phones					
Project Number	IT-2022-25					
Department	IT					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	0 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	1.25 out of 5					
Project Description and Scope						
The Information Technology Department issue a Request for Proposal (RFP) to transition to VoIP Phones for the Government Center, replacing aging phones that use old copper lines.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Progress						
The equipment specifications have been identified in preparation to receive contract proposals from vendors.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Time and Attendance System					
Project Number	IT-2022-28					
Department	Controller					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	0 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	0.5 out of 5					
Project Description and Scope						
<p>The Controller's office is responsible for overseeing and controlling the expenditure of County Funds. The department will purchase and install a Kronos Time and Attendance System for 24/7 departments that have hourly wage employees for better timekeeping and integration with the payroll system. Costs includes Kronos human resource management system and 1-year lease with integration with SAP accounting system.</p>						
2023-2027 Capital Budget						
	2022	2023	2024	2025	2026	Total
Projected Spending	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Progress						
Project specifications to be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information

Project Name	Digitization of pension records
Project Number	IT-2022-29
Department	Controller
Project Category	Information Technology

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	No
Address a non-compliance issue?	No
Automatic addition to CIP?	No

Step 2: Prioritization for other projects

Protects an existing asset	0 out of 5
Advances a strategic goal	2 out of 5
Advances the County's Sustainability goals	1 out of 5
Enhance community quality of life	1 out of 5
Prioritization score	1 out of 5

Project Description and Scope

The Controller's office will work with IT to find a vendor and software system to scan and develop a file system to digitize pension records for the administration of the pension. The project will result in savings for record keeping and storage costs and address the protection of original records.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$50,000	\$0	\$0	\$0	\$0	\$50,000

Progress

Project specifications to be identified.

Planning	Pre-Acquisition	Acquisition	In Use
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Project Information						
Project Name	Update uninterruptible power supplies (UPS)					
Project Number	IT-2022-31					
Department	Data Center					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	2 out of 5					
Project Description and Scope						
<p>The existing uninterruptible power supply (UPS) in the main data center is beyond its useful technological life. The Information Technology Department will update this aged equipment to ensure a continued power supply to the main data center in the event of a power outage.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$54,000	\$0	\$0	\$0	\$0	\$54,000
Progress						
Equipment specifications to be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	SAP Consultant and Legal expenses					
Project Number	IT-2022-39					
Department	Controller					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	0 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	0.5 out of 5					
Project Description and Scope						
<p>The Controller's office will be working with the Personnel Department to move the charging of employee reimbursements (travel, mileage, meals, etc.) from the Controller's accounts payable office to the Payroll department. The funding would be used to upgrade SAP (budget software) and change business processes to enable the shift.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Progress						
Project specifications to be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Purchase software/equipment to scan invoices directly into SAP					
Project Number	IT-2022-41					
Department	Controller					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	2 out of 5					
Advances the County's Sustainability goals	0 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	0.75 out of 5					
Project Description and Scope						
<p>The Controller's office and Information Technology department will work with the SAP consultant to develop a scope of work to gain the ability to scan invoices directly into SAP so County staff can see supporting documentation without the need to pull paper invoices out of a physical filing system.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Progress						
Project specifications to be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Replace mobile data terminals (MDT's) Zebra expenses past 2020					
Project Number	IT-2022-43					
Department	Emergency Services					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	1 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	2 out of 5					
Prioritization score	1.25 out of 5					
Project Description and Scope						
<p>Mobile data terminals (MDT's) are mobile digital computers that 9-1-1 center uses. The Department will replace 250 MDT's and pay Zebra contract expenses.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$300,000	\$150,000	\$150,000	\$0	\$0	\$600,000
Progress						
<p>The equipment specifications have been identified in preparation to receive contract proposals from vendors.</p>						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information

Project Name	Renewal of EZ Lease Software
Project Number	IT-2023-11
Department	Controller
Project Category	Information Technology

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	No
Address a non-compliance issue?	Yes
Automatic addition to CIP?	No

Step 2: Prioritization for other projects

Protects an existing asset	3 out of 5
Advances a strategic goal	3 out of 5
Advances the County's Sustainability goals	1 out of 5
Enhance community quality of life	2 out of 5
Leverages partnerships	1 out of 5
Prioritization score	2 out of 5

Project Description and Scope

This software will be used to comply with GASB 87, a new lease accounting standard in effect for the County's FY2022 financials. The County's original software lease spanned three years and expires in 2023.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$20,000	\$0	\$0	\$0	\$0	\$20,000

Progress

Project specifications to be identified.

Planning	Pre-Acquisition	Acquisition	In Use
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Project Information						
Project Name	ERP Needs Assessment					
Project Number	IT-2023-12					
Department	Information Technology - Controller					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	2 out of 5					
Leverages partnerships	1 out of 5					
Prioritization score	2 out of 5					
Project Description and Scope						
<p>The Information Technology and Controller will perform a needs assessment to prepare for the sunseting of the current Enterprise Resource Planning (ERP) system in 2027 and implementation of an upgraded or new system.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Progress						
Project specifications to be identified.						
Planning	Pre-Acquisition	Acquisition	In Use			



Project Information						
Project Name	Migration of the Court Management System to the Cloud					
Project Number	IT-2023-13					
Department	Court Administration					
Project Category	Information Technology					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	1 out of 5					
Advances the County's Sustainability goals	0 out of 5					
Enhance community quality of life	1 out of 5					
Prioritization score	0.5 out of 5					
Project Description and Scope						
The Court Administration Department will begin to migrate the Court Management System software to cloud hosting.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$800,000	\$190,000	\$200,000	\$210,000	\$220,000	\$1,620,000
Progress						
The equipment specifications have been identified in preparation to receive contract proposals from vendors.						
Planning	Pre-Acquisition	Acquisition	In Use			



Capital Project Database:
Parks, Trails, and Open Spaces



Project Information

Project Name	Reserve capital for open space land purchases
Project Number	FP-2022-40-PA
Department	Planning
Project Category	Parks, Trails, and Open Space

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	No
Address a non-compliance issue?	No
Automatic addition to CIP?	No

Step 2: Prioritization for other projects

Protects an existing asset	0 out of 5
Advances a strategic goal	1 out of 5
Advances the County’s Sustainability goals	4 out of 5
Enhance community quality of life	4 out of 5
Prioritization score	2.25 out of 5

Project Description and Scope

The opportunity to purchase open or green space land in the County does not come up very often, and when it does, efforts to purchase the land have to occur quickly. County Council has set aside a certain amount of funding be held in reserve to capitalize on opportunities for open space land purchases.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$1,000,000	\$1,000,000	\$1,000,000	\$0	\$0	\$3,000,000

Progress

This is contingency funding to be utilized for the acquisition of land to advance the County’s open space and sustainability plans.

Contingency	Pre-design	Design	Construction	Project close-out
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Project Information

Project Name	Upgrade existing park restroom facilities to be ADA accessible
Project Number	FP-2022-41-PA
Department	Public Works – Parks and Recreation
Project Category	Parks, Trails, and Open Space

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	Yes
Automatic addition to CIP?	Yes

Step 2: Prioritization for other projects

Protects an existing asset	3 out of 5
Advances a strategic goal	3 out of 5
Advances the County's Sustainability goals	3 out of 5
Enhance community quality of life	3 out of 5
Prioritization score	3 out of 5

Project Description and Scope

The current restrooms in County owned parks are not ADA accessible. The Public Works and Parks and Recreation departments will retain a professional design firm to develop a standard of design to bring the facilities into compliance and improve community accessability.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$300,000	\$0	\$0	\$0	\$0	\$300,000

Progress

The project is currently in the planning phase. The Public Works and Parks departments will identify criteria to select locations for 2023.

Planning	Pre-design	Design	Construction	Project close-out
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Project Information						
Project Name	Evaluation of Glen Providence Park					
Project Number	FP-2022-43-PA					
Department	Public Works – Parks and Recreation					
Project Category	Parks, Trails, and Open Space					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	5 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County’s Sustainability goals	4 out of 5					
Enhance community quality of life	4 out of 5					
Prioritization score	4 out of 5					
Project Description and Scope						
<p>The Parks & Recreation Department will use the funding to hire an engineering firm to evaluate the best long-term, sustainable, ecological solution for the pond and stream in Glen Providence Park.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Progress						
<p>The County is in the planning stage and will consult with Parks and Recreation to identify a scope of work, schedule and cost estimate.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information

Project Name	Perform exterior work on Leedom House
Project Number	FP-2022-44-PA
Department	Public Works – Parks and Recreation
Project Category	Parks, Trails, and Open Space

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	No
Address a non-compliance issue?	No
Automatic addition to CIP?	No

Step 2: Prioritization for other projects

Protects an existing asset	3 out of 5
Advances a strategic goal	2 out of 5
Advances the County’s Sustainability goals	1 out of 5
Enhance community quality of life	2 out of 5
Prioritization score	2 out of 5

Project Description and Scope

The Leedom House is the main headquarters of the Parks & Recreation Department. The exterior of the building is in need of repair due to the age of the materials. The Public Works Department will perform exterior work, including stucco repair, new paint, and replacing shutters on the building.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$100,000	\$0	\$0	\$0	\$0	\$100,000

Progress

The County is in the planning stage and will consult with Parks and Recreation to identify a scope of work, schedule and cost estimate.

Planning	Pre-design	Design	Construction	Project close-out
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Project Information						
Project Name	Replace amphitheater roof and flooring					
Project Number	FP-2022-45-PA					
Department	Public Works – Parks and Recreation					
Project Category	Parks, Trails, and Open Space					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	2 out of 5					
Advances the County's Sustainability goals	1 out of 5					
Enhance community quality of life	2 out of 5					
Prioritization score	2 out of 5					
Project Description and Scope						
<p>The Rose Tree Park amphitheater roof and flooring has reached the end of its useful life and will be replaced.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$65,000	\$0	\$0	\$0	\$0	\$65,000
Progress						
<p>The County is in the planning stage and will consult with Parks and Recreation to identify a scope of work, schedule and cost estimate.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Upgrade lighting in the Parking Area and Mall Area					
Project Number	FP-2022-46-PA					
Department	Public Works – Parks and Recreation					
Project Category	Parks, Trails, and Open Space					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	2 out of 5					
Advances the County's Sustainability goals	2 out of 5					
Enhance community quality of life	2 out of 5					
Prioritization score	2.25 out of 5					
Project Description and Scope						
The Parks & Recreation Department will install energy efficient lighting in the Parking Area and Mall Area in Rose Tree Park to enhance security and improve the visitor experience.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Progress						
The County is in the planning stage and will consult with Parks and Recreation to identify a scope of work, schedule and cost estimate.						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Painting of exterior/interior of Environmental Center and Lewis House					
Project Number	FP-2022-49-PA					
Department	Public Works – Parks and Recreation					
Project Category	Parks, Trails, and Open Space					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	2 out of 5					
Advances the County’s Sustainability goals	1 out of 5					
Enhance community quality of life	3 out of 5					
Prioritization score	2.25 out of 5					
Project Description and Scope						
The Parks & Recreation Department will use \$50,000 to paint the interior and exterior of the Environmental Center and Lewis House at Smedley Park to address the aging exterior and make the buildings more inviting to visitors.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Progress						
The County is in the planning stage and will consult with Parks and Recreation to identify a scope of work, schedule and cost estimate.						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information

Project Name	Replace Redwood Senior Center roof
Project Number	FP-2022-50-PA
Department	Public Works – Parks and Recreation
Project Category	Parks, Trails, and Open Space

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	Yes

Step 2: Prioritization for other projects

Protects an existing asset	3 out of 5
Advances a strategic goal	2 out of 5
Advances the County’s Sustainability goals	1 out of 5
Enhance community quality of life	3 out of 5
Prioritization score	2.25 out of 5

Project Description and Scope

The current roof on the Redwood Senior Center at Upland Park has reached the end of its useful life. This project is to replace the aging roof, addressing an unsafe condition.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$165,000	\$0	\$0	\$0	\$0	\$165,000

Progress

The project is currently in the design phase. The County has contracted with an Architect of Record to complete design documentation.

Planning	Pre-design	Design	Construction	Project close-out
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Project Information						
Project Name	Upgrade of Parking Lights at the Redwood Center parking area					
Project Number	FP-2022-51-PA					
Department	Public Works – Parks and Recreation					
Project Category	Parks, Trails, and Open Space					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	3 out of 5					
Advances a strategic goal	2 out of 5					
Advances the County’s Sustainability goals	2 out of 5					
Enhance community quality of life	2 out of 5					
Prioritization score	2.25 out of 5					
Project Description and Scope						
The Parks & Recreation Department will install energy efficient lighting in Upland Park to enhance security and improve the visitor experience.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$125,000	\$0	\$0	\$0	\$0	\$125,000
Progress						
The County is in the planning stage and will consult with Parks and Recreation to identify a scope of work, schedule and cost estimate.						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Site Improvements (Little Flower Park)					
Project Number	FP-2022-63-PA					
Department	Public Works – Parks and Recreation					
Project Category	Parks, Trails, and Open Space					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	0 out of 5					
Advances the County's Sustainability goals	0 out of 5					
Enhance community quality of life	0 out of 5					
Prioritization score	0 out of 5					
Project Description and Scope						
<p>The Parks & Recreation Department is partnering with the Planning Department and local municipalities to design an upgrade of Little Flower Park. The County is utilizing state and federal grant dollars to fund design and construction activities.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending						
Progress						
<p>The project is currently in the design phase. The County has contracted with an Engineer of Record to complete design documentation.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information

Project Name	Site Improvements (Upland Park)
Project Number	FP-2022-64-PA
Department	Public Works – Parks and Recreation
Project Category	Parks, Trails, and Open Space

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	No
Address a non-compliance issue?	No
Automatic addition to CIP?	No

Step 2: Prioritization for other projects

Protects an existing asset	0 out of 5
Advances a strategic goal	0 out of 5
Advances the County’s Sustainability goals	0 out of 5
Enhance community quality of life	0 out of 5
Prioritization score	0 out of 5

Project Description and Scope

The Parks & Recreation Department is partnering with the Planning Department to design an upgrade of Upland Park to include new playground equipment, new lighting and the installation of a multipurpose field. The County is utilizing state and federal grant dollars to fund design and construction activities.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending						

Progress

The County has executed a contract and the project is under construction.

Planning	Pre-design	Design	Construction	Project close-out
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Project Information

Project Name	Site Improvements (Rose Tree Park)
Project Number	FP-2022-65-PA
Department	Public Works – Parks and Recreation
Project Category	Parks, Trails, and Open Space

Project Prioritization

Step 1: High-priority project determination	
Address an unsafe condition?	No
Address a non-compliance issue?	No
Automatic addition to CIP?	No
Step 2: Prioritization for other projects	
Protects an existing asset	0 out of 5
Advances a strategic goal	0 out of 5
Advances the County’s Sustainability goals	0 out of 5
Enhance community quality of life	0 out of 5
Prioritization score	0 out of 5

Project Description and Scope

Following the development of conceptual recommendations in the master plan for Rose Tree Park, Delaware County was awarded a grant from the Pennsylvania Department of Conservation and Natural Resources (DCNR) to assist in the design and construction of a destination playground and expansion of the pedestrian mall at the park.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$1,067,680	\$0	\$0	\$0	\$0	\$1,067,680

Progress

The project is currently in the design phase. The County has contracted with an Engineer of Record to complete design documentation.

Planning	Pre-design	Design	Construction	Project close-out
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Project Information



Project Name	Electrical Service Upgrades (Rose Tree Park)
Project Number	FP-2022-79-EE
Department	Public Works
Project Category	Parks, Trails, and Open Space

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	Yes

Step 2: Prioritization for other projects

Protects an existing asset	3 out of 5
Advances a strategic goal	2 out of 5
Advances the County's Sustainability goals	1 out of 5
Enhance community quality of life	5 out of 5
Leverages partnerships	1 out of 5
Prioritization score	2.4 out of 5

Project Description and Scope

The Public Works Department will upgrade the electrical service at Rose Tree Park, including the installation of EV charging stations.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$450,000	\$0	\$0	\$0	\$0	\$450,000

Progress

The project is currently in the design phase. The County has contracted with an Engineer of Record to complete design documentation.

Planning	Pre-design	Design	Construction	Project close-out
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Project Information

Project Name	Media-Smedley Connector Trail
Project Number	FP-2023-101-PR
Department	Planning
Project Category	Parks, Trails, and Open Space

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	Yes

Step 2: Prioritization for other projects

Protects an existing asset	0 out of 5
Advances a strategic goal	3 out of 5
Advances the County's Sustainability goals	5 out of 5
Enhance community quality of life	5 out of 5
Leverages partnerships	2 out of 5
Prioritization score	3 out of 5

Project Description and Scope

Delaware County is undertaking the first phase of development of the Media-Smedley Connector Trail in Media Borough, Delaware County. The County was awarded \$450,000 of funding from the Transportation Alternatives Set-Aside (TASA) Program for development of a phase of the trail within the Borough of Media. Capital funds are provided to complete design documentation by a professional engineering consultant.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$79,580	\$0	\$0	\$0	\$0	\$79,580

Progress

The project is currently in the design phase. The County has contracted with an Engineer of Record to complete design documentation.

Planning	Pre-design	Design	Construction	Project close-out
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Project Information						
Project Name	Chester Creek Trail Expansion (Knowlton Rd Trailhead)					
Project Number	FP-2023-102-PR					
Department	Planning					
Project Category	Parks, Trails, and Open Space					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	1 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County's Sustainability goals	5 out of 5					
Enhance community quality of life	5 out of 5					
Leverages partnerships	2 out of 5					
Prioritization score	3.2 out of 5					
Project Description and Scope						
<p>The Delaware County Planning Department is completing final design to expand the Knowlton Road trailhead parking lot for the Chester Creek Trail. Capital funds will be used to compensate a consultant to complete the design and engineering services, all necessary permitting, complete a bid package, and perform construction oversight services.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$80,000	\$473,000	\$0	\$0	\$0	\$553,000
Progress						
<p>The project is currently in the design phase. The County has contracted with an Engineer of Record to complete design documentation.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Phase 1 Improvements (former Don Guanella Park)					
Project Number	FP-2023-140-PR					
Department	Public Works – Parks and Recreation					
Project Category	Parks, Trails, and Open Space					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	1 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County’s Sustainability goals	5 out of 5					
Enhance community quality of life	5 out of 5					
Leverages partnerships	1 out of 5					
Prioritization score	3 out of 5					
Project Description and Scope						
<p>The County has contracted with a consultant to develop a master plan for the former Don Guanella property in Marple township. Funding will be set aside to implement the first phase of improvements at the site pending approval of the plan.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Progress						
<p>The project is currently in the design phase. The County has contracted with an Engineer of Record to complete design documentation.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Project Information						
Project Name	Green Ways Grant Program					
Project Number	FP-2023-142-PR					
Department	Planning					
Project Category	Parks, Trails, and Open Space					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	Yes					
Address a non-compliance issue?	No					
Automatic addition to CIP?	Yes					
Step 2: Prioritization for other projects						
Protects an existing asset	1 out of 5					
Advances a strategic goal	3 out of 5					
Advances the County's Sustainability goals	5 out of 5					
Enhance community quality of life	5 out of 5					
Leverages partnerships	1 out of 5					
Prioritization score	3 out of 5					
Project Description and Scope						
<p>The Delaware County Green Ways Municipal Grant Program makes funds available to municipalities for projects that advance the County's 2035 Open Space, Recreation and Greenway Plan goals. Delaware County Council announced the third round the grant program for open space, trails, and parks at its council meeting on September 6th.</p>						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$5,000,000	\$0	\$0	\$0	\$0	\$5,000,000
Progress						
<p>The Grant Evaluation Team is hard at work, reviewing and ranking applications for recommendation to County Council.</p>						
Planning	Pre-design	Design	Construction	Project close-out		



Capital Project Database:
Small Equipment (non-IT)



Project Information

Project Name	Replacement of all voting machines and ancillary equipment
Project Number	FP-2022-53-EQ
Department	Bureau of Elections
Project Category	Small Equipment

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	No
Address a non-compliance issue?	No
Automatic addition to CIP?	No

Step 2: Prioritization for other projects

Protects an existing asset	1 out of 5
Advances a strategic goal	1 out of 5
Advances the County's Sustainability goals	1 out of 5
Enhance community quality of life	2 out of 5
Prioritization score	1.25 out of 5

Project Description and Scope

The Bureau of Elections supports the electoral process by conducting fair, transparent elections that accurately reflect the intent of the electorate. The current voting machines have reached the end of their useful life. The dollars budgeted in 2023 will help the County replace the voting machines and ancillary equipment.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$34,500	\$0	\$0	\$0	\$0	\$34,500

Progress

Procurement for new voting machines is underway. The balance of the cost will be paid from the 2023 capital budget.

Planning	Pre-Acquisition	Acquisition	In Use
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Project Information

Project Name	Laundry Room Air Compressor
Project Number	SE-2023-06
Department	Fair Acres Geriatric Center
Project Category	Small Equipment

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	No

Step 2: Prioritization for other projects

Protects an existing asset	1 out of 5
Advances a strategic goal	1 out of 5
Advances the County's Sustainability goals	1 out of 5
Enhance community quality of life	2 out of 5
Leverages partnerships	1 out of 5
Prioritization score	1.2 out of 5

Project Description and Scope

Fair Acres Geriatric Center will purchase a new air compressor to operate the pneumatic controls for the laundry equipment in Building #11.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$55,000	\$0	\$0	\$0	\$0	\$55,000

Progress

Equipment specifications will be identified.

Planning	Pre-Acquisition	Acquisition	In Use
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Project Information

Project Name	Fairway Mower
Project Number	SE-2023-09
Department	Parks and Recreation
Project Category	Small Equipment

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	No

Step 2: Prioritization for other projects

Protects an existing asset	3 out of 5
Advances a strategic goal	1 out of 5
Advances the County's Sustainability goals	3 out of 5
Enhance community quality of life	3 out of 5
Leverages partnerships	1 out of 5
Prioritization score	2.2 out of 5

Project Description and Scope

The Parks and Recreation Department will purchase a new fairway mower to maintain the Clayton Park Golf Course.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$60,000	\$0	\$0	\$0	\$0	\$60,000

Progress

The equipment specifications have been identified in preparation to receive quotes from vendors.

Planning	Pre-Acquisition	Acquisition	In Use
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Project Information

Project Name	Cutting Machines for County Parks
Project Number	SE-2023-10
Department	Parks and Recreation
Project Category	Small Equipment

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	No

Step 2: Prioritization for other projects

Protects an existing asset	3 out of 5
Advances a strategic goal	1 out of 5
Advances the County's Sustainability goals	3 out of 5
Enhance community quality of life	3 out of 5
Leverages partnerships	1 out of 5
Prioritization score	2.2 out of 5

Project Description and Scope

The Parks and Recreation Department will purchase new cutting machines to perform grounds maintenance at various County parks.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$100,000	\$0	\$0	\$0	\$0	\$100,000

Progress

The equipment specifications have been identified in preparation to receive quotes from vendors.

Planning	Pre-Acquisition	Acquisition	In Use
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Project Information

Project Name	Mortuary Body Lift
Project Number	SE-2023-11
Department	Medical Examiner's Office
Project Category	Small Equipment

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	No

Step 2: Prioritization for other projects

Protects an existing asset	3 out of 5
Advances a strategic goal	2 out of 5
Advances the County's Sustainability goals	1 out of 5
Enhance community quality of life	2 out of 5
Leverages partnerships	1 out of 5
Prioritization score	2.2 out of 5

Project Description and Scope

The Medical Examiner's Office will purchase a mortuary body lift to assist its Autopsy Technicians.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$20,000	\$0	\$0	\$0	\$0	\$20,000

Progress

The equipment specifications have been identified in preparation to receive quotes from vendors.

Planning	Pre-Acquisition	Acquisition	In Use
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Project Information

Project Name	New Lighting and Sound Equipment
Project Number	SE-2023-24-EE
Department	Parks and Recreation
Project Category	Small Equipment

Project Prioritization

Step 1: High-priority project determination

Address an unsafe condition?	Yes
Address a non-compliance issue?	No
Automatic addition to CIP?	Yes

Step 2: Prioritization for other projects

Protects an existing asset	3 out of 5
Advances a strategic goal	2 out of 5
Advances the County's Sustainability goals	1 out of 5
Enhance community quality of life	2 out of 5
Prioritization score	2 out of 5

Project Description and Scope

The Delaware County Department of Parks & Recreation hosts an annual summer concert series in Rose Tree Park. Capital funds will be utilized to purchase new lighting and sound equipment for the outdoor amphitheater.

2023-2027 Capital Budget

	2023	2024	2025	2026	2027	Total
Projected Spending	\$35,000	\$0	\$0	\$0	\$0	\$35,000

Progress

Equipment specifications will be identified.

Planning	Pre-Acquisition	Acquisition	In Use
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Capital Project Database:

Transportation



Project Information						
Project Name	SEPTA capital subsidy					
Project Number	FP-2022-66-PL					
Department	Planning					
Project Category	Facilities and Buildings					
Project Prioritization						
Step 1: High-priority project determination						
Address an unsafe condition?	No					
Address a non-compliance issue?	No					
Automatic addition to CIP?	No					
Step 2: Prioritization for other projects						
Protects an existing asset	0 out of 5					
Advances a strategic goal	0 out of 5					
Advances the County's Sustainability goals	0 out of 5					
Enhance community quality of life	0 out of 5					
Prioritization score	0 out of 5					
Project Description and Scope						
The County will provide \$2.35 million in subsidy to the Southeastern Pennsylvania Transportation Authority (SEPTA) for capital projects in the County in FY2023.						
2023-2027 Capital Budget						
	2023	2024	2025	2026	2027	Total
Projected Spending	\$2,350,000	\$2,484,628	\$2,559,167	\$2,635,942	\$2,715,020	\$12,744,757
Progress						
Not applicable.						
Contingency	Pre-design	Design	Construction	Project close-out		



Delaware County Adopted 2023 Budget

Volume 2 – Appendix C

Appendix C Capital Projects Summary



Capital Project Summary

Category	Project Number	Project Name	FY2023	FY2024	FY2025	FY2026	FY2027	Total	CIP Page
Facilities and Buildings	FP-2022-01-NC	Construction of surface parking lot	\$1,000,000	\$710,000	\$0	\$0	\$0	\$1,710,000	
Facilities and Buildings	FP-2022-02-NC	Design and renovate new health department facility		\$5,653,070	\$5,653,070	\$0	\$0	\$11,306,140	
Facilities and Buildings	FP-2022-03-NC	Design and construct new facility for Medical Examiner's office		\$12,000,000	\$4,000,000	\$0	\$0	\$16,000,000	
Facilities and Buildings	FP-2022-06-RS	Replace roof on the Farm Shop building	\$0	\$100,000	\$0	\$0	\$0	\$100,000	
Facilities and Buildings	FP-2022-07-MR	Major renovation of 5th and Penn building	\$760,000	\$3,040,000	\$0	\$0	\$0	\$3,800,000	
Facilities and Buildings	FP-2022-08-MR	Phased renovations of courtrooms	\$50,000	\$50,000	\$50,000	\$0	\$0	\$150,000	
Facilities and Buildings	FP-2022-09-MR	Renovations of Fair Acres Building # 8	\$575,000	\$0	\$0	\$0	\$0	\$575,000	
Facilities and Buildings	FP-2022-10-MR	Renovation of kitchen and ancillary spaces	\$5,000,000	\$0	\$0	\$0	\$0	\$5,000,000	
Facilities and Buildings	FP-2022-12-FP	Sprinkler System and Fire Pump Replacement	\$12,500,000	\$500,000	\$0	\$0	\$0	\$13,000,000	
Facilities and Buildings	FP-2022-14-FP	Resurface parking lots	\$500,000	\$475,000	\$0	\$0	\$0	\$975,000	
Facilities and Buildings	FP-2022-15-FP	Replacement of aging sidewalk	\$200,000	\$0	\$0	\$0	\$0	\$200,000	
Facilities and Buildings	FP-2022-17-ADA	Address Americans with Disabilities Act deficiencies	\$1,000,000	\$1,000,000	\$900,000	\$0	\$0	\$2,900,000	
Facilities and Buildings	FP-2022-20-ES	Design and build backup site/call overflow center	\$100,000	\$0	\$0	\$0	\$0	\$100,000	



**Delaware County
FY2022 CIP
Appendix: Project Summary**

Category	Project Number	Project Name	FY2023	FY2024	FY2025	FY2026	FY2027	Total	CIP Page
Facilities and Buildings	FP-2022-22-ES	Upgrade 9-1-1 radio system							
Facilities and Buildings	FP-2022-24-PS	Create a Facilities Master Plan	\$250,000	\$250,000	\$0	\$0	\$0	\$500,000	
Facilities and Buildings	FP-2022-25-PS	ID/IQ Architectural and Engineering Services	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$0	\$5,000,000	
Facilities and Buildings	FP-2022-26-FL	Replace aged carpet in various locations in Government Center	\$25,000	\$25,000	\$0	\$0	\$0	\$50,000	
Facilities and Buildings	FP-2022-27-SS	Install upgrades to the security system	\$200,000	\$200,000	\$200,000	\$0	\$0	\$600,000	
Facilities and Buildings	FP-2022-31-SS	Design and upgrade electronic security systems in prison facility	\$10,000,000	\$3,603,560	\$0	\$0	\$0	\$13,603,560	
Facilities and Buildings	FP-2022-32-EL	Replacement or repair of multiple elevators at various locations	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000	
Facilities and Buildings	FP-2022-60-MR	Renovate existing building for central booking purposes							
Facilities and Buildings	FP-2022-61-MR	Building design for juvenile detention facility							
Facilities and Buildings	FP-2022-62-RS	Replacement of Courthouse Roof	\$1,280,000	\$4,000,000	\$4,000,000	\$0	\$0	\$9,280,000	
Facilities and Buildings	FP-2022-70-MR	Kitchen Modernization at Building #5 & #8 (Fair Acres)	\$5,000,000	\$0	\$0	\$0	\$0	\$5,000,000	
Facilities and Buildings	FP-2022-71-EE	Emergency Generator for Building #13 and #18	\$510,000	\$0	\$0	\$0	\$0	\$510,000	
Facilities and Buildings	FP-2022-72-SI	Structural Repairs at Government Center Garage	\$0	\$325,000	\$325,000	\$0	\$0	\$650,000	
Facilities and Buildings	FP-2022-75-MR	Renovation of County Council Meeting Room	\$408,000	\$0	\$0	\$0	\$0	\$408,000	



**Delaware County
FY2022 CIP
Appendix: Project Summary**

Category	Project Number	Project Name	FY2023	FY2024	FY2025	FY2026	FY2027	Total	CIP Page
Facilities and Buildings	FP-2023-143-MR	Renovation of Government Center offices	\$25,000	\$25,000	\$0	\$0	\$0	\$50,000	
Facilities and Buildings	FP-2022-77-MR	Contingency for facility emergencies and repairs	\$300,000	\$0	\$0	\$0	\$0	\$300,000	
Facilities and Buildings	FP-2022-80-ES	Electrical and HVAC Upgrades for CAD Server Room	\$231,700	\$0	\$0	\$0	\$0	\$231,700	
Facilities and Buildings	FP-2023-99-EV	Electric Vehicle infrastructure study and upgrades	\$175,000	\$0	\$0	\$0	\$0	\$175,000	
Facilities and Buildings	FP-2023-102-MR	Fire Safety Evaluation System Testing (Building #8)	\$175,000	\$0	\$0	\$0	\$0	\$175,000	
Facilities and Buildings	FP-2023-137-MR	Installation of new Domestic Hot Water & Water Softening System	\$285,000	\$0	\$0	\$0	\$0	\$285,000	
Facilities and Buildings	FP-2023-138-MI	Minor structural repairs (various locations)	\$300,000	\$0	\$0	\$0	\$0	\$300,000	
Facilities and Buildings	FP-2023-139-PS	Program Management Services	\$1,135,000	\$1,135,000	\$1,135,000	\$0	\$0	\$3,405,000	
Facilities and Buildings	FP-2023-141-MR	Renovation of 2 West Baltimore Avenue	\$500,000	\$0	\$0	\$0	\$0	\$500,000	
Facilities and Buildings	FP-2023-143-MR	Renovation of Government Center offices	\$575,000	\$0	\$0	\$0	\$0	\$575,000	
Fleet	VM-2023-02	Purchase of Electric Forklift	\$45,000	\$0	\$0	\$0	\$0	\$45,000	
Fleet	VM-2023-05	Purchase of Hybrid Vehicle	\$45,000	\$0	\$0	\$0	\$0	\$45,000	
Fleet	VM-2023-06	Purchase of Hybrid Vehicle	\$120,000	\$0	\$0	\$0	\$0	\$120,000	
Fleet	VM-2023-07	Replacement vehicles for District Attorney's Office	\$360,000	\$0	\$0	\$0	\$0	\$360,000	



**Delaware County
FY2022 CIP
Appendix: Project Summary**

Category	Project Number	Project Name	FY2023	FY2024	FY2025	FY2026	FY2027	Total	CIP Page
Fleet	VM-2023-08	Electric vehicles for Fair Acres Geriatric Center	\$60,000	\$0	\$0	\$0	\$0	\$60,000	
Fleet	VM-2023-09	Replacement vehicles for Parks and Recreation	\$190,000	\$0	\$0	\$0	\$0	\$190,000	
Fleet	VM-2023-10	Replacement vehicles for Sheriff's Department	\$450,000	\$0	\$0	\$0	\$0	\$450,000	
Fleet	VM-2023-11	Purchase of Electric delivery vans	\$50,000	\$0	\$0	\$0	\$0	\$50,000	
Fleet	VM-2023-12	Purchase of Electric delivery vans	\$50,000	\$0	\$0	\$0	\$0	\$50,000	
Fleet	VM-2023-13	Purchase of Electric delivery vans	\$50,000	\$0	\$0	\$0	\$0	\$50,000	
Fleet	VM-2023-14	Replacement vehicles for George W. Hill Correctional Facility	\$250,000	\$0	\$0	\$0	\$0	\$250,000	
Information Technology	IT-2022-01	Upgrade technology equipment: Aruba/HP Switches for VoIP	\$200,000	\$200,000	\$200,000	\$0	\$0	\$600,000	
Information Technology	IT-2022-02	Upgrade technology equipment	\$350,000	\$350,000	\$0	\$0	\$0	\$700,000	
Information Technology	IT-2022-05	Upgrade technology equipment	\$100,000	\$500,000	\$500,000	\$0	\$0	\$1,100,000	
Information Technology	IT-2022-06	Install new cooling units and security cameras	\$650,000	\$0	\$0	\$0	\$0	\$650,000	
Information Technology	IT-2022-07	Purchase and install asset management system	\$50,000	\$0	\$0	\$0	\$0	\$50,000	
Information Technology	IT-2022-08	Purchase and install email security product	\$50,000	\$0	\$0	\$0	\$0	\$50,000	
Information Technology	IT-2022-09	Purchase and install intrusion protection and prevention	\$50,000	\$0	\$0	\$0	\$0	\$50,000	



**Delaware County
FY2022 CIP
Appendix: Project Summary**

Category	Project Number	Project Name	FY2023	FY2024	FY2025	FY2026	FY2027	Total	CIP Page
Information Technology	IT-2022-10	Replace aging network printers	\$60,000	\$40,000	\$20,000	\$10,000	\$0	\$130,000	
Information Technology	IT-2022-12	Acquisition of Street level LiDAR Data	\$0	\$417,700	\$0	\$0	\$0	\$417,700	
Information Technology	IT-2022-14	Digitize GIS maps	\$80,000	\$0	\$0	\$0	\$0	\$80,000	
Information Technology	IT-2022-15	Update Plan Review Management Software	\$100,000	\$0	\$0	\$0	\$0	\$100,000	
Information Technology	IT-2022-17	Purchase and install security upgrade	\$300,000	\$300,000	\$300,000	\$0	\$0	\$900,000	
Information Technology	IT-2022-18	Update of Jury Management System software	\$63,100	\$0	\$0	\$0	\$0	\$63,100	
Information Technology	IT-2022-25	Purchase and install VoIP Phones	\$100,000	\$0	\$0	\$0	\$0	\$100,000	
Information Technology	IT-2022-28	Time and Attendance System for 24/7 departments	\$50,000	\$0	\$0	\$0	\$0	\$50,000	
Information Technology	IT-2022-29	Digitization of pension records	\$50,000	\$0	\$0	\$0	\$0	\$50,000	
Information Technology	IT-2022-31	Update uninterruptible power supplies (UPS)	\$54,000	\$0	\$0	\$0	\$0	\$54,000	
Information Technology	IT-2022-39	SAP Consultant and Legal expenses	\$20,000	\$0	\$0	\$0	\$0	\$20,000	
Information Technology	IT-2022-41	Purchase software/equipment to scan invoices directly into SAP	\$20,000	\$0	\$0	\$0	\$0	\$20,000	
Information Technology	IT-2022-43	Replace mobile data terminals (MDT's) Zebra expenses past 2020	\$300,000	\$150,000	\$150,000	\$0	\$0	\$600,000	
Information Technology	IT-2023-11	Renewal of EZ Lease Software	\$20,000	\$0	\$0	\$0	\$0	\$20,000	



**Delaware County
FY2022 CIP
Appendix: Project Summary**

Category	Project Number	Project Name	FY2023	FY2024	FY2025	FY2026	FY2027	Total	CIP Page
Information Technology	IT-2023-12	ERP Needs Assessment	\$100,000	\$0	\$0	\$0	\$0	\$100,000	
Information Technology	IT-2023-13	Migration of the Court Management System to the Cloud	\$800,000	\$190,000	\$200,000	\$210,000	\$220,000	\$1,620,000	
Parks, Trails, and Open Spaces	FP-2022-40-PA	Reserve capital for open space land purchases	\$1,000,000	\$1,000,000	\$1,000,000	\$0	\$0	\$3,000,000	
Parks, Trails, and Open Spaces	FP-2022-41-PA	Upgrade existing park restroom facilities to be ADA accessible	\$300,000	\$0	\$0	\$0	\$0	\$300,000	
Parks, Trails, and Open Spaces	FP-2022-43-PA	Evaluation of Glen Providence Park	\$65,000	\$100,000	\$0	\$0	\$0	\$165,000	
Parks, Trails, and Open Spaces	FP-2022-44-PA	Perform exterior work on Leedom House	\$100,000	\$0	\$0	\$0	\$0	\$100,000	
Parks, Trails, and Open Spaces	FP-2022-45-PA	Replace aging amphitheater roof and flooring	\$65,000	\$0	\$0	\$0	\$0	\$65,000	
Parks, Trails, and Open Spaces	FP-2022-46-PA	Upgrade lighting in the Parking Area and Mall Area	\$250,000	\$0	\$0	\$0	\$0	\$250,000	
Parks, Trails, and Open Spaces	FP-2022-49-PA	Painting of exterior/interior of Environmental Center and Lewis House	\$50,000	\$0	\$0	\$0	\$0	\$50,000	
Parks, Trails, and Open Spaces	FP-2022-50-PA	Replace Redwood Senior Center roof	\$165,000	\$0	\$0	\$0	\$0	\$165,000	
Parks, Trails, and Open Spaces	FP-2022-51-PA	Upgrade of Parking Lights at the Redwood Center parking area	\$125,000	\$0	\$0	\$0	\$0	\$125,000	
Parks, Trails, and Open Spaces	FP-2022-63-PA	Installation of new playground and equipment							
Parks, Trails, and Open Spaces	FP-2022-64-PA	Installation of new playground and equipment							
Parks, Trails, and Open Spaces	FP-2022-65-PA	Installation of new playground and equipment	\$1,067,680	\$0	\$0	\$0	\$0	\$1,067,680	



**Delaware County
FY2022 CIP
Appendix: Project Summary**

Category	Project Number	Project Name	FY2023	FY2024	FY2025	FY2026	FY2027	Total	CIP Page
Parks, Trails, and Open Spaces	FP-2022-79-EE	Electrical Service Upgrades	\$450,000	\$0	\$0	\$0	\$0	\$450,000	
Parks, Trails, and Open Spaces	FP-2023-101-PR	Media-Smedley Connector Trail	\$79,580	\$0	\$0	\$0	\$0	\$79,580	
Parks, Trails, and Open Spaces	FP-2023-102-PR	Chester Creek Trail Expansion	\$80,000	\$473,000	\$0	\$0	\$0	\$553,000	
Parks, Trails, and Open Spaces	FP-2023-140-PR	Phase 1 Improvements	\$250,000	\$0	\$0	\$0	\$0	\$250,000	
Parks, Trails, and Open Spaces	FP-2023-142-PR	Green Ways Grant Program	\$5,000,000	\$0	\$0	\$0	\$0	\$5,000,000	
Small Equipment (non-IT)	FP-2022-53-EQ	Replacement of all voting machines and ancillary equipment	\$34,500	\$0	\$0	\$0	\$0	\$34,500	
Small Equipment (non-IT)	SE-2023-06	Laundry Room Air Compressor	\$55,000	\$0	\$0	\$0	\$0	\$55,000	
Small Equipment (non-IT)	SE-2023-09	Fairway Mower	\$60,000	\$0	\$0	\$0	\$0	\$60,000	
Small Equipment (non-IT)	SE-2023-10	Cutting Machines for County Parks	\$100,000	\$0	\$0	\$0	\$0	\$100,000	
Small Equipment (non-IT)	SE-2023-11	Mortuary Body Lift	\$20,000	\$0	\$0	\$0	\$0	\$20,000	
Small Equipment (non-IT)	VM-2022-06	Replacement vehicles for Fair Acres facility	\$186,815	\$0	\$0	\$0	\$0	\$186,815	
Small Equipment (non-IT)	VM-2022-05	Replacement vehicle for Parks Department	\$52,320	\$0	\$0	\$0	\$0	\$52,320	
Small Equipment (non-IT)	SE-2023-24-EE	New Lighting and Sound Equipment	\$35,000	\$0	\$0	\$0	\$0	\$35,000	
Transportation	FP-2022-66-PL	SEPTA capital subsidy	\$2,350,000	\$2,484,628	\$2,559,167	\$2,635,942	\$2,715,020	\$12,744,757	



Delaware County
 FY2022 CIP
 Appendix: Project Summary

Category	Project Number	Project Name	FY2023	FY2024	FY2025	FY2026	FY2027	Total	CIP Page
Supplement	FP-2023-xx-1	Capital Budget contingency	\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000	
Supplement	FP-2023-xx-2	Minor capital assets valued at \$5K or more	\$500,000	\$500,000	\$500,000	\$0	\$0	\$1,500,000	
Total			\$71,487,310	\$48,888,758	\$22,942,237	\$4,605,942	\$3,435,020	\$151,359,267	

THE
DELAWARE COUNTY
ADOPTED
2023
BUDGET

Volume 3:
Financial and
Performance Data



Delaware County Council

Dr. Monica Taylor, Chair
Elaine Paul Schaefer, Vice Chair
Kevin M. Madden
Christine R. Reuther
Richard R. Womack, Jr

Executive Director

Howard S. Lazarus



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201 W. Front Street, Media, PA





**COUNTY OF DELAWARE
FISCAL YEAR 2023 (FY23) BUDGET**

COUNTY COUNCIL

Dr. Monica Taylor, Chair
Elaine Schaefer, Vice Chair
Kevin Madden
Christine A Reuther
Richard Womack

Howard S. Lazarus, Executive Director
November 1, 2022



Delaware County Adopted 2023 Budget

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Delaware County Volume 3 – Financial and Performance Data

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Appendix

Operating Budget Data Set



3.1 Overview

Volume 3 of the County’s 2023 Financial Plan puts forward the detailed back-up for the budget. The volume consists of three primary components: Data Tables, the Digital Budget, and Performance Measurement. Each topic is discussed in the sections that follow.

3.2 Data Tables

The Data Tables provide line-by-line listings of the Operating Budget revenues and expenditures. Revenues are listed by fund category, department, and source of funds. Actual data is provided for FY2019-FY2021. Budgeted data is displayed for FY2022 and FY2023. Expenditures are also provided on a line-by-line basis by department/fund center as they are entered into the County’s financial system. Roll-up data by major expenditure type for 2019-2022 were provided in **Volume 1, Community Guide to the Budget**. The tables are presented in the Appendices to this section.

3.3 Digital Budget

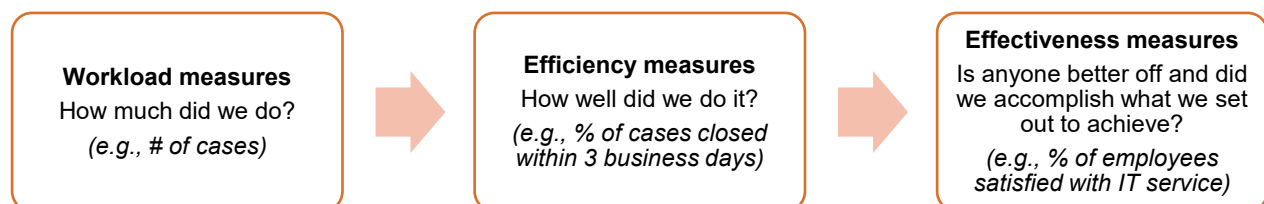
The County is introducing a new tool this year to increase the ease of navigation through the budget. The Digital Budget provides links between the County’s organizational chart and the departmental budgets, and will be accessible directly from the County’s web site.

3.4 Performance Measurement

This section introduces the use of metrics to assess performance of the County’s operating agencies. In this year’s budget, three internal support departments – Information Technology, Personnel, and Central Purchasing - have provided templates that may be used more widely in 2024. The development of performance measures is a critical step in the County moving toward an activity and outcome-based method of budgeting. An overview of performance management is presented below, followed by the templates for Information Technology, Central Purchasing, and Personnel.

Overview

Performance measures relate back to critical questions that County leaders need to be able to answer to evaluate departments’ performance – how busy departments are in terms of staff workload, how quickly or effectively departments are in providing the service, and whether the departments are achieving their objectives, goals, and mission.





These three measures are not only useful in helping County leaders evaluate departments' performance and have meaningful discussions regarding service level and quality. They also help the County move from measuring output ("what did we do and how well did we do it?") to outcome ("did we accomplish what we set out to achieve?") and ask the critical question of whether the services provided are improving results for the public.

Each of the templates begins with a **Mission Statement** - a broad, but clear, statement of purpose for the department. One of the critical uses of a mission statement is to help a department decide what it should – and should not – do. The department's goals, objectives, priorities, and initiatives should logically cascade from the mission statement.

Key Definitions are included in the templates to ensure precision and understanding as to the terms used.

As the County develops its performance measures, it is helpful to address them in two phases, as defined below:

Phase I: Performance measures to track and report in 2023

Developing relevant, useful performance metrics is an iterative process and may take more than a year. While there are some standard metrics for certain types of service, there is not a ready-made set of performance measures that can be downloaded and dropped into existing documents and will reflect the County's vision, resources, or other unique circumstances.

Phase II: Performance measures to track and report in 2024 and beyond

Phase I performance measures represent data the Department already collects and is a useful starting point. Phase II provides for the development of additional metrics – particularly those that measure effectiveness – so that performance measures the Department tracks and reports over time ultimately tie back to its mission and goals.



Information Technology Performance Measurement

Mission Statement: The Information Technology Department’s mission is to provide secure, reliable, and effective technology for County departments and constituents. By providing customer-friendly and efficient services, the Department helps improve interactions, simplify processes, and increase productivity for all County employees and customers.

Key definitions

- “Secure” means...frequent and comprehensive testing of the IT system and training for employees to minimize critical vulnerabilities and security risks; robust response tactics in place to ensure that key County operations are not affected even in the event of a cyber-attack.
- “Reliable” means...minimal malfunction of hardware and network systems; IT equipment replaced regularly based on life cycle replacement cycles.
- “Efficient” means timely service and support based on the benchmark response time governed by the Department’s Service Level Agreement (SLA).
- “Effective” means having an IT system and process management structure that enable County employees to perform their daily functions efficiently; proactive efforts in modernizing the County’s IT environment, including implementing initiatives that automate processes and streamline services.
- “Customer-friendly” means...clear communication with County employees regarding the expected level and quality of service; an established culture of using customer feedback to continuously identify operational weaknesses and make service improvements.

Goals and Objectives

Goal: Provide secure, reliable, and effective technology.

Objective(s):

- Servers backed up daily and patched monthly
- All employees complete the biannual IT cybersecurity training with a score of $\geq 80\%$
- Complete an IT penetration test every year with fewer than five critical vulnerabilities
- Service Level Agreement (SLA) uploaded to the County’s intranet and communicated to County departments by Spring 2023
- All helpdesk tickets resolved within the turnaround time governed by the Department’s Service Level Agreement (SLA)



- At least 80% of employees satisfied or very satisfied with IT help desk ticket resolution
- At least 98% of employees passing the annual cybersecurity and phishing test

Goal: Simplify processes for County employees to enhance efficiency

Objective(s):

- Use learning management system for all Countywide training (including IT cybersecurity, standard human resources, and procurement trainings) by Summer 2023
- Develop and communicate written guidelines for project intake and management process by Fall 2023
- Transition 50% of County departments' paper forms to digital forms by Fall 2023

Goal: Simplify processes for County constituents and improve customer service

Objective(s):

- Develop a work plan to redesign County website, digitize constituent forms, and provide online payment options by Summer 2023

Priorities and Initiatives

The IT Department will work on key priorities in the upcoming fiscal year in the following areas:

- **Improve internal customer service:** The Department will review, update, and communicate the Service Level Agreement (SLA) in FY2023 to ensure that the turnaround time required in the current SLA is reasonable and promotes excellent customer service to County employees. The Department also launched the Countywide learning management system (LMS) in Spring 2022 and will aim to use that for all Countywide trainings (e.g., IT, human resources, and procurement trainings) to streamline current processes. Finally, the Department has set the goal of digitizing 50% of all internal paper forms by the end of 2023 to improve efficiency and help achieve the County's vision of sustainability. This will be an ongoing initiative through FY2024.
- **Improve external customer service:** One of the goals for FY2023 is to begin a multi-year process that makes the County website more user-friendly and provides online submission/payment options to improve accessibility for our constituents. To do so, the Department will develop a work plan in FY2023 that will set the timeline for implementation beginning in FY2024.
- **Ensure a secure system:** The Department will begin conducting regular Cybersecurity trainings and tests to improve employee awareness and training outcome. The Department will also begin conducting an IT penetration test every year beginning in 2023 with the goal of having fewer than five critical vulnerabilities.



Phase I: Performance measures to track and report in 2023

Workload measures

- # of help desk tickets received
- # of help desk calls received
- # of internal forms digitized
- # of trainings conducted on the LMS
- # of critical vulnerabilities detected
- # of employees completing the IT Cybersecurity Training
- # of County website visitors
- # of external forms digitized
- # of transaction types with online payment capability

Efficiency measures

- % of servers backed up daily
- % of servers patched monthly
- % of County employees completing cybersecurity training
- % of help desk tickets resolved within the SLA turnaround time

Effectiveness measures

- % mainframe uptime availability
- % of critical priority tickets resolved within 48 hours
- # of critical vulnerabilities from the most recent penetration test

Phase II: Performance measures to track and report in 2024 and beyond

Measure Type	Measure Description
Internal Technology Reliability and Support	
Workload	# of employees
Workload	# of IT help desk requests
Workload	# of IT help desk calls
Workload	# of IT equipment replaced
Efficiency	% of servers backed up daily
Efficiency	% of servers patched monthly
Efficiency	% of IT help desk requests resolved on the first call/request
Efficiency	% of IT help desk requests resolved within the timeframe governed by the SLA
Effectiveness	% of critical priority tickets resolved within 48 hours
Effectiveness	% mainframe uptime availability
Effectiveness	% of County employees satisfied with the IT help desk support
Effectiveness	% of IT equipment in life cycle
Cybersecurity	
Workload	# of trainings conducted



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Measure Type	Measure Description
Workload	# of employees completing Cybersecurity Awareness training
Workload	# of systems and applications with risk assessment performed in past three years
Workload	# of penetration tests conducted in the past year
Efficiency	% of employees completing Cybersecurity Awareness training with a score of $\geq 80\%$
Efficiency	% of systems and applications with risk assessment performed in past three years
Efficiency	% of critical and high cybersecurity vulnerabilities resolved and closed within 48 hours
Effectiveness	% of employees who passed the annual cybersecurity and phishing test
Effectiveness	# of critical vulnerabilities from the most recent IT penetration test
External Communications and Support	
Workload	# of datasets available for public
Workload	Average # of website visitors
Efficiency	% of County forms with online submission capability
Efficiency	% of County transactions with online payment capability
Effectiveness	% of County constituents satisfied with County website accessibility and online services



Central Purchasing

Mission Statement: Central Purchasing has the mission to provide County departments with the best value of goods and services through an efficient, accessible, consistent, and sustainable procurement process that complies with County policy. To promote open and fair competition in accordance with best practices, yielding contracts and solutions that meet the needs of County departments and the community at large.

Key definitions:

- “Best value” means...winning bids score highly according to all criteria set at the beginning of the process...per unit prices grow at an acceptable level...high customer satisfaction for departments/staff using the product/service...limited cost overruns or products returned
- “Efficient” means...having a procurement process that is completed in a timely manner so procurement’s “internal customers” – the departments purchasing goods and services – get what they need when they need it
- “Accessible” means...there are no or few barriers to participate, including barriers such as lack of information about when and how to participate
- “Consistent” means...everyone within the organization and outside of it (i.e., vendors) knows what to expect and how to execute the process. Consistency does not mean that the County uses the same process to purchase all goods and services, but rather that the variations in the process are predetermined and uniformly applied
- “Sustainable” means...that the procurement process considers vendors that are local, disadvantaged (e.g., women and minority business enterprises), and/or those that provide environmentally sustainable products or services. Sustainability can also have a financial dimension where per unit prices grow at a sustainable level (e.g., inflationary growth)
- “Fair competition” means...vendors have an equal chance to compete and win based on the quality of their bids, price, and other criteria identified at the start of the process

Goals and Objectives

Goal: Ensure purchasing procedures are developed, communicated, and enforced

Objective(s):

- Develop and communicate written standard operating procedures (SOP) for Countywide procurement practices, including a process for receiving approvals and managing non-compliance, by early 2023.
- Develop and communicate Countywide standard specifications, proposal evaluation timeline, and scoring methodology for all bids by Spring 2023.
- All purchasing staff complete two biannual procurement trainings with a score of $\geq 80\%$.



- Less than 10 percent of purchases flagged for missing information and/or action without approval.

Goal: Ensure procurement process is efficient

Objective(s):

- Purchase Orders are issued within two business days of purchase requisition.
- Contracts are awarded within the timeline governed by the Department's SOP.
- Invoices are forwarded to Accounts Payable within 15 business days of invoice receipt.

Goal: Develop equitable and sustainable procurement practices

Objective(s):

- Develop and implement standardized priority criteria for competitive contracting for minority-owned, woman-owned, and disabled veteran-owned and local businesses by the end of 2023.
- Begin to track growth in per unit prices and compare with inflationary growth.
- Host biannual seminar for prospective vendors with significant attendance representing local, minority-owned, women-owned, or disabled veteran-owned businesses.

Priorities and Initiatives

Central Purchasing will work on key priorities in the upcoming fiscal year in the following areas:

- **Documentation and enforcement of standard procedures:** Central Purchasing is currently developing written standard operating procedures (SOP) to be distributed and communicated to all County departments by Spring 2023. The procedures will include required timeline from requisition to contract award, standard specifications included in bids, and proposal evaluation scoring metrics. It will also include a process for receiving approvals and handling non-compliant purchases. The standard procedures will be distributed and communicated Countywide and updated as necessary. All County departments will also be required to attend biannual trainings to ensure proper implementation of and compliance with those procedures.
- **Implement electronic processes:** With the Department utilizing PennBid online bidding program as of November 2021 and the recent implementation of the Granicus software, the County is already making its purchasing process more streamlined and efficient. Central Purchasing will continue to make progress in this area, including implementing additional electronic processes in contract administration, bidding, and invoicing.
- **Define and implement Best Value Procurement (BVP):** To ensure sustainable and equitable purchasing practices, the Department will be developing policies that considers the participation of local, minority-owned, and women-owned businesses. Central Purchasing will also begin developing vendor outreach strategies to increase the diversity of bidders. To



ensure the County’s procurement practices are financially sustainable, the Department will also begin to track growth in per unit prices and compare that with inflationary growth.

- To achieve the Department’s priorities and initiatives listed above, Central Purchasing must continue to attain and develop staff. Central Budgeting has 7 budgeted positions in FY2022. As of May 2022, the Department has 5 filled positions and 2 vacancies, including an Assistant Purchasing Director and a Supplier Diversity Manager. The Department is also exploring adding a Purchasing Agent position beginning in FY2023. <update as needed>

Phase I: Performance measures to track and report in 2023

Workload measures

- # of purchase requisitions received
- # of Purchase Orders issued
- # of Invitation to Bid (ITB) posted
- # of proposals/bids received
- # of contracts awarded
- # of procurement trainings conducted (internal)
- # of vendor seminars/workshops offered (external)

Efficiency measures

- Average # of days from purchase requisition to purchase order issuance
- Average # of days from invoice receipt to invoice being forwarded to Accounts Payable

Phase II: Performance measures to track and report in 2024 and beyond

Measure Type	Measure Description
Procedure compliance	
Workload	# of SOP updates
Workload	# of procurement trainings held
Workload	# of purchase requisitions
Efficiency	% of required department/staff having completed required trainings
Efficiency	% of required department/staff attending compliance training with a score of ≥80%
Effectiveness	# of purchase orders with missing information and/or action without approval
Effectiveness	% of purchase orders with missing information and/or action without approval
Efficient process	
Workload	# of purchase requisitions received
Workload	# of purchase orders issued
Workload	# of Invitations to Bid (ITB) posted
Workload	# of contracts awarded
Efficiency	Average # of days from purchase requisition to purchase order issuance
Efficiency	Average # of days from Invitation to Bid (ITB) to contract award
Efficiency	Average # of days from invoice receipt to invoices being forwarded to Accounts Payable
Effectiveness	% of purchase orders issued within two business days from purchase requisition
Effectiveness	% of contracts awarded within the timeframe governed by the Department’s SOP



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Measure Type	Measure Description
Effectiveness	% of invoices paid within the timeframe governed by the Department's SOP
Implement Best Value Procurement	
Workload	# of proposals/bids received
Workload	# of vendor trainings/workshops held
Workload	Total \$ value of goods and services procured
Efficiency	# of vendors attending biannual vendor workshop
Efficiency	% of bids submitted by local, women-owned, or minority-owned businesses
Effectiveness	% of contracts awarded to local, women-owned, or minority-owned businesses
Effectiveness	% of procurement dollars spent locally
Effectiveness	Procurement spending increase (%) relative to the Consumer Price Index (CPI)
Effectiveness	% of vendors satisfied with the County's procurement process



Personnel

Mission Statement: The Personnel Department’s mission is to attract, develop, and retain a diverse and professional workforce and foster a healthy, safe, and productive work environment. By supporting hiring and recruiting, administering personnel-related policies, coordinating employee professional development, and promoting effective labor relations, the Department strengthens individual and organizational performance, positions the County as an employer of choice in the region, and supports its most important resource: its employees.

Key definitions

- “Diverse workforce” means...the County intentionally employs and cultivates a workforce comprised of individuals with different characteristics and backgrounds to ensure diverse perspectives, a wide talent pool, and a culture of innovation
- “Professional workforce” means...employees are committed to the County’s mission and values and have the skills and qualifications to deliver high-quality services
- “Healthy, safe, and productive work environment” means...personnel policies and benefits programs are in place to support employees’ physical and mental wellbeing...there is a strong customer service culture in the workplace with a commitment to serve the County’s constituents efficiently and effectively
- “Employer of choice” means...the County can fill vacancies with qualified and committed individuals and employees can grow professionally with an incentive to continue their public service within County government

Goals and Objectives

Goal: Ensure timely hiring processes

Objective(s):

- Complete job requisition (or pre-recruitment) phase within 17 business days¹
- Complete Personnel Action Form (or post-recruitment) phase within 17 business days¹
- Fill positions from initial department request to new hire start date within 70 days¹

Goal: Expand recruitment strategies

Objective(s):

- Review current recruitment processes and requirements by position type as part of a broader, targeted recruitment strategy by Summer 2023
- Develop centralized guidelines for internship and apprenticeship programs by Fall 2023

¹ The 17-business-day benchmark for job requisition and Personnel Action Form and the 70-day benchmark for the hiring process was based on our discussion with the County in late 2021.



Goal: Develop and retain high-performing employees

Objective(s):

- Identify senior-level positions and develop succession plans for those positions (ongoing initiative)
- Develop professional development guidelines that support continuing education and applicable external certifications by Fall 2023
- Administer an employee survey to inform professional development needs by Fall 2023

Goal: Improve information accessibility and overall customer service

Objective(s):

- Update employee handbook and compensation/benefits guides and upload them to the intranet by Fall 2023 (and continue to update/upload regularly beyond that)
- Codify compensation approach for non-bargaining employees as part of the Personnel Plan implementation by Fall 2023
- Administer human resources compliance training with knowledge assessment through the Learning Management System (LMS) by Spring 2023
- Create and regularly monitor Countywide HR inquiry email inbox by early 2023

Goal: Promote effective labor relations

Objective(s):

- Set target labor relations benchmarks by Spring 2023 (see details under priorities and initiatives)
- Assess labor relations-specific training needs by Fall 2023
- Renew labor contracts before contract expiration date

Priorities and Initiatives:

The Personnel Department will work on the following key priorities in the upcoming fiscal year:

- **Improve internal customer service:** The Department will update and upload its employee handbook and compensation/benefits information to the County's intranet by Fall 2023. The Department will also hold trainings, set up a Personnel inquiry email inbox, and communicate as necessary to County employees so it is clear where information resides and to where employees should direct inquiries.

In addition, the Department will review its internal processes (REQs, PAFs, hiring, and onboarding) to ensure that recruitment and hiring processes comply with County code and meet the Department's timeliness goals. Improving customer service and relations will help the Department become a trusted resource for County departments.



- **Leverage technology:** The Department has started to use technology to simplify and expedite processes like replacing some paper-based forms with electronic DocuSign forms. It is also working to implement NEOGOV, a human capital management software, which should help streamline processes, identify any data holes, and improve reporting capability.
- **Develop and attract talent:** One of the goals for FY2023 is to increase the County’s competitiveness in the job market. To do so, the Department will begin a multi-year process of developing a targeted recruitment strategy, starting by reviewing current recruitment processes and requirements by position type.

The Personnel Department will also collaborate with other County departments to develop succession plans for senior-level positions. Especially as some of the managerial employees approach retirement, it is important for the County to ensure succession plans are in place for those positions so that vacancies as a result of turnover and retirement do not have an impact on the County’s day-to-day operations.

- **Establish labor relations benchmarks and assess training needs:** Part of the Personnel Department’s role is to conduct labor relations activities, including negotiating labor contracts and handling employee grievances. In 2023, the Department will prioritize assessing labor relations-specific training needs for managerial positions and establishing related benchmarks for future performance management.

Phase I: Performance measures to track and report in 2023

Workload measures

- # of job requisitions processed
- # of Personnel Action Forms processed
- # of new employees hired and onboarded
- # of training courses conducted on LMS
- # of grievances filed

Efficiency measures

- # of days to complete job requisitions
- # of days to complete Personal Action Forms
- # of days from job requisition to employee’s first day

Phase II: Performance measures to track and report in 2024 and beyond

Measure Type	Measure Description
	Timely Hiring Process
Workload	# of job requisitions completed



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Measure Type	Measure Description
Workload	# of Personnel Action Forms (PAFs) completed
Workload	# of new employees hired and onboarded
Efficiency	# of days to complete job requisitions
Efficiency	# of days to complete Personnel Action Forms
Efficiency	# of days from job requisition to employee start date
Effectiveness	% of job requisitions completed within 17 business days
Effectiveness	% of Personnel Action Forms completed within 17 business days
Effectiveness	% of jobs filled from request to employee start date within 70 days
Effectiveness	# of vacant positions as a % of budgeted positions
Expand recruitment strategies	
Workload	# of job postings
Workload	# of applicants per job posting
Workload	# of jobs filled
Workload	# of interns/apprentices
Efficiency	# of postings filled through internal candidates (including interns/apprentices)
Efficiency	# of days to fill jobs
Effectiveness	# and % of diverse candidates per position opening
Effectiveness	Geographical distribution of candidates (e.g., # and % of candidates with a Delaware County residence)
Develop and Retain Employees	
Workload	# of employees
Workload	# of exit interviews completed
Workload	# of succession plans developed
Workload	# of separations by department and type (e.g., retirement, separation for another job within/outside the County)
Efficiency	% of non-entry level positions filled by internal County applicants
Efficiency	% of employees having completed a continuing education course within the last 3 years
Efficiency	% of senior-level positions with a succession plan in place
Effectiveness	% of employees retained after 1, 3, and 5 years
Effectiveness	% of employees promoted within the last 5 years
Effectiveness	% of employees satisfied with professional development opportunities provided
Information Accessibility	
Workload	# of human resources trainings conducted on LMS
Workload	# of information uploads on the County's intranet
Workload	# of compensation/benefits inquiries submitted
Efficiency	% of employees who completed required HR compliance trainings and a score of $\geq 80\%$
Efficiency	Average # of days to respond to a compensation/benefits inquiry
Effectiveness	% of email inquiries responded and resolved within 5 business days
Effectiveness	% of employees who agree that personnel policies and information are transparent and accessible
Effective Labor Relations	
Workload	# of labor relations trainings offered to managers
Workload	# of labor contracts renewed
Workload	# of labor relations questions received
Workload	# of grievances filed



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Measure Type	Measure Description
Workload	# of 3 rd and 4 th step grievance hearings held
Efficiency	# of days to respond to a labor relations question
Efficiency	# of 3 rd and 4 th step decisions written within 10 business days ²
Effectiveness	% of labor contracts renewed before expiration date
Effectiveness	% compensation and benefits spending growth (relative to inflationary and revenue growth)

² These are performance measures tracked by Baltimore City's Office of the Labor Commissioner. We provided these as an example of the type of performance measures the County can track related to its labor relations goal.



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Operating Budget

FY2023 OPERATING BUDGET REVENUE TABLE

DEPARTMENT	SOURCE	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2023 Budget
TAXES						
Taxes	REAL ESTATE TAX-DISCOUNT PERIOD	153,178,179	152,910,565	156,939,475	153,410,000	158,400,000
Taxes	REAL ESTATE TAX-FLAT PERIOD	10,200,143	11,064,075	7,412,171	10,500,000	7,800,000
Taxes	REAL ESTATE TAX-PENALTY PERIOD	5,565,570	4,017,452	6,235,721	5,000,000	5,100,000
Taxes	DISCOUNT ON 2019 REAL ESTATE TAXES	(3,586,538)	(3,002,818)	(3,109,951)	(3,150,000)	(3,150,000)
Taxes	PENALTY ON 2019 REAL ESTATE TAXES	560,021	406,056	626,973	570,000	500,000
Taxes	DELINQUENT 2016 TAXES	181,779	0	0	0	0
Taxes	DELINQUENT 2017 TAXES	1,681,257	105,842	0	0	0
Taxes	DELINQUENT 2018 TAXES	1,924,631	1,520,920	240,526	100,000	0
Taxes	DELINQUENT 2019 TAXES	1,388,860	1,868,825	1,581,581	1,600,000	0
Taxes	DELINQUENT 2020 TAXES	0	2,935,221	2,111,921	2,100,000	200,000
Taxes	DELINQUENT 2021 TAXES	0	0	484,379	2,000,000	1,500,000
Taxes	DELINQUENT 2022 TAXES	0	0	0	0	2,000,000
Taxes	DELINQUENT 2023 TAXES	0	0	0	0	500,000
Taxes	PENALTY/INTEREST 2019 & PRIOR REAL ESTATE	694,547	724,030	772,023	700,000	500,000
Taxes	PUBLIC UTILITY TAX	167,226	191,112	182,165	190,000	190,000
TOTAL TAXES		\$171,955,674	\$172,741,281	\$173,476,984	\$173,476,984	\$173,540,000
LICENSES AND PERMITS						
Treasurer	BINGO LICENSE FEES	2,455	1,070	1,805	2,000	1,700
Non-Departmental Revenues	GAMING REVENUE	7,458,270	4,884,995	6,279,250	7,993,371	7,424,883
TOTAL LICENSES AND PERMITS		7,460,725	4,886,065	6,227,678	6,281,055	7,426,583
INTERGOVERNMENTAL REVENUES						
Juvenile Court	JCIJC SPECIALIZED PROBATION SVCS	684,044	684,044	684,044	683,370	684,044
Treasurer	Hospitality Fees	0	0	0	75,000	85,000
Juvenile Court	IV-E ADMIN COST REPLACEMENT	62,660	0	34,564	68,789	60,000
Maintenance of Juveniles	FEDERAL TITLE IV-E	14,427	9,708	33,522	97,239	0
Planning	PLANNING	56,548	36,695	48,018	0	35,000
Juvenile Court	FEDERAL TITLE IV-A (TANF)	846,948	758,987	730,526	803,599	500,000
Adult Probation & Parole	ADULT PROBATION & PAROLE	338,268	335,520	671,039	608,053	671,039



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DEPARTMENT	SOURCE	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2023 Budget
Adult Probation & Parole	ACT 35 STATE REIMB	880,801	411,549	0	867,130	0
DelCo Health Department	Act 315 Funding	0	0	0	4,000,000	0
DelCo Health Department	DCHD Recovery Costs	0	0	0	2,300,000	0
Juvenile Court	JUVENILE PROBATION PROGRAMS	11,654	32,137	33,048	26,164	0
Juvenile Court	JUVENILE COURT - ACT 148	9,740,402	8,018,892	4,191,117	10,450,085	2,000,000
Maintenance of Juveniles	STATE YDC / YFC	474,109	332,324	304,359	359,894	175,000
Court Support & Services	COURT OF COMMON PLEAS	956,535	956,535	954,656	1,041,138	950,000
Juvenile Detention	NAT'L SCHOOL LUNCH JUVENILE DETENTION	29,813	26,792	7,035	38,762	0
Office of Support Enforcement	SUPPORT ENFORCEMENT TITLE IV-D	589,322	566,311	606,963	606,481	560,000
Sheriff	SHERIFFS	0	20,224	31,238	0	20,000
Domestic Relations	DOMESTIC RELATIONS	5,565,320	4,266,917	5,184,809	5,953,755	5,000,000
Domestic Relations	TITLE IV-D	500,000	0	0	0	0
Domestic Relations	IV-D INCENTIVE DOMESTIC RELATIONS	820,000	0	844,120	947,171	875,000
Court Support & Services	Act 24 Guardianship	25,883	26,522	0	35,520	0
Adult Probation & Parole	Out of County Parole Hearings	0	0	1,290	0	0
Emergency Services	911 REGIONAL	564,178	340,514	381,660	348,926	200,000
Non-Departmental Revenues	SEFA - CAD to CAD	0	0	0	34,000	0
Court Support & Services	REVENUE - INTERPRETER GRANT	76,367	0	46,235	54,736	0
Tax Assessment	PAYMENT IN LIEU OF TAXES	279,632	(27,880)	87,611	200,000	130,000
Non-Departmental Revenues	PHILA INTERNATIONAL AIRPORT	621,333	621,333	621,333	604,444	621,500
TOTAL INTERGOVERNMENTAL REVENUES		23,138,244	17,417,125	15,337,283	15,497,187	12,566,583
CHARGES FOR SERVICE REVENUES						
Treasurer	TREASURER	32,530	34,049	50,895	38,000	54,000
Self-Tax	SELF TAX CERTIFICATIONS	39,780	3,275	2,800	45,000	25,000
Planning	PLANNING COMMISSION	109,679	62,839	103,999	100,000	105,000
Recorder of Deeds	RECORDER OF DEEDS	2,844,332	3,155,798	4,909,729	2,882,148	3,000,000
Recorder of Deeds	RECORDER OF DEEDS REALTY TRF TAX COMM	382,780	285,449	538,503	312,435	475,000
Information Technology	DATA PROCESSING	44,156	19,803	0	107,124	0
Tax Claim	TAX CLAIM BUREAU - COMMISSIONS	2,059,207	1,862,483	1,975,564	1,900,000	1,850,000
Tax Claim	TAX CLAIM BUREAU - SERVICE FEES	1,864,769	1,853,828	1,806,789	1,800,000	1,800,000



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DEPARTMENT	SOURCE	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2023 Budget
Tax Claim	TAX CLAIM BUREAU - CERTIFICATIONS	89,268	133,424	184,773	50,000	100,000
Public Works	PUBLIC WORKS	375	0	0	1,000	0
Voter Registration	VOTER REG	1,316	540	922	219	0
Domestic Relations	DOM REL GENETIC TEST FEES	0	0	0	2,763	0
Register of Wills	REGISTER OF WILLS	2,390,134	1,766,222	1,112,686	2,300,000	1,950,000
Sheriff	SHERIFF	1,388,815	256,306	1,533,961	1,579,775	1,200,000
Medical Examiner	CORONER/MEDICAL EXAMINER	18,536	5,708	8,469	126,533	25,000
Office of Judicial Support	JUDICIAL SUPPORT	3,488,601	2,833,026	3,399,561	3,500,000	3,100,000
Office of Judicial Support	OJS AUTOMATION FEE	0	0	(23,487)	0	0
Electronic Record Systems	BAIRD RECORDING SYSTEMS	155,506	94,939	116,304	159,731	90,000
Pretrial Bail	BAIL BOND FEES	730,259	500,237	888,109	826,545	1,175,000
Legal Audio Visual	LEGAL AUDIO VISUAL	25,405	11,882	7,984	25,786	9,500
Adult Probation & Parole	A.R.D. FEES	212,786	174,093	140,289	241,024	140,000
Consumer Affairs	DEL CTY CONSUMER AFFAIRS	294,160	292,255	288,875	290,000	290,000
Juvenile Court	Juv Consent Decree Fee	716	252	13,990	9,767	10,000
Court Financial	BOOKING CENTER FEE	8,768	(1,428)	12,337	9,220	0
Maintenance of Juveniles	MAINTENANCE & COSTS JUVENILE	281,440	150,675	68,977	333,177	35,000
Parks & Recreation	PARK BOARD	133,131	267,969	258,507	230,000	210,000
Non-Departmental Revenues	SENIOR GAMES REVENUE	15,847	0	7,605	16,952	14,000
Parks & Recreation	Summer Festival Donations	19,292	8,591	3,012	18,500	13,000
Soil & Water Conservation	SOIL CONSERVATION	234,837	225,086	271,102	263,000	250,000
TOTAL CHARGES FOR SERVICE REVENUES		\$16,866,425	\$13,997,301	\$17,682,254	\$17,682,254	\$15,920,500
FINES AND FORFEITS						
Pretrial Bail	Summary Appeal-Electronic Monitoring Clients	334	1,339	2,340	2,144	2,400
Adult Probation & Parole	COUNTY COURT COSTS	992,314	792,809	909,779	970,287	850,000
Court Administrator	DRUG RETMBURSEMENT	48	64,870	65	197	190
Adult Probation & Parole	ELECTRONIC HOME MONITORING	14,501	10,811	18,886	16,441	12,000
Court Financial	RESTITUTION - PROCESSING FEE	18,269	17,340	21,457	18,050	18,000
Court Financial	NON-SUFFICIENT FUNDS FEE	884	761	647	691	300
Civil Defense	DUI EDUCATIONAL CLASSES	128,058	32,949	16,433	141,373	0



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DEPARTMENT	SOURCE	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2023 Budget
Adult Probation & Parole	COUNTY FINES	30,244	32,572	28,790	36,744	45,000
Adult Probation & Parole	SUB ABUSE ED	82,531	68,524	69,854	86,323	60,000
District Justice	COURT COSTS & FINES & FORFEITURES	127,591	145,506	235,750	0	290,000
District Justice	DISTRICT JUSTICES COURT COSTS	2,409,765	1,212,482	1,519,095	2,289,937	2,100,000
District Justice	DISTRICT JUSTICES FINES	12,326	10,943	28,223	168,630	39,000
Pretrial Bail	FORFEITED BAIL	0	0	(1,200)	0	0
Constables	CONSTABLE FEE REIMB	154,725	60,678	48,385	142,752	60,000
TOTAL FINES AND FORFEITS		3,971,589	2,451,584	2,898,503	2,898,503	3,476,890
MISCELLANEOUS REVENUE						
District Attorney	District Attorney	169,477	120,920	120,682	142,735	120,910
Parks & Recreation	KENT PARK ~ DOG PARK	3,650	2,000	3,320	2,970	3,185
Non-Departmental Revenues	INTEREST INCOME	0	0	17,278	0	6,500
Court Support & Services	SENIOR JUDGE - REIMBURSABLE COSTS	101,887	0	23,124	116,820	17,232
Non-Departmental Revenues	PENNA STATE EQUAL BOARD	921	2,258	2,822	3,209	3,500
Recorder of Deeds	TAX EQUAL BOARD R/E TRANSFER	764,174	669,277	1,040,378	640,149	900,000
Non-Departmental Revenues	CAP costs recovery	0	0	0	275,000	0
Tax Claim	NON-REFUNDABLE REGISTRATION FEE	10,200	0	12,000	4,500	0
Tax Claim	TITLE SEARCH REIMBURSEMENT	14,625	0	11,025	20,000	25,000
Tax Assessment	SALE OF PLOT MAPS	7,358	4,998	4,818	14,000	3,800
Motor Vehicle Management	Motor Vehicle Mgmt	58,052	14,178	86,463	50,000	6,530
Tax Assessment	APPEAL PROCESSING FEE	57,750	38,650	2,350	75,000	92,000
Diagnostic Services	DUI EVALUATIONS	68,581	38,762	47,519	79,541	40,000
Diagnostic Services	DIAGNOSTIC EVALUATIONS	112,602	75,554	93,644	118,954	89,000
Diagnostic Services	DELINQUENT FEE	9,665	10,993	9,917	10,823	7,500
Diagnostic Services	SERVICE FEE	115,497	76,985	93,753	125,397	90,000
Diagnostic Services	ADMINISTRATIVE COSTS DUI	112,773	98,818	105,902	129,528	100,000
Adult Probation & Parole	COUNTY OFFENDER SUPERVISION FUND	886,503	661,405	1,393,761	863,725	900,000
Non-Departmental Revenues	Unclassified Revenue	0	5,043,138	1,163,917	0	0
Non-Departmental Revenues	MISCELLANEOUS	2,547,523	782,578	187,196	2,871,336	850,000
Non-Departmental Revenues	FRINGE BENEFITS RECOVERED	4,701,841	4,588,944	6,453,738	5,303,014	5,672,670



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Operating Budget

DEPARTMENT	SOURCE	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2023 Budget
Non-Departmental Revenues	HEALTHCARE REVENUE FROM EMPLOYEE	251,094	355,774	387,942	275,206	190,000
Non-Departmental Revenues	MISCELLANEOUS INCOME	1,333,242	577,493	1,254,509	0	635,000
Non-Departmental Revenues	AIRPORT TRANSPORT FEE	1,053,929	778,142	667,893	968,819	900,000
TOTAL MISCELLANEOUS REVENUES		\$12,381,344	\$13,940,865	\$13,683,570	\$13,183,953	\$10,652,827
OTHER REVENUES						
Non-Departmental Revenues	RENTAL INCOME	166,731	170,231	184,419	686,985	185,000
Juvenile Detention Kitchen	RENTAL INCOME - CAFETERIA	61,488	15,834	0	42,041	0
Non-Departmental Revenues	RENTAL INCOME - COUNTY OWNED LAND	626,792	563,926	811,661	0	1,350,000
Treasurer	INTEREST	1,758,389	540,434	111,141	740,981	750,000
Non-Departmental Revenues	OTHER TRANSFERS	860,000	565,000	570,000	900,000	450,000
TOTAL OTHER REVENUES		\$3,473,399	\$1,855,426	\$1,702,221	\$1,677,221	\$2,735,000
OPERATING REVENUES EXCL.		\$239,247,400	\$227,289,647	\$230,697,157	\$246,722,628	\$226,318,383
Federal reimbursements		0	0	0	19,450,000	37,102,348
Fund Balance		0	0	0	11,493,278	13,595,889
911 Revenue		17,403,863	18,360,762	17,620,215	12,998,020	12,442,171
Prison Revenue		3,294,915	1,999,336	2,532,924	0	2,906,000
TOTAL OPERATING REVENUES		\$259,946,178	\$247,649,745	\$250,850,296	\$290,663,926	\$292,364,791



Delaware County Adopted 2023 Budget

Operating Budget

FY2023 OPERATING BUDGET EXPENDITURE TABLE

Funds Center	Commitment Item	Description	FY2023 Budget
GENERAL GOVERNMENT			
<i>County Council</i>			
111	501000	DEPARTMENT DIRECTOR	257,380
111	506000	NON FULL-TIME EMPS	14,400
111	508000	MANAGERS & SUPERVISORS	139,050
111	509000	NON-MGR&NON-SUPR	49,070
111	513000	Personnel Contingency	22,361
111	602000	EMP REIMB-TRAVEL	6,250
111	611000	OFFICE SUPPLIES	2,500
111	622000	POSTAGE	1,000
111	626000	DUPLICATE & PRINT	2,500
111	627000	EDUCATION EXPENSE	4,200
111	630000	CONTRACTED SERVICES	50,000
111	642000	EQUIPMENT RENTAL	5,500
111	669000	MISCELLANEOUS	20,200
TOTAL COUNTY COUNCIL			\$574,411
<i>County Solicitor</i>			
512	501000	DEPARTMENT DIRECTOR	195,000
512	502000	SOLICITORS / ATTORNEYS	588,444
512	509000	NON-MGR&NON-SUPR	53,500
512	513000	Personnel Contingency	152,500
512	601000	EMP REIMB-MILEAGE	1,000
512	602000	EMP REIMB-TRAVEL	900
512	611000	OFFICE SUPPLIES	1,500
512	622000	POSTAGE	800
512	625000	ASSOC DUES & EXPENSE	2,500
512	626000	DUPLICATE & PRINT	300
512	627000	EDUCATION EXPENSE	2,000
512	634000	PROF FEES -LEGAL	1,102,712
512	635000	CONSULTANTS	147,000
512	665000	OTHER SUPPLIES	1,500
512	669000	MISCELLANEOUS	1,500
512	669205	LAW BOOK SUPPLEMENT	17,000
512	801000	TRANSFERS	(268,000)
TOTAL COUNTY SOLICITOR			2,000,155
<i>County Clerk</i>			
142	501000	DEPARTMENT DIRECTOR	109,160
142	509000	NON-MGR&NON-SUPR	40,046
142	611000	OFFICE SUPPLIES	500
142	622000	POSTAGE	500
142	623000	ADVERTISING	3,000



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Operating Budget

Funds Center	Commitment Item	Description	FY2023 Budget
142	626000	DUPLICATE & PRINT	1,500
142	669000	MISCELLANEOUS	1,000
TOTAL COUNTY CLERK			\$155,706
<i>Central Purchasing</i>			
428	501000	DEPARTMENT DIRECTOR	125,660
428	504000	HRLY FULL-TIME EMPS	94,760
428	506000	NON FULL-TIME EMPS	35,000
428	508000	MANAGERS & SUPERVISORS	43,921
428	509000	NON-MGR&NON-SUPR	140,780
428	611000	OFFICE SUPPLIES	5,000
428	622000	POSTAGE	1,000
428	623000	ADVERTISING	12,500
428	626000	DUPLICATE & PRINT	2,000
428	630000	CONTRACTED SERVICES	34,500
TOTAL CENTRAL PURCHASING			\$495,121
<i>Administrative Services</i>			
416	504000	HRLY FULL TIME EMPS	184,948
416	506000	NON FULL-TIME EMPS	18,910
416	508000	MANAGERS & SUPERVISORS	135,069
416	622000	POSTAGE	450,000
416	626000	DUPLICATE & PRINT	300,000
416	641000	MAINTENANCE/HARDWARE	7,000
416	642000	EQUIPMENT RENTAL	168,767
416	644000	AUTO EXPENSE	1,000
416	662000	STOCK SUPPLIES	9,000
416	665000	OTHER SUPPLIES	1,000
416	802000	TRANSFERS-POSTAGE	(312,000)
416	803000	TRANSFERS-DUPLICATIN	(150,000)
416	804000	TRANSFERS-STOCK SUPP	(70,000)
TOTAL ADMINISTRATIVE SERVICES			\$743,694
<i>Executive Director</i>			
171	501000	DEPARTMENT DIRECTOR	397,501
171	503000	DEPUTY/ASSISTANT DIR	176,816
171	506000	NON FULL-TIME EMPS	40,100
171	508000	MANAGERS & SUPERVISORS	154,406
171	509000	NON-MGR&NON-SUPR	176,750
171	601000	EMP REIMB-MILEAGE	10,000
171	611000	OFFICE SUPPLIES	1,250
171	621000	TELEPHONE	500
171	622000	POSTAGE	250
171	625000	ASSOC DUES & EXPENSE	87,816
171	626000	DUPLICATE & PRINT	2,000
171	627000	EDUCATION EXPENSE	2,000



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Operating Budget

Funds Center	Commitment Item	Description	FY2023 Budget
171	630000	CONTRACTED SERVICES	57,000
171	635000	CONSULTANTS	100,000
171	642000	EQUIPMENT RENTAL	6,654
171	644000	AUTO EXPENSE	200
171	665000	OTHER SUPPLIES	250
171	669000	MISCELLANEOUS	300
171	8xxxxx	TRANSFER - HSA	(175,000)
TOTAL EXECUTIVE DIRECTOR			\$1,038,793
Bureau of Elections			
206	501000	DEPARTMENT DIRECTOR	245,123
206	503000	DEPUTY/ASSISTANT DIR	93,084
206	504000	HRLY FULL TIME EMPS	362,063
206	506000	NON FULL-TIME EMPS	28,200
206	513000	Personnel Contingency	282,500
206	511000	OVERTIME	93,248
206	611000	OFFICE SUPPLIES	16,200
206	622000	POSTAGE	185,600
206	623000	ADVERTISING	46,060
206	626000	DUPLICATE & PRINT	15,500
206	627000	EDUCATION EXPENSE	25,000
206	635000	CONSULTANTS	40,000
206	641000	MAINTENANCE/HARDWARE	558,284
206	642000	EQUIPMENT RENTAL	300,000
206	665000	OTHER SUPPLIES	547,000
206	669000	MISCELLANEOUS	149,000
206	682000	ELECTION BOARD	920,000
206	683000	RENT OF POLLING PLACE	22,000
206	684000	RENT/OFFICE RENT	400,000
TOTAL BUREAU OF ELECTIONS			\$4,328,862
Voter Registration			
205	504000	HRLY FULL TIME EMPS	325,164
205	506000	NON FULL-TIME EMPS	23,918
205	508000	MANAGERS & SUPERVISORS	75,013
205	513000	Personnel Contingency	28,733
205	511000	OVERTIME	76,000
205	601000	EMP REIMB-MILEAGE	1,000
205	611000	OFFICE SUPPLIES	3,600
205	622000	POSTAGE	201,147
205	626000	DUPLICATE & PRINT	17,000
205	630000	CONTRACTED SERVICES	43,800
205	641000	MAINTENANCE/HARDWARE	1,500
205	642000	EQUIPMENT RENTAL	5,500
205	644000	AUTO EXPENSE	600



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Funds Center	Commitment Item	Description	FY2023 Budget
205	663000	REGISTRATION SUPPLIES	18,000
205	669000	MISCELLANEOUS	4,200
TOTAL VOTER REGISTRATION			\$825,175
<i>Voting Machines</i>			
208	504000	HRLY FULL TIME EMPS	114,933
208	506000	NON FULL-TIME EMPS	26,500
208	508000	MANAGERS & SUPERVISORS	67,898
208	513000	Personnel Contingency	28,733
208	511000	OVERTIME	15,000
208	601000	EMP REIMB-MILEAGE	500
208	602000	EMP REIMB-TRAVEL	500
208	611000	OFFICE SUPPLIES	1,500
208	622000	POSTAGE	1,650
208	626000	DUPLICATE & PRINT	1,000
208	630000	CONTRACTED SERVICES	91,846
208	641000	MAINTENANCE/HARDWARE	40,000
208	642000	EQUIPMENT RENTAL	6,000
208	644000	AUTO EXPENSE	5,000
208	667000	VOTING MACHINE SUPPLIES	80,500
208	669000	MISCELLANEOUS	17,500
TOTAL VOTING MACHINES			\$499,060
<i>Personnel (Incl. Board of Personnel Grievances and Risk Management)</i>			
603	501000	DEPARTMENT DIRECTOR	160,000
603	503000	DEPUTY/ASSISTANT DIR	436,133
603	504000	HRLY FULL-TIME EMPS	478,910
603	506000	NON FULL-TIME EMPS	35,542
603	508000	MANAGERS & SUPERVISORS	214,502
603	513000	Personnel Contingency	580,260
603	511000	OVERTIME	152,000
603	602000	EMP REIMB TRAVEL	500
603	611000	OFFICE SUPPLIES	3,385
603	622000	POSTAGE	3,000
603	626000	DUPLICATE & PRINT	1,681
603	627100	EDUCATION	2,000
603	630000	CONTRACTED SERVICES	300,000
603	642000	EQUIPMENT RENTAL	6,374
603	644000	AUTO EXPENSE	1,000
603	650010	COBRA ADMIN	32,000
603	665000	OTHER SUPPLIES	1,500
603	669000	MISCELLANEOUS	79,064
603	669100	MEDICAL EXP	2,000



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Operating Budget

Funds Center	Commitment Item	Description	FY2023 Budget
603	801000	TRANSFERS	(277,017)
TOTAL PERSONNEL			\$2,212,833
<i>Public Relations</i>			
792	501000	DEPARTMENT DIRECTOR	102,821
792	509000	NON-MGR&NON-SUPR	120,562
792	601000	EMP REIMB-MILEAGE	1,000
792	611000	OFFICE SUPPLIES	1,000
792	622000	POSTAGE	500
792	626000	DUPLICATE & PRINT	2,500
792	630000	CONTRACTED SERVICES	85,600
792	641000	MAINTENANCE/ HARDWARE	3,000
792	665000	OTHER SUPPLIES	1,500
792	669000	MISCELLANEOUS	2,000
792	669101	SUBSCRIPTIONS	1,500
792	669106	PHOTO	1,500
792	669109	VIDEO	5,000
TOTAL PUBLIC RELATIONS			\$328,483
<i>Consumer Affairs</i>			
4901	501000	DEPARTMENT DIRECTOR	78,169
4901	504000	HRLY FULL-TIME EMPS	110,845
4901	506000	NON FULL-TIME EMPS	5,000
4901	513000	Personnel Contingency	28,733
4901	611000	OFFICE SUPPLIES	500
4901	622000	POSTAGE	2,000
4901	625000	ASSOC DUES & EXPENSE	200
4901	626000	DUPLICATE & PRINT	3,000
4901	630000	CONTRACTED SERVICES	14,600
4901	641000	MAINTENANCE/HARDWARE	1,000
4901	642000	EQUIPMENT RENTAL	1,600
4901	643000	MINOR EQUIPMENT	1,000
4901	644000	AUTO EXPENSE	7,000
4901	646000	UNIFORMS & EQUIPMENT	1,000
4901	665000	OTHER SUPPLIES	1,000
4901	687002	PERMIT FEE/LICENSING	2,000
4901	801400	TRANSFER-PERMIT FEE	(2,000)
TOTAL CONSUMER AFFAIRS			\$255,647



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Funds Center	Commitment Item	Description	FY2023 Budget
Register of Wills			
1966	501000	DEPARTMENT DIRECTOR	46,000
1966	504000	HRLY FULL-TIME EMPS	418,617
1966	508000	MANAGERS & SUPERVISORS	226,333
1966	513000	Personnel Contingency	76,740
1966	511000	OVERTIME	7,000
1966	602000	EMP REIMB-TRAVEL	100
1966	611000	OFFICE SUPPLIES	17,500
1966	622000	POSTAGE	15,000
1966	623000	ADVERTISING	18,000
1966	625000	ASSOC DUES & EXPENSE	1,200
1966	626000	DUPLICATE & PRINT	8,000
1966	630000	CONTRACTED SERVICES	34,500
1966	635000	CONSULTANTS	3,000
1966	642000	EQUIPMENT RENTAL	3,300
1966	665000	OTHER SUPPLIES	3,400
1966	665209	OTHER SERVICES	45,546
1966	668099	MAINTENANCE SUPPLIES	3,000
1966	688500	INDIGENT ESTATE ADMN	1,000
TOTAL REGISTER OF WILLS			\$928,237
Courthouse and Park Police			
2103	501000	DEPARTMENT DIRECTOR	115,688
2103	504000	HRLY FULL-TIME EMPS	4,088,425
2103	508000	MANAGERS & SUPERVISORS	68,473
2103	513000	Personnel Contingency	504,329
2103	511000	OVERTIME	550,000
2103	611000	OFFICE SUPPLIES	500
2103	622000	POSTAGE	150
2103	625000	ASSOC DUES & EXPENSE	1,000
2103	626000	DUPLICATE & PRINT	750
2103	630040	CONT SVCS -SECURITY	67,000
2103	640000	MAINTENANCE & REPAIR	2,000
2103	642000	EQUIPMENT RENTAL	2,100
2103	643000	MINOR EQUIPMENT	2,000
2103	644000	AUTO EXPENSE	34,700
2103	646000	UNIFORMS & EQUIPMENT	25,000
2103	665000	OTHER SUPPLIES	1,300
2103	669000	MISCELLANEOUS	1,500
2103	801000	TRANSFERS	(1,884,100)



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Operating Budget

Funds Center	Commitment Item	Description	FY2023 Budget
TOTAL COURTHOUSE AND PARK POLICE			\$3,580,815
<i>Office of Judicial Support</i>			
1910	501000	DEPARTMENT DIRECTOR	139,079
1910	504000	HRLY FULL TIME EMPS	1,426,983
1910	506000	NON FULL TIME EMPS	5,000
1910	508000	MANAGERS & SUPERVISORS	172,820
1910	509000	NON-MGR&NON-SUPR	59,584
1910	513000	Personnel Contingency	455,614
1910	511000	OVERTIME	21,000
1910	601000	EMP REIMB-MILEAGE	200
1910	602000	EMP REIMB-TRAVEL	2,000
1910	611000	OFFICE SUPPLIES	36,000
1910	622000	POSTAGE	36,000
1910	625000	ASSOC DUES & EXPENSE	1,000
1910	626000	DUPLICATE & PRINT	44,900
1910	630000	CONTRACTED SERVICES	90,178
1910	641000	MAINTENANCE/HARDWARE	2,000
1910	642000	EQUIPMENT RENTAL	27,800
1910	665000	OTHER SUPPLIES	1,200
1910	669000	MISC	1,700
TOTAL OFFICE OF JUDICIAL SUPPORT			\$2,523,058
TOTAL GENERAL GOVERNMENT			\$20,490,050
FINANCE & BUDGET			
<i>Treasurer</i>			
399	501000	DEPARTMENT DIRECTOR	107,424
399	503000	DEPUTY/ASSISTANT DIR	98,365
399	504000	HRLY FULL-TIME EMPS	280,392
399	508000	MANAGERS & SUPERVISORS	66,779
399	509000	NON-MGR&NON-SUPR	90,000
399	513000	Personnel Contingency	67,500
399	611000	OFFICE SUPPLIES	1,000
399	622000	POSTAGE	10,000
399	625000	ASSOC DUES & EXPENSE	2,000
399	626000	DUPLICATE & PRINT	5,000
399	627600	CUSTOMER SERV. TRAINING	5,000
399	681000	BANK SERVICES	34,077
TOTAL TREASURER			\$767,536
<i>Tax Assessment</i>			
367	504000	HRLY FULL-TIME EMPS	349,452
367	508000	MANAGERS & SUPERVISORS	261,882
367	511000	OVERTIME	500



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Funds Center	Commitment Item	Description	FY2023 Budget
367	513000	Personnel Contingency	163,417
367	601000	EMP REIMB-MILEAGE	1,000
367	611000	OFFICE SUPPLIES	3,000
367	622000	POSTAGE	5,000
367	623000	ADVERTISING	1,000
367	625000	ASSOC DUES & EXPENSE	3,000
367	626000	DUPLICATE & PRINT	5,000
367	627100	EDUCATION EXPENSE	3,000
367	627600	CUSTOMER SERV. TRAINING	4,000
367	630000	CONTRACTED SERVICES	353,630
367	642000	EQUIPMENT RENTAL	8,000
367	644000	AUTO EXPENSE	1,000
367	665000	OTHER SUPPLIES	2,000
367	665100	OTHER SUPPLIES/GIS	10,000
TOTAL TAX ASSESSMENT			\$1,174,881
<i>Tax Claim Office</i>			
381	504000	HRLY FULL-TIME EMPS	280,253
381	508000	MANAGERS & SUPERVISORS	106,208
381	513000	Personnel Contingency	75,265
381	511000	OVERTIME	1,000
381	611000	OFFICE SUPPLIES	10,000
381	622000	POSTAGE	160,000
381	623000	ADVERTISING	140,400
381	625000	ASSOC DUES & EXPENSE	500
381	626000	DUPLICATE & PRINT	8,650
381	627600	CUSTOMER SERV. TRAINING	3,000
381	630000	CONTRACTED SERVICES	50,000
381	642000	EQUIPMENT RENTAL	1,350
381	669000	MISCELLANEOUS	500
381	680000	TITLE SEARCHES	64,600
381	689001	POSTAGE & MILEAGE	263,918
TOTAL TAX CLAIM OFFICE			\$1,165,644
<i>Self-Tax Collection</i>			
370	504000	HRLY FULL-TIME EMPS	84,413
370	508000	MANAGERS & SUPERVISORS	52,799
370	511000	OVERTIME	1,000
370	611000	OFFICE SUPPLIES	2,000
370	622000	POSTAGE	60,000
370	626000	DUPLICATE & PRINT	4,000
370	627600	CUSTOMER SERV. TRAINING	2,000
370	642000	EQUIPMENT RENTAL	500
370	668000	MATERIALS & SUPPLIES	9,900
370	688000	MAINTENANCE SERVICES	1,000



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Operating Budget

Funds Center	Commitment Item	Description	FY2023 Budget
TOTAL SELF-TAX COLLECTION			\$217,612
<i>Budget Management</i>			
353	501000	DEPARTMENT DIRECTOR	130,282
353	504000	HRLY FULL TIME EMPS	46,350
353	506000	NON FULL-TIME EMPS	3,000
353	509000	NON-MGR&NON-SUPR	223,187
353	513000	Personnel Contingency	138,750
353	601000	EMP REIMB-MILEAGE	2,500
353	611000	OFFICE SUPPLIES	500
353	622000	POSTAGE	50
353	625000	ASSOC DUES & EXPENSE	15,000
353	626000	DUPLICATE & PRINT	200
353	630000	CONTRACTED SERVICES	98,110
353	669000	MISCELLANEOUS	1,500
TOTAL BUDGET MANAGEMENT			\$659,429
<i>Controller</i>			
332	501000	DEPARTMENT DIRECTOR	46,000
332	503000	DEPUTY/ASSISTANT DIR	254,410
332	504000	HRLY FULL TIME EMPS	84,282
332	506000	NON FULL-TIME EMPS	10,000
332	508000	MANAGERS & SUPERVISORS	312,794
332	509000	NON-MGR&NON-SUPR	534,199
332	513000	Personnel Contingency	240,220
332	511000	OVERTIME	2,000
332	601000	EMP REIMB-MILEAGE	1,000
332	602000	EMP REIMB-TRAVEL	6,000
332	611000	OFFICE SUPPLIES	15,000
332	622000	POSTAGE	49,000
332	625000	ASSOC DUES & EXPENSE	10,000
332	626000	DUPLICATE & PRINT	9,000
332	630000	CONTRACTED SERVICES	136,000
332	632004	CONTRACT SVCS-AUDIT	305,000
332	634000	PROFESSIONAL FEES- LEGAL	24,000
332	635000	CONSULTANTS	100,000
332	641000	MAINTENANCE/HARDWARE	903
332	642000	EQUIPMENT RENTAL	2,397
332	669000	MISCELLANEOUS	10,000
TOTAL CONTROLLER			\$2,152,204
TOTAL FINANCE AND BUDGET			\$6,137,308



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Operating Budget

Funds Center	Commitment Item	Description	FY2023 Budget
IT SYSTEMS			
<i>Information Technology</i>			
727	501000	DEPARTMENT DIRECTOR	154,737
727	503000	DEPUTY/ASSISTANT DIR	115,360
727	504000	HRLY FULL-TIME EMPS	1,042,698
727	508000	MANAGERS & SUPERVISORS	178,313
727	509000	NON-MGR&NON-SUPR	160,590
727	513000	Personnel Contingency	892,860
727	511000	OVERTIME	50,000
727	611000	OFFICE SUPPLIES	15,000
727	621100	TELEPHONE	2,200,000
727	622000	POSTAGE	1,000
727	626000	DUPLICATE & PRINT	1,836
727	627000	EDUCATION EXPENSE	81,750
727	633041	MAINTENANCE & SOFTWARE	384,329
727	633048	PITNEY BOWES	4,000
727	635000	CONSULTANTS	474,500
727	641000	MAINTENANCE & HARDWARE	166,737
727	642000	EQUIPMENT RENTAL	1,164
727	644000	AUTO EXP	800
727	668275	LICENSING MICROSOFT	990,832
727	668280	LICENSING OTHER	799,235
727	669000	MISCELLANEOUS	75,300
TOTAL INFORMATION TECHNOLOGY			\$7,791,041
<i>Recorder of Deeds</i>			
535	501000	DEPARTMENT DIRECTOR	106,228
535	503000	DEPUTY/ASSISTANT DIR	125,966
535	504000	HRLY FULL-TIME EMPS	290,905
535	506000	NON FULL-TIME EMPS	3,500
535	513000	Personnel Contingency	25,880
535	511000	OVERTIME	5,500
535	601000	EMP REIMB-MILEAGE	1,020
535	611000	OFFICE SUPPLIES	2,000
535	622000	POSTAGE	3,000
535	625000	ASSOC DUES & EXPENSE	3,000
535	626000	DUPLICATE & PRINT	500
535	630000	CONTRACTED SERVICES	15,896
535	641000	MAINTENANCE OF EQUIP	2,000
535	642000	EQUIPMENT RENTAL	7,000
TOTAL RECORDER OF DEEDS			\$592,395
TOTAL IT SYSTEMS			\$8,383,436



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Funds Center	Commitment Item	Description	FY2023 Budget
COMMUNITY JUSTICE & REHAB			
Constables			
1929	504000	HRLY FULL-TIME EMPS	162,115
1929	513000	Personnel Contingency	57,345
1929	511000	OVERTIME	12,000
1929	611000	OFFICE SUPPLIES	700
1929	622000	POSTAGE	300
1929	626000	DUPLICATE & PRINT	4,500
1929	643000	MINOR EQUIPMENT	6,500
1929	644000	AUTO EXPENSE	20,000
1929	699198	FEES-SERVING WARRANT	1,172,896
TOTAL CONSTABLES			\$1,436,356
District Attorney and Criminal Investigations Department (CID)			
1944	501000	DEPARTMENT DIRECTOR	343,203
1944	502000	SOLICITORS / ATTORNEYS	3,595,540
1944	504000	HRLY FULL-TIME EMPS	5,433,182
1944	506000	NON FULL-TIME EMPS	17,211
1944	508000	MANAGERS & SUPERVISORS	230,473
1944	509000	NON-MGR&NON-SUPR	193,366
1944	513000	Personnel Contingency	796,706
1944	511000	OVERTIME	436,600
1944	601000	EMP REIMB-MILEAGE	14,000
1944	611000	OFFICE SUPPLIES	95,500
1944	622000	POSTAGE	20,000
1944	625000	ASSOC DUES & EXPENSE	38,700
1944	626000	DUPLICATE & PRINT	17,000
1944	627000	EDUCATION EXPENSE	42,500
1944	630000	CONTRACTED SERVICES	40,000
1944	634099	PROFESSIONAL FEES- LEGAL	100,000
1944	635000	CONSULTANTS	5,000
1944	641000	MAINTENANCE/HARDWARE	36,746
1944	642000	EQUIPMENT RENTAL	32,000
1944	643000	MINOR EQUIPMENT	6,000
1944	644000	AUTO EXPENSE	111,000
1944	665000	OTHER SUPPLIES	24,800
1944	669000	MISCELLANEOUS	24,000
1944	669199	MISCELLANEOUS-BOOKS	73,500
1944	690099	COURT STENO FEES	10,000
1944	690599	WITNESS REIMBURSEMENT	10,000
1944	691500	CO-OP PROGRAMS	10,000
TOTAL DISTRICT ATTORNEY			\$11,757,027
Prison Appropriation			
2321	659100	COUNTY APPRO PRISON	52,893,269



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Funds Center	Commitment Item	Description	FY2023 Budget
TOTAL PRISON APPROPRIATION			\$52,893,269
<i>Juvenile Detention</i>			
2374	501000	DEPARTMENT DIRECTOR	127,730
2374	503000	DEPUTY/ASSISTANT DIR	97,491
2374	504000	HRLY FULL-TIME EMPS	46,136
2374	508000	MANAGERS & SUPERVISORS	72,615
2374	601000	EMP REIMB-MILEAGE	3,000
2374	611000	OFFICE SUPPLIES	5,000
2374	621010	TELEPHONE - MOBILE	513
2374	622000	POSTAGE	500
2374	625000	ASSOC DUES & EXPENSE	1,500
2374	626000	DUPLICATE & PRINT	500
2374	630001	PROFESSIONAL SERVICES-ADM	30,000
2374	630002	PROFESSIONAL SERVICES-PROG	665,299
2374	630047	CONTR SVCS-RENTAL REHAB	215,000
2374	633000	CONTRACTED MAINTENANCE	33,700
2374	634000	PROFESSIONAL FEES - LEGAL	50,000
2374	641000	MAINTENANCE/HARDWARE	5,000
2374	642000	EQUIPMENT RENTAL	1,000
2374	644000	AUTO EXPENSE	5,000
2374	665000	OTHER SUPPLIES	7,000
2374	671000	FUEL	3,000
2374	672000	ELECTRIC	30,000
2374	684000	RENT/OFFICE RENT	1,000
TOTAL JUVENILE DETENTION			1,400,984
<i>Medical Examiner</i>			
1938	501000	DEPARTMENT DIRECTOR	242,567
1938	504000	HRLY FULL-TIME EMPS	470,261
1938	506000	NON FULL-TIME EMPS	50,000
1938	508000	MANAGERS & SUPERVISORS	51,500
1938	509000	NON-MGR&NON-SUPR	269,426
1938	513000	Personnel Contingency	270,472
1938	511000	OVERTIME	155,000
1938	601000	EMP REIMB-MILEAGE	3,000
1938	604015	AIR/HOTEL-CONF/MTG	2,500
1938	611000	OFFICE SUPPLIES	33,000
1938	622000	POSTAGE	500
1938	625000	ASSOC DUES & EXPENSE	2,500
1938	626000	DUPLICATE & PRINT	500
1938	627600	STAFF TRAINING	4,500
1938	630000	CONTRACTED SERVICES	15,000
1938	635000	CONSULTANTS	4,346
1938	641000	MAINTENANCE /HARDWARE	12,000



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Funds Center	Commitment Item	Description	FY2023 Budget
1938	642000	EQUIPMENT RENTAL	4,000
1938	644000	AUTO EXPENSE	7,000
1938	669000	MISCELLANEOUS	10,000
1938	686099	POST MORTEM EXPENSE	950,000
1938	698199	LAB EXPENSE	80,000
1938	698299	LIVERY EXPENSE	40,000
1938	698399	INDIGENT DISPOSITION	10,000
1938	801300	TRANSFERS-CREMATATIONS	(100,000)
TOTAL MEDICAL EXAMINER			\$2,588,073
Public Defender's Office			
523	501000	DEPARTMENT DIRECTOR	147,000
523	502000	SOLICITORS / ATTORNEYS	3,602,995
523	504000	HRLY FULL-TIME EMPS	607,837
523	513000	Personnel Contingency	203,750
523	601000	EMP REIMB-MILEAGE	8,500
523	602000	EMP REIMG-TRAVEL	7,500
523	611000	OFFICE SUPPLIES	22,000
523	622000	POSTAGE	4,000
523	625000	ASSOC DUES	30,000
523	626000	DUPLICATE & PRINT	10,000
523	630306	CONTRACT LEGAL	112,000
523	630538	OUTSIDE SERV JANITOR	25,000
523	642000	EQUIPMENT RENTAL	24,000
523	644000	AUTO EXPENSE	7,000
523	668280	LICENSING OTHER	21,000
523	669012	COMMUNITY OUTREACH	4,770
523	684000	RENT/ OFFICE RENT	284,140
523	687099	OUT OF COUNTY PAROLE	8,000
523	690299	EXPERT TESTIMONY	45,000
TOTAL PUBLIC DEFENDER'S OFFICE			\$5,174,491
Office of Support Enforcement			
2449	502000	SOLICITORS/ ATTORNEYS	365,988
2449	504000	HRLY FULL-TIME EMPS	105,620
2449	513000	Personnel Contingency	149,782
2449	511000	OVERTIME	5,000
2449	611000	OFFICE SUPPLIES	3,500
2449	622000	POSTAGE	3,500
2449	625000	ASSOC DUES & EXPENSES	8,500
2449	626000	DUPLICATE & PRINT	800
2449	627000	EDUCATION EXPENSE	8,500
2449	630000	CONTRACTED SERVICES	26,000
2449	642000	EQUIPMENT RENTAL	5,200



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Funds Center	Commitment Item	Description	FY2023 Budget
2449	703001	COMPUTER EQUIPMENT	2,500
TOTAL OFFICE OF SUPPORT ENFORCEMENT			\$684,890
<i>Sheriff</i>			
1977	501000	DEPARTMENT DIRECTOR	46,000
1977	503000	DEPUTY/ASSISTANT DIR	98,100
1977	504000	HRLY FULL-TIME EMPS	3,864,661
1977	506000	NON FULL-TIME EMPS	87,014
1977	508000	MANAGERS & SUPERVISORS	74,982
1977	513000	Personnel Contingency	261,901
1977	511000	OVERTIME	900,000
1977	601000	EMP REIMB-MILEAGE	100,000
1977	602000	EMP REIMB-TRAVEL	50,000
1977	611000	OFFICE SUPPLIES	10,000
1977	622000	POSTAGE	10,000
1977	625000	ASSOC DUES & EXPENSE	15,000
1977	626000	DUPLICATE & PRINT	10,000
1977	627000	EDUCATION EXPENSE	5,000
1977	630000	CONTRACTED SERVICES	15,000
1977	635000	CONSULTANTS	10,000
1977	642000	EQUIPMENT RENTAL	13,000
1977	644000	AUTO EXPENSE	50,000
1977	646000	UNIFORMS & EQUIPMENT	79,676
1977	665000	OTHER SUPPLIES	10,000
1977	668350	MISCELLANEOUS-K9	10,000
1977	669000	MISCELLANEOUS	1,000
1977	812099	TRANSFERS-TAX CLAIM	(235,000)
TOTAL SHERIFF			\$5,486,334
TOTAL COMMUNITY JUSTICE & REHAB			\$81,421,425
<i>EMERGENCY SERVICES</i>			
<i>Emergency Services</i>			
2918	501000	DEPARTMENT DIRECTOR	160,997
2918	503000	DEPUTY/ASSISTANT DIR	107,636
2918	504000	HRLY FULL-TIME EMPS	6,343,988
2918	506000	NON FULL-TIME EMPS	150,000
2918	508000	MANAGERS & SUPERVISORS	311,731
2918	509000	NON-MGR&NON-SUPR	278,316
2918	513000	Personnel Contingency	1,173,208
2918	511000	OVERTIME	1,700,000
2918	601000	EMP REIMB-MILEAGE	4,000
2918	611000	OFFICE SUPPLIES	20,000
2918	621000	TELEPHONE	1,427,000
2918	641000	MAINTENANCE/HARDWARE	2,150,000
2918	642000	EQUIPMENT RENTAL	163,400



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Funds Center	Commitment Item	Description	FY2023 Budget
2918	643000	MINOR EQUIPMENT	10,000
2918	644000	AUTO EXPENSE	20,000
2918	646000	UNIFORMS & EQUIPMENT	50,000
2918	669250	TAXES - TOWER SITES	65,000
2918	672000	ELECTRIC	20,000
TOTAL EMERGENCY SERVICES			\$14,155,277
<i>Civil Defense</i>			
2937	503000	DEPUTY/ASSISTANT DIR	163,694
2937	504000	HRLY FULL-TIME EMPS	530,221
2937	508000	MANAGERS & SUPERVISORS	77,156
2937	509000	NON-MGR&NON-SUPR	658,616
2937	513000	Personnel Contingency	45,802
2937	601000	EMP REIMB-MILEAGE	500
2937	602000	EMP REIMB-TRAVEL	500
2937	626000	DUPLICATE & PRINT	500
2937	627000	EDUCATION EXPENSE	10,000
TOTAL CIVIL DEFENSE			\$1,486,990
TOTAL EMERGENCY SERVICES			15,642,266
<i>COMMUNITY SUPPORT & SERVICES</i>			
<i>Library Services</i>			
5608	501000	DEPARTMENT DIRECTOR	109,960
5608	503000	DEPUTY/ASSISTANT DIR	86,586
5608	504000	HRLY FULL-TIME EMPS	145,240
5608	509000	NON-MGR&NON-SUPR	121,100
5608	601000	EMP REIMB-MILEAGE	3,000
5608	611000	OFFICE SUPPLIES	17,000
5608	622000	POSTAGE	10,000
5608	625000	ASSOC DUES/EXPENSE	6,000
5608	626000	DUPLICATE & PRINT	20,000
5608	630000	CONTRACTED SERVICES	10,000
5608	631005	CONSULTANT-TELECOM	100,000
5608	642000	EQUIPMENT RENTAL	5,220
5608	668200	PROGRAM SUPPLIES	103,000
5608	669000	MISCELLANEOUS	10,000
5608	669201	LIBRARY MAT-LAW LIBRARY	145,000
5608	669402	LICENSING FEES	208,454
5608	669501	NETWORK MONITORING	12,000
5608	670101	UTILITIES/OCCUPANCY	5,500
5608	675000	GASOLINE/MAINTENANCE	13,000
5608	687003	LIBRARY SUPPORT	100,000
TOTAL LIBRARY SERVICES			\$1,231,060
<i>Military & Veterans Affairs</i>			
793	504000	HRLY FULL-TIME EMPS	39,460
793	509000	NON-MGR&NON-SUPR	102,218



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Funds Center	Commitment Item	Description	FY2023 Budget
793	513000	Personnel Contingency	129,405
793	601000	EMP REIMB-MILEAGE	500
793	602000	EMP REIMB-TRAVEL	500
793	611000	OFFICE SUPPLIES	618
793	622000	POSTAGE	506
793	625000	ASSOC DUES & EXPENSE	250
793	626000	DUPLICATE AND PRINT	380
793	630000	CONTRACTED SERVICES	2,000
793	642000	EQUIPMENT RENTAL	2,350
793	669000	MISC	500
793	694000	SUBSIDY VETERANS ORG	500
793	694100	MISC SERV VET & WIDOW	38,000
793	694200	MISC HEADSTONES	1,000
793	694300	MISC FLAGS	45,000
TOTAL MILITARY & VETERAN AFFAIRS			\$363,188
TOTAL COMMUNITY SUPPORT & SERVICES			\$1,594,248
COUNTY COURT SYSTEM			
Juvenile Court			
2361	501000	DEPARTMENT DIRECTOR	119,737
2361	503000	DEPUTY/ASSISTANT DIR	87,849
2361	504000	HRLY FULL-TIME EMPS	3,313,650
2361	508000	MANAGERS & SUPERVISORS	1,175,982
2361	513000	Personnel Contingency	48,000
2361	511000	OVERTIME	454,543
2361	601000	EMP REIMB-MILEAGE	15,000
2361	602000	EMP REIMB-TRAVEL	37,000
2361	611000	OFFICE SUPPLIES	7,000
2361	621000	TELEPHONE	6,000
2361	622000	POSTAGE	23,000
2361	625000	ASSOC DUES & EXPENSE	1,000
2361	626000	DUPLICATE & PRINT	18,000
2361	630000	CONTRACTED SERVICES	304,000
2361	630698	CONTRACT SERV 80%	4,393,200
2361	636000	CLOTHING	4,000
2361	637007	MEDICAL	3,000
2361	641000	MAINTENANCE/ HARDWARE	4,000
2361	642000	EQUIPMENT RENTAL	30,000
2361	643000	MINOR EQUIPMENT	5,000
2361	644000	AUTO EXPENSE	13,000
2361	665000	OTHER SUPPLIES	7,000
2361	669000	MISC	7,000
2361	669040	MISC-GRANT IN AID	0
2361	684000	RENT/OFFICE RENT	74,000



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Funds Center	Commitment Item	Description	FY2023 Budget
2361	687198	SECURITY /PARK POLICE	288,000
TOTAL JUVENILE COURT			\$10,438,961
<i>District Justice</i>			
1867	503000	DEPUTY/ASSISTANT DIR	82,400
1867	504000	HRLY FULL-TIME EMPS	3,631,515
1867	506000	NON FULL-TIME EMPS	36,000
1867	508000	MANAGERS & SUPERVISORS	250,047
1867	513000	Personnel Contingency	772,193
1867	511000	OVERTIME	80,000
1867	601000	EMP REIMB-MILEAGE	9,101
1867	602000	EMP REIMB-TRAVEL	2,300
1867	611000	OFFICE SUPPLIES	37,935
1867	621000	TELEPHONE	100,000
1867	622000	POSTAGE	384,037
1867	625000	ASSOC DUES & EXPENSE	8,300
1867	626000	DUPLICATE & PRINT	30,000
1867	627000	EDUCATION EXPENSE	2,000
1867	632004	CONTRACT SVCS-AUDIT	76,240
1867	633000	CONTRACTED MAINTENANCE	91,000
1867	635000	CONSULTANTS	12,000
1867	639005	DE-CENTRAL COSTS	24,063
1867	641000	MAINTENANCE/HARDWARE	50,142
1867	642000	EQUIPMENT RENTAL	148,374
1867	643000	MINOR EQUIPMENT	4,521
1867	644000	AUTO EXPENSE	1,900
1867	665000	OTHER SUPPLIES	57,792
1867	669000	MISCELLANEOUS	44,878
1867	672000	ELECTRIC	18,000
1867	673000	WATER & SEWER	2,980
1867	684000	RENT/OFFICE RENT	2,260,338
1867	687198	SECURITY/PARK POLICE	133,000
TOTAL DISTRICT JUSTICE			\$8,351,056
<i>Adult Probation & Parole</i>			
1844	501000	DEPARTMENT DIRECTOR	112,519
1844	503000	DEPUTY/ASSISTANT DIR	173,578
1844	504000	HRLY FULL-TIME EMPS	4,458,349
1844	508000	MANAGERS & SUPERVISORS	725,834
1844	509000	NON-MGR&NON-SUPR	211,890
1844	513000	Personnel Contingency	115,203
1844	511000	OVERTIME	102,000
1844	601000	EMP REIMB-MILEAGE	11,000
1844	602000	EMP REIMB-TRAVEL	10,000
1844	611000	OFFICE SUPPLIES	12,000



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Funds Center	Commitment Item	Description	FY2023 Budget
1844	621000	TELEPHONE	1,000
1844	622000	POSTAGE	11,000
1844	625000	ASSOC DUES & EXPENSE	1,000
1844	626000	DUPLICATE & PRINT	20,000
1844	627000	EDUCATION EXPENSE	11,000
1844	630000	CONTRACTED SERVICES	40,260
1844	641000	MAINTENANCE OF EQUIP	1,000
1844	642000	EQUIPMENT RENTAL	18,000
1844	643000	MINOR EQUIPMENT	2,000
1844	644000	AUTO EXPENSE	22,000
1844	669000	MISCELLANEOUS	120,000
1844	687098	DRUG TESTING	80,000
1844	687198	SECURITY/PARK POLICE	312,000
TOTAL ADULT PROBATION AND PAROLE			\$6,571,633
<i>Court Support & Services</i>			
1841	501000	DEPARTMENT DIRECTOR	100,425
1841	502000	SOLICITORS / ATTORNEYS	1,884,691
1841	504000	HRLY FULL-TIME EMPS	1,384,337
1841	506000	NON FULL-TIME EMPS	15,085
1841	508000	MANAGERS & SUPERVISORS	86,574
1841	509000	NON-MGR&NON-SUPR	1,111,622
1841	513000	Personnel Contingency	299,874
1841	602000	EMP REIMB-TRAVEL	6,750
1841	611000	OFFICE SUPPLIES	25,234
1841	622000	POSTAGE	24,100
1841	625000	ASSOC DUES & EXPENSE	12,600
1841	626000	DUPLICATE & PRINT	20,625
1841	627000	EDUCATION EXPENSE	8,215
1841	630000	CONTRACTED SERVICES	234,844
1841	630049	INTERPRETER FEE	214,300
1841	641000	MAINTENANCE/HARDWARE	721
1841	642000	EQUIPMENT RENTAL	31,212
1841	643000	MINOR EQUIPMENT	2,659
1841	669000	MISCELLANEOUS	47,300
1841	669205	LAW BOOK SUPPLEMENT	112,500
1841	669398	COURT AAP'D ATTORNEYS	1,133,589
1841	670098	FORENSIC SERVICES	118,930
1841	695298	ARBITRATORS	133,000
1841	695398	VIEWERS' FEES	13,818
1841	695498	JURY EXPENSE-MISC	16,000
1841	695598	M/H REVIEW COSTS	73,600
TOTAL COURT SUPPORT AND SERVICES			\$7,112,603



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Funds Center	Commitment Item	Description	FY2023 Budget
Domestic Relations			
1872	501000	DEPARTMENT DIRECTOR	165,000
1872	502000	SOLICITORS / ATTORNEYS	162,685
1872	503000	DEPUTY/ASSISTANT DIR	112,005
1872	504000	HRLY FULL-TIME EMPS	3,077,165
1872	508000	MANAGERS & SUPERVISORS	419,409
1872	509000	NON-MGR&NON-SUPR	180,556
1872	513000	Personnel Contingency	1,237,380
1872	511000	OVERTIME	100,000
1872	602000	EMP REIMB-TRAVEL	4,000
1872	611000	OFFICE SUPPLIES	22,000
1872	621000	TELEPHONE	1,000
1872	622000	POSTAGE	114,000
1872	625000	ASSOC DUES & EXPENSE	2,000
1872	626000	DUPLICATE & PRINT	18,000
1872	627000	EDUCATION EXPENSE	14,000
1872	630305	CONTRACTED SERVICES	14,500
1872	642000	EQUIPMENT RENTAL	20,500
1872	642198	MAINTENANCE OF EQUIPMENT	2,000
1872	643000	MINOR EQUIPMENT	38,000
1872	665209	OTHER SERVICES	5,000
1872	696199	BLOOD TEST FOR PATERNITY	10,000
1872	702001	FURNITURE & FIXTURES	3,000
TOTAL DOMESTIC RELATIONS			\$5,722,200
Maintenance of Juveniles			
2306	640110	DAY TREATMENT	200,000
2306	640120	FOSTER FAMILY SERVICES	50,000
2306	640130	RESIDENT-NONREIMBURSED	10,000
2306	640140	RESIDENTIAL SERVICES	1,111,000
2306	640145	MED DIAG FEE	20,000
2306	640150	GROUP HOME SERVICES	1,366,000
2306	640160	PRIVATE SECURE	1,139,000
2306	640170	ALTERNATIVE TREATMENT	15,000
2306	640180	SHELTER	15,000
2306	640190	DETENTION-PRIV PROV	336,000
2306	640310	STATE SECURITY	814,000
TOTAL MAINTENANCE OF JUVENILES			\$5,076,000
Court Administrator			
1848	504000	HRLY FULL-TIME EMPS	617,304
1848	506000	NON FULL-TIME EMPS	521,000
1848	508000	MANAGERS & SUPERVISORS	344,723
1848	509000	NON-MGR&NON-SUPR	49,638
1848	513000	Personnel Contingency	129,210



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Funds Center	Commitment Item	Description	FY2023 Budget
1848	511000	OVERTIME	25,000
1848	601000	EMP REIMB-MILEAGE	1,000
1848	602000	EMP REIMB-TRAVEL	6,000
1848	611000	OFFICE SUPPLIES	20,000
1848	622000	POSTAGE	75,000
1848	625000	ASSOC DUES & EXPENSE	5,000
1848	626000	DUPLICATE & PRINT	35,000
1848	627000	EDUCATION EXPENSE	4,000
1848	630000	CONTRACTED SERVICES	1,500
1848	633051	APPLICATION VENDORS	44,000
1848	641000	MAINTENANCE/HARDWARE	5,000
1848	642000	EQUIPMENT RENTAL	9,000
1848	643000	MINOR EQUIPMENT	5,000
1848	669000	MISCELLANEOUS	3,500
1848	695198	JURY FEES & MILEAGE	156,500
1848	695498	JURY EXPENSE-MISC	3,500
TOTAL COURT ADMINISTRATOR			\$2,060,875
Bail Agency			
1847	501000	DEPARTMENT DIRECTOR	97,181
1847	503000	DEPUTY/ASSISTANT DIR	83,945
1847	504000	HRLY FULL-TIME EMPS	379,365
1847	506000	NON FULL-TIME EMPS	31,990
1847	508000	MANAGERS & SUPERVISORS	45,696
1847	509000	NON-MGR&NON-SUPR	56,131
1847	513000	Personnel Contingency	89,017
1847	511000	OVERTIME	81,000
1847	601000	EMP REIMB-MILEAGE	10,000
1847	611000	OFFICE SUPPLIES	400
1847	621000	TELEPHONE	700
1847	622000	POSTAGE	600
1847	625000	ASSOC DUES & EXPENSE	200
1847	626000	DUPLICATE & PRINT	1,000
1847	630000	CONTRACTED SERVICES	32,600
1847	641000	MAINTENANCE OF EQUIP	1,000
1847	642000	EQUIPMENT RENTAL	323,000
1847	643000	MINOR EQUIPMENT	2,200
1847	644000	AUTO EXPENSE	2,000
1847	669000	MISCELLANEOUS	13,000
1847	687098	DRUG TESTING	5,000
1847	810098	TRANSFER	(39,140)
TOTAL BAIL AGENCY			\$1,216,885
Electronic Record Systems			
1845	501000	DEPARTMENT DIRECTOR	87,726



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Funds Center	Commitment Item	Description	FY2023 Budget
1845	504000	HRLY FULL-TIME EMPS	212,917
1845	508000	MANAGERS & SUPERVISORS	56,131
1845	611000	OFFICE SUPPLIES	610
1845	622000	POSTAGE	260
1845	626000	DUPLICATE & PRINT	2,500
1845	630000	CONTRACTED SERVICES	1,850
1845	641000	MAINTENANCE/HARDWARE	102,015
1845	642000	EQUIPMENT RENTAL	3,400
1845	696098	TRANSCRIPT FEES	360,000
1845	696198	TAPE SUPPLIES	2,400
TOTAL ELECTRONIC RECORD SYSTEM			\$829,809
Diagnostic Services			
1849	503000	DEPUTY/ASSISTANT DIR	63,054
1849	504000	HRLY FULL-TIME EMPS	106,084
1849	508000	MANAGERS & SUPERVISORS	56,479
1849	509000	NON-MGR&NON-SUPR	186,731
1849	511000	OVERTIME	3,000
1849	601000	EMP REIMB-MILEAGE	1,000
1849	602000	EMP REIMB-TRAVEL	1,000
1849	611000	OFFICE SUPPLIES	5,000
1849	622000	POSTAGE	3,000
1849	625000	ASSOC DUES & EXPENSE	1,000
1849	626000	DUPLICATE & PRINT	7,000
1849	627000	EDUCATION EXPENSE	1,000
1849	630000	CONTRACTED SERVICES	400,900
1849	642000	EQUIPMENT RENTAL	2,100
1849	669000	MISCELLANEOUS	5,000
TOTAL DIAGNOSTIC SERVICES			\$842,347
Court Financial			
1884	501000	DEPARTMENT DIRECTOR	75,190
1884	504000	HRLY FULL-TIME EMPS	200,376
1884	611000	OFFICE SUPPLIES	500
1884	622000	POSTAGE	4,704
1884	626000	DUPLICATE & PRINT	1,650
1884	642000	EQUIPMENT RENTAL	730
1884	643000	MINOR EQUIPMENT	1,000
TOTAL COURT FINANCIAL			\$284,150
Special Courts Fund / Prison Appeals			
2340	502000	SOLICITORS/ATTORNEYS	128,018
TOTAL SPECIAL COURTS FUND			\$128,018
Legal Audio & Visual			
1842	501000	DEPARTMENT DIRECTOR	83,413



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Funds Center	Commitment Item	Description	FY2023 Budget
1842	504000	HRLY FULL-TIME EMPS	101,116
1842	513000	Personnel Contingency	29,595
1842	511000	OVERTIME	3,200
1842	601000	EMP REIMB-MILEAGE	100
1842	611000	OFFICE SUPPLIES	2,600
1842	622000	POSTAGE	300
1842	626000	DUPLICATE & PRINT	500
1842	630000	CONTRACTED SERVICES	6,360
1842	641000	MAINTENANCE/ HARDWARE	5,000
1842	642000	EQUIPMENT RENTAL	3,300
1842	644000	AUTO EXPENSE	500
1842	665208	PHOTO EXPENSE	300
TOTAL LEGAL AUDIO AND VISUAL			\$236,284
TOTAL COUNTY COURT SYSTEM			\$48,870,820
SUSTAINABILITY			
Facilities Management			
744	504000	HRLY FULL-TIME EMPS	927,599
744	506000	NON FULL-TIME EMPS	7,500
744	513000	Personnel Contingency	336,718
744	511000	OVERTIME	80,000
744	602000	EMP REIMB-TRAVEL	200
744	611000	OFFICE SUPPLIES	1,200
744	622000	POSTAGE	100
744	626000	DUPLICATE & PRINT	600
744	627000	EDUCATION EXPENSE	2,000
744	630000	CONTRACTED SERVICES	80,000
744	630020	CONTR SVCS-SPRINKLER/ALARM	85,000
744	630030	CONTRACTED SERVICES-HVAC	639,500
744	630158	CONTR SVCS-PLANTS/HORTI	8,500
744	630308	CONTRACTED SERVICES-ELWYN	94,000
744	630469	CONTR SVCS-ELEVATORS	100,000
744	630503	CONTR SERVICES-ELECTRICAL	60,000
744	630513	CONTR SVCS-EXTERMINATING	20,000
744	630516	CONTR SERVICES-UNIFORMS	5,000
744	630520	CONTR SERVICES-CUSTODIAL	100,000
744	630522	CONTR SVCS-PLUMBING	40,000
744	630527	CONTR SERVICES-ROOFING	20,000
744	630530	CONTRACTED SERVICES-TRASH	73,000
744	630535	CONTR SVCS-WATER TREATMEN	20,000
744	633066	MAINTEN UTILITIES - BLDG 19	42,992
744	641000	MAINTENANCE/HARDWARE	10,000
744	642000	EQUIPMENT RENTAL	2,700
744	644000	AUTO EXPENSE	3,000



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Funds Center	Commitment Item	Description	FY2023 Budget
744	645000	SNOW REMOVAL	75,000
744	665000	OTHER SUPPLIES	65,000
744	666000	MAINTENANCE SUPPLIES	55,000
744	668100	CONTR SERV PREV MAINT	40,000
744	668285	PREV MAINT SUPPLIES	15,000
744	669000	MISCELLANEOUS	50,000
744	671001	FUEL-FRONEFIELD BUILDING	15,000
744	672000	ELECTRIC	556,800
744	673002	WATER & SEWER - 12900326	2,500
744	673003	WATER & SEWER -9914200	11,000
744	673006	WATER & SEWER -1113800	1,400
744	673007	WATER & SEWER - 112400	4,200
744	673008	WATER & SEWER -1123800	28,000
744	673009	WATER & SEWER -1015000	30,000
744	673010	WATER & SEWER -1123400	40,000
744	673013	WATER & SEWER 6-30-09200-98	4,300
744	673014	WATER & SEWER 6-03-06600-99	1,000
744	673015	WATER & SEWER 6-31-00650-98	3,200
744	673017	WATER & SEWER - WATKINS	40,000
744	673018	WTR & SWR – WATKINS - SPRIN	4,200
744	673019	STORM WATER MANAGEMENT	9,000
744	674003	GAS HEAT - 50-03-90-170511	80,000
744	693100	ENERGY PROGRAMS	10,000
744	801000	TRANSFERS	(201,700)
TOTAL FACILITIES MANAGEMENT			\$3,698,509
Motor Vehicles			
732	501000	DEPARTMENT DIRECTOR	94,033
732	504000	HRLY FULL-TIME EMPS	144,805
732	508000	MANAGERS & SUPERVISORS	52,224
732	513000	Personnel Contingency	130,379
732	511000	OVERTIME	30,000
732	611000	OFFICE SUPPLIES	300
732	622000	POSTAGE	150
732	627100	EDUCATION EXPENSE	5,000
732	630000	CONTRACTED SERVICES	10,000
732	630157	CAR WASH	2,000
732	630307	COMPUTER UPDATE	2,000
732	642000	EQUIPMENT RENTAL	1,200
732	665000	OTHER SUPPLIES	2,400
732	666000	MAINTENANCE SUPPLIES	83,450
732	675000	GASOLINE/MAINTENANCE	233,300
732	801000	TRANSFERS	(438,646)
TOTAL MOTOR VEHICLES			\$352,596



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Funds Center	Commitment Item	Description	FY2023 Budget
Public Works			
3166	501000	DEPARTMENT DIRECTOR	123,600
3166	508000	MANAGERS & SUPERVISORS	171,269
3166	509000	NON-MGR&NON-SUPR	40,133
3166	513000	Personnel Contingency	224,875
3166	601000	EMP REIMB-MILEAGE	1,000
3166	602000	EMP REIMB-TRAVEL	1,500
3166	611000	OFFICE SUPPLIES	5,000
3166	622000	POSTAGE	1,000
3166	626000	DUPLICATE & PRINT	1,500
3166	627000	EDUCATION EXPENSE	3,500
3166	635000	CONSULTANTS	442,600
3166	642000	EQUIPMENT RENTAL	2,200
3166	644000	AUTO EXPENSE	4,300
3166	801000	TRANSFERS	(35,000)
3166	815000	TRANSFER-LIQUID FUEL	(218,600)
TOTAL PUBLIC WORKS			\$768,877
Parks & Recreation			
5503	501000	DEPARTMENT DIRECTOR	117,984
5503	504000	HRLY FULL-TIME EMPS	605,371
5503	506000	NON FULL-TIME EMPS	78,471
5503	509000	NON-MGR&NON-SUPR	161,845
5503	513000	Personnel Contingency	168,703
5503	511000	OVERTIME	45,000
5503	601000	EMP REIMBUR-MILEAGE	2,000
5503	602000	EMP REIMBUR-TRAVEL	500
5503	611000	OFFICE SUPPLIES	1,000
5503	622000	POSTAGE	1,000
5503	626000	DUPLICATE & PRINT	5,000
5503	627000	EDUCATION EXPENSE	5,000
5503	630000	CONTRACTED SERVICES	270,000
5503	630160	REDWOOD EXPENSES	65,000
5503	633000	CONTRACTED MAINTAIN	230,000
5503	635000	CONSULTANTS	40,000
5503	642000	EQUIPMENT RENTAL	3,500
5503	643000	MINOR EQUIP	2,500
5503	644000	AUTO EXP	30,000
5503	665000	OTHER SUPPLIES	1,000
5503	666000	MAINTENANCE SUPPLIES	85,000
5503	669900	SENIOR GAMES EXP	35,000
5503	671000	FUEL	40,000
5503	672000	ELECTRIC	55,000
5503	673000	WATER &SEWER	45,000



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Funds Center	Commitment Item	Description	FY2023 Budget
TOTAL PARKS AND RECREATION			\$2,093,875
<i>Planning</i>			
714	501000	DEPARTMENT DIRECTOR	118,450
714	504000	HRLY FULL-TIME EMPS	152,003
714	506000	NON FULL-TIME EMPS	15,000
714	508000	MANAGERS & SUPERVISORS	308,298
714	509000	NON-MGR&NON-SUPR	199,525
714	513000	Personnel Contingency	124,120
714	601000	EMP REIMB-MILEAGE	1,000
714	602000	EMP REIMB-TRAVEL	2,000
714	611000	OFFICE SUPPLY	7,500
714	622000	POSTAGE	4,000
714	623000	ADVERTISING	700
714	625000	ASSOC DUES	2,000
714	626000	DUPLICATE & PRINT	11,000
714	627000	EDUCATION EXPENSE	7,000
714	630000	CONTRACTED SERVICES	17,000
714	630173	UCCAB	2,000
714	630538	OUTSIDE SVC- JANITOR	8,300
714	635000	CONSULTANTS	200,000
714	642000	EQUIPMENT RENTAL	3,000
714	644000	AUTO EXPENSE	2,000
714	669000	MISCELLANEOUS	4,000
714	684000	RENT/OFFICE	117,115
714	692000	PLANNING COMMISSION	1,500
714	692100	HERITAGE COMMISSION	1,000
TOTAL PLANNING			\$1,308,512
<i>Soil & Water Conservation</i>			
6108	501000	DEPARTMENT DIRECTOR	93,109
6108	504000	HRLY FULL-TIME EMPS	176,086
6108	506000	NON FULL-TIME EMPS	3,400
6108	508000	MANAGERS & SUPERVISORS	53,892
6108	611000	OFFICE SUPPLIES	1,000
6108	621000	TELEPHONE	2,500
6108	622000	POSTAGE	2,000
6108	626000	DUPLICATE & PRINT	100
6108	632004	CONTRACT SVCS-AUDIT	3,500
6108	642000	EQUIPMENT RENTAL	2,400
6108	644000	AUTO EXPENSE	2,750
6108	687002	PERMIT FEE/LICENSING	2,500
TOTAL SOIL & WATER CONSERVATION			\$343,237
<i>Sustainability Department</i>			
754	501000	DEPARTMENT DIRECTOR	147,968



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Funds Center	Commitment Item	Description	FY2023 Budget
754	503000	DEPUTY/ASSISTANT DIR	77,129
754	506000	NON FULL-TIME EMPS	14,966
754	508000	MANAGERS & SUPERVISORS	168,357
754	509000	NON-MGR&NON-SUPR	70,269
754	602000	EMP REIMB-TRAVEL	2,000
754	611000	OFFICE SUPPLIES	1,500
754	622000	POSTAGE	100
754	625000	ASSOC DUES & EXPENSE	5,000
754	626000	DUPLICATE & PRINT	200
754	627000	EDUCATION EXPENSE	8,000
754	641000	MAINTENANCE/HARDWARE	25,000
754	643000	MINOR EQUIPMENT	2,000
754	644000	AUTO EXPENSE	2,000
754	665000	OTHER SUPPLIES	1,200
TOTAL SUSTAINABILITY DEPARTMENT			\$525,689
TOTAL SUSTAINABILITY			\$9,091,294
TOTAL DEPARTMENTAL EXPENDITURES			\$191,630,845



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Operating Budget

Funds Center	Commitment Item	Description	FY2023 Budget
NON-DEPARTMENTAL EXPENDITURES			
Debt Service			
7108	698000	BOND PRINCIPAL PAYME	24,945,000
7108	699000	INTEREST ON BONDS	5,428,212
TOTAL DEBT SERVICE			\$30,373,212
Employee Benefits			
8405	651000	FICA	6,307,722
8405	652000	HOSPITALIZATION	25,026,584
8405	653000	LIFE INSURANCE	135,561
8405	653100	TRAVELERS CID	28,981
8405	655000	UNEMPLOYMENT PAYMENTS	117,128
8405	656000	INCENTIVE BONUS	25,000
TOTAL EMPLOYEE BENEFITS			\$31,640,976
Insurance			
8706	650100	WORKERS COMP	1,030,000
8706	650500	INSURANCE GENERAL	9,970,000
8706	650801	LIABILITY	4,500,000
8706	820000	Transfers	(8,000,000)
TOTAL INSURANCE			\$7,500,000
Other County Expenditure			
8999	669500	TAX REFUNDS	950,000
TOTAL OTHER COUNTY EXPENDITURES			\$950,000
Other Subsidies			
8990	635003	SUB-COMMERCE CENTER	760,000
8990	635006	SUB REGIONAL PLAN	166,975
8990	635007	GRANT APPROPRIATIONS	663,500
8990	635008	SUBSIDY _ SEPTA	10,063,000
8990	635015	SUBSIDY HUMAN SERVICES	7,500,000
8990	635017	SUB SERV FOR AGING (COSA)	121,000
8990	635018	SUBSIDY FOR FAIR ACRES	3,068,009
8990	635030	SUBSIDY-DESHONG	50,000
8990	635031	SUBSIDY EMS	160,000
8990	658550	CONTRIB- RET FUND	4,888,000
8990	6xxxxxx	SUBSIDY AGR EXT	225,000
8990	6xxxxxx	IMMIGRANT AFFAIRS COMM'N	1,800
8990	6xxxxxx	WOMENS COMMISSION	3,500
8990	6xxxxxx	CONTINGENCY	2,598,974
TOTAL OTHER SUBSIDIES			\$30,269,758
TOTAL NON-DEPARTMENTAL EXPENDITURES			\$100,733,946
TOTAL FY2023 OPERATING BUDGET			\$292,364,791