NEWARK DELAWARE
Committed to Service Excellence

2021

GENERAL OPERATING BUDGET

BUDGET HEARING #1

NOVEMBER 2, 2020

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CITY MANAGER'S OFFICE
CITY OF NEWARK

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October 30, 2020

Newark City Council
City of Newark, Delaware

2021 GENERAL OPERATING BUDGET MESSAGE

The Honorable Mayor and Members of City Council:

On behalf of the City Manager's office and Finance Departments of the City of Newark, with support from all departmental teams, I am pleased to submit our recommended 2021 General Operating Budget for your consideration and approval. This document represents the City's financial plan for the next fiscal year, considering experience, forecasting efforts, and Council direction. The budget ensures the continued provision of high levels of service and identifies the anticipated revenue sources to support our operations. The 2021 budget was developed based on a prioritization of needs for a well-rounded, full-service city, requiring consideration be given to competing infrastructure and community interests and the economic impact of COVID-19 on the City's, and our resident's, finances. As with recent years, time was devoted in 2020 towards evaluating options for increased operational efficiencies and cost savings.

In preparation of the 2021 budget, we face several familiar structural cost drivers that once again compete with desired projects for funding. These structural costs are similar for municipalities across the state and country: rising healthcare costs, unfunded pension liabilities, collective bargaining related salary increases, and post-employment benefit liabilities. Absorbing the increases from these items to avoid a tax increase took much hard work by our department directors and staff and we are pleased to present a budget that is balanced without the need for a tax increase.

Primary goals of the 2021 General Operating Budget and the associated Capital Improvement Program include continued provision of existing services, maintenance of our existing infrastructure, meeting the needs and expectations of our community, and taking advantage of innovative and/or progressive efforts to plan for the future and move our community forward. Developing meaningful partnerships, embracing efforts for economic development and improving our use of technology and communication with our citizens continue to be a high priority. To reach our goals, we remain committed to increase revenue diversification and look for ways to gradually reduce our reliance on enterprise fund transfers into the General Fund. We also recommend that the City continue to migrate utility revenue away from consumption based variable charges into lower risk customer charges. Lastly, we are continuing to utilize borrowing where appropriate to create a foundation for a more sustainable financial future.

Finally, with significant consideration and effort on the part of all departments, we present the consolidated 2021 Operating Budget and 2021 thru 2025 Capital Improvement Program (CIP). The CIP continues to heavily leverage city funds to maximize external funding sources. Eighty four percent of the funding for the City's capital program is earmarked to be paid with external funding sources. Utilizing grant funds and contributions from state legislators where possible, we have continued to incorporate borrowing from bank loans and the state revolving loan program into the budget, as approved during the 2018 Referendum. Capital projects have been prioritized with a "fix it first" approach, as keeping our current infrastructure maintained and up to current standards is the backbone of our capital budget. Extending assets' useful lives and the safety of our community are highly regarded in the prioritization process as well, followed last by the projects that are an expansion of our existing services or assets and could be considered as nice to haves.

In summary, the core action items of this budget include:

- No tax increase for 2021
  - Tax rate is based on 1983 taxable assessments provided by New Castle County.
  - Same service levels as provided in 2020.
  - Decreased transfer from the utilities to the governmental funds totaling $0.3 million ($16.2 million vs. $16.5 million).

- A Water customer charge adjustment (Entirely to cover Referendum-related projects).
  - City overall water consumption has remained flat due to conservation and technology advancements, as new buildings today are much more efficient than the structures they have replaced. The impacts of COVID-19 have further exacerbated this trend with year over year sales for 2021 predicted to be lower than any time this century. Weather is also impacting water sales. Its unpredictability makes accurate revenue forecasting difficult, resulting in revenue not meeting its annual requirement to fund water initiatives. This impact is amplified due to Newark's water rate structure which is almost entirely based on consumption.

  - In 2020, City Council enacted the first meter-based customer charge in the water and sewer utilities to cover the debt service associated with borrowing approved under the 2018 referendum. This is the first step towards a more stable mix of volumetric and fixed charges. We have proposed another increase to both utilities customer charges to cover the additional debt service payments anticipated from our continued work on projects that were included in the approved referendum.

  - The 2021 CIP provides for $4,635,019 of Water Fund projects to be completed utilizing $256,030 in reserves, $125,000 in grants and $3,800,000 in state revolving loan funding. The CIP funding is driven by the water main replacement ($2 million) and water tank maintenance ($1.8 million) programs.

- No utility rate adjustment is proposed for the Stormwater program.
  - $2.2 million annual program to cover the cost of the current stormwater program.

  - Includes a monthly stormwater fee that will be between $2.12 and $6.37 per month for residential customers. Most residential customers will pay $3.54 or less per month. Non-residential customers will pay $3.54 per month per ESU (Equivalent Stormwater Unit). This reflects no change from the 2020 rates.

- The 2021 CIP provides for $2,196,104 of stormwater projects, including the Rodney project of $1,407,000, which will be coming to completion in 2021. The successful referendum in June 2018, allowed the project to move forward, and will be funded almost entirely via a state revolving loan.

- No Electric rate adjustment for 2021
    - The 2021 CIP provides for $670,000 of electric projects to be completed utilizing 2021 current year revenue $538,719, reserves of $11,281 and other funding totaling $120,000.
    - The City is currently undergoing a rate study, which we plan to complete by the end of 2021, assuming the economy stabilizes during 2021 enough to produce estimates with an acceptable confidence interval.

- A Sewer customer charge adjustment (Entirely to cover Referendum-related projects)
    - The 2021 CIP provides for $800,000 of sewer projects to be completed utilizing $800,000 in state revolving loan funding to pay for ongoing sanitary sewer repairs.
    - In 2020, City Council enacted the first meter-based customer charge in the water and sewer utilities to cover the debt service associated with borrowing approved under the 2018 referendum. This is the first step towards a more stable mix of volumetric and fixed charges. We have proposed another increase to both utilities customer charges to cover the additional debt service payments anticipated from our continued work on projects that were included in the approved referendum.

2021 Budget Process – Discussion of Challenges and Initiatives

The 2021 budget process began late spring, with staff discussing our organizational challenges and initiatives, and the Finance Department updating the presentation templates that were initially created as part of the 2019 budget process. We have incorporated more data than ever into our Capital Improvement Plan and held a budget meeting with Council in August to reflect the starting point of the 2021 budget, highlighting our anticipated revenue shortfalls, for the second year in a row. Efforts to compile our annual budget has not become easier, however the earlier start to the budget process and the involvement of City Council earlier in the process has provided more transparency as to what is included in the budget program. We are confident that the changes made to the budget process over the last few years have benefitted all who are involved in the process. Staff is challenged annually with aligning funding for initiatives and services across departments where it provides the most benefit, reducing costs where possible, and continuing to positively impact the character and economic vitality of our community.

Our organization's most valuable resource, our personnel, currently makes up 37.7% of our overall budget costs. Increased personnel costs, including salary and benefit provision adjustments, the recruitment of suitably skilled staff, and the retention of our workforce impacts the budget's bottom line. As a result, the general fund will require regular non-utility revenue enhancements or else we will increase our reliance on utility revenue to cover general fund operations. The City finalized new collective bargaining agreements with three of our four labor unions: CWA, AFSCME Local 1670, and AFSCME Local 3919 at the end of 2019. Each of these contracts are a minimum of 4 years in duration, with AFSCME 1670 being a 5-year contract. We are currently in negotiations with FOP Lodge 4 with the goal to renegotiate their contract before it expires at the end of 2020. All personnel costs (including benefits) are up $451,290 compared to 2020. The majority of that increase, $359,098, is associated with contractual salary increases and merit step progression. Absent a reduction in force which would likely reduce level of service, personnel costs will continue to trend upward due to contractual obligations, increasing healthcare expenses, and increased pension obligations due to more realistic (lower) return assumptions for our pension fund investments.

Many of our growing personnel costs are legacy obligations, like pensions and post-employment benefits, that we have been able to negotiate out of labor contracts over the last few years. Unfortunately, the funds created to pay these liabilities assume payments are made across employee's entire careers, so we are still required to make payments for obligations from the past. Pension and OPEB costs have been consistently increasing each year as we have reduced our rate of return assumptions and amortization periods down to more realistic and conservative values. We have continued the trend again this year by reducing the assumed rate of future returns from 6.5% to 6%. This is considerably lower than the 7.5% that was assumed earlier this decade. Assuming a lower rate of return results in higher necessary payments but is a more realistic representation of what we are likely to achieve from our investments in the short term. Fortunately, our pension and OPEB costs peak in 2021, largely due to the closure of our non-police pension to new hires between 2012 and 2014 (depending on labor group).

Budget discussions of recent years have highlighted Newark's admirable utilization of the "pay-as-you-go" method of financing its capital projects. While paying cash for our projects has kept our debt service low, in turn, it has prevented us from adequately funding reserves and tackling larger capital projects to address our aging infrastructure. The successful 2018 referendum provided borrowing authorization for up to $27.6 million in a combination of state revolving loans and bond/loan financing that will allow us to incrementally build our cash reserves back to a level in line with our financial policies. Continuing to strike a balance between "pay-as-you go" and smart borrowing for projects with adequate lifecycle moving forward will allow us to preserve our highly respected AA+ bond rating while adequately meeting the growing capital needs associated with aging infrastructure. While our rating was modified with a negative outlook this fall due to the impacts of COVID-19, we would have been downgraded if not for the strong reserves on-hand that are largely as a result of using excess revenues since 2018 to build reserves as opposed to cash financing much needed capital projects. The additional reserves allowed us to weather the downturn without the need for raising rates or taxes to cover the shortfall.

Despite moderate electric sales growth over the last few years from construction at STAR and on campus, sewer sales are flat and water sales are decreasing, largely due to higher efficiency fixtures used in new construction and improved leak detection from the smart meter project. As a result, our tax base and utility revenue will not increase over the short-term at a rate sufficient to fund our community's growing infrastructure maintenance demands as our infrastructure ages. However, proper financing of our debt, accompanied with prudent planning, and sustainable development growth can ensure that both our current and future residents and business owners are paying for services at a rate that is comparable to our surrounding municipalities. The good news is Newark remains a great value.

Smart City initiatives of the past are generating long-term avoided cost savings to the City. During 2015 and 2016, the City replaced nearly 2,000 streetlight fixtures with LED replacements. In September of 2017, Vermont Energy Investment Corporation (VEIC) performed an analysis to determine the project's overall impact and cost-effectiveness (M&V Report). This report confirmed that the City's LED project will produce an annual cost avoidance of $135,000 each year and create an annual savings of 829,000 kwh. The total cost of the project was $575,000, creating a return on investment payback period on the City's outlay of just over four years. For every $1 spent on this project, the City will save $4.20 in avoided costs. Building off the success of that project, the City is just beginning the construction phase of a nearly $9 million Energy Savings Performance Contract (ESPC) in partnership with Seiberlich Trane, a Delaware licensed Energy Savings Company (ESCO). This project will replace inefficient and end-of-life HVAC systems at City Hall, the Newark Police Department, and the George Wilson Center with high efficiency systems utilizing modern building automation systems. In addition to the HVAC work, this project will complete the City's transition to LED streetlights by replacing the remaining 800 streetlights in areas where we have underground electric lines. It will also add dimming capability on all streetlights in the City, repair or replace all flat roofing systems on City facilities, install more than a megawatt of solar generation, upgrade water department pumps with variable frequency drives where appropriate, and include a handful of other efficiency related improvements. In the end, the savings generated by these projects will more than cover the cost of the annual lease payments over the 20-year payback period while moving us forward toward the goals included in the "Sustainable Newark" sustainability plan adopted by Council earlier this year.

Controlling health care expenses is one of the biggest challenges facing both the public and private sector today. The City of Newark, in working in conjunction with its workforce, joined the Delaware Valley Health Trust in 2015. This monumental change allowed the City to continue to provide quality healthcare to its employees, while avoiding annual double-digit premium increases that other government agencies have experienced, through pooling its risk with other municipalities. During this time our annual healthcare costs have increased at a rate approximately half of what we would have experienced otherwise. This year's renewal was no different, with an average increase across all offered plans of only 3.7%.

Appropriately managing risk and strategically using tools that are available to us, like debt and performance contracting, will be critical if we are going to be successful at sustainably meeting the expectations of our community for service delivery and quality of life. One critical action that staff strongly recommends is that we continue to move more of our utility revenue toward fixed charges and away from volumetric charges. This is to reflect that most of our expenses, especially in the water fund, are fixed, and that just because a building uses no utilities doesn't mean they received no benefit from the utility being there, ready to serve on demand. This was highlighted this year during the early months of the pandemic when UD and most businesses closed or move towards work from home, resulting in the loss of millions of dollars in utility revenue. Best practices in utility management suggest frequent reviews of our billing structure with adjustments as necessary to keep each utility financially stable while avoiding cross-subsidization of customer classes. The City must remain proactive to ensure that the City's fees for service are covering the costs to provide them equitably to all our customers.

The 2021 Budget in Summary

The proposed budget for 2021, including the five-year Capital Improvements Program, currently results in a surplus of $1,562,585. This estimated surplus is divided amongst all funds, with the Stormwater Fund accounting for 56% of the balance ($876,061). If the expenditure budget equals the revenue estimates in 2021 at year-end, these funds would revert to their respective reserve accounts to help grow the City's cash balances. Stormwater surplus can also be used to help pay down principal on the Rodney project loan, which would decrease interest expense over the life of the loan.

Expenditure/Surplus	2020 BUDGET AS AMENDED	2021 BUDGET	$ FROM 2020 BUDGET	% FROM 2020 BUDGET
Operating Budget	$90,633,623	$87,999,442	-$2,634,181	-2.9%
Capital Budget	$3,188,560	$1,518,621	-$1,669,939	-52.4%
Debt Service	$3,000,282	$3,552,568	$552,286	18.4%
Net Current Surplus	$194,132	$1,562,585	$1,368,453	704.9%
Total	**$97,016,597**	**$94,633,216**	**-$2,383,381**	**-2.5%**

Major components of the consolidated budget are reflected as follows:

Operating expenditures are decreasing by 2.9%, while net capital expenditures (capital budget) and debt service combine for a decrease of $1.1M or 18.1%. Newark's core Operating, Capital and Debt Service spending (excluding the unappropriated surplus) is $3.8 million, or 3.9% lower in 2021 versus the 2020 budget, due primarily to the cost of utility purchases and a reduced capital program.

The net Capital Budget of $1.5 million consists primarily of:

- Electric: $538,719 – new lines and services (E2101), new substation engineering study (E2002), Christianstead underground primary cable addition (E1806), replay replacements at Kershaw substation (E1807), voltage upgrade for North College Avenue (E1808), and vehicle replacements (including one electric vehicle).

- Stormwater: $44,511 – stormwater quality improvements and the purchase of one electric vehicle.

- Streets: $100,155 – towards vehicle replacements. Total funding for the Street program is $1.6 million for 2021.

- Parks and Recreation: $85,000 – reflects $45,000 for facilities accessibility (K2004) and $40,000 for children's play equipment (K0908).

- Police: $68,268 – funding for the body worn camera project (C1904), and $39,238 towards vehicle replacements.

2021 Budgeted Operating Expenses by Function

Total operating expenses are recommended to be $88 million for 2021, or a $2.6 million decrease from 2020. The table below highlights the City's 2021 budgeted operating expenses:

	2020 BUDGET AS AMENDED	2021 BUDGET	$ FROM 2020 BUDGET	% FROM 2020 BUDGET
Personnel Services	$35,225,799	$35,677,089	$451,290	1.3%
Utility Purchases	$39,274,933	$36,804,486	-$2,470,447	-6.3%
Materials and Supplies	$2,498,376	$2,365,695	-$132,681	-5.3%
Contractual Services	$10,893,058	$10,611,313	-$281,745	-2.6%
Equipment Depreciation	$1,524,265	$1,443,987	-$80,278	-5.3%
Other Expenses	$1,217,192	$1,096,872	-$120,320	-9.9%
Total	**$90,633,623**	**$87,999,442**	**-$2,634,181**	**-2.9%**

Personnel Services - Personnel expenses are increasing by $451K or 1.3% in 2021. The Human Capital Manager position was deleted from the budget in 2021, in addition to the defunding of a Lineman position to lower growing personnel costs. Part-time Meter Reader, Street Sweeper, and Secretary were also not funded in 2021. These reductions are being offset by the $465K increase to the 2021 budget to fund contractually obligated cost of living wage adjustments to CWA and AFSCME staff. In addition, a portion of these funds are also earmarked for employees who are due merit adjustments and have not reached the top of their pay scale. In 2021, both management and FOP staff are not budgeted to receive cost of living wage adjustments.

Included in the $35.7 million in personnel services are funding for the City's pension plan ($4.1 million). The Pension plan has been closed since 2014 to new hires, except for the City's police officers. In addition, the City will be contributing nearly $1.7 million towards its OPEB obligations in 2020. Both contributions match the same amount as 2020.

Utility Purchases - Utility purchases, which include the cost of electric purchases from DEMEC ($31.8 million) and sewer purchases from New Castle County ($5 million), are anticipated to be $36.8 million. Should New Castle County choose to raise rates, we would need to perform a mid-year rate adjustment to pass these costs along to our sewer customers or else we will run a deficit for the year. As of today, we are not anticipating a rate change from DEMEC for the purchase of wholesale electric for 2021.

Materials & Supplies - The materials and supplies lines have decreased by 5.3% due primarily to reductions made across all departments.

Contractual Services - Contractual Services increased by $282K, or 2.6%. Part of the difference is due to a one-time $168K grant in 2020 for the CDBG CARES Act program. Remaining difference is from departmental reductions.

Equipment Depreciation - Equipment depreciation (a non-cash, formula driven expense) decreased by 5.3% versus 2020. This expense continues to supplement the funding our future large equipment purchases.

Other Expenses - Other Expenses decreased $120K. This is due to training expenses reduced across all departments due to the Coronavirus pandemic.

Budget by Department/Division – The budget changes by department/division are reflected on the table below. The reduction in the need to purchase electric and sewer service due to the Coronavirus pandemic are contributing towards 94% of the annual budget decrease from 2020.

DEPARTMENT/DIVISION	2020 BUDGET AS AMENDED	2021 BUDGET	$ FROM 2020 BUDGET	% FROM 2020 BUDGET
Utility Purchases	$39,274,933	$36,804,486	-$2,470,447	-6.3%
Police Department	$15,885,655	$16,418,866	$533,211	3.4%
Electric Department	$7,398,640	$7,230,040	-$168,600	-2.3%
Water Department	$4,773,248	$4,891,908	$118,660	2.5%
Parks and Recreation Department	$3,803,537	$3,805,144	$1,607	0.0%
Refuse Division	$2,271,557	$2,253,151	-$18,406	-0.8%
Municipal Parking	$2,162,721	$2,173,723	$11,002	0.5%
Code Enforcement Division	$1,620,322	$1,638,869	$18,547	1.1%
Street Division	$1,680,496	$1,590,647	-$89,849	-5.3%
Fleet Maintenance Division	$1,471,119	$1,482,017	$10,898	0.7%
Stormwater Utility	$1,455,790	$1,302,328	-$153,462	-10.5%
Legislative Department	$1,248,876	$1,211,693	-$37,183	-3.0%
Sewer Department	$1,093,212	$1,130,925	$37,713	3.4%
Administration Department	$1,211,738	$1,062,743	-$148,995	-12.3%
Engineering Division	$1,108,089	$1,017,012	-$91,077	-8.2%
Planning Department	$972,268	$917,708	-$54,560	-5.6%
Facilities Maintenance Division	$826,637	$845,440	$18,803	2.3%
OPEB Fund Expenses	$662,300	$662,300	$0	0.0%
Alderman's Court	$556,306	$608,230	$51,924	9.3%
Law Enforcement Fund	$335,286	$339,214	$3,928	1.2%
Finance Department	$274,846	$283,155	$8,309	3.0%
Unicity Transportation Fund	$280,269	$268,958	-$11,311	-4.0%
Self-Insurance Fund	$230,000	$230,000	$0	0.0%
Community Development (Operating)	$413,782	$202,885	-$210,897	-51.0%
Special Parks Fund	$35,096	$41,100	$6,004	17.1%
Information Technology Division	$0	$0	$0	n/a
Less: Inter-Dept. Electric Sales	-$413,100	-$413,100	$0	0.0%
TOTAL OPERATING EXPENDITURES	**$90,633,623**	**$87,999,442**	**-$2,634,181**	**-2.9%**

Revenue Highlights

City wide operating revenues of $94.6 million in 2021 are expected to be below 2020 budgeted revenue by 2.5%. Water and sewer sales are collectively responsible for $1.3 million of the $2.4 million decrease due to the lingering effects of the Coronavirus pandemic. In addition, the City is forecasting a $1.1 million loss in revenue from its fees for services, which includes fines, park fees, and parking. We are estimating a small growth in taxable assessments for 2021, primarily due to commercial growth. More significant will be the first full year of revenue from the tax increase of 13.3% that was approved by Council in 2019. While 2018 and 2019 were banner years for real estate transfer tax (RTT), RTT fell off considerably during 2020 due to the slowdown in real estate activity caused by COVID-19. It is hard to tell at this time if RTT revenue will rebound completely in 2021 so we have set the anticipated RTT revenue at $1,450,000, generally in line with average years before the highs seen in 2018 and 2019. Most growth in electric sales is derived from the STAR Campus, with 9 of 10 floors currently occupied in the STAR Tower, Chemours approaching full occupancy, and BPI ramping up operations throughout 2020. Most growth elsewhere in the City only provides minor revenue increases as redevelopment results in larger but more efficient buildings.

REVENUE SOURCE	2020 BUDGET AS AMENDED	2021 BUDGET	$ FROM 2020 BUDGET	% FROM 2020 BUDGET
Utility Revenue				
Electric	$ 53,485,162	$ 54,067,229	$ 582,067	1.1%
Water	$ 9,379,300	$ 8,744,200	(635,100)	-6.8%
Sewer	$ 7,537,046	$ 6,872,100	(664,946)	-8.8%
Stormwater	$ 2,373,000	$ 2,373,000	-	0.0%
Total Utility Revenue	**$ 72,774,508**	**$ 72,056,529**	**$ (717,979)**	**-1.0%**
Realty Transfer Tax	$ 1,600,000	$ 1,450,000	$ (150,000)	-9.4%
Property Tax	$ 7,468,000	$ 7,960,000	492,000	6.6%
Penalties	$ 36,000	$ 20,000	(16,000)	-44.4%
Franchise Tax	$ 475,000	$ 425,000	(50,000)	-10.5%
Lodging Tax	$ 750,000	$ 450,000	(300,000)	-40.0%
Total Tax Revenue	**$ 10,329,000**	**$ 10,305,000**	**$ (24,000)**	**-0.2%**
Fees for Service				
Fines	$ 2,102,715	$ 1,359,800	$ (742,915)	-35.3%
Business License Fees	$ 175,000	$ 225,000	50,000	28.6%
Permits and Licenses	$ 2,303,355	$ 2,268,950	(34,405)	-1.5%
Park Fees	$ 671,600	$ 483,000	(188,600)	-28.1%
Commercial Refuse & Transfer Station	$ 20,000	$ 20,000	-	0.0%
Parking Lots	$ 613,000	$ 603,000	(10,000)	-1.6%
Multi-Space Parking	$ 1,760,000	$ 1,550,000	(210,000)	N/A
Parking Meters	$ 480,000	$ 400,000	(80,000)	-16.7%
Internal Service	$ 2,311,180	$ 2,431,560	120,380	5.2%
Total Fees for Service	**$ 10,436,850**	**$ 9,341,310**	**$ (1,095,540)**	**-10.5%**
Intergovernmental Revenue				
Subventions	$ 525,575	$ 525,575	$ -	0.0%
Local School District	$ 133,600	$ 183,600	50,000	37.4%
Unicity Bus	$ 143,380	$ 143,380	-	0.0%
Community Development Block Grants	$ 413,782	$ 202,885	(210,897)	-51.0%
Law Enforcement Grants - Special Fund	$ 331,650	$ 336,287	4,637	1.4%
Miscellaneous Grants and Donations	$ 44,300	$ 444,300	400,000	902.9%
Total Intergovernmental Revenue	**$ 1,592,287**	**$ 1,836,027**	**$ 243,740**	**15.3%**
Other Revenue				
Interest Received	$ 581,475	$ 548,600	$ (32,875)	-5.7%
Miscellaneous	$ 336,655	$ 288,750	(47,905)	-14.2%
Reimbursable Overtime	$ 244,500	$ 244,500	-	0.0%
Assessments	$ 12,570	$ 12,500	(70)	-0.6%
Total Other Revenue	**$ 1,175,200**	**$ 1,094,350**	**$ (80,850)**	**-6.9%**
Appropriation of Prior Year Reserves	**$ 708,752**	**$ -**	**$ (708,752)**	**-100.0%**
TOTAL OPERATING REVENUE	**$ 97,016,597**	**$ 94,633,216**	**$ (2,383,381)**	**-2.5%**

The 2021 through 2025 Capital Improvements Program

The 2021 portion of the proposed five-year Capital Improvement Program exhibits gross expenditures of $23 million. Reserve funding, grant funding, vehicle equipment replacement funds, a bond issue, state revolving loan, and other sources are proposed for the program. The use of capital reserves and equipment replacement reserves is a routine practice for projects that were authorized and encumbered in previous periods. Grant funding is likewise a fundamental goal and remains a recurring and successful funding mechanism for Newark.

2021 CIP Funding Sources		
Capital Improvements		**$22,956,548**
Funding Sources:	**%**	**$**
Use of Reserves	6.3%	$1,450,168
Equipment Funding	2.7%	$614,497
Grants	16.6%	$3,813,409
Bond Issues	2.8%	$646,888
State Revolving Loan	26.2%	$6,007,000
Other Sources	38.8%	$8,905,965
Current Resources:	**6.6%**	**$1,518,621**

Funding for the 2021 CIP is proposed on the table labeled "2021 CIP Funding Sources." The Net Capital Improvement total of $1,518,621 will be funded in 2021 through current year revenue, which includes property taxes, utility rates, stormwater fees and other current sources of revenues.

Similar to 2018 through 2020, borrowing is included in the 2021 Capital Plan. It should be noted that any type of borrowing or funding partnership planned in future years will result in ongoing debt service expenditures and/or other operating costs which, when layered into future operating budgets, will result in reduced levels of then-current resources available for "pay-as-you-go" financing of capital projects. There is a need to address a greater level of critical infrastructure projects than current resources and reserves in 2021 will permit.

Expenditures			
Public Works - Maintenance Fund	41.4%	$	9,499,295
Water Fund	20.2%		4,635,019
Parks & Recreation Department	10.2%		2,335,788
Public Works - General Fund	9.7%		2,228,164
Stormwater Fund	9.6%		2,196,104
Sewer Fund	3.5%		800,000
Electric Fund	2.9%		670,000
Police Department	1.0%		233,278
Parking Fund	0.7%		156,200
Other Departments	0.6%		130,000
Information Technology Division	0.3%		72,700
Gross Capital Expenditures	**100.0%**	**$**	**22,956,548**

This need can be met through the responsible, systematic utilization of funding in a way that strikes a balance between accomplishing immediate needs and encumbering future operating costs. Capital projects earmarked to be funded via the state revolving loan program or a bond issue, will move forward due to the referendum passing in 2018 to secure funding for these projects.

The table "Expenditures" exhibits planned capital spending by department in 2021. The majority of our gross capital expenditures consist of infrastructure, which are electric, water, sewer, stormwater and street projects. 2021 also includes a $9.5 million energy savings project, which will be funded over the next twenty years from energy efficiency savings, grants and new revenue generated from this project.

Fund by Fund Commentary

General Fund

The General Fund is used to provide typical municipal services such as public safety, planning, administration, parks and recreation, streets and public works functions. Newark's General Fund remains highly dependent on transfers from the Enterprise/Utility Funds to maintain a positive fund balance and maintain the level of services offered in our community. This is further highlighted by the fact that property tax revenues (including tax penalties and franchise fees) make up only 8.4% of our operating revenues in 2021. While in recent years we have limited the level of our transfers in association with our Financial Policies and more pointedly by our acceptance of a Memorandum of Understanding (MOU) with then-Governor Markell's administration, efforts to self-motivate and monitor a sustainable level of transfers in the future along with additional revenue diversifications are challenges and must remain a priority. It is important to recognize that absent these transfers, the Governmental Funds (including the Street Division), would experience operating deficits over $16.2 million in 2021, or require a tax increase of over 200% to account for the total loss of margin transfers and maintain current service levels. For comparison purposes, the City would need to add over 26,500 new additional residences just to collect $16.2 million in new tax revenue based on the City's median assessed value of a residential property. This is merely an academic comparison, however, as new residential properties would also result in increased demand for services and, accordingly, increased costs that would likely more than negate the increased tax revenue. Development in a form that uses less in services and infrastructure than the tax generated is key to making a dent in our general fund deficit. This is generally achieved via dense, mixed-use development located proximate to jobs and the downtown, although there is no magic formula.

An additional reason to continue to focus on decreasing our reliance on utility transfers is the risk to revenues associated with the increased penetration of privately-owned distributed energy resources, like rooftop solar, as well as the impact of electric and water conservation. Both items have positive environmental and social impacts, but negatively impact our utility sales and margins. Transfers from the water fund have been increasing as a percentage of revenues in recent years, absorbing the majority of the additional revenue raised by significant rate increases dating back to 2011. Dialing back, or at a minimum not further increasing, on our dependency would provide future benefits by leaving more revenue in our utility funds that are facing an infrastructure replacement tsunami as the majority of our distribution infrastructure like pipes and wires installed mid-century reach the end of their useful life over the next 15 or so years.

Other Governmental Funds

Other governmental funds include the Capital Projects Fund, Debt Service Fund and the Special Revenue Funds. All capital projects associated with the General Fund are budgeted and accounted for in the Capital Projects Fund. The Debt Service Fund is used to account for debt associated with the General Fund. The Special Revenue Funds are supported mainly by grant funds.

Enterprise Funds

The Enterprise Funds are comprised of the Electric, Water, Sewer, Stormwater and Parking Funds. These funds are intended to be self-supporting and contribute to the Governmental Funds via operating margin transfers (except for Stormwater). City Council's passing of the Stormwater Utility mandates that no funds are to be transferred from it to support general fund operations. (Bill 17-43). Revenue expectations by fund can be found in within the operating budget.

Moving Forward

Efforts to improve the opportunity for citizens to manage utility consumption and associated costs with smart technology, and to equitably align utility costs across users via a combination of fixed and consumption based charges will be of great importance as we compete for new residents and businesses. Furthermore, it would be prudent whenever feasible, for future budget cycles to feature small inflation-indexed tax increases, and fixed or reduced utility revenue transfers. However, as demonstrated by next year's revenue and expense budget projections, even with our continued efforts to embrace efficiencies and work smarter, costs continue to outpace our revenues. It remains clear that our organization and community will continue to be challenged to balance our commitment to our existing service levels without the need for higher, more diversified revenues. The addition of the Hotel Lodging Tax, effective as of December 2018, was a positive step for Newark to diversify revenue that supports our general fund, and the City strives to find new sources of revenue to ensure all are paying their fair share of City services.

Budget Presentation

The 2021 Budget document is arranged to comply with generally accepted accounting principles. Each operating budget is assigned to a fund group. The order in which they appear is Consolidated, General Fund, Other Governmental Funds, Enterprise Funds, and other miscellaneous funds. As in the past, consolidated revenue and expenditure summaries are presented in the front of the document, and each operating budget includes tables, statistics and annual reports for its individual department or division.
The following schedule for processing the 2021 Budget is proposed to meet the requirements of the City Charter:

Presentation to Council:

- Public Hearing/Possible Budget Adoption – November 2, 2020
- Contingency Date - Public Hearing/Budget Adoption – November 16, 2020 (if needed)
- Introduction Date for Revenue Ordinances – November 23, 2020

The preparation and compilation of the 2021 General Operating Budget and its accompanying Capital Program was the result of much hard work, research, and prioritization of all our departments. The Finance Department under the leadership of Finance Director David Del Grande, Deputy Finance Director Jill Hollander, Accountants Jim Smith and Debi Keeley, and Trevor Miller worked diligently in coordinating all stages of this document's development. Likewise, our Department Directors should be commended for thoroughly evaluating their needs, considering opportunities and responding to timelines and funding limitations.

I look forward to continuing the many efforts already underway, and yet to be proposed, along with our staff to move our organization forward and take advantage of opportunities for improvement. Lastly, I thank you for your dedication to Newark and ask that you continue to show your support of the hard work of our many employees on behalf of our community. Your commitment of time, skills, and interest in doing the right thing on behalf of our citizens, businesses and visitors will be greatly appreciated as we move into the New Year.

Respectfully submitted,

Thomas Coleman
City Manager

CITY OF NEWARK, DELAWARE
2021 CONSOLIDATED BUDGET SUMMARY - ALL FUNDS
SUMMARY OF REVENUE AND EXPENSES

	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	* as amended 2020 * BUDGET	** as proposed 2021 ** BUDGET	% FROM 2020 BUDGET
Revenue/Other Funding Sources							
Utility Sales (1)	$ 69,435,839	$ 68,875,796	$ 71,039,082	$ 71,642,391	$ 72,774,508	$ 72,056,529	-1.0%
Real Estate and Other Taxes	8,176,877	8,613,322	9,770,921	10,596,904	10,329,000	10,305,000	-0.2%
Fees for Service	6,776,562	9,415,623	18,825,495	9,772,627	10,436,850	9,341,310	-10.5%
Intergovernmental Revenue	1,774,658	1,501,545	1,676,924	1,500,991	1,592,287	1,836,027	15.3%
Other Revenue	1,166,747	1,164,084	1,082,810	1,407,583	1,175,200	1,094,350	-6.9%
Appropriation of Prior Year Reserves	-	-	-	80,000	708,752	-	-100.0%
Total Operating Revenue	$ 87,330,683	$ 89,570,370	$ 102,395,232	$ 95,000,496	$ 97,016,597	$ 94,633,216	-2.5%
Expenditures							
Personnel Services	$ 28,923,301	$ 30,949,834	$ 32,723,274	$ 33,622,361	$ 35,225,799	$ 35,677,089	1.3%
Utility Purchases (1)	39,750,885	38,338,621	38,266,885	36,900,030	39,274,933	36,804,486	-6.3%
Materials and Supplies	1,879,831	2,125,197	2,202,773	2,182,184	2,498,376	2,365,695	-5.3%
Contractual Services	6,401,961	8,378,034	20,401,753	9,233,785	10,893,058	10,611,313	-2.6%
Equipment Depreciation	1,297,402	1,424,975	1,355,547	1,353,420	1,524,265	1,443,987	-5.3%
Other Expenses	399,328	774,179	647,799	1,243,520	1,217,192	1,096,872	-9.9%
Total Operating Expenses	$ 78,652,708	$ 81,990,840	$ 95,598,031	$ 84,535,300	$ 90,633,623	$ 87,999,442	-2.9%
Capital Improvements							
Gross Capital Improvements	$ 11,525,667	$ 11,234,899	$ 9,629,999	$ 9,279,074	$ 20,724,665	$ 22,956,548	10.8%
Less: Use of Reserves	(4,609,575)	(6,499,164)	(4,970,123)	(1,554,281)	(654,726)	(1,450,168)	121.5%
Equipment Replacement	(1,759,720)	(1,101,509)	(1,157,711)	(932,250)	(730,778)	(614,497)	-15.9%
Grants	(805,263)	(860,464)	(728,043)	(367,609)	(2,268,076)	(3,813,409)	68.1%
Bond Issues	-	-	-	(1,301,777)	(767,947)	(646,888)	-15.8%
State Revolving Loan	-	-	-	(2,598,024)	(11,360,048)	(6,007,000)	-47.1%
Other Sources	(642,599)	-	(444,910)	(416,972)	(1,754,530)	(8,905,965)	407.6%
Net Capital Improvements	$ 3,708,510	$ 2,773,762	$ 2,329,212	$ 2,108,161	$ 3,188,560	$ 1,518,621	-52.4%
Debt Service	$ 2,374,441	$ 2,383,459	$ 2,383,698	$ 2,618,825	$ 3,000,282	$ 3,552,568	18.4%
Net Current Surplus	2,595,024	2,422,309	2,084,291	5,738,210	194,132	1,562,585	704.9%
TOTAL EXPENDITURES AND SURPLUS	**$ 87,330,683**	**$ 89,570,370**	**$ 102,395,232**	**$ 95,000,496**	**$ 97,016,597**	**$ 94,633,216**	**-2.5%**
Property Tax Rate per $100.00 of assessed value	$ 0.7065	$ 0.7737	$ 0.7737	$ 0.8047	$ 0.9120	$ 0.9120	0.0%

(1) Prior to 2016, the purchase of electricity, water, and sewer treatment services were rolled into the utility sales revenue amount.

CITY OF NEWARK, DELAWARE
2021 CONSOLIDATED BUDGET SUMMARY - ALL FUNDS
OPERATING REVENUES

	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	* as amended 2020 * BUDGET	** as proposed 2021 ** BUDGET	% FROM 2020 BUDGET
Utility Revenue							
Electric	$ 52,906,964	$ 52,467,534	$ 52,401,966	$ 52,709,702	$ 53,485,162	$ 54,067,229	1.1%
Water	9,355,106	9,366,826	9,395,673	9,150,224	9,379,300	8,744,200	-6.8%
Sewer	7,173,769	7,041,436	7,213,727	7,398,867	7,537,046	6,872,100	-8.8%
Stormwater [2]	N/A	N/A	2,027,716	2,383,598	2,373,000	2,373,000	0.0%
Utility Revenue Total	$ 69,435,839	$ 68,875,796	$ 71,039,082	$ 71,642,391	$ 72,774,508	$ 72,056,529	-1.0%
Less: Utilities Purchased [1]	N/A	N/A	N/A	N/A	N/A	N/A	0.0%
Total Gross Utility Margin	**$ 69,435,839**	**$ 68,875,796**	**$ 71,039,082**	**$ 71,642,391**	**$ 72,774,508**	**$ 72,056,529**	**-1.0%**
Tax Revenue							
Realty Transfer Tax	$ 1,430,654	$ 1,584,426	$ 2,365,285	$ 2,646,573	$ 1,600,000	$ 1,450,000	-9.4%
Property Tax	6,217,952	6,501,354	6,629,314	6,705,035	7,468,000	7,960,000	6.6%
Penalties	46,053	56,086	100,479	61,543	36,000	20,000	-44.4%
Franchise Tax	482,218	471,456	628,907	423,106	475,000	425,000	-10.5%
Lodging Tax [3]	N/A	N/A	46,936	760,647	750,000	450,000	100.0%
Tax Revenue Total	**$ 8,176,877**	**$ 8,613,322**	**$ 9,770,921**	**$ 10,596,904**	**$ 10,329,000**	**$ 10,305,000**	**-0.2%**
Fees for Service							
Fines	$ 1,706,239	$ 1,847,537	$ 1,998,139	$ 1,916,365	$ 2,102,715	$ 1,359,800	-35.3%
Business License Fees	123,908	171,731	175,551	235,940	175,000	225,000	28.6%
Permits and Licenses	1,547,981	2,066,548	2,939,499	2,236,977	2,303,355	2,268,950	-1.5%
Park Fees	647,170	661,108	699,022	719,114	671,600	483,000	-28.1%
Commercial Refuse & Transfer Sta.	8,687	20,564	17,804	39,147	20,000	20,000	0.0%
Parking Lots	1,423,184	1,531,377	1,580,192	1,420,015	613,000	603,000	-1.6%
Multi-Space Parking	N/A	N/A	N/A	N/A	1,760,000	1,550,000	100.0%
Parking Meters	1,319,393	1,363,301	1,336,541	1,070,148	480,000	400,000	-16.7%
Internal Service [3]	N/A	1,753,457	10,078,747	2,134,921	2,311,180	2,431,560	5.2%
Fees for Service Total	**$ 6,776,562**	**$ 9,415,623**	**$ 18,825,495**	**$ 9,772,627**	**$ 10,436,850**	**$ 9,341,310**	**-10.5%**

(Operating revenue detail is continued on the following page)

CITY OF NEWARK, DELAWARE
2021 CONSOLIDATED BUDGET SUMMARY - ALL FUNDS
OPERATING REVENUES (CONTINUED)

	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 * BUDGET (* as amended)	2021 ** BUDGET (** as proposed)	% FROM 2020 BUDGET
Intergovernmental Revenue							
Subventions	$ 516,149	$ 523,331	$ 530,658	$ 515,271	$ 525,575	$ 525,575	0.0%
Local School District	68,050	70,750	75,900	82,750	133,600	183,600	37.4%
Unicity Bus	143,380	143,380	143,380	143,380	143,380	143,380	0.0%
Community Development Block Grants [4]	198,938	207,971	233,048	226,776	413,782	202,885	-51.0%
Law Enforcement Grants - Special Fund	603,058	347,802	578,402	400,000	331,650	336,287	1.4%
Miscellaneous Grants and Donations	245,083	208,311	115,536	132,814	44,300	444,300	902.9%
Intergovernmental Revenue Total	**$ 1,774,658**	**$ 1,501,545**	**$ 1,676,924**	**$ 1,500,991**	**$ 1,592,287**	**$ 1,836,027**	**15.3%**
Other Revenue							
Interest Received	$ 340,179	$ 341,640	$ 432,187	$ 665,575	$ 581,475	$ 548,600	-5.7%
Miscellaneous	606,017	614,743	313,844	463,687	336,655	288,750	-14.2%
Reimbursable Overtime	213,271	199,396	321,082	266,848	244,500	244,500	0.0%
Assessments	7,280	8,305	15,697	11,473	12,570	12,500	-0.6%
Other Revenue Total	**$ 1,166,747**	**$ 1,164,084**	**$ 1,082,810**	**$ 1,407,583**	**$ 1,175,200**	**$ 1,094,350**	**-6.9%**
Appropriation of Prior Year Reserves							
Appropriation of Prior Year Reserves Total	**$ -**	**$ -**	**$ -**	**$ 80,000**	**$ 708,752**	**$ -**	**-100.0%**
TOTAL OPERATING REVENUE	**$ 87,330,683**	**$ 89,570,370**	**$ 102,395,232**	**$ 95,000,496**	**$ 97,016,597**	**$ 94,633,216**	**-2.5%**

[1] As of 2016, budgeted as expenditure
[2] Stormwater Utility separated from the Water Utility in 2018
[3] New revenue line added in 2019
[4] CDBG revenues do not include grants for capital costs

CITY OF NEWARK, DELAWARE
2021 CONSOLIDATED BUDGET SUMMARY - ALL FUNDS
OPERATING EXPENDITURES

	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	* as amended 2020 * BUDGET	** as proposed 2021 ** BUDGET	% FROM 2020 BUDGET
Electric Department	$ 5,530,395	$ 6,034,614	$ 6,956,060	$ 7,327,668	$ 7,398,640	7,230,040	-2.3%
Water Department	4,830,030	4,317,279	4,071,650	4,907,089	4,773,248	4,891,908	2.5%
Sewer Department	908,721	1,102,107	1,018,479	1,074,628	1,093,212	1,130,925	3.4%
Stormwater Utility	-	791,681	1,461,159	1,151,985	1,455,790	1,302,328	-10.5%
Utility Purchases	39,750,885	38,338,621	38,266,885	36,900,030	39,274,933	36,804,486	-6.3%
Refuse Division	1,939,656	2,009,009	2,324,368	2,122,270	2,271,557	2,253,151	-0.8%
Street Division	1,842,638	1,681,946	1,891,224	1,262,378	1,680,496	1,590,647	-5.3%
Fleet Maintenance Division	-	1,288,067	1,438,513	1,477,040	1,471,119	1,482,017	0.7%
Engineering Division	870,650	984,205	1,049,134	1,021,728	1,108,089	1,017,012	-8.2%
Code Enforcement Division	1,287,776	1,389,724	1,534,562	1,453,711	1,620,322	1,638,869	1.1%
Police Department	12,461,083	13,468,533	15,608,722	15,097,311	15,885,655	16,418,866	3.4%
Finance Department	259,577	302,088	318,360	107,261	274,846	283,155	3.0%
Planning Department	751,973	533,970	649,337	1,130,442	972,268	917,708	-5.6%
Municipal Parking	1,682,511	1,961,798	2,164,089	2,205,931	2,162,721	2,173,723	0.5%
Facilities Maintenance Division	-	465,390	4,690,524	690,177	826,637	845,440	2.3%
Administrative Department	1,178,781	1,161,924	1,108,029	733,002	1,211,738	1,062,743	-12.3%
Legislative Department	1,275,867	1,096,704	1,326,933	1,029,744	1,248,876	1,211,693	-3.0%
Alderman's Court	492,287	504,845	607,255	499,457	556,306	608,230	9.3%
Parks and Recreation Department	3,005,116	3,148,166	4,107,862	3,376,840	3,803,537	3,805,144	0.0%
Community Development (Operating)	204,936	152,971	225,659	201,777	413,782	202,885	-51.0%
Law Enforcement Fund	297,524	323,864	289,090	281,290	335,286	339,214	1.2%
Special Parks Fund	24,953	55,235	18,404	13,671	35,096	41,100	17.1%
Downtown Newark Partnership Fund	51,279	45,984	31,850	-	-	-	0.0%
Unicity Transportation Fund	-	282,211	286,884	272,566	280,269	268,958	-4.0%
Self-Insurance Fund	227,995	482,519	4,017,402	78,026	230,000	230,000	0.0%
OPEB Fund Expenses	511,875	622,785	643,697	626,178	662,300	662,300	0.0%
Less: Inter-Dept. Electric Sales	(733,800)	(555,400)	(508,100)	(506,900)	(413,100)	(413,100)	0.0%
TOTAL OPERATING EXPENDITURES	**$ 78,652,708**	**$ 81,990,840**	**$ 95,598,031**	**$ 84,535,300**	**$ 90,633,623**	**$ 87,999,442**	**-2.9%**

CITY OF NEWARK, DELAWARE
2021 CONSOLIDATED BUDGET SUMMARY
TOTALS FOR FUND TYPES

	GENERAL FUND	OTHER GOVERNMENTAL FUNDS	ENTERPRISE FUNDS	OTHER FUNDS	TOTALS
Projected Fund Balance - January 1, 2021	$ 3,949,523	$ 5,611,014	$ 80,411,519	$ 2,258,046	$ 92,230,102
Revenue					
Utility Sales	$ -	$ -	$ 71,423,629	$ -	$ 71,423,629
Utility Other Service Revenue	-	-	632,900	-	632,900
Utilities Contributions	$ -	$ -	$ 72,056,529	$ -	$ 72,056,529
Tax Revenue & Emergency Communication Fees	10,305,000	-	-	-	10,305,000
Fees for Service	4,263,300	-	2,646,450	2,431,560	9,341,310
Intergovernmental Revenue	1,125,275	710,752	-	-	1,836,027
Other Revenue	637,500	55,000	389,600	12,250	1,094,350
Total Operating Revenue	$ 16,331,075	$ 765,752	$ 75,092,579	$ 2,443,810	$ 94,633,216
Expenditures					
Personnel Services	$ 25,774,198	$ 202,900	$ 8,188,665	$ 1,511,326	$ 35,677,089
Utility Purchases	-	-	36,804,486	-	36,804,486
Materials and Supplies	714,520	147,570	816,105	687,500	2,365,695
Contractual Services	5,647,312	423,779	3,845,631	694,591	10,611,313
Equipment Depreciation	849,949	42,908	497,558	53,572	1,443,987
Other Expenses	326,801	35,000	568,421	166,650	1,096,872
Inter-Dept Charges	(2,505,562)	-	2,399,444	106,118	-
Total Operating Expenses	$ 30,807,218	$ 852,157	$ 53,120,310	$ 3,219,757	$ 87,999,442
Capital Improvements					
Gross Capital Improvements	$ -	$ 4,999,930	$ 8,457,323	$ 9,499,295	$ 22,956,548
Less: Addition (Use) of Reserves	-	(488,045)	(962,123)	-	(1,450,168)
Equipment Replacement	-	(532,257)	(82,240)	-	(614,497)
Grants	-	(2,655,079)	(125,000)	(1,033,330)	(3,813,409)
Bond Issues	-	(646,888)	-	-	(646,888)
State Revolving Loans	-	-	(6,007,000)	-	(6,007,000)
Other Sources	-	(330,000)	(120,000)	(8,455,965)	(8,905,965)
Net Capital Improvements	$ -	$ 347,661	$ 1,160,960	$ 10,000	$ 1,518,621
Debt Service	$ -	$ 252,383	$ 3,195,832	$ 104,353	$ 3,552,568
Net Transfers	14,603,667	706,449	(16,200,416)	890,300	-
Net Current Surplus	127,524	20,000	1,415,061	-	1,562,585
Total Expenditures and Surplus	$ 30,934,742	$ 1,472,201	$ 58,892,163	$ 3,334,110	$ 94,633,216
Other Increase (Decrease) in Fund Balance	-	(1,004,375)	-	-	(1,004,375)
Budgeted Fund Balance - December 31, 2021	$ 4,077,047	$ 4,626,639	$ 81,826,580	$ 2,258,046	$ 92,788,312
Projected Cash/Investments - January 1, 2021	$ 8,725,981	$ 5,885,953	$ 19,842,025	$ 2,130,176	$ 36,584,135
Net Current Surplus	127,524	20,000	1,415,061	-	1,562,585
Capital Projects Paid From Reserves	-	(1,020,302)	(1,044,363)	-	(2,064,665)
Non-Cash Items:					
Depreciation	849,949	42,908	497,558	53,572	1,443,987
Budgeted Cash/Investments - December 31, 2021	$ 9,703,454	$ 4,928,559	$ 20,710,281	$ 2,183,748	$ 37,526,042

CITY OF NEWARK, DELAWARE
2021 CONSOLIDATED BUDGET SUMMARY
OTHER GOVERNMENTAL FUNDS

	COMMUNITY DEVELOPMENT FUND	LAW ENFORCEMENT FUND	PARKS SPECIAL FUND
Projected Fund Balance - January 1, 2021	$ -	$ 762,763	$ 384,870
Revenue			
Utility Sales	$ -	$ -	$ -
Utility Other Service Revenue	-	-	-
Utilities Contributions	$ -	$ -	$ -
Tax Revenue & Emergency Communication Fees	-	-	-
Fees for Service	-	-	-
Intergovernmental Revenue	202,885	336,287	28,200
Other Revenue	-	-	-
Total Operating Revenue	$ 202,885	$ 336,287	$ 28,200
Expenditures			
Personnel Services	$ 42,185	$ 159,315	$ 1,400
Utility Purchases	-	-	-
Materials and Supplies	4,400	105,170	23,000
Contractual Services	156,300	39,729	16,700
Equipment Depreciation	-	-	-
Other Expenses	-	35,000	-
Inter-Dept Charges	-	-	-
Total Operating Expenses	$ 202,885	$ 339,214	$ 41,100
Capital Improvements			
Gross Capital Improvements	$ 25,000	$ -	$ -
Less: Addition (Use) of Reserves	-	-	-
Equipment Replacement	-	-	-
Grants	(25,000)	-	-
Bond Issues	-	-	-
State Revolving Loans	-	-	-
Other Sources	-	-	-
Net Capital Improvements	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -
Net Transfers	-	2,927	12,900
Net Current Surplus	-	-	-
Total Expenditures and Surplus	$ 202,885	$ 339,214	$ 41,100
Other Increase (Decrease) in Fund Balance	-	-	-
Budgeted Fund Balance - December 31, 2021	$ -	$ 762,763	$ 384,870
Projected Cash/Investments - January 1, 2021	$ 2,699	$ 1,148,488	$ 387,794
Net Current Surplus	-	-	-
Capital Projects Paid From Reserves	-	-	-
Non-Cash Items:			
Depreciation	-	-	-
Budgeted Cash/Investments - December 31, 2021	$ 2,699	$ 1,148,488	$ 387,794

2021 CONSOLIDATED BUDGET SUMMARY
OTHER GOVERNMENTAL FUNDS - CONTINUED

	DNP SPECIAL FUND	UNICITY TRANSPORTATION FUND	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	TOTALS
	$ -	$ 4,938	$ 46,340	$ 4,412,103	$ 5,611,014
	$ -	$ -	$ -	$ -	$ -
	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -
	-	-	-	-	-
	-	-	-	-	-
	-	143,380	-	-	710,752
	-	-	-	55,000	55,000
	$ -	$ 143,380	$ -	$ 55,000	$ 765,752
	$ -	$ -	$ -	$ -	$ 202,900
	-	-	-	-	-
	-	15,000	-	-	147,570
	-	211,050	-	-	423,779
	-	42,908	-	-	42,908
	-	-	-	-	35,000
	-	-	-	-	-
	$ -	$ 268,958	$ -	$ -	$ 852,157
	$ -	$ 130,000	$ -	$ 4,844,930	$ 4,999,930
	-	(15,927)	-	(472,118)	(488,045)
	-	-	-	(532,257)	(532,257)
	-	(114,073)	-	(2,516,006)	(2,655,079)
	-	-	-	(646,888)	(646,888)
	-	-	-		-
	-	-	-	(330,000)	(330,000)
	$ -	$ -	$ -	$ 347,661	$ 347,661
	$ -	$ -	$ 252,383	$ -	$ 252,383
	-	125,578	252,383	312,661	706,449
	-	-	-	20,000	20,000
	$ -	$ 268,958	$ 252,383	$ 367,661	$ 1,472,201
	-	-	-	(1,004,375)	(1,004,375)
	$ -	$ 4,938	$ 46,340	$ 3,427,728	$ 4,626,639
	$ -	$ 26,625	$ 46,340	$ 4,274,007	$ 5,885,953
	-	-	-	20,000	20,000
	-	(15,927)	-	(1,004,375)	(1,020,302)
	-	42,908	-	-	42,908
	$ -	$ 53,606	$ 46,340	$ 3,289,632	$ 4,928,559

CITY OF NEWARK, DELAWARE
2021 CONSOLIDATED BUDGET SUMMARY
ENTERPRISE FUNDS

	ELECTRIC FUND	WATER FUND	SEWER FUND	STORMWATER FUND	PARKING FUND	TOTALS
Projected Fund Balance - January 1, 2021	$ 31,849,857	$ 32,597,300	$ 10,258,573	$ 2,496,520	$ 3,209,269	$ 80,411,519
Revenue						
Utility Sales	$ 53,534,629	$ 8,689,000	$ 6,850,000	$ 2,350,000	$ -	$ 71,423,629
Utility Other Service Revenue	532,600	55,200	22,100	23,000	-	632,900
Utilities Contributions	$ 54,067,229	$ 8,744,200	$ 6,872,100	$ 2,373,000	$ -	$ 72,056,529
Tax Revenue & Emergency Communication Fees	-	-	-	-	-	-
Fees for Service	-	28,250	18,000	47,200	2,553,000	2,646,450
Intergovernmental Revenue	-	-	-	-	-	-
Other Revenue	223,200	119,000	33,700	2,700	11,000	389,600
Total Operating Revenue	$ 54,290,429	$ 8,891,450	$ 6,923,800	$ 2,422,900	$ 2,564,000	$ 75,092,579
Expenditures						
Personnel Services	$ 3,374,515	$ 2,641,052	$ 332,770	$ 643,068	$ 1,197,260	$ 8,188,665
Utility Purchases	31,804,486	-	5,000,000	-	-	36,804,486
Materials and Supplies	322,955	403,300	24,700	25,300	39,850	816,105
Contractual Services	1,785,710	966,998	316,478	249,489	526,956	3,845,631
Equipment Depreciation	194,273	81,304	35,882	53,593	132,506	497,558
Other Expenses	456,782	49,755	7,049	53,000	1,835	568,421
Inter-Dept Charges	682,705	749,499	414,046	277,878	275,316	2,399,444
Total Operating Expenses	$ 38,621,426	$ 4,891,908	$ 6,130,925	$ 1,302,328	$ 2,173,723	$ 53,120,310
Capital Improvements						
Gross Capital Improvements	$ 670,000	$ 4,635,019	$ 800,000	$ 2,196,104	$ 156,200	$ 8,457,323
Less: Use of Reserves	-	(231,019)	-	(731,104)	-	(962,123)
Equipment Replacement	(11,281)	(25,011)	-	(13,489)	(32,459)	(82,240)
Grants	-	(125,000)	-	-	-	(125,000)
Bond Issues	-	-	-	-	-	-
State Revolving Loans	-	(3,800,000)	(800,000)	(1,407,000)	-	(6,007,000)
Other Sources	(120,000)	-	-	-	-	(120,000)
Net Capital Improvements	$ 538,719	$ 453,989	$ -	$ 44,511	$ 123,741	$ 1,160,960
Debt Service	$ 704,228	$ 2,206,604	$ 85,000	$ 200,000	$ -	$ 3,195,832
Net Transfers	(14,326,056)	(949,949)	(657,875)	-	(266,536)	(16,200,416)
Net Current Surplus	100,000	389,000	50,000	876,061	-	1,415,061
Total Expenditures and Surplus	$ 39,964,373	$ 7,941,501	$ 6,265,925	$ 2,422,900	$ 2,297,464	$ 58,892,163
Other Increase (Decrease) in Fund Balance	-	-	-	-	-	-
Budgeted Fund Balance - December 31, 2021	$ 31,949,857	$ 32,986,300	$ 10,308,573	$ 3,372,581	$ 3,209,269	$ 81,826,580
Projected Cash/Investments - January 1, 2021	$ 14,072,998	$ 1,525,258	$ 3,095,750	$ 739,720	$ 408,299	$ 19,842,025
Net Current Surplus	100,000	389,000	50,000	876,061	-	1,415,061
Capital Projects Paid From Reserves	(11,281)	(256,030)	-	(744,593)	(32,459)	(1,044,363)
Non-Cash Items:						
Depreciation	194,273	81,304	35,882	53,593	132,506	497,558
Budgeted Cash/Investments - December 31, 2021	$ 14,355,990	$ 1,739,532	$ 3,181,632	$ 924,781	$ 508,346	$ 20,710,281

CITY OF NEWARK, DELAWARE
2021 CONSOLIDATED BUDGET SUMMARY
OTHER FUNDS

	INTERNAL SERVICE FUND *	SELF INSURANCE FUND	OPEB EXPENSE FUND	TOTALS
Projected Fund Balance - January 1, 2021	$ 723,924	$ 1,534,122	$ -	$ 2,258,046
Revenue				
Utility Sales	$ -	$ -	$ -	$ -
Utility Other Service Revenue	-	-	-	-
Utilities Contributions	$ -	$ -	$ -	$ -
Tax Revenue & Emergency Communication Fees	-	-	-	-
Fees for Service	2,431,560	-	-	2,431,560
Intergovernmental Revenue	-	-	-	-
Other Revenue	250	12,000	-	12,250
Total Operating Revenue	$ 2,431,810	$ 12,000	$ -	$ 2,443,810
Expenditures				
Personnel Services	$ 852,026	$ -	$ 659,300	$ 1,511,326
Utility Purchases	-	-	-	-
Materials and Supplies	687,500	-	-	687,500
Contractual Services	461,591	230,000	3,000	694,591
Equipment Depreciation	53,572	-	-	53,572
Other Expenses	166,650	-	-	166,650
Inter-Dept Charges	106,118	-	-	106,118
Total Operating Expenses	$ 2,327,457	$ 230,000	$ 662,300	$ 3,219,757
Capital Improvements				
Gross Capital Improvements	$ 9,499,295	$ -	$ -	$ 9,499,295
Less: Use of Reserves	-	-	-	-
Equipment Replacement	-	-	-	-
Grants	(1,033,330)	-	-	(1,033,330)
Bond Issues	-	-	-	-
State Revolving Loans	-	-	-	-
Other Sources	(8,455,965)	-	-	(8,455,965)
Net Capital Improvements	$ 10,000	$ -	$ -	$ 10,000
Debt Service	$ 104,353	$ -	$ -	$ 104,353
Net Transfers	10,000	218,000	662,300	890,300
Net Current Surplus	-	-	-	-
Total Expenditures and Surplus	$ 2,441,810	$ 230,000	$ 662,300	$ 3,334,110
Other Increase (Decrease) in Fund Balance	-	-	-	-
Budgeted Fund Balance - December 31, 2021	$ 723,924	$ 1,534,122	$ -	$ 2,258,046
Projected Cash/Investments - January 1, 2021	$ 401,977	$ 1,728,199	$ -	$ 2,130,176
Net Current Surplus	-	-	-	-
Capital Projects Paid From Reserves	-	-	-	-
Non-Cash Items:				
Depreciation	53,572	-	-	53,572
Budgeted Cash/Investments - December 31, 2021	$ 455,549	$ 1,728,199	$ -	$ 2,183,748

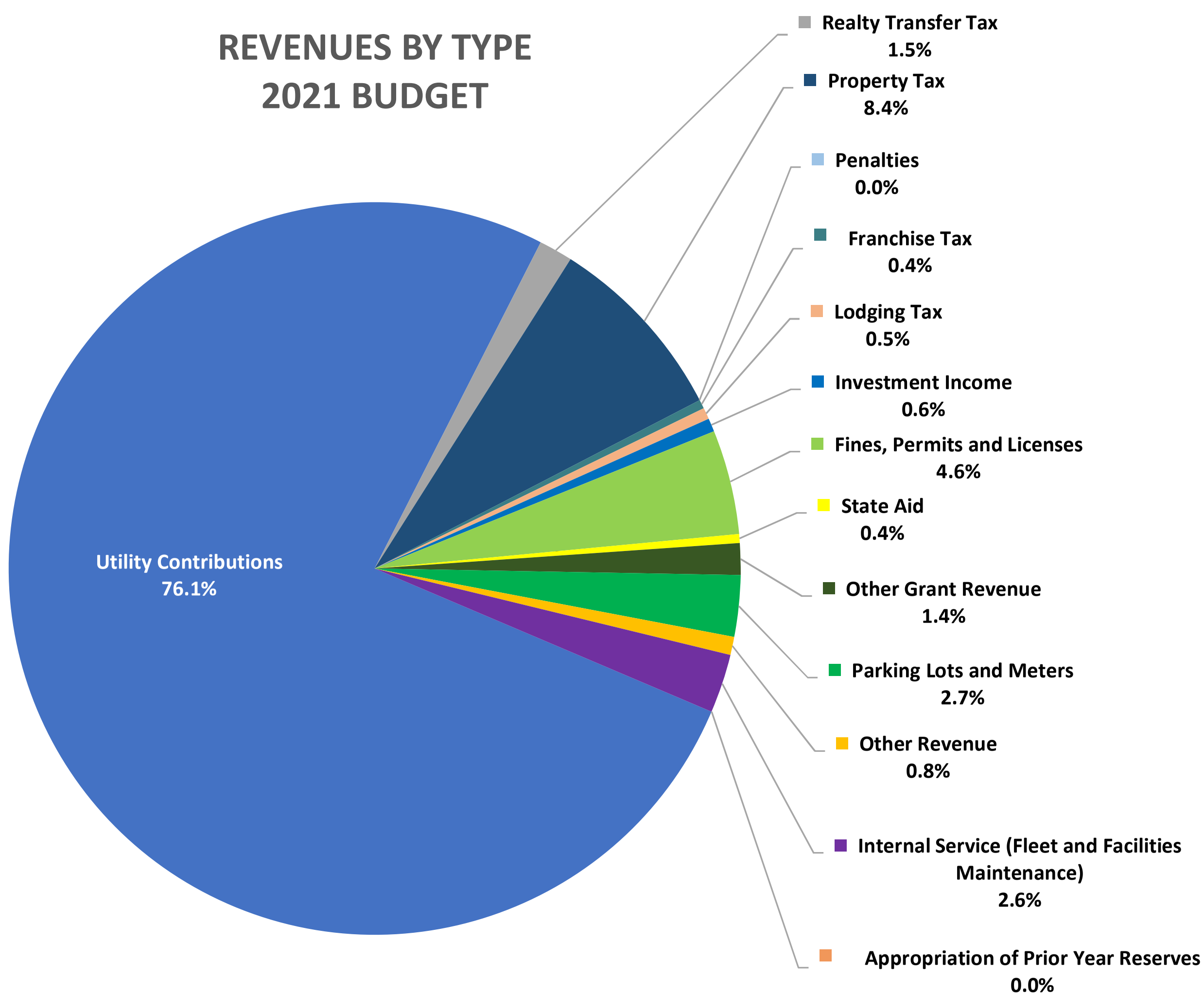
* Internal Service Fund totals include the Fleet Maintenance Division and the Facilities Maintenance Division.

CITY OF NEWARK, DELAWARE
CONSOLIDATED BUDGET SUMMARY - 2021
BUDGET AT A GLANCE

WHERE IT COMES FROM	2019 ACTUAL	2020 * BUDGET	2021 ** BUDGET
		* as amended	** as proposed
Utility Contributions	75.4%	75.2%	76.1%
Realty Transfer Tax	2.8%	1.6%	1.5%
Property Tax	7.1%	7.7%	8.4%
Penalties	0.1%	0.0%	0.0%
Franchise Tax	0.4%	0.5%	0.4%
Lodging Tax	0.8%	0.8%	0.5%
Investment Income	0.7%	0.6%	0.6%
Fines, Permits and Licenses	5.4%	5.4%	4.6%
State Aid	0.4%	0.6%	0.4%
Other Grant Revenue	1.1%	0.9%	1.4%
Parking Lots and Meters	2.6%	2.9%	2.7%
Other Revenue	0.9%	0.7%	0.8%
Internal Service (Fleet and Facilities Maintenance)	2.2%	2.4%	2.6%
Appropriation of Prior Year Reserves	0.1%	0.7%	0.0%
TOTAL	**100.0%**	**100.0%**	**100.0%**

WHERE IT GOES	2019 ACTUAL	2020 * BUDGET	2021 ** BUDGET
		* as amended	** as proposed
Personnel Services	35.4%	36.4%	37.6%
Utility Purchases	38.8%	40.5%	38.9%
Materials and Supplies	2.3%	2.6%	2.5%
Contractual Services	7.4%	8.8%	8.6%
Capital Program	2.2%	3.3%	1.6%
Net Surplus	6.0%	0.2%	1.7%
Debt Service	2.8%	3.1%	3.8%
Equipment Depreciation and Other	2.7%	2.8%	2.7%
Internal Service (Fleet and Facilities Maintenance)	2.4%	2.4%	2.6%
TOTAL	**100.0%**	**100.1%**	**100.0%**

REVENUES BY TYPE
2021 BUDGET



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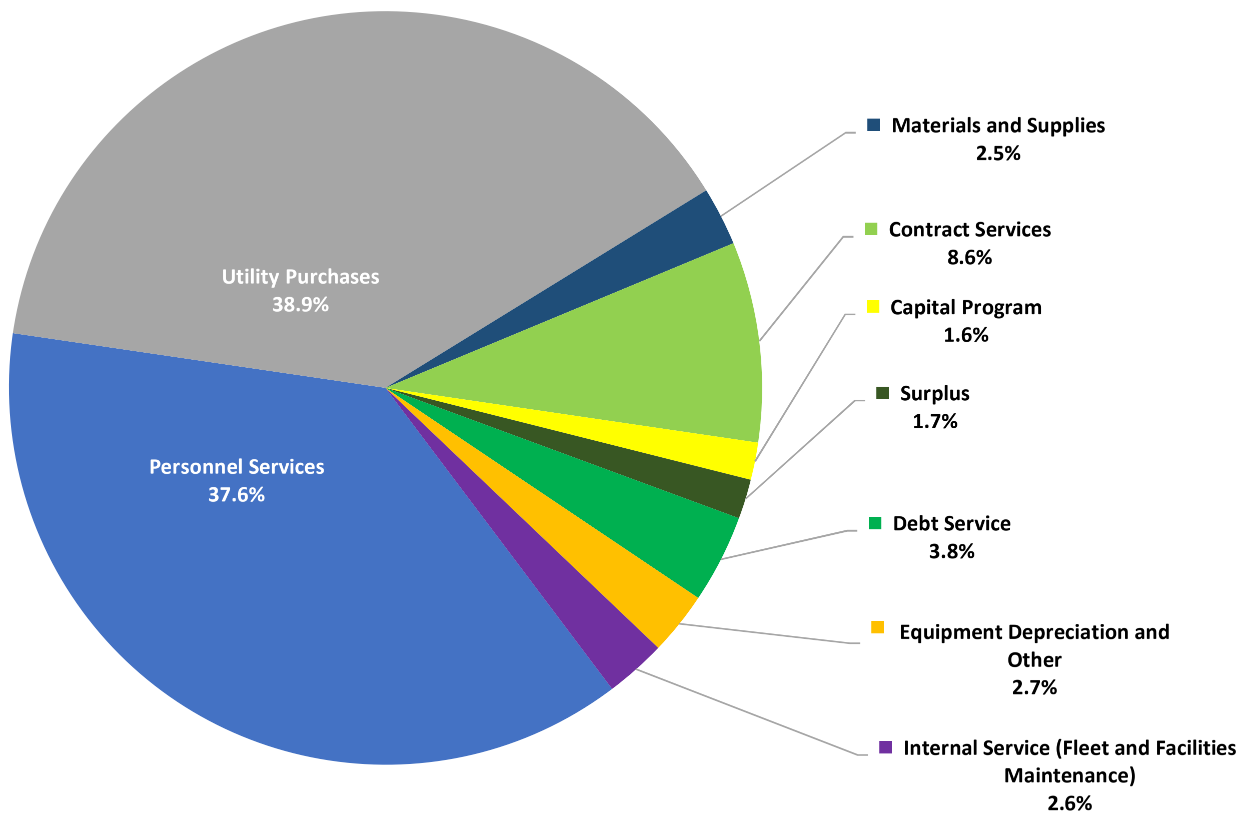
EXPENDITURES BY FUNCTION
2021 BUDGET



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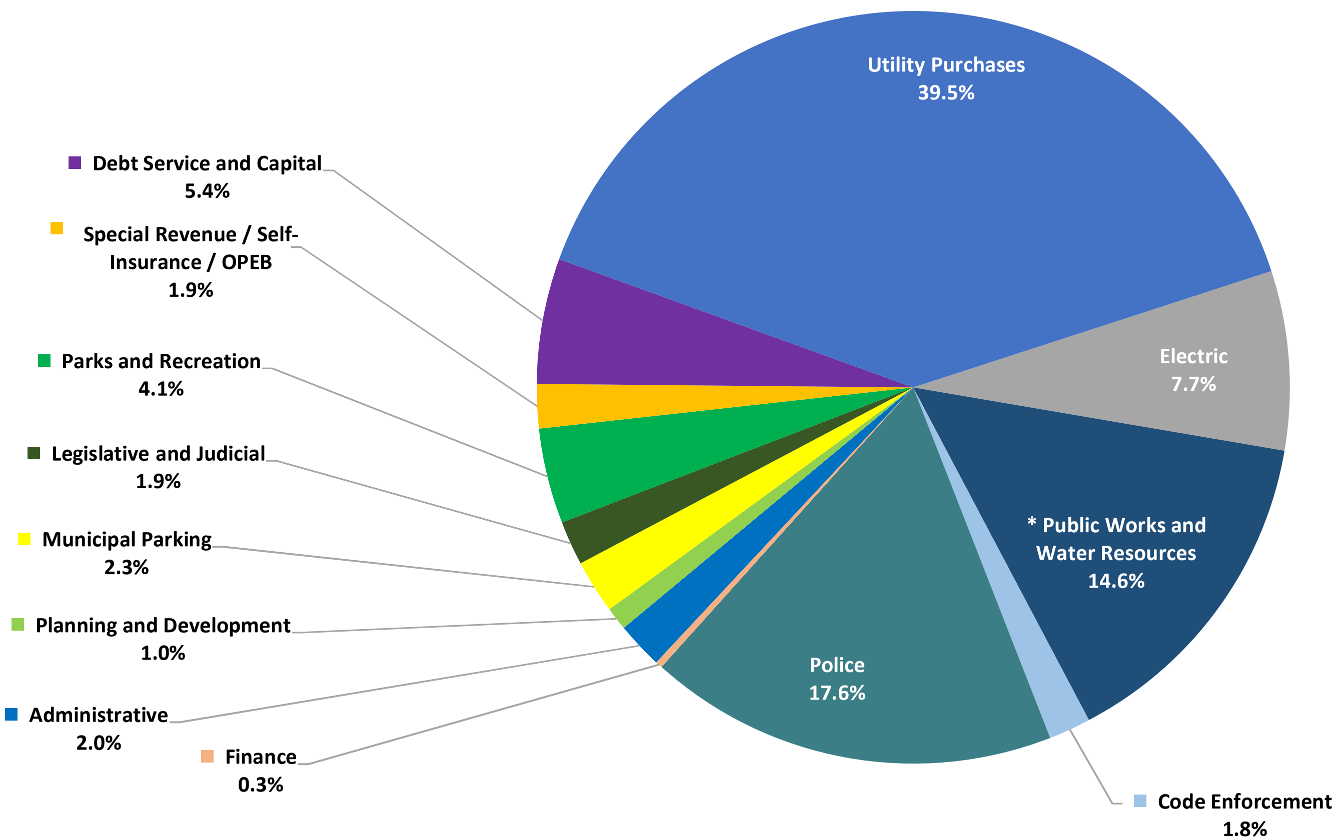
EXPENDITURES BY DEPARTMENT
2021 BUDGET



* Breakdown of Public Works and Water Resources:
7.8% - Water, Sewer, Stormwater
6.8% - Public Works

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CITY OF NEWARK, DELAWARE

HISTORICAL PERSONNEL COUNT

	2012 AS AMENDED		2013 AS AMENDED		2014 AS AMENDED		2015 AS AMENDED		2016 AS AMENDED		2017 AS AMENDED		2018 AS AMENDED		2019 AS AMENDED		2020 AS AMENDED		2021 AS PROPOSED	
	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT
Electric	22	-	23	-	22	-	22	-	23	-	23	-	24	-	23	-	23	-	22	-
Water	17	-	21	0.5	23	1.0	22	1.0	22	1.0	20	0.5	19	0.5	21	0.5	21	0.5	21	0.5
Sewer	2	-	2	-	2	-	2	-	4	-	4	-	4	-	4	-	4	-	4	-
Stormwater	-	-	-	-	-	-	-	-	-	-	5	0.5	5	0.5	5	0.5	5	0.5	6	-
Refuse	12	-	11	-	10	-	9	-	10	-	9	-	9	-	9	-	9	-	9	-
Street	11	0.5	9	0.5	9	-	9	-	9	-	8	-	8	-	7	-	7	-	7	-
Engineering	10	-	8	-	5	-	7	-	7	-	7	-	8	-	8	-	8	-	7	-
Planning	4	-	5	-	4	0.5	4	-	4	-	4	-	4	-	4	-	4	-	4	-
Code Enforcement	9	1.0	9	1.0	9	1.0	10	4.0	12	3.0	11	-	11	-	11	-	11	-	11	-
Parking	4	0.5	4	0.5	5	-	7	2.5	7	3.0	8	5.0	8	5.0	8	5.0	8	5.0	8	5.0
Police	86	3.5	84	4.0	85	4.0	87	1.5	88	2.0	89	2.0	89	1.5	89	1.5	90	1.5	90	1.5
Parks and Recreation	17	2.5	17	2.5	17	2.5	16	2.5	15	3.0	15	3.0	15	3.0	15	3.0	15	3.0	15	3.0
Administrative	6	-	6	-	11	1.5	9	-	10	-	10	-	10	-	10	0.5	9	0.5	8	0.5
Information Technology	-	-	-	-	-	-	7	-	7	-	12	0.5	9	-	8	-	8	-	8	-
Legislative	3	0.5	3	0.5	3	1.0	3	1.0	3	1.0	3	0.5	5	1.0	6	1.0	6	1.0	6	1.0
Judicial	3	1.5	3	1.0	3	1.0	3	1.0	3	1.0	3	1.0	3	2.0	3	2.0	3	2.0	3	2.0
Finance	17	1.0	17	1.5	11	0.5	10	2.0	10	2.5	13	1.0	13	1.0	13	1.5	13	1.0	13	0.5
Fleet Maintenance	5	-	4	-	4	-	4	-	4	-	4	-	4	-	4	-	4	-	4	-
Facilities Maintenance	-	-	-	-	-	-	-	-	-	-	1	4.0	1	5.0	1	5.0	1	5.0	1	5.0
CITY-WIDE TOTAL	**228**	**11.0**	**225**	**12.0**	**223**	**13.0**	**231**	**15.5**	**238**	**16.5**	**249**	**18.0**	**249**	**19.5**	**249**	**20.5**	**249**	**20.0**	**247**	**19.0**

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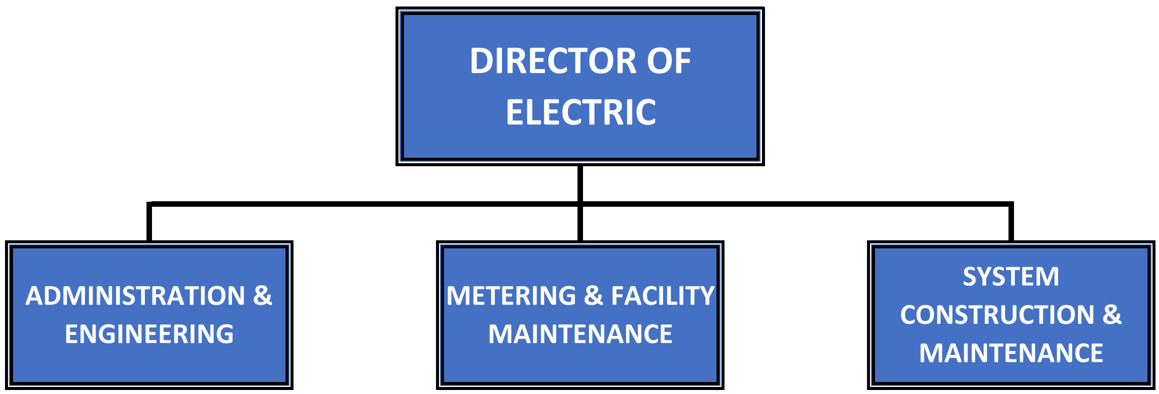
CITY OF NEWARK, DELAWARE
ELECTRIC DEPARTMENT
ORGANIZATIONAL CHART



ADMINISTRATION & ENGINEERING
- Drafting
- Records Maintenance
- Stock Maintenance
- Inventory
- Service Complaints

METERING & FACILITY MAINTENANCE
- Meter Testing and Inspection
- City Facility Electrical Maintenance

SYSTEM CONSTRUCTION & MAINTENANCE
- Electrical System
- Installation and Maintenance
- Crew Management
- Traffic Light Maintenance

CITY OF NEWARK, DELAWARE
ELECTRIC DEPARTMENT
2021 DEPARTMENTAL NARRATIVE

The City of Newark operates its own electric utility to provide electric services to 13,000 meters, supporting commercial and residential customers within city limits. Power is purchased on the wholesale power market and delivered by the City. The electric department is responsible for maintaining 175 miles of electric lines and coordinates is services through several programs. They include:

Meter Relay and Electrical Maintenance Program:

Responsible for installing and maintaining electrical systems in city buildings, water wells, water and wastewater pumping stations, traffic lights and control systems, meters, and other facilities.

Electrical Line Construction and Maintenance Program:

Responsible for maintaining the City's electric lines, substation sites, substation units, circuit breakers, and transformers.

In addition to maintaining the City's electrical distribution system, new power lines, substations and underground electric utilities are constructed and installed to expand services to new customers. Additional departmental responsibilities include maintaining and installing street lights and traffic signals, trimming trees along the electric right-of-way, and providing distribution and sub-transmission switching and sectionalizing. The electric department's staff is also responsible for plans review, drawings, and engineering analysis for construction work.

CITY OF NEWARK, DELAWARE
ELECTRIC DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2020 include:

- The City had applied for the Reliable Public Power Provider (RP3) program in 2019. In April 2020, City earned a Reliable Public Power designation from the American Public Power Association (APPA) for providing reliable and safe electric service.

  The RP3 designation, which lasts for three years, recognizes public power utilities that demonstrate proficiency in four key disciplines: reliability, safety, workforce development, and system improvement. Criteria include sound business practices and a utility-wide commitment to safe and reliable delivery of electricity.

- We are migrating from our existing Supervisory Control and Data Acquisition (SCADA) system to a new Survalent SCADA system. The Survalent SCADA brings cost saving in the future as well as new functionality. Once we completely migrate to Survalent SCADA, our annual SCADA maintenance cost will drop from $56k to $19k. We will be able to merge our AMI system to the Survalent SCADA system to improve our system functionality. The project is in progress, and we are on track to complete this project by the end of 2020.

- The new 35kV circuit breaker at the Fremont Road substation will be installed. The new circuit breaker will replace the 45 years old 35kV oil circuit breaker. The project is in progress, and we are on track to complete this project by the first quarter of 2021.

- The installation of 12kV distribution automation system. This system will increase reliability to the UD Center Campus, North Campus, and South Campus as well as minimize our substation outages. The project is in progress, and we are looking to complete this project by the end of 2020.

- The EV charging stations will be installed at the City Hall parking lot and Parking Lot # 1 behind the Galleria. The project is in progress, and we are on track to complete this project by the end of 2020.

- The electric cost of service and rate study is put on hold due to COVID-19.

- We have transferred two of the University buildings (Morris Library and Robinson Hall) from a 4,000 Voltage system to a 12,470 Voltage system.

- We have also completed the following development projects throughout the City:
  - Campus Walk II on New London Road
  - Chase Bank at the Newark Shopping Center on Main Street
  - South Main Street Plaza and Chimney Ridge on South Main Street
  - Mara’s Landing on Benny street
  - Phase Sensitive Innovations on Sandy Drive
  - Park N Shop on South Main street

- Due to COVID-19, we had to put a hold on the following CIP projects:
  - E1805 – Line Extension – UD Farm
  - E1808 – Voltage Upgrade – North College Avenue
  - E1807 – Relay Replacements – Kershaw Substation

CITY OF NEWARK, DELAWARE
ELECTRIC DEPARTMENT
2021 DEPARTMENTAL GOALS

Goals for 2021 include:

- An additional underground high voltage cable will be installed in Christianstead to balance the load during emergency conditions when the existing high voltage cable fails.

- The old electromechanical relays on circuit breakers 7, 8, and 9 at the Kershaw Substation will be replaced and added to Supervisory Control and Data Acquisition (SCADA) system.

- The existing 4,000 Voltage cable will be replaced with 12,470 Voltage cable in preparation for a 4160 voltage to 12470 voltage upgrade of University buildings on North College Avenue.

- Installation of electric distribution lines in new developments.
    - 321 Hillside Road - The Rail Yard
    - College Square Shopping Center
    - 62 North Chapel
    - Green Mansion
    - 1364 Marrows Road - Martin Honda
    - 287 East Main Street - Fulton Bank
    - 401 Bellevue Road - SAFStor
    - Fintech at STAR campus

Electric Fund - Electric Department

Summary:

ELECTRIC DEPARTMENT - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
REVENUES						
Sale of Electricity	$ 52,629,055	$ 52,050,273	$ 51,257,574	$ 51,944,374	$ 52,952,562	$ 53,534,629
No. of K.W.H.'s (Thousands)	417,837	415,969	425,918	436,756	444,863	432,208
Inter-Dept. Sales	733,800	555,400	508,100	506,900	413,100	413,100
Penalties	108,477	96,723	91,298	125,605	98,800	98,800
Service Fees	61,452	84,697	99,378	74,543	81,800	81,800
New Services	3,160	133,631	853,486	437,110	250,000	250,000
Application Fees	104,820	102,210	100,230	128,070	102,000	102,000
Solar Revenues	39,340	42,412	37,990	37,286	36,600	36,600
Other Revenues	290,806	160,523	58,079	105,261	43,210	35,500
Interest Revenue	85,316	122,330	169,286	224,471	151,100	151,100
Subtotal	$ 54,056,226	$ 53,348,199	$ 53,175,421	$ 53,583,620	$ 54,129,172	$ 54,703,529
Less: Electricity Purchased	N/A	N/A	N/A	N/A	N/A	N/A
No. of K.W.H.'s (Thousands)	453,550	460,219	456,650	461,483	470,837	469,378
Gross Operating Revenue	$ 54,056,226	$ 53,348,199	$ 53,175,421	$ 53,583,620	$ 54,129,172	$ 54,703,529
OPERATING EXPENSES						
Personnel Services	$ 2,715,030	$ 2,977,781	$ 3,324,613	$ 3,462,234	$ 3,514,898	$ 3,374,515
Utility Purchases	35,141,018	33,699,575	33,547,114	31,549,199	33,674,933	31,804,486
Materials and Supplies	176,388	238,318	215,348	286,865	303,380	322,955
Contractual Services	1,040,980	1,330,729	1,862,752	1,434,585	1,690,329	1,785,710
Other Charges	906,670	1,097,567	1,046,899	1,269,135	1,264,732	1,355,283
Subtotal	$ 39,980,086	$ 39,343,970	$ 39,996,726	$ 38,002,018	$ 40,448,272	$ 38,642,949
Inter-Departmental Charges (net of Inter-Departmental Sales)	1,311,472	1,010,354	1,173,798	1,494,948	1,245,949	1,095,805
Total Operating Expenses	$ 41,291,558	$ 40,354,324	$ 41,170,524	$ 39,496,966	$ 41,694,221	$ 39,738,754
Net Operating Margin (Before Capital Costs)	**$ 12,764,668**	**$ 12,993,875**	**$ 12,004,897**	**$ 14,086,654**	**$ 12,434,951**	**$ 14,964,775**

ELECTRIC DEPARTMENT
WAGE AND SALARY BUDGET - 2021

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Director Of Electric	MGMT	34	1.0	$ 117,882	1.0	$ 123,121	0.0	$ 5,239	4.4%
Deputy Director Of Electric	MGMT	31	1.0	$ 115,271	1.0	$ 120,328	0.0	$ 5,057	4.4%
Electric Superintendent	MGMT	26	1.0	$ 98,481	1.0	$ 102,795	0.0	$ 4,314	4.4%
Engineering Technician	CWA F/T	14	1.0	$ 69,620	1.0	$ 73,453	0.0	$ 3,833	5.5%
Purchasing Assistant	CWA F/T	13	1.0	$ 67,766	1.0	$ 71,381	0.0	$ 3,615	5.3%
Senior Lineman	AFSCME LOCAL 3919 F/T	19	2.0	$ 178,761	2.0	$ 182,972	0.0	$ 4,211	2.4%
Electric Meter Technician	AFSCME LOCAL 3919 F/T	17	1.0	$ 86,247	1.0	$ 88,270	0.0	$ 2,023	2.3%
Electrician	AFSCME LOCAL 3919 F/T	17	3.0	$ 252,056	3.0	$ 260,091	0.0	$ 8,035	3.2%
Lineman 1st Class	AFSCME LOCAL 3919 F/T	17	5.0	$ 423,704	5.0	$ 437,833	0.0	$ 14,129	3.3%
Lineman 2nd Class	AFSCME LOCAL 3919 F/T	14	2.0	$ 135,659	1.0	$ 74,673	(1.0)	$ (60,986)	-45.0%
Junior Lineman	AFSCME LOCAL 3919 F/T	10	2.0	$ 114,440	2.0	$ 123,423	0.0	$ 8,983	7.8%
Storekeeper	AFSCME LOCAL 3919 F/T	10	1.0	$ 67,579	1.0	$ 69,613	0.0	$ 2,034	3.0%
Electric Groundhand	AFSCME LOCAL 3919 F/T	5	2.0	$ 90,958	2.0	$ 98,074	0.0	$ 7,116	7.8%
Total Full Time Positions			**23.0**	**$ 1,818,424**	**22.0**	**$ 1,826,027**	**(1.0)**	**$ 7,603**	**0.4%**
OTHER									
Service Award				$ 42,035		$ 45,132		$ 3,097	7.4%
Sick Pay				$ 26,518		$ 27,372		$ 854	3.2%
Standby Pay				$ 38,083		$ 38,867		$ 784	2.1%
Overtime				$ 145,000		$ 145,000		$ -	0.0%
Uniform Allowance				$ 10,800		$ 10,200		$ (600)	-5.6%
Device Reimbursements				$ 5,400		$ 5,700		$ 300	5.6%
Total Other				**$ 267,836**		**$ 272,271**		**$ 4,435**	**1.7%**
Total All			**23.0**	**$ 2,086,260**	**22.0**	**$ 2,098,298**	**(1.0)**	**$ 12,038**	**0.6%**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Electric Fund - Electric Department

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5195102	6020	Supervisory	$ 234,376	$ 308,336	$ 211,475	$ 219,566	$ 233,153	$ 243,449
5195102	6030	Engineering/Technical	263,830	285,154	297,420	301,424	323,677	335,552
5195102	6040	Warehousing	55,140	56,197	58,056	61,617	67,579	69,613
5195102	6080	Clerical	59,885	61,977	65,066	65,245	67,766	71,381
5195102	6200	Line Maintenance	693,547	789,806	983,398	912,378	1,126,249	1,106,032
5195102	6580	Service Award	39,367	40,470	37,752	39,484	42,035	45,132
5195102	6590	Sick Pay	21,624	22,798	21,386	21,183	26,518	27,372
5195102	6619	Standby Pay	33,524	29,658	35,357	38,867	38,083	38,867
5195102	6620	Overtime	117,524	143,861	141,999	237,848	145,000	145,000
5195102	6622	Holiday Premium	642	1,283	699	2,837	-	-
5195102	6880	Uniform Allowance	4,750	9,450	10,600	10,600	10,800	10,200
5195102	6885	Device Reimbursement	-	-	5,725	5,900	5,400	5,700
5195102	6920	Unemployment Comp. Ins.	8,580	7,962	6,890	7,118	6,600	6,534
5195102	6930	Social Security Taxes	113,136	142,315	145,958	156,768	154,059	155,268
5195102	6940	City Pension Plan	516,487	437,000	695,008	777,382	559,161	450,003
5195102	6941	Defined Contribution 401(a) Plan	7,335	21,093	22,360	26,077	30,608	27,461
5195102	6950	Term Life Insurance	6,659	7,485	7,378	8,920	7,680	9,014
5195102	6960	Group Hospitalization Ins.	353,905	405,814	408,707	445,550	500,581	467,299
5195102	6961	Long-Term Disability Ins.	2,681	2,991	2,997	3,882	4,106	4,078
5195102	6962	Dental Insurance	23,999	25,855	23,930	24,417	27,420	24,156
5195102	6963	Flexible Spending Account	168	184	173	189	63	-
5195102	6964	Health Savings Account	1,438	-	-	-	-	-
5195102	6965	Post-Employment Benefits	151,300	165,539	132,090	84,405	125,098	120,717
5195102	6966	Retirement Health Savings Account	2,782	6,326	6,350	7,304	8,526	7,215
5195102	6967	Emergency Room Reimbursements	1,180	4,988	2,612	2,000	3,335	3,190
5195102	6968	Vision Insurance Premiums	1,171	1,239	1,227	1,273	1,401	1,282
TOTAL PERSONNEL SERVICES			**$ 2,715,030**	**$ 2,977,781**	**$ 3,324,613**	**$ 3,462,234**	**$ 3,514,898**	**$ 3,374,515**

Electric Fund - Electric Department

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5195103	7110	Safety Shoes and Supplies	$ 4,250	$ 5,520	$ 6,571	$ 7,425	$ 6,600	$ 7,425
5195103	7130	Tools, Field Sup., & Small Eq.	29,843	37,819	34,672	33,224	40,000	40,000
5195103	7131	Information Technology Supplies	-	-	3,227	18,586	30,000	5,000
5195103	7140	Uniforms	15,522	20,840	20,639	18,750	20,800	20,800
5195103	7150	Office Supplies	2,228	1,257	2,949	3,496	3,500	3,500
5195103	7160	Books, Periodicals, Etc	716	1,451	462	166	780	780
5195103	7260	Line Maintenance	80,403	120,782	98,889	136,844	110,000	110,000
5195103	7270	Station Maintenance	24,322	39,621	26,829	30,449	50,000	78,450
5195103	7300	Machinery & Equip. Maintenance	-	-	-	18	500	500
5195103	7330	Meter Testing & Repairs	209	225	150	21	2,000	2,000
5195103	7350	Traffic Signal Maintenance	-	495	-	-	950	-
5195103	7370	Street Light Maintenance	10,393	8,688	4,200	8,041	13,000	13,000
5195103	7430	House Service Maintenance	6,647	20,719	19,461	29,423	23,500	41,000
5195103	7480	Communication Equip. Maint.	240	557	-	5,418	500	500
5195103	7540	Inventory Adjustment	603	(20,648)	(7,970)	(7,756)	-	-
5195103	7550	Miscellaneous Supplies	1,012	992	5,269	2,760	1,250	-
TOTAL MATERIALS AND SUPPLIES			**$ 176,388**	**$ 238,318**	**$ 215,348**	**$ 286,865**	**$ 303,380**	**$ 322,955**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Electric Fund - Electric Department

Expenditures:

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5195104	8010	Freight	$ 202	$ 115	$ 848	$ 722	$ 950	$ 950
5195104	8020	Advertising	1,418	749	641	1,745	800	800
5195104	8030	Casualty Insurance	93,522	19,923	18,083	18,613	20,700	24,100
5195104	8031	Insurance - Property	-	27,864	44,008	40,028	40,470	64,952
5195104	8032	Insurance - Auto	-	12,740	24,682	23,740	25,327	25,796
5195104	8033	Insurance - Broker	-	6,660	8,072	8,054	7,936	5,356
5195104	8035	Insurance - Worker's Compensation	-	-	-	66,080	93,500	93,500
5195104	8040	Merchant Fees and Discounts	465,655	529,143	531,696	520,238	590,000	590,000
5195104	8050	Phone/Communications	8,613	10,203	4,434	4,605	2,950	2,950
5195104	8120	Outside Engineering (1)	67,232	40,428	62,430	35,660	50,000	90,000
5195104	8130	Building & Equipment Rental	10,079	10,264	10,888	11,104	14,000	14,000
5195104	8131	Information Technology Cont'l	78,984	168,469	143,454	156,254	216,276	224,555
5195104	8190	Refuse Disposal	3,425	4,063	3,197	3,663	3,425	3,425
5195104	8260	Line Maintenance	27,710	62,826	38,282	62,893	53,200	53,200
5195104	8270	Station Maintenance	66,975	44,479	40,446	25,959	75,000	75,000
5195104	8300	Machinery & Equip. Maintenance	5,772	5,927	4,992	4,392	8,120	8,120
5195104	8311	Vehicle Accidents	-	-	(1,450)	-	-	-
5195104	8312	Fleet & Facilities Services	-	167,153	716,786	239,348	227,041	236,297
5195104	8313	Self-Insurance Services	-	-	75	1,876	-	-
5195104	8420	Tree Removal	197,123	214,520	206,555	202,639	241,500	253,575
5195104	8480	Communication Equip. Maint.	-	-	1,115	1,291	1,200	1,200
5195104	8550	Misc. Contracted Services	13,036	4,203	2,402	4,425	5,000	5,000
5195104	8570	Public Relations	-	-	116	256	10,000	10,000
5195104	8899	Facilities Mowing	1,234	1,000	1,000	1,000	2,934	2,934
TOTAL CONTRACTUAL SERVICES			**$ 1,040,980**	**$ 1,330,729**	**$ 1,862,752**	**$ 1,434,585**	**$ 1,690,329**	**$ 1,785,710**

(1) Includes additional funding for 2017 rate study.

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Electric Fund - Electric Department

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5195105	9001	Subvention - Utility Assistance	$ -	$ -	$ -	$ 24,720	$ 25,000	$ 25,000
5195105	9002	Subvention - Aetna Hook and Ladder	-	-	-	43,464	48,400	48,400
5195105	9004	Subvention - Newark Senior Center	-	-	-	52,832	60,000	60,000
5195105	9010	Bad Debt Expense	12,385	190,119	129,369	277,917	170,769	188,909
5195105	9020	Mileage & Small Bus. Expense	82	87	2	127	140	140
5195105	9040	Dues & Professional Organizations	3,562	-	-	-	-	-
5195105	9056	Debt Service Principal - Smart Meters	516,064	526,828	537,805	549,024	560,477	572,183
5195105	9057	Debt Service Interest - Smart Meters	104,081	93,307	82,305	71,075	60,171	48,486
5195105	9060	Depreciation Expense	178,349	189,580	201,740	206,585	192,675	194,273
5195105	9070	Training & Continuing Educ/Conf	3,392	11,228	9,891	10,833	25,100	10,833
5195105	9091	Solar Rebate	1,597	1,516	1,754	1,442	-	1,500
5195105	9092	Notional Solar Cost	26,452	23,724	22,552	21,723	22,000	22,000
5195105	9093	Subvention Expense	60,000	60,134	60,321	5,140	-	-
5195105	9094	Conservation Advisory Committee	-	1,044	1,160	4,253	100,000	100,000
5195105	9099	Contingencies	706	-	-	-	-	-
5195105	91XX	Debt Service - Intererst (ESCO)	-	-	-	-	-	83,559
TOTAL OTHER CHARGES			**$ 906,670**	**$ 1,097,567**	**$ 1,046,899**	**$ 1,269,135**	**$ 1,264,732**	**$ 1,355,283**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Electric Fund - Electric Department

Expenditures:

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Administrative Overhead	$ 494,824	$ 672,271	$ 700,685	$ 1,151,962	$ 797,579	$ 738,520
Billings and Accounting	364,211	308,049	492,026	391,988	459,021	423,746
Buildings and Grounds	46,011	-	-	-	-	-
Electricity	(449,229)	(397,166)	(387,895)	(363,400)	(331,319)	(364,285)
Information Technology	244,142	83,848	86,381	58,119	90,640	105,561
Other Indirect Charges	(17,550)	(40,022)	(65,069)	(55,541)	(24,700)	(21,650)
Printing and Reproduction	2,644	135	125	116	182	130
Street Lights and Traffic Signals	(192,973)	(143,745)	(169,331)	(166,221)	(134,512)	(171,965)
Vehicles and Equipment	125,256	-	-	-	-	-
Warehousing	(39,664)	(28,416)	(38,464)	(28,975)	(24,042)	(27,352)
TOTAL INTER-DEPT. CHARGES	**$ 577,672**	**$ 454,954**	**$ 618,458**	**$ 988,048**	**$ 832,849**	**$ 682,705**

OPERATING EXPENSES - ELECTRIC DEPARTMENT	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ 5,416,740**	**$ 6,099,349**	**$ 7,068,070**	**$ 7,440,867**	**$ 7,606,188**	**$ 7,521,168**

Electric Fund - Electric Department

Expenditures:

CAPITAL PROJECTS BUDGET			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5195106	9623	Autos & Trucks	$ -	$ -	$ -	$ -	$ 57,716	$ 18,719
5195106	9730	CIP - Stations Material	535,491	1,053,144	344,363	-	392,500	232,500
5195106	9760	CIP - Lines Material	181,686	150,156	-	-	338,000	157,100
5195106	9770	CIP - Street Lights Material	3,798	-	-	-	-	-
5195106	9830	CIP - Stations Labor	41,087	155,474	36,865	-	27,500	17,500
5195106	9860	CIP - Lines Labor	86,041	25,901	2,307	-	214,500	112,900
5195106	9870	CIP - Street Lights Labor	118,202	-	-	-	-	-
5195106	9960	CIP - Lines Contractual	-	-	-	-	27,500	-
TOTAL CAPITAL PROJECTS BUDGET			**$ 966,305**	**$ 1,384,675**	**$ 383,535**	**$ -**	**$ 1,057,716**	**$ 538,719**

CAPITAL PROJECT NUMBER AND DESCRIPTION		CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	OTHER FINANCING
E2101	New Lines & Services	$ 135,000	$ -	$ -	$ -	$ -	$ -
E2002	New Substation	200,000	-	-	-	-	-
E1806	Christianstead Underground Primary Cable Addition	60,000	-	-	-	-	-
E1807	Relay Replacements - Kershaw Substation	50,000	-	-	-	-	-
E1808	Voltage Upgrade - North College Avenue	75,000	-	-	-	-	-
E1502	Underground Distribution - UD Star Campus	-	-	-	-	-	120,000
EEQSF	Vehicle Replacement Program	18,719	-	11,281	-	-	-
TOTAL ELECTRIC FUND		**$ 538,719**	**$ -**	**$ 11,281**	**$ -**	**$ -**	**$ 120,000**

CITY OF NEWARK, DELAWARE
PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
ORGANIZATIONAL CHART

DIRECTOR OF PUBLIC WORKS AND WATER RESOURCES

WATER PRODUCTION
- Well Operations
- Water Plant Operations
- Booster Stations
- Tank Maintenance
- Reservoir
- Water System Regulatory Compliance
- Sewer System Regulatory Compliance
- Water System Capital Project Administration
- SCADA, GIS Mapping and Asset Management
- Metering

ENGINEERING
- Project Inspection
- Plan Review
- NPDES
- Surveying
- Drafting
- Capital Project Management
- Sediment and Stormwater Program
- Inspections

WATER RESOURCES
- Light Construction
- Emergency Repairs
- Valve Maintenance
- Sanitary Sewer Maintenance
- Hydrant Inspection and Maintenance
- Meter Installation and Repair
- Storm Sewers
- Street Sweeping
- Storm System Maintenance
- Sewer Capital Administration
- Stormwater Capital Administration
- Customer Service
- Purchasing

STREET MAINTENANCE
- Pavement
- Sign and Traffic Marking Maintenance
- Tank Maintenance
- Snow Plowing
- Leaf Collection
- Sidewalk Sweeping
- Catch Basin Cleaning

REFUSE COLLECTION
- Refuse Collection
- Recycling Collection
- Yard Waste Collection
- Yard Waste Processing

VEHICLE MAINTENANCE
- Vehicle Specification and Preparation
- Fleet and Equipment Maintenance

CITY OF NEWARK, DELAWARE
PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
2021 DEPARTMENTAL NARRATIVE

The Public Works and Water Resources Department, comprised of the seven (7) divisions described below, is responsible for potable water treatment and delivery, sanitary sewage collection and transmission services, refuse collection, City fleet maintenance, engineering and surveying, street maintenance, and stormwater management through its program divisions described below:

Engineering Division:

- Responsible for the engineering review of new subdivisions and construction improvement plans, sediment and stormwater program implementation, construction inspection, public works capital project development and administration, survey support, GIS database management, and administration of our annual Street and Sidewalk Programs. Staff also responds to resident complaints regarding drainage, erosion, and other related issues. Engineering staff prepare reports and recommendations to the City Manager and City Council on various improvements throughout the City and maintain an active liaison with engineering consultants.

Refuse Division:

- Performs numerous services including regular trash collection, curbside recycling collection, bulk or special pick-up service, yard waste collection, and Main Street Big Belly Compactor collection. The Refuse Division also assists various operating departments for trash collection at special events throughout the year.

Street Division:

- Responsible for minor repairs of streets and curbs, repair of city owned sidewalks, maintenance of the City's yard waste processing areas, the application of traffic control signage and striping, leaf collection, and snow plowing. In addition, this division routinely assists other departments and PWWR divisions as required.

Fleet Maintenance Division:

- Responsible for maintaining the City's 225 vehicles and pieces of motorized equipment and focused on improving fleet standardization and minimizing life cycle costs, while reducing parts inventory requirements, maintenance burden, and vehicle down time. The Fleet Maintenance Division also assists with vehicle specifications for new purchases.

CITY OF NEWARK, DELAWARE
PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
2021 DEPARTMENTAL NARRATIVE

Water Division:

- Responsible for maintaining regulatory compliance, GIS database management, oversight of day to day water system operations, engineering and design of facilities, supervision and inspection of construction projects, and capital project development and administration. Water construction plans and specifications are prepared for bidding under this program. Water Division engineering staff prepare reports and recommendations to the City Manager and City Council on facility improvements along with plan and specification development. The Division also maintains an active liaison with engineering consultants.

Sewer Division:

- The sewer division is responsible for maintaining regulatory compliance, oversight of day to day sanitary sewer system operations, engineering and design of facilities, supervision and inspection of construction projects, and capital project development and administration. Staff prepares reports and recommendations to the City Manager and City Council on asset, equipment and facility improvements and maintains an active liaison with engineering consultants as well as the general public.

Stormwater Division:

- Responsible for maintaining NPDES Phase II Permit compliance, GIS database management, oversight of day to day system operations, engineering and design of facilities, supervision and inspection of construction projects, and capital project development and administration. Stormwater staff prepare reports and recommendations to the City Manager and City Council on facility improvements. Responsible for the programming and administration of the Stormwater Utility.

CITY OF NEWARK, DELAWARE
PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2020 include:

- Built and launched a GIS based application for scheduling, routing, and reporting on our Bulk Refuse Collection program. This group effort between field, office, and administrative staff has created a more efficient process for this popular service.

- Completed Demolition, Mass Excavation, and final plan specifications and bidding on the Rodney Park and Stormwater Pond Project.

- Broke ground on a major overhaul of our South Well Field Water Treatment Plant. Expected to be completed in late 2020. This $4mm upgrade was made possible by the State Revolving Loan Fund and the 2018 Capital Referendum.

- Heavy coordination with DelDOT and all stakeholders on the Main Street Improvements Project, as well as post-construction coordination of events and punch list items.

- Completed the expansion and paving of Municipal Parking Lot #1 in cooperation with the Parking Division and the Electric Department.

- Wilson Road, Dallam Road, Baylor Drive, and Tufts Lane Water Main upgrades completed. This $1mm upgrade was made possible by the State Revolving Loan Fund and the 2018 Capital Referendum.

- Prepared plans and specifications to line or replace 700 linear feet of degraded corrugated metal pipe (CMP) as part of the stormwater utility. Construction expected to be complete in late 2020.

- Received and reviewed the Draft NPDES Stormwater Permit and provided comments to DNREC. Lead the state consortium for all permittees and coordinated responses to the draft permit.

CITY OF NEWARK, DELAWARE
PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
2021 DEPARTMENTAL GOALS

Goals for 2021 include:

- Having finally seen a Draft of the permit, we are more confident than prior years that we will have the final version of our NPDES MS4 stormwater permit in late 2020. This permit will require staff and our consultant to draft and implement a new stormwater pollution prevention plan, while continuing the requirements of previous plans, including the annual reporting of stormwater quality initiatives.
- Perform an audit of our water meter systems and reporting.
- Create Standard Operating Procedures for each Division within the Department.
- Design and install up to one mile of water main as part of our rehabilitation program.
- Continue to assess and repair our sanitary sewer mains.
- Continue to assess environmental compliance at all City Owned facilities.
- Utilize grant funding to provide backup generation at a remote well site in Delmarva territory.
- Work with DelDOT to implement pedestrian and bicycle improvements to Casho Mill Road as part of the Safe Routes to School Program.
- Partner with DelDOT and New Castle County to restore floodplain storage and water quality in a shared drainage area near Robscott Manor.

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Water Fund - Public Works and Water Resources Department - Water Division

Summary:

WATER DIVISION - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
REVENUES						
Sale of Water	$ 9,275,827	$ 9,299,681	$ 9,347,665	$ 9,102,939	$ 9,315,000	$ 8,689,000
Penalties	40,456	26,621	20,257	25,340	29,100	20,000
Service Fees	38,823	40,524	27,751	21,945	35,200	35,200
Other Revenues	287,112	224,195	160,898	197,539	164,990	116,250
Interest Revenue	32,537	28,987	30,920	35,858	31,000	31,000
Subtotal	$ 9,674,755	$ 9,620,008	$ 9,587,491	$ 9,383,621	$ 9,575,290	$ 8,891,450
Less: Water Purchased	N/A	N/A	N/A	N/A	N/A	N/A
Gross Operating Revenue	$ 9,674,755	$ 9,620,008	$ 9,587,491	$ 9,383,621	$ 9,575,290	$ 8,891,450
OPERATING EXPENSES						
Personnel Services	$ 2,700,713	$ 2,359,205	$ 2,124,854	$ 2,696,643	$ 2,585,948	$ 2,641,052
Utility Purchases	N/A	N/A	N/A	N/A	N/A	N/A
Materials & Supplies	297,038	331,613	319,958	349,823	420,261	403,300
Contractual Services	757,278	699,245	942,083	882,481	999,554	966,998
Other Charges	1,840,073	1,855,298	1,856,771	2,111,404	2,010,765	2,337,663
Subtotal	$ 5,595,102	$ 5,245,361	$ 5,243,666	$ 6,040,351	$ 6,016,528	$ 6,349,013
Inter-Dept. Charges	950,799	797,994	554,335	864,845	630,602	749,499
Total Operating Expenses	$ 6,545,901	$ 6,043,355	$ 5,798,001	$ 6,905,196	$ 6,647,130	$ 7,098,512
Net Operating Margin (Before Capital Costs)	**$ 3,128,854**	**$ 3,576,653**	**$ 3,789,490**	**$ 2,478,425**	**$ 2,928,160**	**$ 1,792,938**

PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
WAGE AND SALARY BUDGET - 2021
WATER DIVISION

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Director of PWWR	MGMT	33	1.0	$ 121,469	1.0	$ 126,815	0.0	$ 5,346	4.4%
Deputy Director of PWWR	MGMT	29	1.0	$ 97,954	1.0	$ 102,297	0.0	$ 4,343	4.4%
Water Operations Superintendent	MGMT	22	1.0	$ 88,264	1.0	$ 92,146	0.0	$ 3,882	4.4%
PWWR Supervisor	MGMT	19	1.0	$ 79,466	1.0	$ 69,833	0.0	$ (9,633)	-12.1%
Water and Sewer Inspector	CWA F/T	16	1.0	$ 64,643	1.0	$ 68,850	0.0	$ 4,207	6.5%
Senior Water Plant Operator	AFSCME LOCAL 3919 F/T	16	1.0	$ 84,386	1.0	$ 86,365	0.0	$ 1,979	2.3%
GIS Technician	CWA F/T	14	1.0	$ 58,377	1.0	$ 62,191	0.0	$ 3,814	6.5%
Water Plant Operator **	AFSCME LOCAL 3919 F/T	14	3.0	$ 220,835	4.0	$ 290,619	1.0	$ 69,784	31.6%
Engineering Technician *	CWA F/T	14		$ -		$ 36,507	0.0	$ 36,507	100.0%
Water Meter Technician	AFSCME LOCAL 1670 F/T	10	1.0	$ 66,731	1.0	$ 68,598	0.0	$ 1,867	2.8%
Heavy Equipment Op/Mech	AFSCME LOCAL 1670 F/T	10	1.0	$ 66,030	1.0	$ 68,903	0.0	$ 2,873	4.4%
Admin Professional I	CWA F/T	10	1.0	$ 61,001	1.0	$ 63,680	0.0	$ 2,679	4.4%
Digital Scanner/Record Asst II	CWA F/T	8	1.0	$ 57,249	1.0	$ 59,027	0.0	$ 1,778	3.1%
Maintenance IV	AFSCME LOCAL 1670 F/T	8	1.0	$ 61,215	1.0	$ 63,857	0.0	$ 2,642	4.3%
Maintenance III	AFSCME LOCAL 1670 F/T	6	1.0	$ 55,246	1.0	$ 58,157	0.0	$ 2,911	5.3%
Equipment Operator ***	AFSCME LOCAL 1670 F/T	3	4.0	$ 152,697	4.0	$ 156,994	0.0	$ 4,297	2.8%
Maintenance I	AFSCME LOCAL 1670 F/T	1	1.0	$ 43,431		$ -	(1.0)	$ (43,431)	-100.0%
Total Full-Time Positions			21.0	**$ 1,378,994**	21.0	**$ 1,474,839**	0.0	**$ 95,845**	**7.0%**
PART-TIME FUNDING									
Clerk Typist	CWA P/T			$ 32,610		$ -		$ (32,610)	-100.0%
Admin Professional I	CWA P/T			$ -		$ 36,173		$ 36,173	100.0%
Seasonal				$ 14,400		$ 14,000		$ (400)	-2.8%
Intern				$ 6,500		$ -		$ (6,500)	-100.0%
Total Part-Time Funding				**$ 53,510**		**$ 50,173**		**$ (3,337)**	**-6.2%**
OTHER									
Service Award				$ -		$ -		$ -	#DIV/0!
Sick Pay				$ 26,102		$ 24,475		$ (1,627)	-6.2%
Overtime				$ 185,000		$ 145,000		$ (40,000)	-21.6%
Shift Differential				$ 185,000		$ 6,800		$ (178,200)	-96.3%
Holiday Premium				$ 5,800		$ 17,600		$ 11,800	203.4%
Weekend Premium				$ 16,000		$ 2,500		$ (13,500)	-84.4%
Uniform Allowance				$ 2,193		$ 2,500		$ 307	14.0%
Device Reimbursements				$ 7,920		$ 7,440		$ (480)	-6.1%
Total Other				**$ 428,015**		**$ 206,315**		**$ (221,700)**	**-51.8%**
Total All			**21.0**	**$ 1,860,519**	**21.0**	**$ 1,731,327**	**0.0**	**$ (129,192)**	**-6.9%**

* Please note that the Engineering Technician position will be partially funded through both the Water and Stormwater Fund evenly.
** Please note that the 2021 Water Plant Operator line contains 1 Vacant position for 2021.
*** Please note that the 2020 and 2021 total funding for Equipment Operator positions includes 1 FTE that is currently unfunded.

Water Fund - Public Works and Water Resources Department - Water Division

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5295202	6020	Supervisory	$ 352,194	$ 361,039	$ 381,809	$ 375,864	$ 387,153	$ 391,091
5295202	6030	Engineering/Technical	69,433	2,747	853	126	-	36,507
5295202	6050	Information Technology	-	-	-	54,973	58,377	62,191
5295202	6080	Clerical	77,158	82,006	83,291	86,602	93,611	99,853
5295202	6200	Line Maintenance	375,186	416,772	385,101	428,851	436,569	406,633
5295202	6210	Inspectors	68,091	99,470	57,703	60,911	64,643	68,850
5295202	6220	Plant Operators	270,781	279,200	288,853	299,327	305,221	376,984
5295202	6230	Maintenance Workers	168,899	30,601	65,230	66,475	66,030	68,903
5295202	6240	Sweeper Operator	53,156	2,058	-	-	-	-
5295202	6580	Service Award	26,738	20,465	22,944	24,535	26,102	24,475
5295202	6590	Sick Pay	9,755	7,002	7,355	11,198	15,352	15,564
5295202	6610	Seasonal	11,086	11,018	10,652	14,661	14,400	14,000
5295202	6615	Interns	5,964	5,122	5,077	4,856	6,500	-
5295202	6620	Overtime	190,007	156,324	173,272	224,084	185,000	145,000
5295202	6621	Shift Differential	5,680	5,733	5,812	5,934	5,800	6,800
5295202	6622	Holiday Premium	13,625	14,166	15,302	13,501	16,000	17,600
5295202	6623	Weekend Premium	1,763	2,339	3,497	3,116	2,193	2,500
5295202	6880	Uniform Allowance	5,220	7,925	7,570	7,870	7,920	7,440
5295202	6885	Device Reimbursement	-	-	4,625	5,225	5,400	5,100
5295202	6920	Unemployment Comp. Ins.	9,151	7,449	5,749	6,363	6,491	6,386
5295202	6930	Social Security Taxes	124,026	113,247	110,462	124,665	123,404	130,651
5295202	6940	City Pension Plan	377,537	308,246	318,589	497,304	301,725	243,570
5295202	6941	Defined Contribution 401(a) Plan	15,945	19,752	24,965	38,722	42,975	46,326
5295202	6950	Term Life Insurance	5,744	5,235	5,533	6,934	6,197	7,546
5295202	6960	Group Hospitalization Ins.	310,917	255,770	254,522	250,829	304,566	356,332
5295202	6961	Long-Term Disability Ins.	2,341	2,063	2,191	2,854	3,135	3,193
5295202	6962	Dental Insurance	19,175	16,009	14,287	13,869	16,734	18,455
5295202	6963	Flexible Spending Account	215	194	189	142	189	252
5295202	6964	Health Savings Account	1,500	1,500	1,500	1,500	1,500	1,500
5295202	6965	Post-Employment Benefits	122,776	115,433	(142,700)	52,979	67,503	70,876
5295202	6966	Retirement Health Savings Account	4,018	5,071	6,977	10,696	11,368	2,453
5295202	6967	Emergency Room Reimbursements	1,600	4,347	2,775	800	2,900	2,973
5295202	6968	Vision Insurance Premiums	1,032	902	869	877	990	1,048
TOTAL PERSONNEL SERVICES			**$ 2,700,713**	**$ 2,359,205**	**$ 2,124,854**	**$ 2,696,643**	**$ 2,585,948**	**$ 2,641,052**

*Please note, in 2017 several employees were transferred to the Stormwater Division.

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Water Fund - Public Works and Water Resources Department - Water Division

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5295203	7080	Pumping Station Electric	$ 35,483	$ 33,948	$ 30,585	$ 29,216	$ 40,000	$ 40,000
5295203	7090	Treatment Plant Chemicals	89,237	101,900	110,796	103,949	150,000	140,000
5295203	7110	Safety Shoes and Supplies	3,774	7,401	7,220	5,699	7,500	4,800
5295203	7130	Tools, Field Sup., & Small Eq.	14,398	13,432	14,604	10,867	14,000	12,000
5295203	7131	Information Technology Supplies	7,640	-	-	-	1,261	-
5295203	7140	Uniforms	-	-	58	-	-	-
5295203	7150	Office Supplies	2,059	3,427	4,981	3,265	4,000	4,000
5295203	7260	Line Maintenance	67,960	108,918	85,119	124,650	110,000	110,000
5295203	7270	Station and Well Maintenance	94	2,212	1,834	3,089	10,000	10,000
5295203	7275	Reservoir Maintenance	6,524	4,428	8,170	4,594	7,500	7,500
5295203	7280	Treatment Plant Maintenance	24,724	4,932	15,616	15,472	35,000	35,000
5295203	7300	Machinery & Equipment Maint.	109	-	-	-	-	-
5295203	7320	Well Maintenance	23	673	11,088	4,381	-	-
5295203	7330	Water Meters	57,346	49,450	39,172	44,883	40,000	40,000
5295203	7401	Stormwater Program Supplies	3,465	-	-	-	-	-
5295203	7440	Conservation Program	1,580	-	-	-	1,000	-
5295203	7540	Inventory Adjustment	(17,498)	817	(9,285)	(242)	-	-
5295203	7550	Miscellaneous Supplies	120	75	-	-	-	-
TOTAL MATERIALS & SUPPLIES			**$ 297,038**	**$ 331,613**	**$ 319,958**	**$ 349,823**	**$ 420,261**	**$ 403,300**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Water Fund - Public Works and Water Resources Department - Water Division

Expenditures:

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5295204	8020	Advertising	$ 1,745	$ 2,203	$ 8,154	$ 978	$ 2,000	$ 2,000
5295204	8030	Casualty Insurance	151,457	23,665	25,148	26,846	26,400	23,555
5295204	8031	Insurance - Property	-	56,896	90,456	91,774	85,120	99,415
5295204	8032	Insurance - Auto	-	13,918	26,793	25,880	17,940	20,064
5295204	8033	Insurance - Broker	-	9,561	12,681	13,056	12,864	5,234
5295204	8035	Insurance - Worker's Compensation	-	-	-	34,252	48,450	48,450
5295204	8040	Merchant Fees and Discounts	86,537	103,232	102,842	101,478	100,000	100,000
5295204	8050	Phone/Communications	5,775	9,937	3,277	3,948	480	480
5295204	8120	Outside Engineering (1)	137,810	65,186	37,953	49,244	115,000	115,000
5295204	8130	Building & Equipment Rental	655	2,236	4,382	1,045	3,500	3,500
5295204	8131	Information Technology Cont'l	24,110	68,642	44,836	48,105	82,586	78,424
5295204	8150	Water Service Contracts	73,914	53,075	73,061	72,605	85,000	45,000
5295204	8260	Line Maintenance	31,321	8,205	42,213	26,545	50,000	50,000
5295204	8270	Station Maintenance	5,884	7,135	6,488	7,599	7,500	7,500
5295204	8275	Reservoir Maintenance	38,635	14,707	24,673	28,638	36,000	30,000
5295204	8280	Treatment Plant Maintenance	94,370	72,617	82,964	118,600	84,000	90,000
5295204	8312	Fleet & Facilities Services	-	145,354	319,113	166,488	175,714	179,876
5295204	8313	Self-Insurance Services	-	-	2,402	21,525	-	-
5295204	8320	Well Maintenance	5,975	15,750	3,857	4,498	20,000	20,000
5295204	8325	Tank Cleaning and Inspection	28,195	6,400	2,500	5,284	10,000	10,000
5295204	8330	Meter Testing and Repairs	1,262	237	204	53	5,000	2,500
5295204	8401	Stormwater Program Contractual	10,878	-	-	-	-	-
5295204	8550	Misc. Contracted Services	33,686	5,919	6,456	12,245	10,000	10,000
5295204	8899	Mowing Contract	25,069	14,370	21,630	21,795	22,000	26,000
TOTAL CONTRACTUAL SERVICES			**$ 757,278**	**$ 699,245**	**$ 942,083**	**$ 882,481**	**$ 999,554**	**$ 966,998**

(1) 2016 includes additional funding for a rate study.

Water Fund - Public Works and Water Resources Department - Water Division

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5295205	9002	Subvention - Aetna Hook and Ladder	$ -	$ -	$ -	$ 3,644	$ 3,300	$ 3,300
5295205	9010	Bad Debt Expense	1,287	389	25,696	1,488	5,384	6,012
5295205	9020	Mileage & Small Bus. Expense	8	4,638	4	-	-	-
5295205	9040	Dues & Professional Organizations	4,025	-	-	-	-	-
5295205	9051	Debt Service Principal	1,040,000	1,070,000	1,095,000	1,400,000	1,185,000	1,230,000
5295205	9052	Debt Service Interest	213,883	192,908	168,169	134,925	110,700	75,150
5295205	9054	Amortization of Refinance Loss	34,443	34,443	34,443	34,443	34,443	34,443
5295205	9056	Debt Service Principal - Smart Meters	327,730	334,940	342,320	349,851	357,548	365,400
5295205	9057	Debt Service Interest - Smart Meters	97,797	90,587	83,221	75,690	67,993	60,120
5295205	9058	Debt Service Principal - ECM	33,167	33,832	34,510	35,202	35,908	36,628
5295205	9059	Debt Service Interest - ECM	3,294	3,809	3,131	2,439	1,733	1,013
5295205	9060	Depreciation Expense	81,335	84,619	67,041	63,436	85,156	81,304
5295205	9151	Debt Service Interest - SRL Funded Capital	-	-	-	-	115,000	404,000
5295205	9070	Training & Continuing Educ/Conf	2,398	5,133	3,236	10,286	8,600	6,000
5295205	9099	Contingencies	706	-	-	-	-	-
5295205	91XX	Debt Service - Intererst (ESCO)	-	-	-	-	-	2,759
5295205	91XY	Debt Service - Unit 207 Lease Payment (Principal)	-	-	-	-	-	-
5295205	91XY	Debt Service - Unit 207 Lease Payment (Interest)	-	-	-	-	-	31,534
TOTAL OTHER CHARGES			**$ 1,840,073**	**$ 1,855,298**	**$ 1,856,771**	**$ 2,111,404**	**$ 2,010,765**	**$ 2,337,663**

Water Fund - Public Works and Water Resources Department - Water Division

Expenditures:

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Administrative Overhead	$ 327,177	$ 489,945	$ 362,695	$ 694,095	$ 406,381	$ 501,840
Billings and Accounting	109,688	130,505	63,628	68,916	84,286	90,224
Buildings and Grounds	11,404	-	-	-	-	-
Electricity	240,710	201,211	208,527	186,300	177,828	188,130
Information Technology	199,366	83,848	86,381	58,119	90,640	105,561
Other Indirect Charges	(115,776)	(130,442)	(196,649)	(165,663)	(147,214)	(158,110)
Printing and Reproduction	2,624	108	100	93	146	104
Vehicle and Equipment	144,011	-	-	-	-	-
Warehousing	31,595	22,819	29,653	22,985	18,535	21,750
TOTAL INTER-DEPT. CHARGES	**$ 950,799**	**$ 797,994**	**$ 554,335**	**$ 864,845**	**$ 630,602**	**$ 749,499**

OPERATING EXPENSES - WATER DIVISION	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ 1,196,003**	**$ 6,043,355**	**$ 5,798,001**	**$ 6,905,196**	**$ 6,647,130**	**$ 7,098,512**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Water Fund - Public Works and Water Resources Department - Water Division

Expenditures:

CAPITAL PROJECTS BUDGET			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5295206	9580	Consulting Fees	$ -	$ -	$ -	$ -	$ -	$ -
5295206	9622	Machinery & Equipment	87,011	-	20,733	-	-	-
5295206	9623	Autos & Trucks	-	-	-	-	89,155	9,989
5295206	9740	CIP - Water Treat. Plant Mat'l	14,355	-	-	-	-	-
5295206	9760	CIP - Lines Material	1,308,373	509,965	20,000	-	58,000	179,000
5295206	9840	CIP - Water Treat. Plant Labor	6,930	-	-	-	-	-
5295206	9860	CIP - Lines Labor	10,542	20,756	-	-	-	-
5295206	9960	CIP - Lines Contractual	977	238,440	-	-	-	265,000
TOTAL CAPITAL PROJECTS BUDGET			**$ 1,428,188**	**$ 769,161**	**$ 40,733**	**$ -**	**$ 147,155**	**$ 453,989**

CAPITAL PROJECT NUMBER AND DESCRIPTION		CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	STATE REVOLVING LOANS	OTHER FINANCING
W2103	New London Water Tank Chlorination	$ 265,000	$ -	$ -	$ -	$ -	$ -	$ -
W1701	Valve Inspection, Exercising and Rehabilitation	-	165,000	-	-	-	-	-
W1703	Laird Tract Well Field Restoration	50,000	-	-	50,000	-	-	-
W1601	Backup Generation at Water Facilities	-	25,000	-	75,000	-	-	-
W1602	Roseville Park Pressure District	100,000	-	-	-	-	-	-
W0503	Well Restoration	29,000	41,019	-	-	-	-	-
W9308	Water Main Renovation Program	-	-	-	-	-	2,000,000	-
W8605	Water Tank Maintenance	-	-	-	-	-	1,800,000	-
WEQSF	Vehicle Replacement Program	9,989	-	25,011	-	-	-	-
TOTAL WATER FUND		**$ 453,989**	**$ 231,019**	**$ 25,011**	**$ 125,000**	**$ -**	**$ 3,800,000**	**$ -**

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CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Sewer Fund - Public Works and Water Resources Department - Sewer Division

Summary:

SEWER DIVISION - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
REVENUES						
Sewer Service Charge	$ 7,149,429	$ 7,018,863	$ 7,194,805	$ 7,371,745	$ 7,515,106	$ 6,850,000
Penalties	23,591	22,094	18,250	26,647	21,310	21,500
Service Fees	749	12,970	24,403	16,126	18,130	18,600
Other Revenues	37,239	49,944	200	696	150	700
Interest Revenue	29,323	36,020	35,646	41,788	32,140	33,000
Subtotal	$ 7,240,331	$ 7,139,891	$ 7,273,304	$ 7,457,002	$ 7,586,836	$ 6,923,800
Less: County Sewer Charge	N/A	N/A	N/A	N/A	N/A	N/A
Gross Operating Revenue	$ 7,240,331	$ 7,139,891	$ 7,273,304	$ 7,457,002	$ 7,586,836	$ 6,923,800
OPERATING EXPENSES						
Personnel Services	$ 285,547	$ 335,085	$ 345,956	$ 370,996	$ 365,885	$ 332,770
Utility Purchases	4,609,867	4,639,046	4,719,771	5,350,831	5,600,000	5,000,000
Materials & Supplies	12,713	20,837	24,638	20,927	28,261	24,700
Contractual Services	196,195	255,430	278,791	278,808	332,377	316,478
Other Charges	21,419	50,889	39,223	42,636	78,676	127,931
Subtotal	$ 5,125,741	$ 5,301,287	$ 5,408,379	$ 6,064,198	$ 6,405,199	$ 5,801,879
Inter-Dept. Charges	392,847	439,866	329,871	361,261	323,013	414,046
Total Operating Expenses	$ 5,518,588	$ 5,741,153	$ 5,738,250	$ 6,425,459	$ 6,728,212	$ 6,215,925
Net Operating Margin (Before Capital Costs)	**$ 1,721,743**	**$ 1,398,738**	**$ 1,535,054**	**$ 1,031,543**	**$ 858,624**	**$ 707,875**

PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
WAGE AND SALARY BUDGET - 2021
SEWER DIVISION

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Maintenance IV	AFSCME LOCAL 1670 F/T	8	2.0	$ 118,380	2.0	$ 121,344	0.0	$ 2,964	2.5%
Maintenance I	AFSCME LOCAL 1670 F/T	1		$ -	1.0	$ 48,127	1.0	$ 48,127	100.0%
Equipment Operator	AFSCME LOCAL 1670 F/T	3	2.0	$ 102,838	1.0	$ 54,138	(1.0)	$ (48,700)	-47.4%
Total Full-Time Positions			4.0	**$ 221,218**	4.0	**$ 223,609**	0.0	**$ 2,391**	**1.1%**
PART-TIME FUNDING									
Intern				$ 6,500		$ -		$ (6,500)	-100.0%
Total Part-Time Funding				**$ 6,500**		**$ -**		**$ (6,500)**	**-100.0%**
OTHER									
Service Award				$ 1,678		$ -		$ (1,678)	-100.0%
Sick Pay				$ 1,240		$ -		$ (1,240)	-100.0%
Overtime				$ 17,000		$ 16,000		$ (1,000)	-5.9%
Uniform Allowance				$ 2,400		$ 2,400		$ -	0.0%
Device Reimbursements				$ 1,200		$ 1,200		$ -	0.0%
Total Other				**$ 23,518**		**$ 19,600**		**$ (3,918)**	**-16.7%**
Total All			**4.0**	**$ 251,236**	**4.0**	**$ 243,209**	**0.0**	**$ (8,027)**	**-3.2%**

Sewer Fund - Public Works and Water Resources Department - Sewer Division

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5395302	6200	Line Maintenance	$ 168,187	$ 203,280	$ 201,600	$ 218,053	$ 221,218	$ 223,609
5395302	6580	Service Award	1,351	1,413	1,412	1,579	1,678	-
5395302	6590	Sick Pay	1,262	5,008	1,008	871	1,240	-
5395302	6615	Interns	3,960	5,252	5,928	4,973	6,500	-
5395302	6620	Overtime	13,254	18,635	20,672	23,900	17,000	16,000
5395302	6880	Uniform Allowance	1,075	2,350	2,400	2,400	2,400	2,400
5395302	6885	Device Reimbursement	-	-	1,200	1,200	1,200	1,200
5395302	6920	Unemployment Comp. Ins.	1,792	1,876	1,213	1,223	1,424	1,188
5395302	6930	Social Security Taxes	14,192	17,800	17,579	18,845	18,719	18,230
5395302	6940	City Pension Plan	18,470	16,028	27,148	32,681	22,654	3,398
5395302	6941	Defined Contribution 401(a) Plan	7,524	9,313	10,102	11,031	11,276	15,959
5395302	6950	Term Life Insurance	933	827	968	1,210	1,070	1,296
5395302	6960	Group Hospitalization Ins.	41,801	40,901	41,885	41,527	44,837	39,667
5395302	6961	Long-Term Disability Ins.	360	313	367	493	513	518
5395302	6962	Dental Insurance	2,687	2,450	2,331	2,331	2,519	2,012
5395302	6963	Flexible Spending Account	42	-	-	65	63	63
5395302	6964	Health Savings Account	-	-	750	750	1,500	750
5395302	6965	Post-Employment Benefits	4,961	5,620	5,062	3,513	5,068	-
5395302	6966	Retirement Health Savings Account	3,554	3,869	4,129	4,199	4,263	5,772
5395302	6967	Emergency Room Reimbursements	-	-	50	-	580	580
5395302	6968	Vision Insurance Premiums	142	150	152	152	163	128
TOTAL PERSONNEL SERVICES			**$ 285,547**	**$ 335,085**	**$ 345,956**	**$ 370,996**	**$ 365,885**	**$ 332,770**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Sewer Fund - Public Works and Water Resources Department - Sewer Division

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5395303	7110	Safety Shoes and Supplies	$ 790	$ 700	$ 818	$ 659	$ 1,500	$ 1,200
5395303	7130	Tools, Field Sup., & Small Eq.	2,215	6,077	7,168	8,967	8,000	6,000
5395303	7131	Information Technology Supplies	-	-	-	-	1,261	-
5395303	7260	Line Maintenance	9,641	13,520	16,498	11,634	16,000	16,000
5395303	7270	Station Maintenance	187	376	827	141	1,500	1,500
5395303	7540	Inventory Adjustment	(120)	164	(673)	(474)	-	-
TOTAL MATERIALS & SUPPLIES			**$ 12,713**	**$ 20,837**	**$ 24,638**	**$ 20,927**	**$ 28,261**	**$ 24,700**

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5395304	8030	Casualty Insurance	$ 3,764	$ 1,952	$ 1,956	$ 1,888	$ 2,100	$ 4,382
5395304	8031	Insurance - Property	-	1,528	2,473	2,173	2,470	2,682
5395304	8032	Insurance - Auto	-	-	-	-	2,110	2,866
5395304	8033	Insurance - Broker	-	333	442	455	448	974
5395304	8035	Insurance - Worker's Compensation	-	-	-	7,930	11,050	11,050
5395304	8040	Merchant Fees and Discounts	65,261	75,849	76,384	79,817	75,000	75,000
5395304	8050	Phone/Communications	-	1,375	-	-	-	-
5395304	8120	Outside Engineering	49,001	27,171	18,246	36,115	40,000	40,000
5395304	8131	Information Technology Cont'l	17,667	53,034	36,215	38,161	63,692	59,782
5395304	8260	Line Maintenance	42,164	50,442	34,041	40,430	75,000	60,000
5395304	8265	Easement Clearing	15,386	3,716	3,100	16,050	12,500	10,000
5395304	8270	Station Maintenance	2,952	14,950	8,418	10,452	15,000	15,000
5395304	8312	Fleet & Facilities Services	-	25,620	94,711	45,337	33,007	34,742
5395304	8313	Self-Insurance Services	-	-	2,261	-	-	-
5395304	8550	Misc. Contracted Services	-	(540)	544	-	-	-
TOTAL CONTRACTUAL SERVICES			**$ 196,195**	**$ 255,430**	**$ 278,791**	**$ 278,808**	**$ 332,377**	**$ 316,478**

Sewer Fund - Public Works and Water Resources Department - Sewer Division

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5395305	9002	Subvention - Aetna Hook and Ladder	$ -	$ -	$ -	$ 3,868	$ 3,500	$ 3,500
5395305	9010	Bad Debt Expense	876	225	1,108	335	2,590	2,549
5395505	9161	Debt Service Interest - SRL Funded Capital	-	-	-	-	35,000	85,000
5395305	9060	Depreciation Expense	19,482	49,152	36,379	37,423	35,086	35,882
5395305	9070	Training & Continuing Educ/Conf	355	1,512	1,736	1,010	2,500	1,000
5395305	9099	Contingencies	706	-	-	-	-	-
TOTAL OTHER CHARGES			**$ 21,419**	**$ 50,889**	**$ 39,223**	**$ 42,636**	**$ 78,676**	**$ 127,931**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Administrative Overhead	$ 122,005	$ 221,346	$ 119,707	$ 167,984	$ 139,004	$ 145,716
Billings and Accounting	89,924	96,055	45,564	55,541	59,717	86,395
Buildings and Grounds	3,851	-	-	-	-	-
Electricity	12,810	10,911	12,227	10,400	9,628	11,230
Information Technology	199,366	83,848	86,381	58,119	90,640	105,561
Other Indirect Charges	(42,465)	25,670	63,169	67,123	22,259	63,185
Vehicle and Equipment	4,440	-	-	-	-	-
Warehousing	2,916	2,036	2,823	2,094	1,765	1,959
TOTAL INTER-DEPT. CHARGES	**$ 392,847**	**$ 439,866**	**$ 329,871**	**$ 361,261**	**$ 323,013**	**$ 414,046**

OPERATING EXPENSES - SEWER DIVISION	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ 393,034**	**$ 1,102,107**	**$ 1,018,479**	**$ 1,074,628**	**$ 1,128,212**	**$ 1,215,925**

Sewer Fund - Public Works and Water Resources Department - Sewer Division

Expenditures:

CAPITAL PROJECTS BUDGET			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5395306	9580	Consulting Fees	$ 58,884	$ 116,162	$ 66,855	$ -	$ -	$ -
5395306	9622	Machinery & Equipment	-	26,022	-	-	-	-
5395306	9760	CIP - Lines Material	38,248	375,080	294,229	-	-	-
5395306	9860	CIP - Lines Labor	-	-	11,153	-	-	-
TOTAL CAPITAL PROJECTS BUDGET			**$ 97,132**	**$ 517,264**	**$ 372,237**	**$ -**	**$ -**	**$ -**

CAPITAL PROJECT NUMBER AND DESCRIPTION	CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	STATE REVOLVING LOANS	OTHER FINANCING
S0904 Sanitary Sewer Study and Repairs	$ -	$ -	$ -	$ -	$ -	$ 800,000	$ -
TOTAL SEWER FUND	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 800,000**	**$ -**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Stormwater Fund - Public Works and Water Resources Department - Stormwater Division

Summary:

STORMWATER DIVISION - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
REVENUES						
Stormwater Service Fees	$ -	$ -	$ 2,017,166	$ 2,355,806	$ 2,350,000	$ 2,350,000
Stormwater Penalties	-	-	10,550	27,792	23,000	23,000
Stormwater Plan Review Fees	-	-	-	-	5,200	-
Stormwater As-Built Review	-	750	-	1,000	-	-
Sediment & SWM Review Fee	-	6,965	9,310	21,701	11,510	11,600
Sediment & SWM Inspection	-	1,250	11,750	11,000	13,675	13,700
SWM Facility Annual Inspection	-	19,100	22,570	20,400	31,700	21,000
Capital Contributions		-	-	277,493	-	-
Interest	-	-	9,365	5,712	5,500	2,500
Stormwater Management Fees	-	-	-	-	900	900
Misc Revenue	-	-	400	295	200	200
Gross Operating Revenue	$ -	$ 28,065	$ 2,081,111	$ 2,721,199	$ 2,441,685	$ 2,422,900
OPERATING EXPENSES						
Personnel Services	$ -	$ 507,546	$ 847,273	$ 656,463	$ 618,045	$ 643,068
Materials and Supplies	-	16,016	16,779	19,698	27,100	25,300
Contractual Services	-	242,796	171,126	161,440	262,036	249,489
Other Charges	-	679	27,714	40,547	227,083	306,593
Subtotal	$ -	$ 767,037	$ 1,062,892	$ 878,148	$ 1,134,264	$ 1,224,450
Inter-Dept. Charges	-	24,644	398,267	273,837	441,526	277,878
Total Operating Expenses	$ -	$ 791,681	$ 1,461,159	$ 1,151,985	$ 1,575,790	$ 1,502,328
Net Operating Margin (Before Capital Costs)	**$ -**	**$ (763,616)**	**$ 619,952**	**$ 1,569,214**	**$ 865,895**	**$ 920,572**

PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
WAGE AND SALARY BUDGET - 2021
STORMWATER DIVISION

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Environmental Program Coordinator	CWA F/T	18	1.0	$ 83,667	1.0	$ 85,707	0.0	$ 2,040	2.4%
Engineering Technician *	CWA F/T	14		$ -	1.0	$ 36,507	1.0	$ 36,507	100.0%
Maintenance IV	AFSCME LOCAL 1670 F/T	8	2.0	$ 122,430	2.0	$ 127,714	0.0	$ 5,284	4.3%
Street Sweeper Operator	AFSCME LOCAL 1670 F/T	7	1.0	$ 55,973	1.0	$ 58,610	0.0	$ 2,637	4.7%
Equipment Operator	AFSCME LOCAL 1670 F/T	1	1.0	$ 53,832	1.0	$ 56,147	0.0	$ 2,315	4.3%
Total Full-Time Positions			5.0	**$ 315,902**	6.0	**$ 364,685**	1.0	**$ 48,783**	**15.4%**
PART-TIME FUNDING									
Maintenance (PT) Sidewalk Sweeper	AFSCME LOCAL 1670 P/T			$ 15,682		$ -		$ (15,682)	-100.0%
Seasonal				$ 14,000		$ 14,000		$ -	0.0%
Intern				$ 6,500		$ 6,500		$ -	0.0%
Total Part-Time Funding				**$ 36,182**		**$ 20,500**		**$ (15,682)**	**-43.3%**
OTHER									
Service Award				$ 12,260		$ 1,771		$ (10,489)	-85.6%
Sick Pay				$ 2,703		$ (265)		$ (2,968)	-109.8%
Overtime				$ 9,000		$ 9,000		$ -	0.0%
Uniform Allowance				$ 2,760		$ (480)		$ (3,240)	-117.4%
Device Reimbursements				$ 1,200		$ (300)		$ (1,500)	-125.0%
Total Other				**$ 27,923**		**$ 9,726**		**$ (18,197)**	**-65.2%**
Total All			**5.0**	**$ 380,007**	**6.0**	**$ 394,911**	**1.0**	**$ 14,904**	**3.9%**

* Please note that the Engineering Technician position will be partially funded through both the Water and Stormwater Fund evenly.

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Stormwater Fund - Public Works and Water Resources Department - Stormwater Division

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5595502	6030	Engineering/Technical	$ -	$ 68,934	$ 77,233	$ 80,260	$ 83,667	$ 122,214
5595502	6200	Line Maintenance	-	42,800	52,767	54,642	53,832	56,147
5595502	6230	Maintenance Workers	-	186,490	153,629	183,157	194,085	186,324
5595502	6580	Service Award	-	8,761	11,183	10,356	10,489	12,260
5595502	6590	Sick Pay	-	2,374	1,363	1,508	2,968	2,703
5595502	6610	Seasonal Workers	-	-	8,332	-	6,500	14,000
5595502	6615	Interns	-	-	-	4,846	6,500	6,500
5595502	6620	Overtime	-	8,373	9,105	18,466	9,000	9,000
5595502	6623	Weekend Premium	-	1,108	-	-	-	-
5595502	6880	Uniform Allowance	-	2,365	2,340	2,590	3,240	2,760
5595502	6885	Device Reimbursement	-	-	1,250	1,375	1,500	1,200
5595502	6920	Unemployment Comp. Ins.	-	1,920	1,593	1,693	1,936	1,634
5595502	6930	Social Security Taxes	-	24,055	23,446	26,702	27,802	30,470
5595502	6940	City Pension Plan	-	53,409	169,979	171,198	97,305	65,017
5595502	6941	Defined Contribution 401(a) Plan	-	2,544	164	2,221	3,778	3,956
5595502	6950	Term Life Insurance	-	1,344	1,310	1,658	1,483	2,045
5595502	6960	Group Hospitalization Ins.	-	77,050	81,788	76,631	84,648	93,615
5595502	6961	Long-Term Disability Ins.	-	512	500	670	732	842
5595502	6962	Dental Insurance	-	4,288	4,490	3,991	4,400	4,569
5595502	6965	Post-Employment Benefits	-	19,006	245,732	12,610	21,769	25,309
5595502	6966	Retirement Health Savings Account	-	1,307	85	863	1,421	1,443
5595502	6967	Emergency Room Reimbursements	-	754	800	800	725	798
5595502	6968	Vision Insurance Premiums	-	152	184	226	265	262
TOTAL PERSONNEL SERVICES			**$ -**	**$ 507,546**	**$ 847,273**	**$ 656,463**	**$ 618,045**	**$ 643,068**

Stormwater Fund - Public Works and Water Resources Department - Stormwater Division

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5595503	7110	Safety Shoes and Supplies	$ -	$ 1,473	$ 1,510	$ 921	$ 2,100	$ 1,500
5595503	7130	Tools,Field Sup.,Small Equip.	-	623	1,683	1,381	2,000	1,800
5595503	7400	Storm Sewer Maintenance	-	10,483	10,847	16,054	15,000	16,000
5595503	7401	Stormwater Program Supplies	-	3,437	2,739	1,342	8,000	6,000
TOTAL MATERIALS & SUPPLIES			**$ -**	**$ 16,016**	**$ 16,779**	**$ 19,698**	**$ 27,100**	**$ 25,300**

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5595504	8030	Casualty Insurance	$ -	$ -	$ -	$ -	$ 2,100	$ 6,572
5595504	8032	Insurance - Auto	-	-	-	-	5,276	7,166
5595504	8033	Insurance - Broker	-	-	-	-	-	1,461
5595504	8035	Insurance - Worker's Compensation	-	-	-	11,420	16,150	16,150
5595504	8040	Merchant Fees and Discounts	-	-	13,237	23,776	15,000	15,000
5595504	8050	Phone/Communications	-	900	-	-	-	-
5595504	8120	Outside Engineering	-	164,162	16,667	16,666	100,000	66,667
5595504	8130	Bldg. & Equip. Rental	-	-	-	2,055	2,500	5,000
5595504	8131	Information Technology Cont'l	-	-	17,215	19,001	20,304	20,869
5595504	8312	Fleet & Facilities Services	-	62,837	106,111	81,633	72,706	74,204
5595504	8313	Self-Insurance Services	-	-	75	255	-	-
5595504	8401	Stormwater Contractual	-	14,897	10,362	6,634	28,000	33,000
5595504	8550	Misc. Contracted Svc.	-	-	7,459	-	-	3,400
TOTAL CONTRACTUAL SERVICES			**$ -**	**$ 242,796**	**$ 171,126**	**$ 161,440**	**$ 262,036**	**$ 249,489**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Stormwater Fund - Public Works and Water Resources Department - Stormwater Division

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5595505	9163	Debt Service Interest - SRL Funded Capital	$ -	$ -	$ -	$ -	$ 120,000	$ 200,000
5595505	9060	Depreciation Expense	-	-	17,016	34,875	52,283	53,593
5595505	9070	Training & Continuing Educ/Conf	-	679	2,804	1,452	3,200	1,400
5595505	9084	Annual Regulatory Fees	-	-	-	200	1,600	1,600
5595505	9095	Stormwater Grant Program	-	-	7,894	4,020	50,000	50,000
TOTAL OTHER CHARGES			**$ -**	**$ 679**	**$ 27,714**	**$ 40,547**	**$ 227,083**	**$ 306,593**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Administrative Overhead	$ -	$ -	$ 229,706	$ 115,891	$ 268,115	$ 89,257
Billings and Accounting	-	-	35,922	54,484	58,125	44,617
Electric Used	-	711	727	-	628	830
Information Technology	-	-	86,381	58,119	90,640	105,561
Other Indirect Charges	-	23,907	45,507	45,321	23,983	37,588
Printing and Reproduction	-	26	24	22	35	25
TOTAL INTER-DEPT. CHARGES	**$ -**	**$ 24,644**	**$ 398,267**	**$ 273,837**	**$ 441,526**	**$ 277,878**

OPERATING EXPENSES - STORMWATER DIVISION	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ -**	**$ 791,681**	**$ 1,461,159**	**$ 1,151,985**	**$ 1,575,790**	**$ 1,502,328**

Stormwater Fund - Public Works and Water Resources Department - Stormwater Division

Expenditures:

CAPITAL PROJECTS BUDGET			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5595506	9580	Capital Project Consulting Fees	$ -	$ -	$ 55,863	$ -	$ -	$ -
5595506	9623	CIP - Autos and Trucks	-	-	-	-	-	19,511
5595506	9720	CIP - Storm Sewers Material	-	-	879,791	-	500,000	25,000
5595506	9860	CIP - Lines Labor	-	-	-	-	16,053	-
TOTAL CAPITAL PROJECTS BUDGET			**$ -**	**$ -**	**$ 935,654**	**$ -**	**$ 516,053**	**$ 44,511**

CAPITAL PROJECT NUMBER AND DESCRIPTION		CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	STATE REVOLVING LOANS	OTHER FINANCING
Q1802	Rodney Regional Stormwater Park	$ -	$ -	$ -	$ -	$ -	$ 1,407,000	$ -
Q1301	Storm Drainage Improvements (H1301)	-	609,476	-	-	-	-	-
Q0101	NPDES Phase II Stormwater Quality (T0101)	25,000	121,628	-	-	-	-	-
QEQSF	Equipment Replacement Program	19,511	-	13,489	-	-	-	-
TOTAL STORMWATER DIVISION		**$ 44,511**	**$ 731,104**	**$ 13,489**	**$ -**	**$ -**	**$ 1,407,000**	**$ -**

General Fund - Public Works and Water Resources Department - Refuse Division

Summary:

REFUSE DIVISION - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AOENDED	2021 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 835,614	$ 872,399	$ 931,668	$ 933,918	$ 995,002	$ 993,674
Materials and Supplies	6,181	33,034	30,210	30,900	30,200	29,250
Contractual Services	494,726	799,597	1,063,467	897,038	924,082	929,818
Other Charges	180,526	207,346	215,937	216,932	219,625	208,816
Subtotal	$ 1,517,047	$ 1,912,376	$ 2,241,282	$ 2,078,788	$ 2,168,909	$ 2,161,558
Inter-Dept. Charges	422,609	96,633	83,086	43,482	102,648	91,593
Total Operating Expenses	**$ 1,939,656**	**$ 2,009,009**	**$ 2,324,368**	**$ 2,122,270**	**$ 2,271,557**	**$ 2,253,151**

PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
WAGE AND SALARY BUDGET - 2021
REFUSE DIVISION

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Refuse Coordinator	AFSCME LOCAL 1670 F/T	10	1.0	$ 63,702	1.0	$ 67,598	0.0	$ 3,896	6.1%
Refuse Driver/Collector	AFSCME LOCAL 1670 F/T	8	4.0	$ 244,860	4.0	$ 255,428	0.0	$ 10,568	4.3%
Refuse Driver II	AFSCME LOCAL 1670 F/T	8	1.0	$ 61,215	1.0	$ 63,857	0.0	$ 2,642	4.3%
Refuse Driver I	AFSCME LOCAL 1670 F/T	6	1.0	$ 56,546	1.0	$ 62,840	0.0	$ 6,294	11.1%
Refuse Collector	AFSCME LOCAL 1670 F/T	3	1.0	$ 42,299		$ -	(1.0)	$ (42,299)	-100.0%
Equipment Operator	AFSCME LOCAL 1670 F/T	3		$ -	1.0	$ 46,675	1.0	$ 46,675	100.0%
Maintenance I	AFSCME LOCAL 1670 F/T	1	1.0	$ 43,409	1.0	$ 45,571	0.0	$ 2,162	5.0%
Total Full-Time Positions			9.0	**$ 512,031**	9.0	**$ 541,969**	0.0	**$ 29,938**	**5.8%**
PART-TIME FUNDING									
Seasonal				$ 6,000		$ -		$ (6,000)	-100.0%
Total Part-Time Funding				**$ 6,000**		**$ -**		**$ (6,000)**	**-100.0%**
OTHER									
Service Award				$ 15,573		$ 16,942		$ 1,369	8.8%
Sick Pay				$ 3,230		$ 4,075		$ 845	26.2%
Overtime				$ 15,000		$ 14,000		$ (1,000)	-6.7%
Uniform Allowance				$ 4,800		$ 5,400		$ 600	12.5%
Device Reimbursements				$ 2,700		$ 3,000		$ 300	11.1%
Total Other				**$ 41,303**		**$ 43,417**		**$ 2,114**	**5.1%**
Total All			**9.0**	**$ 559,334**	**9.0**	**$ 585,386**	**0.0**	**$ 26,052**	**4.7%**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Refuse Division

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AOENDED	2021 BUDGET
0141042	6240	Refuse Workers	$ 484,401	$ 501,880	$ 496,251	$ 506,214	$ 512,031	$ 541,969
0141042	6580	Service Award	15,795	13,370	14,084	14,987	15,573	16,942
0141042	6590	Sick Pay	2,082	1,245	840	140	3,230	4,075
0141042	6610	Seasonal	-	-	-	-	6,000	-
0141042	6620	Overtime	17,276	13,138	20,666	15,202	15,000	14,000
0141042	6880	Uniform Allowance	2,725	5,300	5,350	5,300	4,800	5,400
0141042	6885	Device Reimbursement	-	-	3,000	2,925	2,700	3,000
0141042	6920	Unemployment Comp. Ins.	3,874	3,325	2,643	2,756	2,712	2,673
0141042	6930	Social Security Taxes	34,721	37,497	39,012	40,018	40,757	43,197
0141042	6940	City Pension Plan	100,455	86,591	97,473	111,550	135,748	124,011
0141042	6941	Defined Contribution 401(a) Plan	3,182	8,413	10,319	10,350	11,207	11,989
0141042	6950	Term Life Insurance	1,945	2,133	2,412	2,869	2,489	3,133
0141042	6960	Group Hospitalization Ins.	140,650	153,021	176,372	163,517	195,484	176,281
0141042	6961	Long-Term Disability Ins.	824	816	914	1,129	1,193	1,251
0141042	6962	Dental Insurance	8,907	9,266	8,919	8,021	9,673	8,131
0141042	6964	Health Savings Account	750	750	750	-	-	-
0141042	6965	Post-Employment Benefits	15,797	30,931	48,093	44,212	30,371	31,596
0141042	6966	Retirement Health Savings Account	1,442	3,503	4,137	3,932	4,263	4,329
0141042	6967	Emergency Room Reimbursements	400	800	-	400	1,305	1,305
0141042	6968	Vision Insurance Premiums	388	420	433	396	466	392
TOTAL PERSONNEL SERVICES			**$ 835,614**	**$ 872,399**	**$ 931,668**	**$ 933,918**	**$ 995,002**	**$ 993,674**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Refuse Division

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AOENDED	2021 BUDGET
0141043	7110	Safety Shoes and Supplies	$ 966	$ 1,551	$ 1,696	$ 2,057	$ 2,700	$ 2,250
0141043	7130	Tools, Field Sup., & Small Eq.	429	1,297	1,364	619	1,000	500
0141043	7132	Collection Carts	2,738	27,557	27,150	26,599	25,000	25,000
0141043	7191	Yard Waste	313	180	-	-	-	-
0141043	7270	Station Maintenance	-	2,067	-	1,814	1,500	1,500
0141043	7462	Recycling Supplies	688	382	-	-	-	-
0141043	7540	Inventory Adjustment	1,047	-	-	(189)	-	-
TOTAL MATERIALS & SUPPLIES			**$ 6,181**	**$ 33,034**	**$ 30,210**	**$ 30,900**	**$ 30,200**	**$ 29,250**

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AOENDED	2021 BUDGET
0141044	8030	Casualty Insurance	$ 25,947	$ 9,850	$ 5,623	$ 6,204	$ 6,900	$ 9,860
0141044	8031	Insurance - Property	-	-	573	-	-	51
0141044	8032	Insurance - Auto	-	10,492	20,354	19,559	20,050	14,331
0141044	8033	Insurance - Broker	-	1,855	2,088	2,533	2,496	2,191
0141044	8035	Insurance - Worker's Compensation	-	-	-	18,003	25,500	25,500
0141044	8050	Phone/Communications	123	2,552	-	-	-	-
0141044	8130	Building & Equipment Rentals	-	-	-	2,334	2,500	2,500
0141044	8131	Information Technology Cont'l	-	879	80	828	347	1,787
0141044	8190	Refuse Disposal-Landfill	468,656	426,636	471,956	440,039	463,000	470,000
0141044	8191	Yard Waste	-	26,967	49,005	36,233	35,000	30,000
0141044	8200	Printing & Reproduction	-	1,584	1,029	1,000	2,000	1,000
0141044	8270	Station Maintenance (Pest Control)	-	-	-	-	500	500
0141044	8312	Fleet & Facilities Services	-	318,782	507,112	368,755	365,789	372,098
0141044	8313	Self-Insurance Services	-	-	5,647	-	-	-
0141044	8550	Misc. Contracted Services	-	-	-	1,550	-	-
TOTAL CONTRACTUAL SERVICES			**$ 494,726**	**$ 799,597**	**$ 1,063,467**	**$ 897,038**	**$ 924,082**	**$ 929,818**

General Fund - Public Works and Water Resources Department - Refuse Division

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AOENDED	2021 BUDGET
0141045	9060	Depreciation Expense	$ 179,520	$ 206,539	$ 215,887	$ 216,412	$ 218,875	$ 208,316
0141045	9070	Training & Continuing Educ/Conf	300	807	50	520	750	500
0141045	9099	Contingencies	706	-	-	-	-	-
TOTAL OTHER CHARGES			**$ 180,526**	**$ 207,346**	**$ 215,937**	**$ 216,932**	**$ 219,625**	**$ 208,816**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AOENDED	2021 BUDGET
Billings and Accounting	$ 25,714	$ 22,045	$ 27,423	$ 4,094	$ 25,902	$ 26,232
Buildings and Grounds	3,741	-	-	-	-	-
Electric Used - Transfer Station	1,618	811	827	100	728	2,430
Information Technology	31,019	48,741	48,209	42,253	51,215	46,239
Mailroom and Postage	-	-	7	1,161	1,181	1,346
Other Indirect Charges	49,361	23,466	2,296	(7,039)	20,154	12,371
Printing and Reproduction	2,227	113	105	98	153	110
Records	-	-	1,477	1,511	1,601	1,646
Vehicles and Equipment	306,732	-	-	-	-	-
Warehousing	2,197	1,457	2,742	1,304	1,714	1,219
TOTAL INTER-DEPT. CHARGES	**$ 422,609**	**$ 96,633**	**$ 83,086**	**$ 43,482**	**$ 102,648**	**$ 91,593**

OPERATING EXPENSES - REFUSE DIVISION	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AOENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ 918,048**	**$ 2,009,009**	**$ 2,324,368**	**$ 2,122,270**	**$ 2,271,557**	**$ 2,253,151**

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CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Street Division

Summary:

STREET DIVISION - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 905,813	$ 796,131	$ 791,329	$ 489,160	$ 799,488	$ 798,114
Materials and Supplies	111,075	158,955	156,134	152,479	152,000	138,900
Contractual Services	62,207	229,400	482,766	249,093	314,773	303,541
Other Charges	142,774	137,046	110,157	84,522	115,958	61,465
Subtotal	$ 1,221,869	$ 1,321,532	$ 1,540,386	$ 975,254	$ 1,382,219	$ 1,302,020
Inter-Dept. Charges	620,769	360,414	350,838	287,124	298,277	288,627
Total Operating Expenses	**$ 1,842,638**	**$ 1,681,946**	**$ 1,891,224**	**$ 1,262,378**	**$ 1,680,496**	**$ 1,590,647**

PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
WAGE AND SALARY BUDGET - 2021
STREET DIVISION

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
PWWR Supervisor	MGMT	19	1.0	$ 69,898	1.0	$ 74,447	0.0	$ 4,549	6.5%
Heavy Equipment Mech/Operator	AFSCME LOCAL 1670 F/T	10	1.0	$ 64,498	1.0	$ 67,598	0.0	$ 3,100	4.8%
Maintenance IV	AFSCME LOCAL 1670 F/T	8	2.0	$ 122,430	2.0	$ 127,714	0.0	$ 5,284	4.3%
Equipment Operator	AFSCME LOCAL 1670 F/T	3	3.0	$ 150,261	3.0	$ 158,391	0.0	$ 8,130	5.4%
Total Full-Time Positions			7.0	**$ 407,087**	7.0	**$ 428,150**	0.0	**$ 21,063**	**5.2%**
PART-TIME FUNDING									
Seasonal				$ 39,000		$ 14,000		$ (25,000)	-64.1%
Intern				$ -		$ 6,500		$ 6,500	100.0%
Total Part-Time Funding				**$ 39,000**		**$ 20,500**		**$ (18,500)**	**-47.4%**
OTHER									
Service Award				$ 6,884		$ 7,459		$ 575	8.4%
Sick Pay				$ 3,228		$ 4,411		$ 1,183	36.6%
Overtime				$ 40,000		$ 36,000		$ (4,000)	-10.0%
Uniform Allowance				$ 3,840		$ 3,840		$ -	0.0%
Device Reimbursements				$ 2,400		$ 2,400		$ -	0.0%
Total Other				**$ 56,352**		**$ 54,110**		**$ (2,242)**	**-4.0%**
Total All			**7.0**	**$ 502,439**	**7.0**	**$ 502,760**	**0.0**	**$ 321**	**0.1%**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Street Division

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0131052	6020	Supervisory	$ 73,527	$ 93,292	$ 62,348	$ 66,305	$ 69,898	$ 74,447
0131052	6230	Maintenance Workers	417,597	357,836	341,159	33,052	337,189	353,703
0131052	6580	Service Award	14,647	8,988	6,796	6,600	6,884	7,459
0131052	6590	Sick Pay	4,097	2,385	1,376	16,004	3,228	4,411
0131052	6610	Seasonal	19,983	22,796	29,742	23,687	39,000	14,000
0131052	6615	Interns	-	-	-	-	-	6,500
0131052	6620	Overtime	47,810	29,906	41,013	58,729	40,000	36,000
0131052	6622	Holiday Premium	-	-	491	1,522	-	-
0131052	6623	Weekend Premium	-	-	-	123	-	-
0131052	6880	Uniform Allowance	2,555	4,280	4,040	3,840	3,840	3,840
0131052	6885	Device Reimbursement	-	-	2,475	2,400	2,400	2,400
0131052	6920	Unemployment Comp. Ins.	3,857	3,227	2,550	2,225	2,376	2,079
0131052	6930	Social Security Taxes	42,177	34,176	34,241	36,424	37,235	36,704
0131052	6940	City Pension Plan	105,672	77,828	92,937	73,900	91,889	84,400
0131052	6941	Defined Contribution 401(a) Plan	4,259	6,256	10,065	11,339	11,638	12,284
0131052	6950	Term Life Insurance	2,301	1,901	1,888	2,341	1,973	2,477
0131052	6960	Group Hospitalization Ins.	139,264	112,685	109,524	109,035	117,715	122,460
0131052	6961	Long-Term Disability Ins.	840	716	704	908	947	989
0131052	6962	Dental Insurance	8,691	7,002	6,155	5,856	6,326	6,207
0131052	6964	Health Savings Account	-	-	-	750	750	750
0131052	6965	Post-Employment Benefits	14,268	28,462	39,574	29,580	20,558	21,300
0131052	6966	Retirement Health Savings Account	1,803	2,405	3,891	4,201	4,263	4,329
0131052	6967	Emergency Room Reimbursements	2,000	1,600	-	-	1,015	1,015
0131052	6968	Vision Insurance Premiums	465	390	360	339	364	360
TOTAL PERSONNEL SERVICES			**$ 905,813**	**$ 796,131**	**$ 791,329**	**$ 489,160**	**$ 799,488**	**$ 798,114**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Street Division

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0131053	7110	Safety Shoes & Supplies	$ 3,614	$ 2,679	$ 1,327	$ 2,127	$ 3,500	$ 2,400
0131053	7130	Tools, Field Sup., & Small Eq.	1,247	28,558	3,159	11,607	3,500	3,500
0131053	7340	Street Signs and Roadway Markings	20,692	26,480	25,622	28,183	30,000	28,000
0131053	7380	Street Maintenance	37,858	30,044	44,582	77,827	65,000	65,000
0131053	7400	Storm Sewer Maintenance	6,770	2,139	943	-	-	-
0131053	7450	Salt, Sand, & Snow Removal	25,004	48,992	53,188	33,253	50,000	40,000
0131053	7470	Curb & Gutter Maintenance	11,623	17,282	24,174	-	-	-
0131053	7540	Inventory Adjustment	1,893	725	792	(1,614)	-	-
0131053	7550	Miscellaneous Supplies	2,374	2,056	2,347	1,096	-	-
TOTAL MATERIALS & SUPPLIES			**$ 111,075**	**$ 158,955**	**$ 156,134**	**$ 152,479**	**$ 152,000**	**$ 138,900**

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0131054	8030	Casualty Insurance	$ 39,974	$ 11,606	$ 7,203	$ 6,474	$ 7,200	$ 7,668
0131054	8031	Insurance - Property	-	2,703	4,992	3,845	4,370	1,294
0131054	8032	Insurance - Auto	-	13,918	26,793	25,880	21,106	24,363
0131054	8033	Insurance - Broker	-	2,664	3,657	3,637	3,584	1,704
0131054	8035	Insurance - Worker's Compensation	-	-	-	16,805	23,800	23,800
0131054	8050	Phone/Communications	142	1,653	158	169	180	180
0131054	8130	Building & Equipment Rental	-	1,806	3,838	6,509	5,000	-
0131054	8131	Information Technology	-	2,255	4,641	4,719	4,987	4,502
0131054	8312	Fleet & Facilities Services	-	173,986	454,505	176,505	213,546	221,030
0131054	8313	Self-Insurance Services	-	-	(26,871)	-	-	-
0131054	8380	Street Maintenance	14,362	16,999	-	3,950	25,000	15,000
0131054	8450	Salt, Sand & Snow Removal	-	-	3,441	-	5,000	-
0131054	8550	Misc. Contracted Services	7,729	1,810	409	600	1,000	4,000
TOTAL CONTRACTUAL SERVICES			**$ 62,207**	**$ 229,400**	**$ 482,766**	**$ 249,093**	**$ 314,773**	**$ 303,541**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Street Division

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0131055	9060	Depreciation Expense	$ 140,868	$ 136,222	$ 107,481	$ 82,299	$ 113,458	$ 60,215
0131055	9070	Training & Continuing Educ/Conf	1,200	824	2,676	2,223	2,500	1,250
0131055	9099	Contingencies	706	-	-	-	-	-
TOTAL OTHER CHARGES			**$ 142,774**	**$ 137,046**	**$ 110,157**	**$ 84,522**	**$ 115,958**	**$ 61,465**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Billings and Accounting	$ 34,597	$ 26,921	$ 20,145	$ 3,490	$ 19,152	$ 19,396
Buildings and Grounds	20,234	-	-	-	-	-
Electrcity Used	1,618	717	733	-	633	736
Information Technology	65,484	97,475	42,853	37,559	45,527	41,102
Mailroom and Postage	-	-	5	845	860	980
Other Indirect Charges	123,049	89,339	113,344	75,219	94,245	50,715
Printing and Reproduction	2,227	113	105	98	153	110
Records	-	-	1,076	1,100	1,166	1,199
Street Lights and Traffic Signals	192,973	143,745	169,331	166,221	134,512	171,965
Vehicles and Equipment	177,628	-	-	-	-	-
Warehousing	2,959	2,104	3,246	2,592	2,029	2,424
TOTAL INTER-DEPT. CHARGES	**$ 620,769**	**$ 360,414**	**$ 350,838**	**$ 287,124**	**$ 298,277**	**$ 288,627**

OPERATING EXPENSES - STREET DIVISION	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ 628,004**	**$ 1,681,946**	**$ 1,891,224**	**$ 1,262,378**	**$ 1,680,496**	**$ 1,590,647**

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General Fund - Public Works and Water Resources Department - Engineering Division

Summary:

ENGINEERING DIVISION - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 750,556	$ 827,221	$ 918,674	$ 886,234	$ 893,795	$ 843,701
Materials and Supplies	2,708	5,116	3,112	2,951	7,200	5,600
Contractual Services	43,576	103,069	79,959	102,098	141,483	121,300
Other Charges	13,191	18,674	20,605	21,947	20,083	10,789
Subtotal	$ 810,031	$ 954,080	$ 1,022,350	$ 1,013,230	$ 1,062,561	$ 981,390
Inter-Dept. Charges	60,619	30,125	26,784	8,498	45,528	35,622
Total Operating Expenses	**$ 870,650**	**$ 984,205**	**$ 1,049,134**	**$ 1,021,728**	**$ 1,108,089**	**$ 1,017,012**

PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
WAGE AND SALARY BUDGET - 2021
ENGINEERING DIVISION

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Field Operations Superintendent	MGMT	22	1.0	$ 88,264	1.0	$ 92,146	0.0	$ 3,882	4.4%
Planning and Design Engineer	MGMT	22	1.0	$ 81,151	1.0	$ 81,543	0.0	$ 392	0.5%
Engineering Technician II *	CWA F/T	17	1.0	$ 32,105	1.0	$ 34,195	0.0	$ 2,090	6.5%
Utility Inspector II	CWA F/T	16	1.0	$ 71,533	1.0	$ 63,608	0.0	$ (7,925)	-11.1%
Chief Surveyor	CWA F/T	15	1.0	$ 73,086	1.0	$ 77,041	0.0	$ 3,955	5.4%
Utility Inspector I	CWA F/T	14	2.0	$ 115,896	2.0	$ 134,000	0.0	$ 18,104	15.6%
Engineering Technician	CWA F/T	14	1.0	$ 68,402		$ -	(1.0)	$ (68,402)	-100.0%
Total Full-Time Positions			8.0	**$ 530,437**	7.0	**$ 482,533**	(1.0)	**$ (47,904)**	**-9.0%**
PART-TIME FUNDING									
Interns				$ 13,000		$ -		$ (13,000)	-100.0%
Total Part-Time Funding				**$ 13,000**		**$ -**		**$ (13,000)**	**-100.0%**
OTHER									
Service Award				$ 6,832		$ 5,490		$ (1,342)	-19.6%
Sick Pay				$ 3,167		$ 1,664		$ (1,503)	-47.5%
Overtime				$ 20,000		$ 16,000		$ (4,000)	-20.0%
Uniform Allowance				$ 1,440		$ 1,200		$ (240)	-16.7%
Device Reimbursements				$ 600		$ 600		$ -	0.0%
Total Other				**$ 32,039**		**$ 24,954**		**$ (7,085)**	**-22.1%**
Total All			**8.0**	**$ 575,476**	**7.0**	**$ 507,487**	**(1.0)**	**$ (67,989)**	**-11.8%**

* Please be advised that the Engineering Technician II position will be partially funded through Capital in 2021.

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Engineering Division

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0131072	6020	Supervisory	$ 81,897	$ 82,413	$ 84,315	$ 86,692	$ 88,264	$ 92,146
0131072	6030	Engineering/Technical	192,972	253,170	234,853	189,159	181,658	115,738
0131072	6210	Inspectors	189,994	182,545	240,055	247,178	260,515	274,649
0131072	6580	Service Award	10,940	5,648	5,691	6,168	6,832	5,490
0131072	6590	Sick Pay	5,263	4,477	3,005	2,874	3,167	1,664
0131072	6615	Interns	14,316	17,121	15,906	10,075	13,000	-
0131072	6620	Overtime	19,698	24,011	30,289	19,731	20,000	16,000
0131072	6622	Holiday Premium	-	423	-	-	-	-
0131072	6880	Uniform Allowance	1,110	945	1,440	1,440	1,440	1,200
0131072	6885	Device Reimbursement	-	-	600	450	600	600
0131072	6920	Unemployment Comp. Ins.	3,428	3,459	2,775	2,714	2,452	1,930
0131072	6930	Social Security Taxes	38,529	42,185	45,290	41,214	42,159	36,319
0131072	6940	City Pension Plan	75,532	59,462	54,659	62,520	79,744	113,211
0131072	6941	Defined Contribution 401(a) Plan	13,796	18,705	22,558	20,821	23,199	24,238
0131072	6950	Term Life Insurance	1,393	2,081	2,453	3,231	2,472	2,834
0131072	6960	Group Hospitalization Ins.	79,961	97,631	136,497	149,527	134,136	129,135
0131072	6961	Long-Term Disability Ins.	592	807	953	1,339	1,234	1,192
0131072	6962	Dental Insurance	5,773	5,603	7,506	7,843	7,044	6,865
0131072	6963	Flexible Spending Account	63	100	126	224	157	158
0131072	6964	Health Savings Account	750	-	-	750	-	-
0131072	6965	Post-Employment Benefits	10,701	21,068	22,987	24,545	17,841	12,501
0131072	6966	Retirement Health Savings Account	3,554	5,071	6,315	5,924	6,395	6,495
0131072	6967	Emergency Room Reimbursements	-	-	-	1,383	1,088	943
0131072	6968	Vision Insurance Premiums	294	296	401	432	398	393
TOTAL PERSONNEL SERVICES			**$ 750,556**	**$ 827,221**	**$ 918,674**	**$ 886,234**	**$ 893,795**	**$ 843,701**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Engineering Division

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0131073	7110	Safety Shoes & Supplies	$ 767	$ 1,542	$ 550	$ 1,003	$ 2,400	$ 2,000
0131073	7130	Tools, Field Sup., & Small Eq.	466	174	1,055	138	1,500	1,200
0131073	7150	Office Supplies	1,439	2,413	1,507	1,810	2,800	2,400
0131073	7160	Books, Periodicals, Etc.	36	-	-	-	500	-
0131073	7550	Miscellaneous Supplies	-	987	-	-	-	-
TOTAL MATERIALS & SUPPLIES			**$ 2,708**	**$ 5,116**	**$ 3,112**	**$ 2,951**	**$ 7,200**	**$ 5,600**

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0131074	8020	Advertising	$ 712	$ 860	$ 1,073	$ 1,509	$ 1,100	$ 1,100
0131074	8030	Casualty Insurance	10,414	5,319	9,300	10,790	12,000	7,668
0131074	8032	Insurance - Auto	-	3,319	6,233	6,122	6,332	8,599
0131074	8033	Insurance - Broker	-	714	1,583	974	960	1,704
0131074	8035	Insurance - Worker's Compensation	-	-	-	16,695	23,800	23,800
0131074	8050	Phone/Communications	2,926	1,808	1,858	2,177	180	180
0131074	8120	Outside Engineering	29,524	47,802	26,550	20,569	50,000	30,000
0131074	8131	Information Technology Cont'l	-	18,395	13,837	18,328	18,405	18,315
0131074	8312	Fleet & Facilities Services	-	24,314	19,472	24,555	28,706	29,934
0131074	8313	Self-Insurance Services	-	-	48	379	-	-
0131074	8550	Misc. Contracted Services	-	538	5	-	-	-
TOTAL CONTRACTUAL SERVICES			**$ 43,576**	**$ 103,069**	**$ 79,959**	**$ 102,098**	**$ 141,483**	**$ 121,300**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Engineering Division

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0131075	9020	Mileage & Small Bus. Expense	$ -	$ 1,589	$ 1,710	$ 1,034	$ -	$ -
0131075	9040	Dues & Professional Organizations	2,634	-	-	-	-	-
0131075	9060	Depreciation Expense	10,557	11,859	11,960	9,776	11,083	8,789
0131075	9070	Training & Continuing Educ/Conf	-	5,226	6,935	11,137	9,000	2,000
TOTAL OTHER CHARGES			**$ 13,191**	**$ 18,674**	**$ 20,605**	**$ 21,947**	**$ 20,083**	**$ 10,789**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Billings and Accounting	$ 16,191	$ 16,627	$ 18,239	$ 3,597	$ 17,457	$ 17,681
Buildings and Grounds	2,454	-	-	-	-	-
Electricity Used	1,618	711	727	-	628	730
Information Technology	27,571	48,741	45,531	39,906	48,371	43,672
Mailroom and Postage	-	-	4	759	772	880
Other Indirect Expenses	-	(36,067)	(38,788)	(36,850)	(22,900)	(28,527)
Printing and Reproduction	2,227	113	105	98	153	110
Records	-	-	966	988	1,047	1,076
Vehicles and Equipment	10,558	-	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ 60,619**	**$ 30,125**	**$ 26,784**	**$ 8,498**	**$ 45,528**	**$ 35,622**

OPERATING EXPENSES - ENGINEERING DIVISION	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ 123,926**	**$ 984,205**	**$ 1,049,134**	**$ 1,021,728**	**$ 1,108,089**	**$ 1,017,012**

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CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
ORGANIZATIONAL CHART

DIRECTOR OF PLANNING AND DEVELOPMENT

PHYSICAL DEVELOPMENT
- Land Use
- Floodplain Management
- Comprehensive Development Plans
- Plan Review

COMMUNITY DEVELOPMENT
- CDBG
- Revenue Sharing
- Housing Programs
- Unicity Bus System
- Transportation Planning
- Transit Planning
- Bikeways
- Customer Service

ECONOMIC DEVELOPMENT
- Downtown Newark Partnership
- Greater Newark Economic Development Partnership

PARKING AND TRANSPORTATION
- Parking Lot Maintenance
- Parking Meter Management
- Residential Parking Permits
- Parking Enforcement
- Parking Kiosk Management
- Mobile Payment Application
- Parking Validations
- Municipal Lot Permitting
- Downtown Customer Service
- Wayfinding/Countdown Signs
- Event Parking & Coordination
- Parking GIS and Mapping

CODE ENFORCEMENT
- Business Licesnses and Inspections
- Rental Licenses and Inspections
- Building Permit Review and 'Inspection
- Parcel Management
- Building Codes
- Fire Codes
- Property Maintenance
- Rental Program

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2021 DEPARTMENTAL NARRATIVE

The Planning and Development Department regulates all land use and development in the City and provides related ancillary services through its program divisions including Land Use and Planning, Code Enforcement, Parking, and Facilities Management described below:

Land Use and Planning Division:

- This division advises and makes recommendations to the City Manager, Planning Commission and City Council regarding physical development and the implementation of the City's Comprehensive Development Plan. This division is responsible for updating long-range planning documents; administering and reviewing plans and procedures for annexations, rezonings, subdivisions, parking waivers, the preservation of historic buildings, and special use permits; recommending zoning and subdivision regulation revisions; reviewing building permit and certificates of occupancy and economic hardship applications for zoning compliance; and administering the Federal Flood Insurance Program. The division also serves as staff to the Planning Commission and the Board of Adjustment. In addition, the Land Use and Planning Division also includes Economic Development, Transportation and Technical Services, and the Community Development which are further described below.

  Staff
  The Land Use and Planning Division is comprised of four (4) staff. One (1) Director, two (2) Planner II, and one (1) Administrative Assistant.

Transportation and Technical Services:

- The Land Use and Planning section also serves as a liaison between the City and federal, state, regional and local agencies to facilitate inter-jurisdictional cooperation and planning on issues of mutual concern. The division develops short and long-term transportation plans in conjunction with other City departments, the City's Traffic Committee and outside agencies such as WILMAPCO and the Delaware Department of Transportation. The Department also administers the UNICITY Bus service.

Economic Development:

- The Land Use and Planning Division also includes economic development. Economic development activities supplement private sector initiatives to strengthen Newark's commercial and industrial well-being. It is responsible for developing and modifying long range economic development plans, monitoring the impact of City regulations on businesses, developing business incentives and recruitment programs, and producing public information materials.

Code Enforcement Division:

- This division is responsible for the administration and enforcement of the International Construction Codes (ICC), related State of Delaware Codes, and applicable portions of the Newark Municipal Code. The division does comprehensive plan reviews of all major construction projects within the City of Newark. The division issues permit for building construction, fire protection, rental units, signs, elevators, coordinates permit review with other City departments. The division is also responsible for the issuances of contractor licenses, fire safety registrations, and business licenses. Each unit spends dedicated time within the office conducting reviews, typing citations, meeting with contractors or property owners or spending time out in the field conducting building, fire and property management inspections as well as responding to and investigating, building, fire and property management complaints.

  Staff

  The Code Enforcement staff includes: The Code Enforcement Manager, three (3) Property Maintenance Inspectors, four (4) Code Enforcement Officers, one (1) Fire Marshal/Emergency Management Coordinator and two (2) Administrative Assistants.

Parking Division:

- This division is responsible for the oversight, management, and supervision of the downtown off-street parking facilities, the maintenance and operation of all on-street parking kiosks and meters, mobile payment applications, and residential parking, permitting, and enforcement throughout Newark. This division is responsible for Newark's 18 residential parking permit zones, 1200+ municipal parking spaces, and 7 municipal parking lots. Inter-department cooperation occurs on a daily/weekly basis, which includes the Public Works and Water Resources Department regarding maintenance and repairs; Electric for the construction and maintenance of lighting; Finance for accounting and bookkeeping of parking services; Police Department for crime prevention and community policing; Parks and Recreation Department for landscape maintenance and snow removal; and The Newark Partnership to ensure parking is available for events.
- The division also handles quarterly financial reporting, with assistance from the Finance Department, so that the division can provide a better understanding of incoming parking revenue and how changes to the municipal Code could affect parking revenue streams coming into the City. The division is responsible for parking enforcement and the Residential Parking Permit Program, ensuring residents in areas near the University of Delaware have available on-street parking available in front of their homes. The parking enforcement team, known as Parking Ambassadors, help to enforce residential parking, municipal parking payment, Americans with Disabilities Act regulations, municipal and state fire codes, and assist the Newark Police in event organization and safety.

Parking Division (continued):

Staff

The two Parking Division management employees oversee and lead a team of 24-28 individuals to ensure proper facility maintenance and construction for six parking lots and one temporary parking lot, named parking lot 7, and on-street meters, and other facets of managing a 24/7 parking operation.

UNICITY Bus*:*

- The UNICITY Bus service is administered by the Planning Department. The UNICITY program provides free bus transportation to Newark residents via agreements with the Delaware Transit Corporation and the University of Delaware.
- Three buses are utilized to provide these free services. The City is responsible for the maintenance of the buses and the reporting requirements to the Delaware Transit Corporation. The University of Delaware is responsible for the operation of the buses.

Community Development Block Grant (CDBG):

- The City has received funds under the Federal Housing and Urban Development's Community Development Block Grant Program (CDBG) since 1974 to benefit low to moderate income residents in Newark. The Planning Department administers the CDBG program according to Federal guidelines, reviews project funding requests and develops the operating budget in conjunction with the City Community Development/Revenue Sharing Advisory Committee; monitors programs for contract compliance; and directly manages the Home Improvement.

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Land Use and Planning Division:

As indicated in the Planning Commission Activities below, there continues to be sustained activity and interest in land use applications which continues to take a significant amount of staff time. Other activities and accomplishments beyond the land use development and related activity as described below includes:

- The Planning and Development Department in working through a collaborative process over an eighteen month period that included a broad based steering committee and working with the Conservation Advisory Committee with the assistance of the consultant AECOM through grant funding from DNREC, completed a plan for sustainability for the City of Newark called the *Sustainable Newark Plan* that was adopted by Council in November 2019. https://newarkde.gov/DocumentCenter/View/12803/SustainableNewark_FINAL_30OCT19?bidId=

- The Rental Housing Workgroup (Workgroup) was approved by the City Council by way of a recommendation from the Planning Commission to examine the issues related to the high demand for student housing due to student growth, the management of rental housing, and to address the need for non-student as well as affordable rental housing. The Workgroup started meeting on April 2019 and met regularly through November 2019 where they developed a set of recommendations. These meetings were open to the public and all of the meeting materials were posted on the Rental Housing Workgroup website: https://newarkde.gov/1118/Rental-Housing-Workgroup These recommendations were vetted in the community by way of a public workshop, a booth at Community Day on September 15, 2019, distribution of a survey on the recommendations from September 15, 2019 through October 15, 2019 and a presentation to Council for input that was originally scheduled for October 28, 2019. However, this presentation was tabled by Council at the October 28, 2019 Council meeting and was rescheduled to the next available Council agenda which was February 3, 2020. Upon the February 3, 2020, the Workgroup reviewed the comments by the public and City Council and revisions were made to the recommendations. In addition, a prioritization matrix of the recommendations and a report was also developed. Council approved the revised recommendations and prioritization matrix and report with some revisions on May 18, 2020. The next step is to bring these revisions back to Council along with an implementation Work Plan for Council review and approval.

- By way of background, the Planning Commission established a Parking Subcommittee in May 2018 to review the Parking Code requirements. The Parking Subcommittee was represented by members from the Planning Commission, development community, non-profit community, the University of Delaware, a University of Delaware student, and the downtown merchants. They met for seven (7) months and put together a downtown Parking Strategy that was presented to City Council on June, 25, 2018 where Council approved the recommendations in the Parking Strategy and directed Planning Staff to put together a work plan to bring back to City Council for their review and approval. Planning staff conducted a technical analysis of the Parking Subcommittee findings and compiled a workplan that included a prioritized implementation plan, cost-analysis and timeline. This report, titled *A Bold New Future for Newark: A Comprehensive Parking Solution* and workplan *Parking Policy Matrix: Timeline and Costs,* was presented to the Planning Commission on December 5, 2018 and City Council on March 26, 2019 for their review and comment, where it was approved by Council. The approved workplan included the City hiring a consultant to do take on tasks described in Phase I and II of the workplan. An RFP was advertised, and bids were received on Tuesday June 17, 2019. A review team scored the responses and made a recommendation to Council on September 9, 2019 where Council approved the award to Kimley-Horn and Associates. For 2020, the consultant is on- board and is working through Phase I. A website was created for this effort https://newarkde.gov/1022/Parking-Requirements-Subcommittee

- Planning Staff is working with WILMAPCO on implementing the outcome of the Newark Area Transit Study Project. This study was the next step in the process in trying to better coordinate the four agencies that provide public transportation in Newark. These agencies include: The University of Delaware, Cecil Transit, Unicity, and DART. Planning Staff is currently working on refining and revising the Unicity bus routes to make them more efficient and cost effective as well as install security cameras and GPS systems to make them safer and more reliable for riders and drivers alike.

- By way of background, Planning Staff worked with DelDOT to start the process of developing a Transportation Improvement District (TID) for the City of Newark in 2017. Staff then worked with Council to establish a TID Steering Committee (Committee) to provide guidance throughout the TID development process whereby Council approved the Committee September 24, 2018. The City hired AECOM to provide technical and administrative assistance on this effort. The first meeting of the TID Steering Committee was held on May 8, 2019. Since then, the TID Steering Committee has been meeting monthly with the occasional month off. The Committee developed a facility boundary and TID agreement that was referred to the Planning Commission and ultimately to City Council where City Council adopted both the TID boundary and the TID agreement with some minor revisions on January 6, 2020. Since then, the TID Committee completed their recommendations on the land use analysis and is currently working on levels of service. The next step after that will be a public workshop in the fall of 2020 to review and receive input on these recommendations. A website has been developed for this effort. https://newarkde.gov/1127/Transportation-Improvement-District-Comm

- Planning Staff worked with the Planning Commission on establishing a Green Building workgroup to make proposed recommended revisions to the LEED provisions of the Code. The Green Building workgroup started meeting in November 2018 and met monthly through the end of 2019. In 2020, they have held a public workshop on February 6, 2020, presented the draft ordinance to the Planning Commission on April 7, 2020 and to the City Council on May 4, 2020 for their input and have met again on June 15, 2020 to make final tweaks on ordinance in anticipation to make a presentation of the final ordinance to Council in the near future.

- Planning staff is continuing to work with the GIS and related staff to portray land use development information in a parcel-based format.

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

- The division continued to provide technical assistance to other City departments, Planning Commission and Council. Technical services provided include conducting, gathering and analyzing demographic data, researching topics and preparing special reports, maintaining the City library, and preparing maps, charts and visual aids.

Planning Commission Activities (October 2019 through June 2020):

Code Amendments
1. Chapter XX, Agricultural and farm-related uses in RH, RS, RT zoning districts (November 2019)
2. Chapters 27 and 32, Increase in schedule of fees (March 2020)
3. Chapter XX, Fraternity and Sorority as special use permit in RM and RA zoning districts (May 2020)
4. Chapter 32, Landscape screening and treatment (June 2020)

Annexations
1. 734 Paper Mill Road and 5 and 11 Possum Hollow Road (February 2020)

Rezonings
1. 287 East Main Street (October 2019)
2. 734 Paper Mill Road and 5 and 11 Possum Hollow Road (February 2020)
3. 19 Amstel Avenue (May 2020)

Comprehensive Development Plan Amendments
1. 287 East Main Street (October 2019)
2. 19 Amstel Avenue (January 2020)
3. 118, 126, 130 New London Road (February 2020)
4. Planning Area 7 (February 2020)

Major/Minor Subdivisions
1. 287 East Main Street (Major Subdivision) (October 2019)
2. 118, 126, 130 New London Road (Minor Subdivision) (February 2020)
3. 734 Paper Mill Road and 5 and 11 Possum Hollow Road (Major Subdivision) (February 2020)
4. 1 North Twin Lake Boulevard (Major Subdivision) (March 2020)

Site Plan Approval
1. 118, 126, 130 New London Road (February 2020)

Administrative Subdivisions
1. 532 and 540 Old Barksdale Road (October 2019)
2. 0 Nathan Hale Court (October 2019)
3. 1089, 1091, 0 Elkton Road (October 2019)

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Special Use Permits

1. 287 East Main Street (apartments in BB zoning district) (October 2019)
2. 136 South Main Street (restaurant with alcoholic beverages) (October 2019)
3. 1325 Old Coochs Bridge Road (commercial indoor recreational facility) (October 2019)
4. 265 South Main Street (restaurant with alcoholic beverages) (January 2020)
5. 111 Sandy Drive (commercial indoor recreational facility) (April 2020)

Parking Waiver

None to-date

Plans Received (October 2019 through June 11, 2020)

4. 532 and 540 Old Barksdale Road – administrative subdivision (October 2019)
5. 0 Nathan Hale Court – administrative subdivision (October 2019)
6. 136 South Main Street – special use permit (October 2019)
7. 1089, 1091, 0 Elkton Road – administrative subdivision (October 2019)
8. 1325 Old Coochs Bridge Road – special use permit (October 2019)
9. 265 South Main Street – special use permit (January 2020)
10. 111 Sandy Drive – special use permit (April 2020)
11. 124 East Main Street – sketch plan (April 2020)

Ongoing Land Use Projects (plans received prior to October 2019)

1. 1119 South College Avenue – major subdivision, special use permit (November 2016)
2. 0 Independence Way – annexation, rezoning, major subdivision (June 2016)
3. 46 Welsh Tract Road – sketch plan (November 2017)
4. 1501 Casho Mill Road – Comp Plan amendment, major subdivision (November 2017)
5. 515 Capitol Trail – rezoning, major subdivision, site plan approval (February 2018)
6. 1105 Elkton Road – annexation, rezoning, minor subdivision (July 2018)
7. 132-138 East Main Street – major subdivision, site plan approval, special use permit (October 2018)
8. 54 East Main Street – sketch plan (May 2019)
9. 268 East Main Street – Comp Plan amendment, rezoning, major subdivision, site plan approval, special use permit (June 2019)
10. 751 Paper Mill Road – annexation, rezoning, minor subdivision (August 2019)
11. 734 Paper Mill Road and 5 and 11 Possum Hollow Road – annexation, rezoning, Comprehensive Development Plan amendment, and major subdivision (August 2019)

Transportation Improvement District (TID)

1. Update on TID (November 2019)
2. TID committee meeting (November 2019)
3. Review and consideration of TID agreement (December 2019)
4. TID committee meeting (January 2020)
5. TID committee meeting (February 2020)
6. TID committee meeting (March 2020)
7. TID committee meeting (April 2020)
8. TID committee meeting (May 2020)

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Rental Housing Workgroup

1. Workgroup meeting (October 2019)
2. Workgroup meeting (November 2019)

Green Building Code Work Group

1. Workgroup meeting (October 2019)
2. Workgroup meeting (December 2019)
3. Public workshop (February 2020)
4. Workgroup meeting (February 2020)
5. Discussion of amendments to 2018 IECC (March 2020)
6. Review and consideration of amendments to 2018 IECC (April 2020)
7. Workgroup meeting (June 2020)

Organization Changes to Chapter 32 Zoning

1. Update on organization changes (November 2019)

Newark Downtown Parking Plan

Nothing to-date

Capital Improvements Plan

1. Review and consideration of 2020-2024 Capital Improvements Program

2020/2021 Work Plan

1. Review and consideration of 2019 Annual Report and 2020 Work Plan (October 2019)
2. Quarterly report for 2020 Work Plan (February 2020)
3. Quarterly report for 2020 Work Plan (May 2020)
4. Discussion of 2021 Work Plan (July 2020)

Special Meetings

None to-date

Planning Commission Bylaws

1. Discussion of Planning Commission Bylaws (June 2020)

Newark Community Sustainability Plan

1. Update on Sustainability Plan (October 2019)

Planning Commission Training

1. APA Delaware Fall Conference (Will Hurd, Alan Silverman, Karl Kadar, Pete Drake (November 2019)
2. Annexation Seminar (Will Hurd, Alan Silverman, Karl Kadar) (February 2020)
3. Discussion of topics for Planning Commission training (June 2020)

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Land Use Division Permitting Activities:

	2016	2017	2018	2019	2020 through May 31
Deed Transfer Affidavits	402	378	424	418	78
Building Permit Reviews	1,733	1,698	1,057	1,748	620
Certificates of Completion/Occupancy	39	70	18	48	20
Total	2,174	2,146	1,361	2,214	718

Code Enforcement Division:

- An extensive review and collaboration were done during 2019 and the 2018 International Building, Plumbing, Mechanical, Energy, and Fire Code was completed and adopted early in 2020.
- A review and recommendations of new and proposed projects within the City of Newark.
- The review and approval of over 1000 building construction permits were conducted by the Code Enforcement Officers and Fire Marshal.
- The review and inspection of over 1,500 rental permits and rental inspections were conducted by the Property Maintenance Inspectors.
- The team is looking at ways to work through technology for plan reviews, plan submissions and overall access to the permitting process.
- The Emergency Management Office has been working on the updating of the current Emergency Operations Plan, Continuity of Operation Plan and overall base model of emergency operations during events within the City of Newark.
- The Fire Marshal and Code Enforcement Manager have been working on streamlining and simplifying the business license and fire registration submittal and approval process in an effort to make a consistent model for inspections and billing purposes.
- The Code Enforcement Manager has done an evaluation of the department processes was conducted. The evaluation identified areas of improvement resulting the establishment of a Department Policies and Procedures Manual.
- The Code Enforcement Manager with the assistance of some Code Staff has reviewed several Enforcement software programs were evaluated by staff for consideration as an enhancement to work in tandem with the present software system and is working on a recommendation to allow us to streamline our processes.

Code Enforcement Division (continued):

- The Property Maintenance staff along with the Code Enforcement Manager, the Newark Police Department, Fire Marshal and representatives from the University of Delaware Office of student conduct along with UD Office of Fraternity and Sorority Life have been working together throughout the past year to address issues with properties that have been sited for repeated violations. It is the expectation that having a continuing dialog with student tenants to clearly define expectations will reduce the amount of repeat violations and therefor have less impact on the surrounding properties.

CODE ENFORCEMENT PERMITTING ACTIVITIES 2019

Rentals:		
Number of Rental Licenses:	1,892	
	Billed	Paid
2019 Rental Billings:	**$ 496,225.00**	**$ 437,230.00**
Business Licenses:		
Number of Business Licenses:	813	
	Billed	Paid
2019 Business License Bills	**$264,158.39**	**$ 212,678.62**
Code Violation Cases:		**910**
Number of Violations:		**1,225**
Citation Billings:		**$ 34,568.00**
2019 Permits:		# of
Totals:	Billed	Applications
Total Fees:	**$ 1,213,701.59**	**1,726**
	Billed	Paid
Contractors	**$ 50,790.66**	**$ 49,609.69**

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Parking Division:

In 2020, the Parking Division made improvements to the Residential Parking Permit Program (RPP), continuing to give residents additional access to online resources and forms to allow for quicker sign up to the program. This coincided with safety improvements made to ensure residents and staff were kept as safe as possible during the COVID-19 pandemic. This was in response to public feedback on the program, ensuring that the division provided highest level of customer service to our residents, streamlining the special residential parking application process by allowing renewals to submit their information via digital methods and without having to physically come to the office. By doing this, the division continues to cut down on usage of supplies and employee resources, resulting in financial savings and satisfied residents, while reducing the spread risk of COVID-19.

With the temporary loss of parking in Municipal Lot #3 to the LANG-Hyatt hotel project and the loss of on-street parking to the Main Street Rehabilitation Project, staff worked diligently to find parking alternatives for Main Street patrons and employees. The municipal parking supply was supplemented in 2020 with the leasing of the property at 19 Haines Street, which was turned into Municipal Lot #7, managed by the T2 Luke Cosmo Multi-Space System and the Passport Parking mobile application. Municipal Lot #1 also was expanded and repaved, resulting in an extra fifty parking spaces in one of

Newark's busiest parking lots. Lot #1 is in the process of being expanded and is due to have the new parking inventory available near the end of the year. As parking occupancy during the school year is often high and at other select times, we are certain that these new parking spaces will be utilized more as people become aware of the availability. The division continues to work with DelDOT and developers throughout the City to ensure that parking inventory that is removed and/or temporarily blocked gets replaced in other areas for public use.

Additions to inventory and more public access to parking was made possible at a modest cost with the continued addition of multi-space kiosks. These kiosks, slated to replace the current on-street smart parking meter inventory over the next year, allow for more control and options for the Parking Division's current parking inventory. More options allow for more public access to parking spaces, increasing the overall availability of parking and spreading out the parking footprint to alleviate some vehicle congestion and stress the central business district experiences during select times. The multi-space kiosks also don't force patrons to return to their parking meters to make payments like single-space meters do, as multi-space meters are unified and allow patrons to pay at any space with their license plate number.

Multi-space kiosks also made pay-by-app parking more feasible. Pay-by-app parking allows users to use their mobile smart phones to pay for parking without ever going to a physical kiosk. An app user can easily keep track of their parking expenses, refresh their parking duration, and gets notices when their parking time is about to run out. The division believes that these new options make parking easier for patrons and makes the City more inviting to visit, a benefit for all businesses and the City as a whole.

Parking Division (continued):

The Parking Division worked with Kimley-Horn Consulting in regard to parking zoning, regulations, and code in 2020. Bringing in consulting services allowed the Parking Division to get an outside view its operation, as well as the rules and regulations of the areas it is responsible for managing, to ensure that the service we provide to our residents and patrons is the best it can be. Through multiple public workshops and consultation meetings, the Parking Division has been given a through guide on improvements that can be made throughout the parking system in the foreseeable future.

Transportation and Technical Services:

The division continues to coordinate with DART, the University of Delaware, WILMAPCO and Cecil transit on Newark Transit Improvement Partnership (TRiP) to better coordinate the existing transit services of UNICTY, University of Delaware, Cecil County and DART. The division also continues to oversee the Unicity Bus system and provide customer service. With the onset of the COVID 19 Pandemic, the Unicity bus service was paused starting in mid-March when the UD bus system was also paused when the University shut down. Unicity will remain paused until the UD bus system is up and running and when the Unicity bus system has the proper safeguards in place to protect both the driver and riders per the CDC guidelines for cough guards, hand sanitation and cleaning. These measures are currently being put in place now and we are optimistic that they will be complete by the time the UD bus system is ready to run.

Community Development Block Grant (CDBG):

In the 45th year (July 1, 2019 to June 30, 2020), the City allocated $245,814.53 in CDBG funds to 11 separate projects and programs. The City’s allocation is accessed through New Castle County under an entitlement formula based on population. Loan repayments generated by the City's Home Improvement and Facade Improvement Programs augment this allocation throughout the year.

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2021 DEPARTMENTAL GOALS

Land Use and Planning Division:

During 2021, the Planning and Development Department has several areas of responsibility as defined by Code, determined City management or City Council as well as determined by Department directives. In the area of Planning and Land Use, staff is responsible for the following activities as described below. The City Code mandated activity takes priority.

Boards, Committees, and Meetings
- Planning Commission
- City Council
- Board of Adjustment
- Design Committee
- Community Development/Revenue Sharing Committee
- Newark Partnership Economic Enhancement Committee

Land Use and Land Development Activities
- Implementation and maintenance of Comprehensive Development Plan V
- Interaction with the development community and city residents in dealing with zoning and land development codes
- Code Amendments
- Process Code-mandated responsibilities:
  - Annexations
  - Rezonings
  - Comprehensive Plan Amendments
  - Major Subdivisions
  - Minor Subdivisions
  - Site Plan Approval Plans
  - Special Use Permits
  - Parking Waivers
  - Requests for Extensions
- Other Code-mandated responsibilities
  - Subdivision Advisory Committee (SAC) administration
  - Building permit review
  - Flood plain review
  - Construction Improvement plan review
  - Review of variance applications

Planning Related Major Initiatives
- Work with the Planning Commission, City Council and the public on the five (5) year review of the Comprehensive Development Plan V per Delaware State Title 22 Chapter 7 Section 702 (e) whereby “At lease every 5 years a municipality shall review its adopted comprehensive plan to determine if its provisions are still relevant given changing conditions in the municipality or in the surrounding areas…”
- Continue to work with the Conservation Advisory Committee on implementing the *Newark Sustainability Plan.*

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2021 DEPARTMENTAL GOALS

Planning Related Major Initiatives (continued)

- Continue to work with WILMAPCO on follow up to the completed *Newark Area Transit Study Project.*
- Provide staff support and guidance to the T*ransportation Improvement District* Subcommittee for the City of Newark in its work to implement a Transportation Improvement District.
- Start to implement the Work Plan for the approved recommendations and priority matrix of the Rental Housing Workgroup.
- Participate in the Delaware State Housing Authority Analysis of Impediments to Fair Housing.
- Continue to work with the GIS program and related GIS staff to portray land use development information in a parcel-based format.
- Review the Code and make recommended revisions to Planning Commission and City Council.
- Continue to work on developing policy recommendations to address the student housing issue for consideration by the Planning Commission and City Council.

Other Regular Duties

- Continue to implement the *Community Development Block Grant Program.*
- Participation in WILMAPCO Technical Advisory Committee (TAC)
- Participation in WILMAPCO Public Advisory Committee (PAC)
- Participation in Bike Newark
- Managing Unicity Bus system
- Community Rating Service
- Process Buyer’s Affidavit
- Zoning verification letters
- Responding to zoning and related planning inquires (phone and walk-in)

Planning Commission Support

- Preparation of support material, background reports and information packets
- Public notification and posting requirements
- Administrative and secretarial support (Code-required)
- Transcription services
- Applicant interface
- Commission requests for data and information
- Continue to provide exemplary assistance to other City departments, Planning Commission and City Council.

Code Enforcement Division:

- Work with IT to utilize GIS as a tool for permitting and Code Enforcement
- Create a recommendation for Code change to include Air B&B’s
- Create a comprehensive process for issuing Business Licenses
- Conduct an inventory of business signs in the city
- Provide additional training opportunities for Administrative staff so that they can provide more support to Code Enforcement Inspectors
- Continue to work with IT to improve the permitting process
- Review department policies and procedures and make revisions in order to streamline processes for maximum efficiency

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2021 DEPARTMENTAL GOALS

Parking Division:

The Parking Division hopes to continue expanding parking inventory and services provided to residents, patrons, employees, students, and visitors alike. With new parking equipment and services, the division hopes to provide better services to those parking customers and residents that lives within the City of Newark. As we continue our commitment to service excellence, we want those that use the public parking inventory to have a good experience within the City, ensuring that they want to return and patronizing its businesses, parks, and other amenities it provides. The division plans on doing this by continuing is expansion of multi-space parking system in 2021 and beyond, pending public feedback on the new system and the services provided by it. The division hopes to have more dialogue with the University of Delaware, an important partner in the success of the City, to ensure that all persons that visit the City have good experiences through parking wayfinding and are aware when parking areas are difficult to park in due to high occupancy. The division is eager to work with not only U.D., but also with private partners to increase the parking inventory and ensure that parking through Newark is managed properly and with our residents and patrons in mind. The division will continue to get public input through events and workshops to increase the quality of customer service it provides and to ensure that those who visit Newark are likely to come back. The Parking Division also plans to continue working closely with those that live in special residential parking districts and gather their feedback on ways to improve residential parking for our residents, ensuring that those that live in these areas always have sufficient parking available to them.

Transportation and Technical Services:

In 2021, the division will continue to follow up on the TRiP effort and coordinate with WILMAPCO and their consultant on transit systems in Newark. In addition, the Division will continue implementing recommendations from the Newark Transportation Study, the Comprehensive Development Plan V, and the Newark Bicycle Plan, as well as participating in the management and related activities associated with the Newark Regional Transportation Center, and operating Unicity. Regarding Unicity we will work to refine and revise the Unicity bus routes to make them more efficient and cost effective as well as install security cameras and GPS systems to make them safer and more reliable for riders and drivers alike.

Economic Development:

In 2021, the division goal is to continue to review and assess Newark's Economic Development Strategy and Action Plan and set a path for proactive economic development.

Community Development Block Grant (CDBG):

In 2021, the division's goal is to continue to administer the CDBG Program and Revenue Sharing effectively under Federal and City guidelines, to improve the City's living environment and to expand economic opportunities for low to moderate income Newark residents.

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Planning and Development Department - Planning Division

Summary:

PLANNING DIVISION - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 453,201	$ 440,758	$ 398,045	$ 461,618	$ 460,697	$ 508,501
Materials and Supplies	1,271	1,665	3,343	2,524	2,950	2,750
Contractual Services	166,745	72,158	215,386	314,530	291,089	200,759
Other Charges	47,405	1,811	7,216	339,129	190,996	181,956
Subtotal	$ 668,622	$ 516,392	$ 623,990	$ 1,117,801	$ 945,732	$ 893,966
Inter-Dept. Charges	83,351	17,578	25,347	12,641	26,536	23,742
Total Operating Expenses	**$ 751,973**	**$ 533,970**	**$ 649,337**	**$ 1,130,442**	**$ 972,268**	**$ 917,708**

PLANNING AND DEVELOPMENT DEPARTMENT
WAGE AND SALARY BUDGET - 2021
PLANNING DIVISION

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Director of Planning & Development	MGMT	32	1.0	$ 109,440	1.0	$ 114,278	0.0	$ 4,838	4.4%
Planner II	CWA F/T	14	2.0	$ 105,985	2.0	$ 111,763	0.0	$ 5,778	5.5%
Admin Professional I	CWA F/T	10	1.0	$ 51,897	1.0	$ 55,279	0.0	$ 3,382	6.5%
Total Full-Time Positions			4.0	**$ 267,322**	4.0	**$ 281,320**	0.0	**$ 13,998**	**5.2%**
PART-TIME FUNDING									
Graduate Intern				$ 12,000		$ -		$ (12,000)	-100.0%
Total Part-Time Funding				**$ 12,000**		**$ -**		**$ (12,000)**	**-100.0%**
OTHER									
Service Award				$ 2,031		$ 2,276		$ 245	12.1%
Sick Pay				$ 1,701		$ 2,294		$ 593	34.9%
Overtime				$ 15,200		$ 25,000		$ 9,800	64.5%
Device Reimbursements				$ 600		$ 600		$ -	0.0%
Total Other				**$ 19,532**		**$ 30,170**		**$ 10,638**	**54.5%**
Total All			**4.0**	**$ 298,854**	**4.0**	**$ 311,490**	**0.0**	**$ 12,636**	**4.2%**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Planning and Development Department - Planning Division

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111112	6020	Supervisory	$ 197,107	$ 132,112	$ 98,960	$ 113,363	$ 109,440	$ 114,278
0111112	6030	Engineering/Technical	35,712	83,303	94,658	101,926	105,985	111,763
0111112	6080	Clerical	41,597	44,516	46,296	48,871	51,897	55,279
0111112	6580	Service Award	7,883	2,093	1,677	1,881	2,031	2,276
0111112	6590	Sick Pay	4,402	4,540	1,481	1,503	1,701	2,294
0111112	6615	Interns	3,709	-	-	7,249	12,000	-
0111112	6620	Overtime	1,729	-	12,843	34,566	15,200	25,000
0111112	6885	Device Reimbursement	-	-	550	600	600	600
0111112	6920	Unemployment Comp. Ins.	1,539	1,693	1,026	1,327	1,407	1,076
0111112	6930	Social Security Taxes	21,490	19,928	18,903	23,093	24,092	22,291
0111112	6940	City Pension Plan	59,663	55,742	17,975	20,790	25,830	58,006
0111112	6941	Defined Contribution 401(a) Plan	5,793	11,306	15,144	15,955	16,944	17,796
0111112	6950	Term Life Insurance	1,133	921	1,049	1,301	1,121	1,402
0111112	6960	Group Hospitalization Ins.	53,096	59,166	69,900	68,944	74,456	78,088
0111112	6961	Long-Term Disability Ins.	499	379	432	561	587	608
0111112	6962	Dental Insurance	4,139	3,501	3,918	3,918	4,235	4,183
0111112	6963	Flexible Spending Account	16	-	-	-	-	-
0111112	6964	Health Savings Account	3,000	1,500	1,500	3,000	2,401	2,432
0111112	6965	Post-Employment Benefits	8,153	16,116	7,399	8,377	5,779	6,070
0111112	6966	Retirement Health Savings Account	2,291	3,373	4,138	4,201	4,263	4,329
0111112	6967	Emergency Room Reimbursements	-	400	-	-	522	525
0111112	6968	Vision Insurance Premiums	250	169	196	192	206	205
TOTAL PERSONNEL SERVICES			**$ 453,201**	**$ 440,758**	**$ 398,045**	**$ 461,618**	**$ 460,697**	**$ 508,501**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Planning and Development Department - Planning Division

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111113	7150	Office Supplies	$ 927	$ 1,310	$ 1,531	$ 1,656	$ 1,600	$ 1,600
0111113	7160	Books, Periodicals, Etc.	190	183	276	353	450	350
0111113	7550	Miscellaneous Supplies	154	172	1,536	515	900	800
TOTAL MATERIALS & SUPPLIES			**$ 1,271**	**$ 1,665**	**$ 3,343**	**$ 2,524**	**$ 2,950**	**$ 2,750**

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111114	8020	Advertising	$ 1,787	$ 1,954	$ 3,611	$ 5,572	$ 4,000	$ 4,000
0111114	8030	Casualty Insurance	6,029	3,045	4,821	5,665	6,300	4,382
0111114	8032	Insurance - Auto	-	1,713	-	-	-	-
0111114	8033	Insurance - Broker	-	380	505	520	512	974
0111114	8035	Insurance - Worker's Compensation	-	-	-	611	850	850
0111114	8050	Phone/Communications	600	250	486	-	-	-
0111114	8070	Aetna Hose, Hook & Ladder	-	-	74,246	-	-	-
0111114	8071	Newark Ambulance	-	-	3,000	-	-	-
0111114	8131	Information Technology Cont'l	1,037	12,314	15,803	14,458	12,189	12,189
0111114	8180	Consulting Fees	9,490	49,694	41,200	226,542	200,000	110,000
0111114	8220	Revenue Sharing Program	-	-	46,926	55,834	61,810	61,810
0111114	8312	Fleet & Facilities Services	-	2,453	24,772	3,639	4,428	5,554
0111114	8550	Misc. Contracted Services	5,247	355	16	1,689	1,000	1,000
0111114	8800	Unicity Bus (1)	142,555	-	-	-	-	-
TOTAL CONTRACTUAL SERVICES			**$ 166,745**	**$ 72,158**	**$ 215,386**	**$ 314,530**	**$ 291,089**	**$ 200,759**

(1) Expenditures reimbursable by the Delaware Transit Corporation. Budget moved to Unicity Tranportation Fund in 2017.

General Fund - Planning and Development Department - Planning Division

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111115	9002	Subvention - Aetna Hook and Ladder	$ -	$ -	$ -	$ 174,246	$ 174,246	$ 174,246
0111115	9003	Subvention - Newark Ambulance	-	-	-	3,000	3,000	3,000
0111115	9005	Subvention - Newark Partnership	-	-	-	150,000	-	-
0111115	9020	Mileage & Small Bus. Exp.	31	-	164	39	450	450
0111115	9040	Dues & Professional Organizations	4,210	-	150	-	-	-
0111115	9060	Depreciation Expense (1)	43,014	-	-	-	-	-
0111115	9070	Training & Continuing Educ/Conf	150	1,811	6,902	11,844	13,300	4,260
TOTAL OTHER CHARGES			**$ 47,405**	**$ 1,811**	**$ 7,216**	**$ 339,129**	**$ 190,996**	**$ 181,956**

(1) Includes Unicity Bus Assets. Budget moved to Unicity Transportation Fund in 2017.

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Billings and Accounting	$ 15,357	$ 8,690	$ 10,630	$ 1,783	$ 10,091	$ 10,221
Buildings and Grounds	9,263	-	-	-	-	-
Electricity Used	6,106	1,196	1,224	-	1,057	1,228
Information Technology	15,509	24,368	21,692	19,014	23,046	20,808
Mailroom and Postage	-	-	3	447	455	518
Printing and Reproduction	9,285	472	439	409	639	457
Records	-	-	8,694	9,795	10,531	11,193
Services to Utility Funds	(21,067)	(17,148)	(17,335)	(18,807)	(19,283)	(20,683)
Unicity Bus	48,898	-	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ 83,351**	**$ 17,578**	**$ 25,347**	**$ 12,641**	**$ 26,536**	**$ 23,742**

OPERATING EXPENSES - PLANNING DIVISION	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ 751,973**	**$ 533,970**	**$ 649,337**	**$ 1,130,442**	**$ 972,268**	**$ 917,708**

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General Fund - Planning and Development Department - Code Enforcement Division

Summary:

CODE ENFORCEMENT DIVISION - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 1,287,520	$ 1,187,758	$ 1,288,198	$ 1,251,964	$ 1,389,484	$ 1,398,039
Materials and Supplies	54,573	8,126	7,306	9,496	11,740	11,740
Contractual Services	203,228	89,161	145,932	121,042	112,468	119,964
Other Charges	8,372	16,053	7,070	12,223	16,832	24,922
Subtotal	$ 1,553,693	$ 1,301,098	$ 1,448,506	$ 1,394,725	$ 1,530,524	$ 1,554,665
Inter-Dept. Charges	(265,917)	88,626	86,056	58,986	89,798	84,204
Total Operating Expenses	**$ 1,287,776**	**$ 1,389,724**	**$ 1,534,562**	**$ 1,453,711**	**$ 1,620,322**	**$ 1,638,869**

PLANNING AND DEVELOPMENT DEPARTMENT
WAGE AND SALARY BUDGET - 2021
CODE ENFORCEMENT DIVISION

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Code Enforcement Manager	MGMT	22	1.0	$ 79,182	1.0	$ 82,684	0.0	$ 3,502	4.4%
Lead Code Officer	CWA F/T	19	1.0	$ 84,367	1.0	$ 89,140	0.0	$ 4,773	5.7%
Code Enforcement Officer	CWA F/T	17	3.0	$ 240,270	3.0	$ 248,556	0.0	$ 8,286	3.4%
Fire Marshall	CWA F/T	17	1.0	$ 67,877	1.0	$ 72,302	0.0	$ 4,425	6.5%
Property Maintenance Inspector II	CWA F/T	14	3.0	$ 180,949	3.0	$ 190,736	0.0	$ 9,787	5.4%
Admin Professional I	CWA F/T	10	1.0	$ 60,662	1.0	$ 62,375	0.0	$ 1,713	2.8%
Secretary II	CWA F/T	8	1.0	$ 53,446	1.0	$ 56,809	0.0	$ 3,363	6.3%
Total Full-Time Positions			11.0	**$ 766,753**	11.0	**$ 802,602**	0.0	**$ 35,849**	**4.7%**
OTHER									
Service Award				$ 17,130		$ 18,552		$ 1,422	8.3%
Sick Pay				$ 7,433		$ 8,558		$ 1,125	15.1%
Overtime				$ 28,000		$ 25,000		$ (3,000)	-10.7%
Uniform Allowance				$ 1,920		$ 1,920		$ -	0.0%
Device Reimbursements				$ 600		$ 600		$ -	0.0%
Total Other				**$ 55,083**		**$ 54,630**		**$ (453)**	**-0.8%**
Total All			**11.0**	**$ 821,836**	**11.0**	**$ 857,232**	**0.0**	**$ 35,396**	**4.3%**

General Fund - Planning and Development Department - Code Enforcement Division

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0121082	6020	Supervisory	$ 73,817	$ 76,379	$ 71,928	$ 42,000	$ 79,182	$ 82,684
0121082	6080	Clerical	94,655	101,493	105,607	109,771	114,108	119,184
0121082	6230	Maintenance Workers	145,382	4,401	99	-	-	-
0121082	6260	Code Enforcement	502,433	526,865	567,606	544,600	573,463	600,734
0121082	6580	Service Award	13,181	15,267	15,408	15,538	17,130	18,552
0121082	6590	Sick Pay	4,329	3,732	12,919	3,968	7,433	8,558
0121082	6615	Interns	1,081	-	-	-	-	-
0121082	6620	Overtime	18,290	18,387	18,740	24,393	28,000	25,000
0121082	6880	Uniform Allowance	1,605	1,455	1,840	1,920	1,920	1,920
0121082	6885	Device Reimbursement	-	-	-	350	600	600
0121082	6920	Unemployment Comp. Ins.	6,552	3,688	3,239	3,120	3,168	3,267
0121082	6930	Social Security Taxes	63,918	55,312	58,921	54,763	60,634	63,690
0121082	6940	City Pension Plan	117,505	116,255	146,139	150,090	190,766	147,748
0121082	6941	Defined Contribution 401(a) Plan	16,001	14,049	14,304	15,312	18,694	19,800
0121082	6950	Term Life Insurance	3,131	3,332	3,309	3,935	3,552	4,383
0121082	6960	Group Hospitalization Ins.	183,472	184,301	187,255	202,187	225,685	234,739
0121082	6961	Long-Term Disability Ins.	1,282	1,269	1,262	1,582	1,772	1,858
0121082	6962	Dental Insurance	11,114	10,921	10,357	9,933	11,133	11,823
0121082	6963	Flexible Spending Account	289	273	294	205	189	189
0121082	6964	Health Savings Account	1,500	1,500	1,500	1,500	1,500	1,500
0121082	6965	Post-Employment Benefits	21,403	41,757	62,210	59,659	42,679	43,853
0121082	6966	Retirement Health Savings Account	5,194	4,130	4,300	5,009	5,684	5,772
0121082	6967	Emergency Room Reimbursements	800	2,400	400	1,600	1,595	1,595
0121082	6968	Vision Insurance Premiums	586	592	561	529	597	590
TOTAL PERSONNEL SERVICES			**$ 1,287,520**	**$ 1,187,758**	**$ 1,288,198**	**$ 1,251,964**	**$ 1,389,484**	**$ 1,398,039**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Planning and Development Department - Code Enforcement Division

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0121083	7110	Safety Shoes & Supplies	$ 970	$ 1,449	$ 1,389	$ 1,944	$ 2,340	$ 2,340
0121083	7130	Tools, Field Sup., & Small Eq.	811	2,217	1,153	885	1,800	1,800
0121083	7140	Uniforms	-	-	-	11	-	-
0121083	7150	Office Supplies	2,181	3,337	3,189	2,405	3,600	3,600
0121083	7160	Books, Periodicals, Etc.	1,305	1,006	1,575	4,251	4,000	4,000
0121083	7230	Janitorial Supplies	20,313	-	-	-	-	-
0121083	7250	Building & Grounds Maint, Supplies	28,993	117	-	-	-	-
TOTAL MATERIALS & SUPPLIES			**$ 54,573**	**$ 8,126**	**$ 7,306**	**$ 9,496**	**$ 11,740**	**$ 11,740**

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0121084	8020	Advertising	$ 363	$ -	$ 58	$ -	$ 1,500	$ 1,500
0121084	8030	Casualty Insurance	19,392	9,864	7,219	7,013	7,800	12,050
0121084	8032	Insurance - Auto	-	5,032	10,155	9,505	8,442	11,465
0121084	8033	Insurance - Broker	-	1,237	1,640	1,689	1,664	2,678
0121084	8035	Insurance - Worker's Compensation	-	-	-	24,530	34,850	34,850
0121084	8040	Merchant Fees and Discounts	10,629	8,818	33,961	20,636	10,000	10,000
0121084	8050	Phone/Communications	6,323	3,144	2,707	2,088	-	-
0121084	8120	Outside Consulting	475	-	-	-	1,000	1,000
0121084	8131	Information Technology Cont'l	18,855	39,294	42,919	23,306	22,629	21,449
0121084	8230	Janitorial Services	354	-	-	-	-	-
0121084	8250	Building & Grounds Maintenance	146,613	1,615	-	-	-	-
0121084	8312	Fleet & Facilities Services	-	19,970	47,079	32,065	24,083	24,972
0121084	8550	Misc. Contracted Services	224	187	194	210	500	-
TOTAL CONTRACTUAL SERVICES			**$ 203,228**	**$ 89,161**	**$ 145,932**	**$ 121,042**	**$ 112,468**	**$ 119,964**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Planning and Development Department - Code Enforcement Division

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0121085	9020	Mileage & Small Bus. Expense	$ -	$ -	$ -	$ -	$ 45	$ 45
0121085	9040	Dues & Professional Organizations	1,074	415	120	830	-	-
0121085	9060	Depreciation Expense	4,781	12,993	3,599	9,113	10,287	18,877
0121085	9070	Training & Continuing Educ/Conf	1,812	2,645	3,351	2,280	6,500	6,000
0121085	9099	Contingencies	705	-	-	-	-	-
TOTAL OTHER CHARGES			**$ 8,372**	**$ 16,053**	**$ 7,070**	**$ 12,223**	**$ 16,832**	**$ 24,922**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Billings and Accounting	$ 25,978	$ 22,367	$ 24,555	$ 4,689	$ 23,461	$ 23,762
Buildings and Grounds	(365,932)	-	-	-	-	-
Electricity Used	5,192	930	952	-	822	955
Information Technology	37,913	64,986	58,922	51,644	62,597	56,516
Mailroom and Postage	-	-	6	1,024	1,042	1,188
Printing and Reproduction	6,732	343	318	296	463	331
Records	-	-	1,303	1,333	1,413	1,452
Vehicles and Equipment	24,200	-	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ (265,917)**	**$ 88,626**	**$ 86,056**	**$ 58,986**	**$ 89,798**	**$ 84,204**

OPERATING EXPENSES - CODE ENFORCEMENT DIVISION	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ (265,917)**	**$ 1,389,724**	**$ 1,534,562**	**$ 1,453,711**	**$ 1,620,322**	**$ 1,638,869**

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Parking Fund - Planning and Development Department - Parking Division

Summary:

PARKING DIVISION - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
REVENUE						
Parking Lot Revenues	$ 2,742,577	$ 2,894,678	$ 2,916,733	$ 2,715,771	$ 2,853,000	$ 2,553,000
Other Revenues	36,344	17,793	28,551	49,383	10,160	11,000
Gross Operating Revenue	$ 2,778,921	$ 2,912,471	$ 2,945,284	$ 2,765,154	$ 2,863,160	$ 2,564,000
OPERATING EXPENSES						
Personnel Services	$ 1,059,391	$ 1,189,754	$ 1,285,104	$ 1,406,090	$ 1,233,190	$ 1,197,260
Materials and Supplies	27,916	31,884	37,230	37,898	43,850	39,850
Contractual Services	302,012	360,996	485,835	455,963	494,772	526,956
Other Charges	99,191	109,303	111,648	91,804	97,490	134,341
Subtotal	$ 1,488,510	$ 1,691,937	$ 1,919,817	$ 1,991,755	$ 1,869,302	$ 1,898,407
Inter-Dept. Charges	232,426	303,643	281,509	214,795	293,419	275,316
Total Operating Expenses	**$ 1,720,936**	**$ 1,995,580**	**$ 2,201,326**	**$ 2,206,550**	**$ 2,162,721**	**$ 2,173,723**

PLANNING AND DEVELOPMENT DEPARTMENT
WAGE AND SALARY BUDGET - 2021
PARKING DIVISION

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Parking Manager	MGMT	22	1.0	$ 88,614	1.0	$ 88,955	0.0	$ 341	0.4%
Parking Supervisor	MGMT	17	1.0	$ 67,727	1.0	$ 71,071	0.0	$ 3,344	4.9%
Customer Service Clerk I	CWA F/T	10	1.0	$ 49,314	2.0	$ 96,972	1.0	$ 47,658	96.6%
Maintenance IV	AFSCME LOCAL 1670 F/T	8	1.0	$ 58,909	1.0	$ 61,848	0.0	$ 2,939	5.0%
Parking Ambassador	CWA F/T	7	2.0	$ 97,578	2.0	$ 104,237	0.0	$ 6,659	6.8%
Maintenance III	AFSCME LOCAL 1670 F/T	6	1.0	$ 57,247	1.0	$ 59,704	0.0	$ 2,457	4.3%
Secretary I	CWA F/T	3	1.0	$ 37,107		$ -	(1.0)	$ (37,107)	-100.0%
Total Full-Time Positions			**8.0**	**$ 456,496**	**8.0**	**$ 482,787**	**0.0**	**$ 26,291**	**5.8%**
PART-TIME FUNDING									
Parking Ambassador	CWA P/T			$ 262,497		$ 259,169		$ (3,328)	-1.3%
P/T Attendant				$ 100,000		$ 70,000		$ (30,000)	-30.0%
Total Part-Time Funding				**$ 362,497**		**$ 329,169**		**$ (33,328)**	**-9.2%**
OTHER									
Service Award				$ 8,682		$ 949		$ (7,733)	-89.1%
Sick Pay				$ 5,970		$ (354)		$ (6,324)	-105.9%
Overtime				$ 1,600		$ -		$ (1,600)	-100.0%
Shift Differential				$ 700		$ (500)		$ (1,200)	-171.4%
Uniform Allowance				$ 1,200		$ -		$ (1,200)	-100.0%
Device Reimbursements				$ 1,800		$ -		$ (1,800)	-100.0%
Total Other				**$ 19,952**		**$ 95**		**$ (19,857)**	**-99.5%**
Total All			**8.0**	**$ 838,945**	**8.0**	**$ 812,051**	**0.0**	**$ (26,894)**	**-3.2%**

Parking Fund - Planning and Development Department - Parking Division

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5495402	6020	Supervisory	$ 132,481	$ 138,113	$ 143,708	$ 149,056	$ 156,341	$ 160,026
5495402	6040	Accounting	44,923	6,432	-	-	-	-
5495402	6072	Parking Enforcement	213,341	241,263	290,031	344,373	360,075	363,406
5495402	6080	Clerical	9,692	58,846	77,103	82,700	86,421	96,972
5495402	6230	Maintenance Workers	106,760	126,796	108,366	114,507	116,156	121,552
5495402	6580	Service Award	7,190	5,964	6,497	7,077	7,733	8,682
5495402	6590	Sick Pay	3,311	8,074	2,665	3,438	6,324	5,970
5495402	6600	Part-Time	219,433	248,658	272,490	262,578	100,000	70,000
5495402	6620	Overtime	4,046	1,427	639	1,419	1,600	1,600
5495402	6621	Shift Differential	2,804	3,357	3,676	3,462	1,200	700
5495402	6880	Uniform Allowance	1,800	2,350	1,200	1,200	1,200	1,200
5495402	6885	Device Reimbursement	-	-	1,650	1,800	1,800	1,800
5495402	6920	Unemployment Comp. Ins.	8,752	9,464	9,361	9,780	5,324	5,643
5495402	6930	Social Security Taxes	56,682	63,167	68,074	72,558	62,561	61,976
5495402	6940	City Pension Plan	128,012	112,662	118,015	170,228	121,882	84,719
5495402	6941	Defined Contribution 401(a) Plan	635	7,024	8,756	9,269	9,819	10,827
5495402	6950	Term Life Insurance	1,554	1,817	1,992	2,462	2,145	2,713
5495402	6960	Group Hospitalization Ins.	72,478	101,679	130,447	138,107	149,099	155,337
5495402	6961	Long-Term Disability Ins.	617	697	765	997	1,060	1,116
5495402	6962	Dental Insurance	5,027	5,928	7,980	8,479	9,159	8,988
5495402	6963	Flexible Spending Account	-	58	63	63	63	63
5495402	6964	Health Savings Account	750	-	-	-	-	-
5495402	6965	Post-Employment Benefits	38,445	42,241	26,256	16,239	27,269	27,953
5495402	6966	Retirement Health Savings Account	309	3,346	4,139	4,201	4,263	4,329
5495402	6967	Emergency Room Reimbursements	-	-	766	1,600	1,160	1,160
5495402	6968	Vision Insurance Premiums	349	391	465	497	536	528
TOTAL PERSONNEL SERVICES			**$ 1,059,391**	**$ 1,189,754**	**$ 1,285,104**	**$ 1,406,090**	**$ 1,233,190**	**$ 1,197,260**

Parking Fund - Planning and Development Department - Parking Division

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5495403	7110	Safety Shoes and Supplies	$ 1,029	$ 752	$ 566	$ 316	$ 600	$ 600
5495403	7130	Tools, Field Supplies, Small Equip	1,412	2,466	6,338	3,172	3,000	3,000
5495403	7140	Uniforms	2,593	2,403	6,386	4,647	10,000	7,500
5495403	7150	Office Supplies	2,330	2,740	3,260	2,008	2,500	2,500
5495403	7180	Billing & Collection Supplies	16,957	17,251	15,398	20,947	21,500	20,000
5495403	7250	Building & Grounds Maintenance	3,595	4,122	2,922	5,690	4,750	4,750
5495403	7300	Mach & Equip Maintenance	-	2,084	2,360	1,118	1,000	1,000
5495403	7550	Miscellaneous Supplies	-	66	-	-	500	500
TOTAL MATERIALS & SUPPLIES			**$ 27,916**	**$ 31,884**	**$ 37,230**	**$ 37,898**	**$ 43,850**	**$ 39,850**

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5495404	8020	Advertising/Signage	$ 2,577	$ 1,520	$ 3,432	$ 4,764	$ 7,500	$ 7,500
5495404	8030	Casualty Insurance	10,675	6,546	4,723	4,586	5,100	14,242
5495404	8031	Insurance - Property	-	-	-	-	-	26
5495404	8032	Insurance - Auto	-	3,319	6,233	6,122	6,332	7,166
5495404	8033	Insurance - Broker	-	809	1,073	1,104	1,088	3,165
5495404	8035	Insurance - Worker's Compensation	-	-	-	28,696	40,800	40,800
5495404	8040	Merchant Fees and Discounts	196,656	177,936	192,045	191,875	180,000	160,000
5495404	8050	Phone/Communications	6,891	7,390	10,514	4,772	1,200	1,200
5495404	8130	Building & Equipment Rental	33,611	34,506	59,722	48,622	112,000	120,000
5495404	8131	Information Technology Cont'l	12,843	40,362	30,205	70,977	62,456	67,790
5495404	8250	Building & Grounds	475	464	81	425	1,500	1,500
5495404	8300	Mach. & Equip. Maint.	36,366	62,859	68,034	57,241	25,000	61,120
5495404	8312	Fleet & Facilities Services	-	23,041	107,041	35,017	31,796	32,447
5495404	8313	Self-Insurance Services	-	-	1,238	-	-	-
5495404	8550	Misc. Contracted Services	1,918	2,244	1,494	1,762	20,000	10,000
TOTAL CONTRACTUAL SERVICES			**$ 302,012**	**$ 360,996**	**$ 485,835**	**$ 455,963**	**$ 494,772**	**$ 526,956**

Parking Fund - Planning and Development Department - Parking Division

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5495405	9040	Dues & Professional Organizations	$ 3,273	$ -	$ -	$ -	$ -	$ -
5495405	9051	Debt Service Principal	32,453	33,782	35,166	-	-	-
5495405	9052	Debt Service Interest	5,972	3,466	2,071	619	-	-
5495405	9060	Depreciation Expense	55,827	66,848	70,445	86,137	86,255	132,506
5495405	9070	Training & Continuing Educ/Conf	125	4,372	3,131	4,213	10,000	1,000
5495405	9093	Subventions	835	835	835	835	1,235	835
5495405	9099	Contingencies	706	-	-	-	-	-
TOTAL OTHER CHARGES			**$ 99,191**	**$ 109,303**	**$ 111,648**	**$ 91,804**	**$ 97,490**	**$ 134,341**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Billings and Accounting	$ 58,193	$ 58,761	$ 60,951	$ 15,367	$ 59,212	$ 59,967
Buildings and Grounds	6,922	-	-	-	-	-
Electricity	15,200	11,900	11,300	11,800	10,500	11,900
Information Technology	134,414	232,861	203,551	178,403	216,247	195,239
Mailroom and Postage	-	-	14	2,486	2,530	2,885
Other Indirect Expenses	1,575	121	2,529	3,503	1,500	1,800
Records	-	-	3,164	3,236	3,430	3,525
Vehicles and Equipment	16,122	-	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ 232,426**	**$ 303,643**	**$ 281,509**	**$ 214,795**	**$ 293,419**	**$ 275,316**

OPERATING EXPENSES - PARKING DIVISION	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ 1,720,936**	**$ 1,995,580**	**$ 2,201,326**	**$ 2,206,550**	**$ 2,162,721**	**$ 2,173,723**

Parking Fund - Planning and Development Department - Parking Division

Expenditures:

CAPITAL PROJECTS BUDGET			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
5495406	9620	Land & Land Improvement	$ -	$ -	$ -	$ -	$ 205,000	$ 10,000
5495406	9622	Machinery & Equipment	33,705	-	-	-	-	92,200
5495406	9623	Autos and Trucks	-	-	-	-	1,149	21,541
TOTAL CAPITAL PROJECTS BUDGET			**$ 33,705**	**$ -**	**$ -**	**$ -**	**$ 206,149**	**$ 123,741**

CAPITAL PROJECT NUMBER AND DESCRIPTION		CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	STATE REVOLVING LOANS	OTHER FINANCING
V2002	Campus District Kiosk Installation	$ 87,200	$ -	$ -	$ -	$ -	$ -	$ -
V1703	Lot Full Signs	15,000	-	-	-	-	-	-
VEQSF	Equipment Replacement Program	21,541	-	32,459	-	-	-	-
TOTAL PARKING FUND		**$ 123,741**	**$ -**	**$ 32,459**	**$ -**	**$ -**	**$ -**	**$ -**

CITY OF NEWARK, DELAWARE
POLICE DEPARTMENT
ORGANIZATIONAL CHART

CHIEF OF POLICE

ADMINISTRATION & SERVICES

Administration Division:
- Office of Professional Standards
- Crime Analysis and Prevention
- Accreditation
- School Resource Officer
- Police Evidence Custodian
- Evidence Detection Unit
- Property Coordinator
- Training Officer
- Volunteers
- Communications Section
- Records Section

Auxiliary Services:
- Technology
- Grant Management

CRIMINAL INVESTIGATIONS

Criminal Investigation Division:
- General Investigations Unit
- Special Investigations Unit
- Family Services Unit
- Street Crime Unit
- Victim Services

FIELD OPERATIONS

Special Enforcement Division:
- Traffic Unit
- Special Operation Unit
- K9 Unit
- Animal Control

Patrol Division:
- A Platoon
- B Platoon
- C Platoon
- D Platoon
- E Platoon

CITY OF NEWARK, DELAWARE
POLICE DEPARTMENT
2021 DEPARTMENTAL NARRATIVE

The Newark Police Department is responsible for protecting the lives, homes and properties of Newark residents. The Newark Police Department is dedicated to serving all citizens by: responding to calls for police service, enforcing state and local laws, conducting preventative patrol activities, performing criminal investigations, promoting traffic safety, and apprehending criminal and traffic offenders. The Newark Police Department's core values are the preservation of human life, integrity, professionalism and service.

The Newark Police Department's force of 92 employees is dedicated to serving citizens through the bureaus, divisions and units described below.

Field Operations Bureau

The Field Operations Bureau is broken down into two main components: The Patrol Division and the Special Enforcement Division. Oversight of the bureau is provided by the Deputy Chief of Field Operations.

Patrol Division:

The Patrol Division is the backbone of the Newark Police Department, as they are available twenty-four hours a day, seven days a week. The Patrol Division has the responsibility of being the first responders to all calls for police service in the city. Oversight of the Patrol Division is maintained by the Patrol Division Lieutenant. The Patrol Division is comprised of five patrol platoons each with 7 officers assigned to it. In 2019, the police department logged 49,755 calls for service in the Computer Aided Dispatch System.

The continued reduction in the Part I crime rate can be attributed, in part, to the Crime Suppression Plan, which coincides with the University of Delaware semester schedule. During this time frame, violent crimes spike in and around the downtown areas of the city. The Crime Suppression Plan breaks the downtown area into small patrol sectors during peak call volume times. Aggressive and proactive patrol techniques are deployed, which has shown a successive drop in Part I crime. Since 2006, Part I crimes have decreased by 44.88%. In addition, the Patrol Division has implemented Directed Patrols. Directed Patrols are when officers assigned to a certain area of the city, are directed to patrol specific areas based upon recent crime trends and citizen complaints.

Special Enforcement Division:

The Special Enforcement Division is comprised of several units including the Traffic Unit, Special Operations Unit, K9 Unit and Animal Control. Oversight of the division is maintained by the Special Enforcement Division Lieutenant.

Special Enforcement Division (continued):

Traffic Unit - The Traffic Unit is responsible for promoting traffic safety and enforcing traffic laws. The Traffic Unit is also responsible for investigating serious injury and fatal motor vehicle collisions.

Special Operations Unit - The Special Operations Unit was re-established in 2012 with the assistance of a COPS hiring grant. The primary responsibility of the SOU is to provide operational flexibility to impact specific crime and disorder problems as they arise in the community along with developing and participating in community outreach programs. SOU operates in a uniformed capacity and adheres to community-oriented policing and problem-solving principles.

K9 Unit - The K9 Unit consists of two officers and their K9 partners. A trained law enforcement K9 is a valuable supplement to police manpower due to the K9's superior sense of smell and hearing. The primary function of the K9 Unit is to perform searches, tracking and evidence detection. The K9 Unit is partially supported by fundraising activities by the Friends of Newark K9 program.

Animal Control - The Animal Control Officer is responsible for enforcing animal violations and public education regarding animal issues.

Administration and Investigations Bureau

The Administration and Investigations Bureau is broken down into three main components: The Administration Division, the Criminal Investigations Division and Auxiliary Services. Oversight of the bureau is provided by the Deputy Chief of Administration and Investigations.

Criminal Investigations Division:

The Criminal Investigations Division is broken down into several different units including the General Investigations Unit, Special Investigations Unit, Family Services Unit, Street Crimes Unit, and Victim Services Unit. Oversight for the Division is provided by the Criminal Division Lieutenant.

General Investigations Unit - The General Investigations Unit is responsible for the follow-up investigation of major crimes or crime involving long term or specialized investigative efforts.

Special Investigations Unit - The Special Investigations Unit is responsible for drug, vice and organized crime investigations. The members of this unit are assigned to the DEA Task Force.

Family Services Unit - The Family Services Unit is responsible for conducting follow-up investigations of domestic violence cases, cases involving juvenile victims and offenders including follow-up on juvenile runaway or missing persons, cases involving child abuse or neglect, and acts as the department liaison with family service organizations throughout the state.

Criminal Investigations Division (continued):

Street Crimes Unit - The Street Crimes Unit is responsible for combating street crime using proactive tactics, conducting surveillance on known suspects, investigating nuisance crimes and providing support services to the units within the Criminal Investigations Division and the Patrol Division. As crime trends and community concerns rise, the Street Crimes Unit is deployed to the specific areas of the City to combat the increase.

Victim Services Unit - The Victim Services Unit provides social work services to victims and witnesses of violent crimes including but not limited to: crisis intervention, information and support for the court process and assistance in applying for Violent Crimes Compensation.

Administration Division:

The Administration Division is staffed by both sworn officers and civilian employees who serve in a variety of support functions including Crime Prevention & Analysis, Accreditation, School Resource Officer, Property & Evidence Custodian, Evidence Detection, Training Officer, and Property Coordinator. Oversight for the division is provided by the Administration Unit Lieutenant who also serves as the Professional Standards Officer and Public Information Officer.

Crime Prevention and Crime Analysis (CP/CA) - The CP/CA officer is responsible for providing security surveys, organizing Neighborhood Watch programs, implementing crime prevention programs, managing social media accounts, overseeing the volunteer program and public relations functions. The CP/CA Officer is also responsible for analyzing crime trends and reporting them to both the Field Operations Bureau and the Criminal Investigations Division.

Accreditation - The Accreditation Manager is responsible for ensuring that periodic reports, reviews, and other activities mandated by applicable CALEA accreditation standards are accomplished. The Accreditation Manager is responsible for developing and maintaining the Rules and Procedures Manual, preparing personnel allocation studies and management staff studies concerning various functions of the Department. The Accreditation Manager also prepares the police department for its on-site assessment and inspection conducted by CALEA.

School Resource Officer (SRO) - The SRO is responsible for investigating crimes involving juveniles as victims or offenders, managing youth-related problems, running the police explorer program, and maintaining liaison with local schools. The SRO is assigned and works full time at Newark High School and maintains a presence at the public elementary and charter schools.

Property Management Coordinator (PMC) - The civilian Property Management Coordinator is responsible for storing and accounting for all evidence and recovered property. outfitting of vehicles and facilitating repairs of vehicle equipment.

Administration Division (continued):

Evidence Detection Officer - The Evidence Detection Officer is responsible for coordinating the forensic processing of major crime scenes, for submitting evidence to laboratories, for coordinating the Field Evidence Technician program, and for maintaining all supplies required for processing evidence.

Training Officer - The Training Officer is responsible for all aspects department training, including ensuring compliance with the Commission on Accreditation of Law Enforcement Agencies (CALEA) and the Council on Police Training (COPT) mandates, managing the Field Training Officer Program, maintaining training files and managing the Department's training budget.

Property Coordinator - The civilian Property Coordinator is responsible for assisting the Property Management Coordinator and others within the agency for the purchasing, distribution, storage and maintenance of departmental property.

Auxiliary Services:

Auxiliary Services are comprised of both the 911 Communications Center and Police Records. Oversight is provided by the Captain of Auxiliary Services who also serves as the liaison with the City IT Department on police information technology projects. This Captain also serves as the grant management coordinator.

Communications Section - The communications section is the City of Newark's 911 center. Twelve full-time civilians are responsible for receiving complaints and emergency calls from citizens, retrieving information for patrol officers, and dispatching patrol officers to calls for service. The 911 center averages 100,000 phone calls per year and dispatches police to approximately 50,000 calls for service.

Records Section - The records section maintains a centralized records pool, sends the required reports to other agencies, and acts as a central repository for all records of official activity of the Department.

The civilian PSAP (Public Safety Answering Point) and Police Records Manager is responsible for day to day supervision of both sections.

CITY OF NEWARK, DELAWARE
POLICE DEPARTMENT
2021 DEPARTMENTAL NARRATIVE

Performance Indicators:	2016	2017	2018	2019
Service / Arrest Statistics:				
Calls for Service	48,019	53,441	55,250	49,755
Adult Criminal Charges	2,057	2,090	2,187	2,612
Juvenile Criminal Charges	106	142	124	177
Part I Crime Statistics:				
Homicide (Attempts)	0(0)	1(0)	0(0)	1(0)
Kidnap	8	1	1	2
Rape	4	9	14	6
Unlawful Sexual Contact	6	12	6	5
Robbery	41	31	19	18
Aggravated Assault	29	25	20	25
Burglary	78	49	49	67
Theft	684	563	599	584
Theft / Auto	53	47	50	47
Arson	2	1	0	0
All Other	129	105	110	111
Part I Crime Statistics Total:	**1,034**	**844**	**868**	**866**
Part II Crime Statistics Total:	**2,403**	**2,421**	**2,339**	**2259**
Public Order Incidents:				
(Included in above Part II Crimes)				
Alcohol	234	144	215	184
Noise	679	808	772	647
Disorderly Conduct	158	160	160	176
Misdemeanor Assaults	316	298	249	277
Traffic Statistics:				
Motor Vehicle Arrests	10,460	9,338	10,270	11,551
DUI Arrests	192	183	191	213
Accidents	1,470	1,444	1,375	1,391
Fatalities	0	1	1	2
Injury Accidents	227	254	235	235

CITY OF NEWARK, DELAWARE
POLICE DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments of 2020 include:

- 100% Compliance with Annual CALEA Compliance Review.
- Training and Deployment of Body Worn Cameras (BWC's) and upgrade to vehicle mounted Mobile Video Recording (MVR) system.
- Added second School Resource Officer with partial funding from Christina School District.
- Successfully implemented Pandemic Response Plan due to COVID-19 pandemic. Worked closely with partners including Delaware Emergency Management Agency, Delaware Office of Emergency Medical Services, NCC Office of Emergency Management, City Staff and others.

Notable Training: *Possible modifications due to COVID-19 Pandemic

- Force on Force and De-escalation Simunitions Scenario Training
- Fair and Impartial Policing Training
- Crisis Intervention Training
- Critical Incident Stress Management Training
- Supervisory and Executive Leadership Training
- NJSACOP Command and Leadership Program
- Alice (Active Shooter) Instructor Training
- Advanced Collision Reconstruction
- Pedestrian and Bicycle Collision Reconstruction
- Amtrak RailSafe
- BWC/MVR Training
- CALEA Accreditation Manager Online Training
- Celebrite Recertification Training
- Advanced School Resource Officer Training
- FLETC Law Enforcement Control Tactics Instructor Training
- Armorer Training
- Drug Recognition Exert Training
- Advanced Firearms Instructor Training

CITY OF NEWARK, DELAWARE
POLICE DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Community Events and Social Media Outreach: (Pending COVID)

- National Night Out
- Citizens Police Academy
- Newark Police Explorer Post
- Toys for Tots
- Active Facebook, Instagram, Next Door, Neighbors, and Twitter Accounts (Over 25,000 followers)
- Camp Real and Camp Awesome
- "No Shave November"
- Virtual Career Fairs
- Virtual New Student Orientation with University of Delaware
- Mobile PAL Summer Program

Technology:

- Implementation of Body Worn Cameras and replacement of vehicle mounted Mobile Vehicle Recorders.
- Transition to Evidence.com web based digital evidence management system
- Web Based Field Training Officer program
- COVID-19 Resource Page on PIO Website

Equipment Upgrades:

- Finalized vehicle radio upgrade project.
- Upgraded 20 handguns to the Sig Sauer P320 handguns to begin transition to new weapons system due to end of service life for existing handguns.
- Purchased 7 Sig Sauer P365 handguns for weapon upgrade project for Street Crimes Unit and Special Investigations Unit.
- Upgraded MVR camera system.

CITY OF NEWARK, DELAWARE
POLICE DEPARTMENT
2021 DEPARTMENTAL GOALS

Newark Police Department Strategic Goals for 2021 include:

GOAL ONE

PREVENT AND SOLVE CRIME

Objective 1.1 Implement proactive crime fighting strategies

Action item - Utilize the Crime Analysis officer to identify major crime trends, crime map hot spot areas, and analyze and predict criminal activity.

Action item - Develop criminal intelligence capabilities within the Criminal Investigation Division and ensure federal compliance.

Action item - Explore and evaluate software programs that utilize data-driven tools designed to predict, forecast, and prevent crime.

Action item - Explore and implement technology that will assist with crime prevention efforts.

Action item - Empower patrol officers to identify and develop solutions to patrol sector specific issues.

Objective 1.2 Develop strategies designed to reduce victimization.

Action item - Develop culturally diverse and/or culture specific crime prevention strategies.

Action item - Identify current and emerging crime trends in the business community and develop proactive strategies to prevent them.

Action item - Develop a plan to partner with schools to identify and address crime prevention needs through a robust School Resource Officer program.

Action step - Provide victims of property crimes with security surveys by trained personnel.

Action item - Include Crime Prevention Through Environmental Design (CPTED) principles in all City planning reviews.

Action item - Ensure that the Victim Services Coordinator is involved in providing services to the victim when appropriate.

GOAL ONE (continued)

PREVENT AND SOLVE CRIME

Objective 1.3 Enhance capabilities for crime scene evidence collection and processing response.

Action item - Continue to maintain a 24-hour, seven day a week Evidence Detection Unit on-call schedule.

Action item - Develop opportunities for select officers to receive advanced Field Evidence Technician training and equipment.

Objective 1.4 Enhance Traffic Safety

Action item - Identify and focus efforts at locations which experience high collision rates.

Action item - Continue to provide traffic related complaints and information at patrol rollcalls.

Action item - Partner with DelDOT to review roadway and intersection design to address areas and conditions that may contribute to collisions.

Objective 1.5 Focus efforts on the reduction of order maintenance issues and increasing the quality of life for all residents

Action item - Conduct educational outreach campaigns.

Action item - Develop and implement targeted enforcement strategies.

Action item - Partner with the Delaware Division of Alcohol and Tobacco Enforcement to combat the underage sale of alcohol.

GOAL TWO

ENHANCE, STRENGHTHEN, AND SUSTAIN PARTNERSHIPS

Objective 2.1 Enhance public perception and value through positive interactions.

Action step - Enhance customer service philosophy.

Action step - Communicate actions to the public through social media platforms to ensure transparency.

Objective 2.2 Enhance partnership opportunities with local businesses.

Action step - Partner with local businesses during police initiatives/projects, such as the Newark Police Trading Card Project/National Night Out.

Objective 2.3 Engage the community in joint problem solving and crime prevention activities.

Action step - The Crime Analysis Officer or Platoon Community Policing Officer will participate in community/neighborhood meetings, i.e. Homeowner Association/Neighborhood Watch/Town Hall meetings.

Action step - Continue NPD's hosting of the Citizen Police Academy and re-institute the Youth Police Academy.

Action step - Explore utilization of volunteers and interns.

Action step - Improve the external survey process in order to reach the greatest number of community members to effectively determine, address, and reduce fear of crime.

Action step - Ensure that citizen concerns are promptly addressed by the appropriate unit within the police department.

Action step - Increase School Resource Officer presence in city-wide schools with a focus on the NASRO "Triad" concept.

Objective 2.4 Increase proactive media presence

Action item - Enhance timely dissemination of information to the public on matters of concern through social media, the Inform Me system, and the Newark Police Public Information website.

GOAL TWO (continued)

ENHANCE, STRENGHTHEN, AND SUSTAIN PARTNERSHIPS

Objective 2.5 Continue interagency cooperation

Action item **-** Establish a collaborative effort with federal law enforcement partners to enhance participation in task force operations.

Action item - Continue to seek out and host regional training opportunities.

Action item - Assess and identify relationships with regional law enforcement agencies.

Action item - Identify regional, state and national initiatives to prevent crime.

Objective 2.6 Maintain positive working relationships with all City of Newark divisions

Action item **-** Continue to encourage police employee participation in citywide training opportunities

GOAL THREE

RECRUIT A DIVERSE AND QUALITY WORKFORCE

Objective 3.1 Enhance recruiting strategies

Action step - Ensure that the Newark Police Department remains competitive with comparable municipalities regarding wage and compensation packages.

Action step - Explore both internal and external incentive-based opportunities to attract qualified applicants.

Action step - Explore resuming cadet and/or internship programs.

Action step - Encourage sworn and non-sworn staff to look for potential candidates not only while on duty but during their personal encounters.

Action step - Focus on expanding digital recruiting methods to maximize efficiency.

Action step - Develop partnerships with area colleges, universities, and military representatives.

Action step - Participate in career fairs sponsored by private organizations and government entities.

Objective 3.2 Review hiring practices

Action step - Continue to evaluate the Newark Police Department's hiring standards and testing protocols to ensure continued inclusiveness of applicants of all backgrounds while not sacrificing the quality of our officers.

Action step - Explore web-based background investigation software programs designed to speed up the investigative process while enhancing quality and reliability.

GOAL FOUR

ENHANCE PROFESSIONAL DEVELOPMENT, LEADERSHIP, AND OFFICER RETENTION

Objective 4.1 Evaluate and update the Field Training Program

Action step - Implement a comprehensive field training software program that monitors on-the-job performance during the field training curriculum and probationary period.

Objective 4.2 Develop employee competency and capabilities

Action step - Evaluate current funding and training resources and make appropriate budget recommendations based on yearly assessments.

Action step - Continue to advocate for in-service training hosted by subject matter-vendor driven experts.

Action step - Ensure that training opportunities are disseminated to all personnel allowing them to develop their careers and enhance advancement potential.

Action step - Continue to offer temporary job rotations in specialized units to allow officers to have exposure to different units that they show interest in.

Action Step - Provide civilian employees the opportunity to participate in training commensurate with job responsibilities.

Objective 4.3 Develop current and future leaders

Action step - Provide leadership opportunities at all levels to foster positive growth.

Action step - Develop and implement formal succession plan.

Action step - Seek development opportunities for mid and upper-level staff (FBI National Academy, Southern Police Institute, etc.)

Action step - Continue first line supervisors' participation in the NJACOP Command and Leadership Academy.

Action step - Implement a period of overlap between positions, where feasible, for enhanced on the job training.

Action step - Maintain regular meetings among supervisory and management personnel across shift and division lines

GOAL FOUR (continued)

ENHANCE PROFESSIONAL DEVELOPMENT, LEADERSHIP, AND OFFICER RETENTION

Objective 4.4 Enhance employee participation in wellness programs and focus on officer resiliency

Action step - Continue to educate all employees about resources offered through the DVHT.

Action step - Develop an officer resiliency training program for inclusion in the yearly in-service training.

Action step - Continue to support and expand peer support programs such as the Critical Incident Stress Management Team.

Objective 4.5 Officer Retention

Action step - Explore incentivizing veteran officers to stay past retirement eligibility.

Action step - Conduct annual research, at the division/unit level, on incentives to retain employees including alternative scheduling; varied days off; rotating schedules; other agencies successes.

Action step - Encourage officers to use the tuition reimbursement plan outlined in the FOP CBA.

Action step - Evaluate staffing levels within the various divisions to ensure an adequate work-life balance.

Action step - Evaluate and develop growth opportunities for personnel.

Action step - Identify communication breakdowns between both command and staff and between divisions in order to improve the flow of communication and transparency.

Action step - Explore feasibility and cost effectiveness of a take home vehicle program.

GOAL FIVE

ENHANCE INFRASTRUCTURE, EQUIPMENT, AND TECHNOLOGY

Objective 5.1 Continue with plans to build indoor range facilities

Action step - Pursue discussion with regional agencies interested in partnering with the indoor firearms training facility.

Action step - Continue to explore potential range locations.

Action step - Develop and publish RFP for qualified architects and contractors.

Objective 5.2 Improve evidence storage capabilities

Action step - Evaluate and pursue the purchase of a new Records Management System.

Action step - Explore off-site locations for storage of non-evidence items and equipment.

Action step - Evaluate current evidence locker storage protocols and re-organize the evidence locker area.

Objective 5.3 Maintain a police vehicle fleet that contributes to the safety, efficiency, and effectiveness of our employees.

Action step **-** Conduct an analysis of current vehicle resources and allocations.

Objective 5.4 Continue to acquire grants that would benefit the department; continue to gain support for needed equipment and technology in traditional means such as budget items.

Action step - Establish a process for continual identification and prioritization of equipment and technology needs

Action step - Research grant opportunities and become more proficient with the application/procurement process; Establish dialogue with senior management and council for support.

GOAL FIVE (continued)

ENHANCE INFRASTRUCTURE, EQUIPMENT, AND TECHNOLOGY

Objective 5.5 Enhance technology partnerships with the law enforcement community and other stakeholders.

Action step - Continue to work with Tyler Technologies to improve interoperability for CAD system.

Action step - Continue information sharing with the regional law enforcement agencies.

Objective 5.6 Improve mobile workforce capabilities

Action step - Explore opportunities for staff and plain clothes officers to have increased access to mobile technology such as tablet-type devices and/or Mobile Data Terminals (MDTs).

Action step - Become more customer-oriented by using feedback from field officers regarding their usage of mobile technology to better target future mobile technology deployment.

Action step - Blend current access technologies with the next generation devices to remain ahead of the technology curve and plan for cost-effective replacement of mobile data needs.

Objective 5.7 Continue the expansion of the department's video evidence resources.

Action step - Assess locations for additional video surveillance cameras and LPRs.

Action step - Develop a plan to replace aging video surveillance cameras with the police facility.

Action step - Continue dialogue with the Information Technology Director in support of a fiber project in areas identified throughout the City of Newark.

General Fund - Police Department

Summary:

POLICE DEPARTMENT - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 10,624,966	$ 11,398,601	$ 12,256,404	$ 12,685,332	$ 13,006,167	$ 13,668,071
Materials and Supplies	209,225	201,167	200,610	203,497	200,894	192,450
Contractual Services	304,054	789,934	2,029,008	1,281,415	1,400,529	1,389,372
Other Charges	320,083	321,084	327,113	363,565	468,246	394,240
Subtotal	$ 11,458,328	$ 12,710,786	$ 14,813,135	$ 14,533,809	$ 15,075,836	$ 15,644,133
Inter-Dept. Charges	1,002,755	757,747	795,587	563,502	809,819	774,733
Total Operating Expenses	**$ 12,461,083**	**$ 13,468,533**	**$ 15,608,722**	**$ 15,097,311**	**$ 15,885,655**	**$ 16,418,866**

POLICE DEPARTMENT
WAGE AND SALARY BUDGET - 2021
SWORN PERSONNEL

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Chief of Police	MGMT	33	1.0	$ 135,240	1.0	$ 136,753	0.0	$ 1,513	1.1%
Deputy Chief of Police	MGMT	31	2.0	$ 252,281	2.0	$ 253,095	0.0	$ 814	0.3%
Captain	FOP	6	1.0	$ 114,285	1.0	$ 117,308	0.0	$ 3,023	2.6%
Lieutenant	FOP	5	4.0	$ 421,590	4.0	$ 434,420	0.0	$ 12,830	3.0%
Sergeant	FOP	4	11.0	$ 1,082,433	10.0	$ 1,020,562	(1.0)	$ (61,871)	-5.7%
Master Corporal	FOP	3	10.0	$ 883,012	10.0	$ 900,937	0.0	$ 17,925	2.0%
Corporal	FOP	2	30.0	$ 2,373,807	29.0	$ 2,361,984	(1.0)	$ (11,823)	-0.5%
Police Officer	FOP	1	13.0	$ 783,086	15.0	$ 938,667	2.0	$ 155,581	19.9%
Total Full-Time Positions			72.0	**$ 6,045,734**	72.0	**$ 6,163,726**	0.0	**$ 117,992**	**2.0%**
OTHER									
Education Stipend				$ 52,750		$ 50,750		$ (2,000)	-3.8%
Service Award				$ 130,637		$ 135,180		$ 4,543	3.5%
Sick Pay				$ 107,884		$ 90,610		$ (17,274)	-16.0%
Standby Pay				$ 31,792		$ 32,000		$ 208	0.7%
Overtime				$ 305,370		$ 325,800		$ 20,430	6.7%
Holiday Premium				$ 85,316		$ 85,400		$ 84	0.1%
Reimburseable Overtime				$ 163,123		$ 148,623		$ (14,500)	-8.9%
Uniform Allowance				$ 27,600		$ 24,500		$ (3,100)	-11.2%
Device Reimbursements				$ 1,200		$ 2,400		$ 1,200	100.0%
Total Other				**$ 905,672**		**$ 895,263**		**$ (10,409)**	**-1.1%**
Total All			**72.0**	**$ 6,951,406**	**72.0**	**$ 7,058,989**	**0.0**	**$ 107,583**	**1.5%**

POLICE DEPARTMENT
WAGE AND SALARY BUDGET - 2021
NON-SWORN PERSONNEL/CIVILIAN POSITIONS

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
PSAP and Police Records Manager	MGMT	21	1.0	$ 70,486	1.0	$ 79,526	0.0	$ 9,040	12.8%
Admin Professional II	CWA F/T	13	1.0	$ 66,970	1.0	$ 70,678	0.0	$ 3,708	5.5%
Evidence Technician	CWA F/T	13	1.0	$ 55,455	1.0	$ 59,071	0.0	$ 3,616	6.5%
Communications Officer II	CWA F/T	15A	4.0	$ 287,799	4.0	$ 302,346	0.0	$ 14,547	5.1%
Communications Officer	CWA F/T	14A	8.0	$ 530,883	8.0	$ 561,599	0.0	$ 30,716	5.8%
Admin Professional I	CWA F/T	10	1.0	$ 55,644	1.0	$ 59,081	0.0	$ 3,437	6.2%
Victim Services Coordinator	CWA F/T	9	1.0	$ 55,126	1.0	$ 58,713	0.0	$ 3,587	6.5%
Animal Control Officer	CWA F/T	8	1.0	$ 57,175	1.0	$ 59,027	0.0	$ 1,852	3.2%
Total Full-Time Positions			18.0	**$ 1,179,538**	18.0	**$ 1,250,041**	0.0	**$ 70,503**	**6.0%**
PART-TIME FUNDING									
Property Coordinator	CWA P/T			$ 43,886		$ 45,207		$ 1,321	3.0%
Secretary	CWA P/T			$ 64,441		$ 67,589		$ 3,148	4.9%
Total Part-Time Funding				**$ 108,327**		**$ 112,796**		**$ 4,469**	**4.1%**
OTHER									
Service Award				$ 19,254		$ 17,607		$ (1,647)	-8.6%
Sick Pay				$ 9,322		$ 40,701		$ 31,379	336.6%
Overtime				$ 22,680		$ 24,200		$ 1,520	6.7%
Shift Differential				$ 16,206		$ 16,250		$ 44	0.3%
Holiday Premium				$ 22,326		$ 22,350		$ 24	0.1%
Device Reimbursements				$ 600		$ 600		$ -	0.0%
Total Other				**$ 90,388**		**$ 121,708**		**$ 31,320**	**34.7%**
Total All			**18.0**	**$ 1,378,253**	**18.0**	**$ 1,484,545**	**0.0**	**$ 106,292**	**7.7%**
DEPARTMENT TOTAL			**90.0**	**$ 8,329,659**	**90.0**	**$ 8,543,534**	**0.0**	**$ 213,875**	**2.6%**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Police Department

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0121092	6020	Supervisory	$ 1,717,884	$ 1,876,784	$ 1,942,417	$ 2,011,792	$ 2,076,315	$ 2,041,664
0121092	6030	Engineering/Technical	40,411	47,286	49,198	51,912	55,126	58,713
0121092	6070	Police Officers	3,426,038	3,528,931	3,656,106	3,817,436	4,039,905	4,201,588
0121092	6073	Communications	679,771	713,315	750,937	783,116	818,682	863,945
0121092	6074	Animal Control	50,292	51,707	53,680	54,455	57,175	59,027
0121092	6080	Clerical	170,075	208,704	220,010	234,630	242,510	256,419
0121092	6540	Education Stipend	-	-	-	35,250	52,750	50,750
0121092	6580	Service Award	102,707	114,822	126,630	134,708	149,891	152,787
0121092	6590	Sick Pay	73,634	70,684	80,466	86,988	117,206	131,311
0121092	6600	Part-Time	69,359	48,897	41,586	43,867	43,886	45,207
0121092	6619	Standby Pay	29,481	31,093	33,153	51,423	31,792	32,000
0121092	6620	Overtime	366,714	444,960	362,036	418,145	328,050	350,000
0121092	6621	Shift Differential	65,074	69,941	12,302	11,760	16,206	16,250
0121092	6622	Holiday Premium	98,938	113,613	119,830	127,664	107,642	107,750
0121092	6629	Reimbursable Overtime	186,361	158,365	256,642	207,870	163,123	148,623
0121092	6880	Uniform Allowance	24,485	24,673	24,102	23,793	27,600	24,500
0121092	6885	Device Reimbursement	-	-	2,400	2,050	1,800	3,000
0121092	6920	Unemployment Comp. Ins.	35,721	32,105	26,410	26,867	26,131	26,895
0121092	6930	Social Security Taxes	526,230	560,372	574,687	600,316	605,881	598,844
0121092	6940	City Pension Plan	1,331,839	1,345,933	1,643,806	1,530,860	1,663,050	2,031,940
0121092	6941	Defined Contribution 401(a) Plan	17,441	25,209	27,045	30,764	34,803	46,600
0121092	6942	Deferred Compensation Employer	1,899	-	-	-	-	-
0121092	6950	Term Life Insurance	24,176	27,441	28,722	35,143	30,634	37,221
0121092	6960	Group Hospitalization Ins.	1,238,430	1,346,897	1,465,112	1,581,688	1,702,707	1,770,052
0121092	6961	Long-Term Disability Ins.	9,698	11,049	11,732	15,216	16,372	16,583
0121092	6962	Dental Insurance	81,213	83,772	82,173	84,983	93,430	91,221
0121092	6963	Flexible Spending Account	599	567	793	788	630	819
0121092	6964	Health Savings Account	10,600	8,250	5,250	4,500	4,500	7,500
0121092	6965	Post-Employment Benefits	207,401	406,643	611,097	626,062	440,689	432,360
0121092	6966	Retirement Health Savings Account	24,032	31,832	33,430	37,054	39,788	46,176
0121092	6967	Emergency Room Reimbursements	10,466	10,485	10,264	9,778	13,050	13,340
0121092	6968	Vision Insurance Premiums	3,997	4,271	4,388	4,454	4,843	4,986
TOTAL PERSONNEL SERVICES			**$ 10,624,966**	**$ 11,398,601**	**$ 12,256,404**	**$ 12,685,332**	**$ 13,006,167**	**$ 13,668,071**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Police Department

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0121093	7040	Firearm Supplies	$ 63,919	$ 59,350	$ 49,459	$ 50,863	$ 53,444	$ 46,400
0121093	7130	Tools and Small Equipment	32,850	26,136	44,303	34,176	35,700	35,000
0121093	7131	Information Technology Supplies	-	-	-	-	1,000	1,000
0121093	7135	Forensic/Photography Supplies	6,254	6,744	6,847	7,001	7,100	7,100
0121093	7140	Uniforms	89,375	88,893	82,916	92,888	82,500	82,500
0121093	7141	Uniform Allowance	-	-	-	95	-	-
0121093	7150	Office Supplies	9,883	12,678	11,115	12,768	12,500	13,000
0121093	7160	Books, Periodicals, Etc.	501	-	546	-	1,500	1,500
0121093	7200	Copying Supplies	4,101	5,578	4,172	4,312	5,700	4,500
0121093	7250	Buildings & Grounds Maint.	373	-	-	-	-	-
0121093	7300	Mach. & Equip. Maintenance	-	180	-	-	-	-
0121093	7530	Prisoners' Expenses	276	160	35	183	250	250
0121093	7550	Misc. Supplies	1,693	1,448	1,217	1,211	1,200	1,200
TOTAL MATERIALS & SUPPLIES			**$ 209,225**	**$ 201,167**	**$ 200,610**	**$ 203,497**	**$ 200,894**	**$ 192,450**

General Fund - Police Department

Expenditures:

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0121094	8020	Advertising	$ 782	$ 1,439	$ 320	$ 1,104	$ 600	$ 600
0121094	8030	Casualty Insurance	184,546	146,390	120,774	114,710	127,500	101,334
0121094	8031	Insurance - Property	-	1,528	1,900	2,173	2,470	-
0121094	8032	Insurance - Auto	-	26,015	49,613	48,227	55,930	64,491
0121094	8033	Insurance - Broker	-	12,225	16,643	17,228	16,960	22,517
0121094	8035	Insurance - Worker's Compensation	-	-	-	299,490	427,533	424,150
0121094	8050	Phone/Communications	42,371	23,672	20,616	22,303	12,600	12,600
0121094	8130	Building & Equipment Rental (1)	-	22,500	22,500	22,500	27,250	4,000
0121094	8131	Information Technology Cont'l	28,001	96,663	82,437	117,462	124,697	123,605
0121094	8180	Consulting Fees	4,065	4,065	5,567	4,695	5,000	5,000
0121094	8250	Building & Grounds Maint.	4,859	-	-	-	-	-
0121094	8300	Mach. & Equip. Maintenance	14,451	6,937	4,821	5,643	8,000	8,000
0121094	8312	Fleet & Facilities Services	-	413,852	1,657,852	547,347	553,689	587,575
0121094	8313	Self-Insurance Services	-	-	18,286	43,289	-	-
0121094	8480	Communication Equip. Maint.	896	198	-	377	1,000	2,000
0121094	8550	Misc. Contracted Svc.	16,473	28,127	20,182	27,243	29,800	26,000
0121094	8570	Annual Reports & Pub. Rel.	7,610	6,323	7,497	7,624	7,500	7,500
TOTAL CONTRACTUAL SERVICES			**$ 304,054**	**$ 789,934**	**$ 2,029,008**	**$ 1,281,415**	**$ 1,400,529**	**$ 1,389,372**

(1) Includes Alcohol Beverage Control Program

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Police Department

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0121095	9020	Mileage & Small Bus. Exp.	$ 2,309	$ 3,516	$ 4,193	$ 3,408	$ 3,500	$ 3,500
0121095	9030	Recruitment & Retention	-	-	-	11,805	14,000	14,000
0121095	9040	Dues & Professional Organizations	26,828	(200)	-	-	-	-
0121095	9060	Depreciation Expense	281,124	285,474	283,026	302,609	410,746	346,740
0121095	9070	Training & Continuing Educ/Conf	9,822	32,294	39,894	45,743	40,000	30,000
TOTAL OTHER CHARGES			**$ 320,083**	**$ 321,084**	**$ 327,113**	**$ 363,565**	**$ 468,246**	**$ 394,240**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Billings and Accounting	$ 203,083	$ 189,093	$ 218,240	$ 39,152	$ 207,849	$ 210,498
Buildings and Grounds	104,930	-	-	-	-	-
Electricity	88,700	76,200	75,103	71,600	67,302	72,000
Information Technology	305,017	490,090	484,772	424,878	510,010	464,975
Mailroom and Postage	-	-	53	9,140	9,300	10,603
Other Indirect Expenses	5,649	2,364	5,789	6,837	2,750	3,700
Records	-	-	11,630	11,895	12,608	12,957
Vehicles and Equipment	295,376	-	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ 1,002,755**	**$ 757,747**	**$ 795,587**	**$ 563,502**	**$ 809,819**	**$ 774,733**

OPERATING EXPENSES - POLICE DEPARTMENT	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ 12,461,083**	**$ 13,468,533**	**$ 15,608,722**	**$ 15,097,311**	**$ 15,885,655**	**$ 16,418,866**

CITY OF NEWARK, DELAWARE
PARKS AND RECREATION DEPARTMENT
ORGANIZATIONAL CHART

RECREATION

- Recreation Services & Operations
- George Wilson Community Center Operation
- Programming & Operations
- Community Events

PARKS MAINTENANCE

- Park & Facilities Maintenance
- Horticulture & Landscape Maintenance
- Building & Grounds
- Beautification
- Traffic Islands

CITY OF NEWARK, DELAWARE
PARKS AND RECREATION DEPARTMENT
2021 DEPARTMENTAL NARRATIVE

The Parks and Recreation Department operates, maintains and manages the City's Park system and Recreation services through its divisions as described below.

Administration and Planning

The Division directs and supervises all recreation, park and horticulture programs, facilities and operations. It is responsible to oversee the planning, design, construction, renovation, and maintenance of park facilities; recreation services, operating and capital budgets, department advertising and promotion, research grant funding and community partners to assist in accomplishing department wide efforts.

Parks and Horticulture

The Division is responsible for the maintenance of 650 acres of parkland which includes 52 park and open space areas, 17 miles of trails, more than 50 landscaped sites and more than 386 acres of forested lands. Routine maintenance and repairs are made to playground equipment, athletic fields (10), basketball (19), tennis (18) and street hockey courts (2), skateboard facilities (2); shelters (10), fencing, trails, foot bridges, buildings, pools (2) and parking lots (11). The Division also performs tree, turf and landscape maintenance, snow and ice removal at City buildings, park sites and downtown parking lots; oversees the removal of creek blockages and contracted tree work, conducts regular inspections of all facilities and areas to identify maintenance needs, and provides support services to the recreation division for programs and events and other City departments as needed. Upon completion of Hillside Park, the division will take over all park maintenance responsibility.

Recreation Services

The Division is responsible for planning and conducting a wide variety of recreation activities and events which enhance the quality of life for the citizens of Newark. More than 200 programs and events are offered each year which includes topics and areas such as health and fitness, youth and adult sports leagues and skill development classes, arts, camps, and community events. Over 7,500 registrations were received in 2018 for the various programs and events with a total of over 76,000 participants throughout the year.

CITY OF NEWARK, DELAWARE
PARKS AND RECREATION DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2020 include:

- Developed a master plan for Old Paper Mill Park to help create more parking for the Newark Reservoir Park, the heaviest used trail in the state, and Preston's Playground.
- Completed Rodney Park design
- Implemented a new online registration software system that will better serve our needs and be PCI compliant.
- Installation of central air conditioning at the George Wilson Center
- Implemented additional Parks on Draft dates during the summer months at different locations within the City of Newark park system.
- Completed update to Landscape Screening and Treatment Ordinance.

PARKS:

- Completed restroom installation and drainage improvements at Preston's Playground.
- Handled all coronavirus mandated safety guidelines which included removal and replacement of basketball rims and tennis nets, playgrounds and updated signage throughout the park system.
- Created park signage design and installation schedule for initial phase within park system.
- Improve the drainage issues at the multi-purpose court at Dickey Park.
- Powerwashed Lumbrook and Fairfield Crest tennis courts for mold remediation.
- Completed reforestation project at Redd Park.

CITY OF NEWARK, DELAWARE
PARKS AND RECREATION DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

RECREATION:

- Conducted a combined volunteer and summer camp & program fair in February and offer opportunities for camp vendors and volunteer organizations to participate.

- Completed updated emergency action plans for each special event coordinating with Newark Police and all agencies involved.

- Updated the George Wilson Center manual to include kiln operations and firing schedule, audio equipment uses and operation for rentals, and updated procedures for payment procedures.

- Completed a COVID-19 Camp Procedures Guide and Communicable Disease Plan for the summer camps as per recommendations from the Centers for Disease Control, American Camp Association and the Delaware Division of Public Health.

CITY OF NEWARK, DELAWARE
PARKS AND RECREATION DEPARTMENT
2021 DEPARTMENTAL GOALS

Goals for 2021 include:

- Hard surface improvements for various parks and ADA accessibility improvements.
- Redesign and install lower berm at Olan Thomas Park.
- Complete the White Clay Creek pedestrian and bicycle bridge installation.
- Continue invasive control throughout the park system.
- Complete trunk injections for Emerald Ash Borer control on 36 ash trees in the park system.
- Completion of park and stormwater areas at Hillside Park.
- Improve the landscaping on Academy Building Lawn around the Memorial plaque.
- Install a sand volleyball court in our park system.
- Install new playground feature at George Read Park.
- Complete installation of Lumbrook Park Pavilion
- Complete ADA path at Kells Park to James Hall trail.
- Complete installation of new backboards at the George Wilson Center.

General Fund - Parks and Recreation Department

Summary:

PARKS AND RECREATION DEPARTMENT - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 2,108,207	$ 2,167,464	$ 2,293,051	$ 2,350,676	$ 2,543,066	$ 2,539,324
Materials and Supplies	82,138	93,397	92,608	82,660	128,185	105,530
Contractual Services	300,487	517,003	1,367,766	662,903	739,106	807,995
Other Charges	87,747	71,950	55,118	57,103	81,280	54,558
Subtotal	$ 2,578,579	$ 2,849,814	$ 3,808,543	$ 3,153,342	$ 3,491,637	$ 3,507,407
Inter-Dept. Charges	426,537	298,352	299,319	223,498	311,900	297,737
Special Revenue Accounts	24,953	55,235	18,404	13,671	35,096	41,100
Total Operating Expenses	**$ 3,030,069**	**$ 3,203,401**	**$ 4,126,266**	**$ 3,390,511**	**$ 3,838,633**	**$ 3,846,244**

PARKS AND RECREATION DEPARTMENT
WAGE AND SALARY BUDGET - 2021

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Director of Parks & Recreation	MGMT	31	1.0	$ 107,042	1.0	$ 111,711	0.0	$ 4,669	4.4%
Deputy Director of Parks & Recreation	MGMT	23	1.0	$ 91,762	1.0	$ 92,351	0.0	$ 589	0.6%
Parks Superintendent	MGMT	21	1.0	$ 85,869	1.0	$ 86,199	0.0	$ 330	0.4%
Parks Supervisor	MGMT	17	1.0	$ 73,548	1.0	$ 73,831	0.0	$ 283	0.4%
Recreation Supervisor	CWA F/T	18	3.0	$ 232,661	3.0	$ 246,308	0.0	$ 13,647	5.9%
Customer Service Clerk I	CWA F/T	10	1.0	$ 50,510	1.0	$ 53,807	0.0	$ 3,297	6.5%
Maintenance IV	AFSCME LOCAL 1670 F/T	8	4.0	$ 242,208	4.0	$ 252,765	0.0	$ 10,557	4.4%
Maintenance III	AFSCME LOCAL 1670 F/T	6	1.0	$ 56,546	1.0	$ 59,000	0.0	$ 2,454	4.3%
Equipment Operator	AFSCME LOCAL 1670 F/T	3	2.0	$ 105,713	2.0	$ 110,335	0.0	$ 4,622	4.4%
Total Full-Time Positions			15.0	**$ 1,045,859**	15.0	**$ 1,086,307**	0.0	**$ 40,448**	**3.9%**
PART-TIME FUNDING									
Creative Designer/Admin Support	CWA P/T			$ 38,704		$ 41,235		$ 2,531	6.5%
Recreation Specialist - Special Events	CWA P/T			$ 37,344		$ 39,773		$ 2,429	6.5%
Community Center Aide	CWA P/T			$ 30,627		$ 32,314		$ 1,687	5.5%
Total Part-Time Funding				**$ 106,675**		**$ 113,322**		**$ 6,647**	**6.2%**
OTHER									
Service Awards				$ 31,832		$ 34,137		$ 2,305	7.2%
Sick Pay				$ 15,146		$ 15,118		$ (28)	-0.2%
Temporary Maintenance (Seasonal)				$ 137,300		$ 137,300		$ -	0.0%
Overtime				$ 31,000		$ 31,000		$ -	0.0%
Day Camp				$ 48,825		$ 48,825		$ -	0.0%
Before & After Care				$ 105,000		$ 111,000		$ 6,000	5.7%
Self Supporting Program				$ 126,000		$ 132,000		$ 6,000	4.8%
Life Guards				$ 14,280		$ 14,280		$ -	0.0%
Uniform Allowance				$ 4,680		$ 4,680		$ -	0.0%
Device Reimbursements				$ 3,300		$ 3,300		$ -	0.0%
Total Other				**$ 517,363**		**$ 531,640**		**$ 14,277**	**2.8%**
Total All			**15.0**	**$ 1,669,897**	**15.0**	**$ 1,731,269**	**0.0**	**$ 61,372**	**3.7%**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Parks and Recreation Department

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0151142	6020	Supervisory	$ 521,023	$ 528,239	$ 543,702	$ 565,480	$ 590,882	$ 610,400
0151142	6030	Engineering/Technical	11,755	29,631	30,867	33,907	38,704	41,235
0151142	6080	Clerical	55,412	42,477	45,060	47,565	50,510	53,807
0151142	6230	Maintenance Workers	366,196	379,799	372,633	402,160	404,467	422,100
0151142	6580	Service Award	22,551	24,281	27,257	29,474	31,832	34,137
0151142	6590	Sick Pay	14,277	11,626	12,222	12,297	15,146	15,118
0151142	6610	Seasonal	117,005	116,442	124,085	68,013	137,300	137,300
0151142	6615	Interns	100	-	-	-	-	-
0151142	6620	Overtime	34,233	31,915	28,120	24,634	31,000	31,000
0151142	6622	Holiday Premium	2,762	2,350	2,759	5,099	-	-
0151142	6680	Day Camp	44,747	43,783	42,832	42,353	48,825	48,825
0151142	6685	Before and After Care	-	88,893	87,603	90,754	105,000	111,000
0151142	6690	Self-Supporting Programs	215,188	117,809	120,465	120,327	126,000	132,000
0151142	6750	Life Guards	12,243	12,494	12,003	13,615	14,280	14,280
0151142	6770	Comm Events - Rec Specialist	9,802	25,411	34,784	32,903	37,344	39,773
0151142	6850	Center Attendants	32,391	36,401	36,464	37,280	30,627	32,314
0151142	6880	Uniform Allowance	2,460	4,710	4,680	4,680	4,680	4,680
0151142	6885	Device Reimbursement	-	-	3,300	3,300	3,300	3,300
0151142	6920	Unemployment Comp. Ins.	14,871	13,036	11,756	10,879	6,526	11,455
0151142	6930	Social Security Taxes	108,487	111,607	113,911	114,374	124,369	128,259
0151142	6940	City Pension Plan	227,425	189,367	241,871	277,370	346,539	250,566
0151142	6941	Defined Contribution 401(a) Plan	3,972	7,666	8,039	8,486	9,012	9,599
0151142	6950	Term Life Insurance	4,444	4,374	4,552	5,522	4,695	5,766
0151142	6960	Group Hospitalization Ins.	229,350	254,261	258,750	267,744	279,012	297,770
0151142	6961	Long-Term Disability Ins.	1,731	1,699	1,784	2,296	2,394	2,470
0151142	6962	Dental Insurance	15,065	15,722	14,336	14,475	15,486	15,195
0151142	6963	Flexible Spending Account	331	247	252	268	189	252
0151142	6964	Health Savings Account	1,500	1,500	1,500	1,500	1,500	1,500
0151142	6965	Post-Employment Benefits	34,652	67,769	103,070	109,876	77,530	79,240
0151142	6966	Retirement Health Savings Account	1,442	2,719	2,758	2,801	2,842	2,886
0151142	6967	Emergency Room Reimbursements	2,000	400	800	400	2,175	2,175
0151142	6968	Vision Insurance Premiums	792	836	836	844	900	922
TOTAL PERSONNEL SERVICES			**$ 2,108,207**	**$ 2,167,464**	**$ 2,293,051**	**$ 2,350,676**	**$ 2,543,066**	**$ 2,539,324**

General Fund - Parks and Recreation Department

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0151143	7020	Heating Fuel	$ 2,679	$ 66	$ 71	$ -	$ 80	$ 80
0151143	7021	Advertising Supplies	1,103	1,343	780	932	1,250	1,250
0151143	7110	Safety Shoes & Supplies	2,712	2,854	1,852	1,596	2,500	2,500
0151143	7130	Tools,Field Sup.,Small Equip.	9,223	7,028	7,204	4,581	6,800	6,800
0151143	7150	Office Supplies	1,302	1,102	1,638	1,550	1,700	1,700
0151143	7160	Books, Periodicals, Etc.	-	-	-	-	100	100
0151143	7250	Bldg. & Grounds Maintenance	861	126	31	-	-	-
0151143	7300	Mach. & Equip. Maintenance	2,626	6,983	1,737	2,237	2,000	2,000
0151143	7450	Salt, Sand & Snow Removal	733	688	851	-	1,500	1,500
0151143	7500	Parks Maintenance	34,154	45,181	40,450	33,218	59,155	50,000
0151143	7501	Island Beautification	6,955	5,743	5,133	6,512	19,500	6,000
0151143	7550	Miscellaneous Supplies	349	708	53	-	-	-
0151143	7680	Day Camp	1,447	1,081	1,076	1,498	1,400	1,400
0151143	7685	Before and After Care	20	1,776	1,610	1,743	1,800	1,800
0151143	7690	Self-Supporting Programs	11,169	12,307	19,380	18,366	21,000	21,000
0151143	7691	Community Day	1,098	1,482	1,821	3,715	1,700	1,700
0151143	7692	Liberty Day Fireworks	290	75	1,599	249	500	500
0151143	7693	Halloween Parade/Trick or Treat	135	75	1,671	108	400	400
0151143	7694	Other Special Events	3,722	2,653	2,487	3,870	4,300	4,300
0151143	7850	George Wilson Center	1,560	2,126	3,164	2,485	2,500	2,500
TOTAL MATERIALS AND SUPPLIES			**$ 82,138**	**$ 93,397**	**$ 92,608**	**$ 82,660**	**$ 128,185**	**$ 105,530**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Parks and Recreation Department

Expenditures:

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0151144	8020	Advertising	$ 2,472	$ 1,197	$ 4,769	$ 4,508	$ 4,500	$ 4,500
0151144	8030	Casualty Insurance	42,753	15,606	7,179	7,823	8,700	19,718
0151144	8031	Insurance - Property	-	4,348	6,421	6,186	7,030	7,750
0151144	8032	Insurance - Auto	-	13,275	24,931	24,487	25,327	27,229
0151144	8033	Insurance - Broker	-	3,044	3,650	4,157	4,096	4,382
0151144	8035	Insurance - Worker's Compensation	-	-	-	51,595	73,100	73,100
0151144	8040	Merchant Fees and Discounts	15,021	19,026	20,323	18,816	18,000	18,000
0151144	8050	Phone/Communications	16,758	20,401	17,963	18,544	16,200	16,200
0151144	8130	Bldg. & Equip. Rental	673	-	4,632	4,775	7,500	7,500
0151144	8131	Information Technology Cont'l	21,297	37,980	34,205	33,844	33,015	37,501
0151144	8300	Mach. & Equip. Maintenance	94	60	743	-	700	700
0151144	8312	Fleet & Facilities Services	-	166,654	982,166	196,307	247,425	276,402
0151144	8313	Self-Insurance Services	-	-	-	10,702	-	-
0151144	8410	Creek Maintenance	16,087	20,382	29,800	26,800	25,000	25,000
0151144	8420	Tree Removal	24,585	42,300	58,500	40,175	50,000	61,500
0151144	8500	Parks Maintenance	16,584	13,600	19,358	67,587	25,928	33,428
0151144	8550	Misc. Contracted Services	262	118	61	182	-	-
0151144	8680	Day Camp	8,347	8,935	8,314	8,537	9,850	9,850
0151144	8685	Before and After Care	-	1,847	1,175	1,324	2,000	2,000
0151144	8690	Self-Supporting Programs	69,050	74,611	74,435	61,324	77,690	80,190
0151144	8691	Community Day	3,686	3,254	3,786	4,930	4,000	4,000
0151144	8692	Liberty Day/Fireworks	36,854	36,714	36,630	38,330	41,555	41,555
0151144	8693	Halloween Parade/Trick or Treat	800	-	470	575	2,200	2,200
0151144	8694	Other Special Events	4,430	6,408	5,414	8,686	6,500	6,500
0151144	8696	Memorial Day Parade	2,423	3,466	3,191	3,103	2,750	2,750
0151144	8850	George Wilson Center	552	477	1,295	1,251	2,500	2,500
0151144	8899	Retention Basin Mowing	17,759	23,300	18,355	18,355	43,540	43,540
TOTAL CONTRACTUAL SERVICES			**$ 300,487**	**$ 517,003**	**$ 1,367,766**	**$ 662,903**	**$ 739,106**	**$ 807,995**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Parks and Recreation Department

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0151145	9020	Mileage & Small Bus. Exp.	$ 29	$ 35	$ 6	$ 54	$ 50	$ 50
0151145	9040	Dues/Conferences Expenses	3,697	-	-	-	-	-
0151145	9060	Depreciation Expense	82,952	66,110	48,431	50,760	73,765	53,008
0151145	9070	Training & Continuing Educ/Conf	364	5,805	6,681	6,289	7,465	1,500
0151145	9099	Contingencies	705	-	-	-	-	-
TOTAL OTHER CHARGES			**$ 87,747**	**$ 71,950**	**$ 55,118**	**$ 57,103**	**$ 81,280**	**$ 54,558**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Billings and Accounting	$ 67,775	$ 60,604	$ 68,159	$ 14,574	$ 65,528	$ 66,364
Buildings and Grounds	74,356	-	-	-	-	-
Electricity	20,368	16,297	17,421	11,800	14,382	17,338
Information Technology	132,691	205,783	187,480	164,317	199,174	179,826
Mailroom and Postage	-	-	16	2,820	2,869	3,271
Other Indirect Expenses	8,019	13,307	12,337	15,062	12,950	14,100
Printing and Reproduction	46,403	2,361	2,193	2,042	3,194	2,282
Records	-	-	11,713	12,883	13,803	14,556
Vehicles and Equipment	76,925	-	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ 426,537**	**$ 298,352**	**$ 299,319**	**$ 223,498**	**$ 311,900**	**$ 297,737**

OPERATING EXPENSES - PARKS AND RECREATION DEPARTMENT	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ 3,005,116**	**$ 3,148,166**	**$ 4,107,862**	**$ 3,376,840**	**$ 3,803,537**	**$ 3,805,144**

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CITY OF NEWARK, DELAWARE
ADMINISTRATIVE DEPARTMENT
ORGANIZATIONAL CHART

COMMUNITY AFFAIRS

- City Newsletter
- Website Administration
- External Communications
- Digital Media
- Press Releases
- Welcome Booth
- TV Channel 22 Programming
- Special Events Planning
- Marketing and Branding

HUMAN RESOURCES & LABOR RELATIONS

- Policy Development
- Performance Evaluation
- Recruitment
- Discipline
- Salary Administration
- Group Insurance Plans
- Pension Plans
- Job-Related Injuries
- Labor Negotiations
- Grievance Administration
- Union Contracts
- Benefits Coordination
- Training Coordination
- Safety Program

PURCHASING

- Policy Development and Compliance
- Supplies and Services Procurement
- Contract Administration
- Purchase Order Processing
- Vendor Liaison
- Surplus Goods Oversight
- Special Projects
- Research
- Mailroom
- Facilities Maintenance

CITY OF NEWARK, DELAWARE
ADMINISTRATIVE DEPARTMENT
2021 DEPARTMENTAL NARRATIVE

Under the direction of the City Manager, the Administration Department oversees all operating departments and employees of the City, while working to coordinate a positive relationship with our community, including the state, University of Delaware, local businesses, non-profit groups, and neighborhood organizations.

Many interdepartmental activities are coordinated by employees of the Administration Department who work with Department Directors and other City employees to address challenges or provide project assistance. This Department continually evaluates staffing and services to efficiently use resources and provide appropriate staffing levels to meet expectations for service delivery. This Department assists in the formulation of City policies and is responsible for the execution of ordinances, charter provisions and City Council actions. Additional time is spent resolving problems and concerns received from the public and providing research assistance to all areas of the organization and Newark's City Council.

A detailed breakdown of the Department functions, as well as highlights from the previous fiscal year are provided as follows:

Personnel Administration:
The Personnel Administration division is responsible for the personnel and human resource functions, including policy formulation, recruitment, selection, promotion, training, discipline, performance evaluation, and fringe benefit administration. The Division also oversees and managements the self-insured Worker's Compensation fund; managing daily claims, case investigations and operates as the in-house Third-Party Administrator (TPA).

The Personnel Administration division oversees, in partnership with the Department within which the vacancy exists, the hiring of new employees as well as inhouse promotions and transfers. During 2018, the division was involved in the recruitment of 28 regular, full-time and part-time positions, of which 17 were full-time and 11 part-time. The promotion, upgrade, reclassification and transfer of 44 city employees occurred, and the hiring of 25 temporary employees or interns was completed as well. Additionally, the division coordinated with the Police Department Administration to complete a new recruitment for police officers and create a new employment list. Of the 17 full-time positions recruited for, 12 employees were hired. Of the 12 new, full-time employees, four (4) were recruited and hired police officers.

Labor Relations are also handled within the Personnel Administration division and includes the administration of labor relations involving four collective bargaining groups covering approximately 240 full and part-time employees. This includes contract negotiations, the administration of collective bargaining agreements and the resolution of grievances and disputes submitted by employees. The division is responsible for providing management employees with assistance and advice in the interpretation of contract provisions and grievance administration. CWA, AFSCME 1670, and AFSCME 3919's existing contracts are set to expire on December 31, 2019 so Personnel staff will be working with our labor counsel during the fall of 2019 to negotiate contract extensions. The existing FOP agreement is valid through December 31st, 2020 but during the last round of negotiations, we agreed to work with the FOP to potentially move them into the State's municipal police and fire pension plan. During 2019, we worked with the FOP to modify the City plan's police death benefits to match the state plan's benefit. Additionally, we modified the FOP agreement to allow the City to move into the state worker's compensation program through the Delea Founder's Insurance Trust (DFIT).

CITY OF NEWARK, DELAWARE
ADMINISTRATIVE DEPARTMENT
2021 DEPARTMENTAL NARRATIVE

Purchasing:
The Purchasing division, in partnership with requesting Departments, handles purchases, contracts, and negotiations for the acquisition of materials, supplies, equipment, and services for the City. This includes the development and/or review of contract and request for proposal (RFP) documents and the resulting evaluation of bids and proposals. The Administration Department, in coordination with the requesting departments, make recommendations to City Council regarding the award of all bids and proposals, in accordance with City Code and the City's purchasing guidelines. The Purchasing Division also provides oversight and support to other Departments for large scale projects and programs. In 2018, 1,079 purchase orders were processed by the purchasing team. For purchases exceeding $25,000, there were 10 contracts and 2 RFP's totaling $2,764,898.

Communications:
Led by the Chief Communications Manager, the team consists of two additional members, the Creative Designer/Web Specialist and Welcome Center Receptionist. Together, the division is responsible for the design, review, and approval of nearly all communications produced by the City of Newark for distribution to the public. They use a variety of mediums: print, video, and electronic (including web and social media) to share information proactively and serve as liaisons with the media and members of the public to field and respond to questions or concerns. The team also works in partnership with other City Departments to craft messaging, distribute information, develop marketing materials, and respond to critical communication needs, when appropriate. This includes utilizing strategic communication tactics and working with various state, county and municipal agencies, as well as community partners, to respond to topics of interest, and ensure messaging is clear, concise and consistent, while also being shared with the public in a timely manner.

Since the division was formalized in 2016, a primary focus of the team is open government and greater access. This has been achieved in a variety of ways, including the addition of livestreamed City Council meetings and recorded town hall forums, which are shared online via the City website and social media accounts. Livestreaming and digital recording will be enhanced over the second half of 2019 as we complete the grant funded television studio project.

Another focus of the division is increased and enhanced communication with the public. In-house video production has increased, allowing for more dynamic content both on Newark TV22 and the City's social media accounts, which continue to grow. The City Facebook page is "liked" by more than 8,900 people, an increase of more than 1,500 in the past year and nearly 7,500 since the team was formalized; and the City's Twitter feed is followed by over 9,200 individuals. In addition to the City-run accounts, the Communication division supports both the Newark Police Department and Parks and Recreation Department in administering and developing content for their social media accounts.

Recognizing not all residents have access to online content, the Communication team mails a monthly newsletter as part of residential utility bills. The two-page newsletter is forward thinking – sharing timely information regarding upcoming events and opportunities for the public to engage on topics of importance to them.

The Communications division also maintains the City's website, which was redesigned and upgraded in 2017 – efforts that were recognized on the national level by the City-County Communications & Marketing Association.

Communications (continued):
Communications staff continue to maximize the value of the "InformMe" citizen notification system. In addition to urgent emergency messaging, the system allows the public to sign up for a variety of messages, and to set preferences for how they would prefer to be notified. The Communications team continues outreach efforts to encourage all residents to sign up for this service.

In addition, the division assists with marketing for major events including Restaurant Week, Wine and Dine, Food and Brew Fest, Parks on Draft, Community Day, National Night Out, and Taste of Newark, as well as several smaller events throughout the year. Division staff also assist with events organized by other departments, particularly to promote them and to assist with graphical design.

During 2019, following the employee climate survey that was completed the previous year, renewed focus has been placed on improving internal communications. The communications team has begun emailing out the monthly newsletter to all city employees. We have also installed several strategically located televisions and purchased an software program that will allow us to push out notifications and updates to employees here in City Hall along with our remove facilities who may not have regular access to email. We will also be creating an improved message board at the City's Field Operations Complex for posting of detailed information like training and policy changes. Lastly, we installed several computers that can be used by employees who don't have an assigned computer to access the employee self serve portal along with email and other computer needs.

Other Activities:
In addition to the day to day administration of City operations and handling of personnel, labor relations, purchasing, and public relations, the Administration Department is also involved in the following activities:

Committee Liaison:
The Administration Department continues to provide staff support to the The Newark Partnership Board, the Traffic Committee, the Newark Area Welfare Committee, and the NAACP. Staff members serve in a liaison capacity to maximize the effectiveness of various citizen boards, commissions, and authorities.

Interdepartmental Relations:
With the change to weekly council meetings, we now hold weekly staff meetings with the administration staff and Department Directors to facilitate communication on important issues and policies that may affect the City. Tentative City Council meeting agendas are reviewed and discussed at the staff meetings. Weekly reports are prepared and provided to Council summarizing progress on important projects and initiatives by each Department. Members of staff also attend City Council meetings as necessary to address Council on projects or services they are responsible for.

CITY OF NEWARK, DELAWARE
ADMINISTRATIVE DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2020 include:

- This year was dominated by the City's response to the COVID-19 pandemic. Some of the major components to this response are:
    - Facilitation of transition to work from home for office personnel
    - Negotiation of MOU's with AFSCME 1670, AFSCME 3919, and FOP to address contractual issues raised by the pandemic
    - Development of staff preservation shift scheduling for field staff who are unable to work from home
    - Implementation of mobile workforce applications to allow inspection personnel to minimize office time and instead report directly to the field
    - Implementation off FFCRA requirements
    - Analysis of CARES Act funding restrictions and cost tracking to facilitate reimbursement
    - Modifications to mailroom activities to maintain continuity of operations during work from home
    - Modification to facilities staff scheduling to meet building sanitization requirements necessary to protect police personnel and allow staff to come back into the office.
    - Selection and implementation of a queue management software solution to use in conjunction with the Bailiffs for entry control and mask compliance
    - Implementation of temperature screening kiosks
    - Installation of barriers and plexiglass dividers to allow staff to safely occupy workspaces in areas where social distancing is difficult
    - Coordination of multiple COVID testing events at City Hall
    - Development of several COVID-19 driven policies like exposure protocols, return to work standards, work from home requirements, etc.
    - Produce several fiscal impact projections in coordination with the Finance Department

- In addition to internal, operational changes, the City completed many COVID related actions in the community such as:
    - Development of "Welcome Back Main Street" ribbon cutting and alfresco dining event to celebrate the completion of construction. This event turned into a weekly event by the end of summer to allow restaurants to expand outdoor dining and improve revenues during a time when indoor dining is considered higher risk
    - Continuation of last year's Parks on Draft event series with two events over the summer
    - Development of several emergency ordinances related to the pandemic in coordination with Council, the City Secretary, and the City Solicitor
    - Coordination with the Governor's office on regular calls
    - Coordination with the Department of Public Health on enforcement of the Governor's executive orders related to the COVID-19 state of emergency

- The City Manager participated in the State's Local Service Function Task Force which redesigned the Local Service Function property tax credit program for residents of municipalities. This task force resulted in Newark regaining our credit for fire service.

CITY OF NEWARK, DELAWARE
ADMINISTRATIVE DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

- The City Manager participated in New Castle County's CARES Act committee tasked with supporting Small Businesses. This task force resulted in a series of recommendations to the County Executive on ways to support businesses and stoke Innovation. The Governor used these recommendations as the backbone for a pair of grant programs totaling over $100 million dollars.

- The Administration Department in coordination with Finance Director Del Grande and several operating departments completed the investment grade energy audit of City facilities with our consultant, Seiberlich Trane. This audit resulted in an energy savings performance contract valued at over $9 million which will renovate the HVAC systems in both City Hall and the Police Department, replace several failing flat roofs, replace the remaining 800+ acorn style street lights with LED, and install around 1.5MW of rooftop and ground mount solar generation (and several other, smaller items). This project will be completed over the rest of 2020 and throughout 2021.

- The Wellness and Employee Engagement Committee completed the renovation of the City's gym located in the police department. We also used old equipment to establish a gym at the Field Operations Complex for field personnel. This project was funded with a wellness grant from DVHT.

- The City successfully continued to secure funding from the State Revolving Loan fund to continue work on several referendum related projects including Rodney, South Well Field, upgrades to the sanitary sewer system, and water main replacement.

- The Administration Department put forward a plan to Council to restructure existing positions to reduce by one full time position to help control costs in light of financial losses related to the COVID-19 pandemic. This plan was approved by Council and implemented in the second half of the year.

- The City successfully responded to Tropical Storm Isaias during August and worked with New Castle County to prepare cost estimates for reimbursement.

- The Administration Department completed union negotiations with three bargaining groups: CWA, AFSCME 1670, and AFSCME 3919. CWA and 3919 were four year agreements and 1670 was a five year agreement. Negotiations were also begun with FOP Lodge 4 which are anticipated to be complete before the end of 2020.

- The Safety Committee continued operation during 2020 with the exception of a short hiatus during the initial stages of the COVID-19 pandemic.

- The Manager's office, in coordination with all operating departments, continued to update the comprehensive prioritization document developed during 2019 that includes all ongoing major initiatives and efforts for assistance with Council workload discussions.

CITY OF NEWARK, DELAWARE
ADMINISTRATIVE DEPARTMENT
2021 DEPARTMENTAL GOALS

Goals for 2021 include:

- Complete construction phase of ESCO Performance Contract with Seiberlich Trane.
- Monitor ongoing fiscal impact of COVID-19 pandemic and develop mitigations strategies as necessary to protect City reserves and, to the extent possible, maintain existing service levels for city services.
- Continue to support to operating departments for successful implementation of projects that were included in the 2018 capital referendum and subsequent CIP budgets.
- Initiate a comprehensive strategic planning process for the City incorporating input from citizens, community and business partners, City Council, and staff. The goal is to develop a plan that effectively articulates City priorities, vision, and values to the Newark community and will be used to guide the work in all city service areas.
- Expand Employee Self Service (ESS) for broader HR access, comprehensive Open Enrollment, additional digital ESS and personnel related features.
- Improve recruitment and retention efforts city wide with an emphasis on improving results for the Police Department.
- Improve diversity hiring outcomes City-wide but especially in the police department.
- Successfully complete the electric cost of service rate study and implement the modified rate design.
- Successfully complete and implement water and sewer customer charge rate design changes.
- Support the staff-led safety, wellness and employee engagement, and professional development committees to continue improving in these areas.
- Complete review and updates to Newark Emergency Operations Plan and develop a Continuity of Operations Plan (COOP) in coordination with New Castle County and Wilmington.
- Update City’s Policy Manual and complete updates to all job descriptions.
- Update the City’s Employee Handbook.
- Develop an employee development incentive program to encourage training and skill building.
- Continue to build on our employee onboarding process to incorporate more general and safety training.
- Complete development of AFSCME 1670 Career Ladder program as outlined in the CBA.

CITY OF NEWARK, DELAWARE
ADMINISTRATIVE DEPARTMENT
2021 DEPARTMENTAL GOALS

- Improve communication between facilities maintenance staff and operating departments and associated department heads to ensure maintenance-related issues are properly addressed and operations return to normal quickly.

- Begin comprehensive replacements of failing equipment in City buildings, such as HVAC systems, to reduce the amount of labor needed to complete small repairs and focus efforts elsewhere.

- Continue to find areas where the City is overpaying for specific goods and services as well as keep track of City accounts' budgetary constraints to improve purchasing efficiency.

General Fund - Administrative Department - Management Division

Summary:

MANAGEMENT DIVISION - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 1,110,206	$ 1,096,989	$ 851,548	$ 815,373	$ 1,206,279	$ 1,051,140
Materials and Supplies	10,830	7,709	7,307	143,248	146,500	152,850
Contractual Services	133,268	192,534	406,703	276,967	223,168	206,519
Other Charges	163,568	167,896	55,552	87,257	103,383	65,711
Subtotal	$ 1,417,872	$ 1,465,128	$ 1,321,110	$ 1,322,845	$ 1,679,330	$ 1,476,220
Inter-Dept. Charges	(239,091)	(303,204)	(213,081)	(589,843)	(467,592)	(413,477)
Total Operating Expenses	**$ 1,178,781**	**$ 1,161,924**	**$ 1,108,029**	**$ 733,002**	**$ 1,211,738**	**$ 1,062,743**

ADMINISTRATIVE DEPARTMENT
WAGE AND SALARY BUDGET - 2021
CITY MANAGER'S OFFICE

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
City Manager (9 months in 2019)	E & A	Appt	1.0	$ 159,355	1.0	$ 157,826	0.0	$ (1,529)	-1.0%
Chief Human Resources Officer	MGMT	29		$ -	1.0	$ 90,649	1.0	$ 90,649	100.0%
Human Resources & Labor Relations Manager	MGMT	29	1.0	$ 102,788		$ -	(1.0)	$ (102,788)	-100.0%
Human Capital Manager	MGMT	18	1.0	$ 74,759		$ -	(1.0)	$ (74,759)	-100.0%
Chief Communications Officer	MGMT	18	1.0	$ 68,764	1.0	$ 73,100	0.0	$ 4,336	6.3%
Human Resources Administrator	MGMT	15	1.0	$ 68,073	1.0	$ 68,335	0.0	$ 262	0.4%
Assistant to the Managers	MGMT	15	1.0	$ 59,061	1.0	$ 61,790	0.0	$ 2,729	4.6%
Purchasing Assistant	CWA F/T	13	1.0	$ 67,848	1.0	$ 70,678	0.0	$ 2,830	4.2%
Creative Designer & Web Spec.	CWA F/T	9	1.0	$ 49,409	1.0	$ 52,630	0.0	$ 3,221	6.5%
W/C Communications Assistant	CWA F/T	8	1.0	$ 40,733	1.0	$ 43,396	0.0	$ 2,663	6.5%
Total Full-Time Positions			9.0	**$ 690,790**	8.0	**$ 618,404**	(1.0)	**$ (72,386)**	**-10.5%**
PART-TIME FUNDING									
Equipment Technician/Mailroom Aide	CWA F/T			$ 30,000		$ 42,556		$ 12,556	41.9%
Interns				$ 26,000		$ -		$ (26,000)	-100.0%
Total Part-Time Funding				**$ 56,000**		**$ 42,556**		**$ (13,444)**	**-24.0%**
OTHER									
Service Award				$ 5,944		$ 8,829		$ 2,885	48.5%
Sick Pay				$ 7,008		$ 6,497		$ (511)	-7.3%
Overtime				$ 5,000		$ 4,000		$ (1,000)	-20.0%
Vehicle Allowance				$ 6,000		$ 6,000		$ -	0.0%
Device Reimbursements				$ 1,800		$ 1,200		$ (600)	-33.3%
Total Other				**$ 25,752**		**$ 26,526**		**$ 774**	**3.0%**
Total All			**9.0**	**$ 772,542**	**8.0**	**$ 687,486**	**(1.0)**	**$ (85,056)**	**-11.0%**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Administrative Department - Management Division

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111122	6020	Supervisory	$ 457,363	$ 530,480	$ 370,743	$ 307,206	$ 464,727	$ 383,365
0111122	6030	Engineering/Technical	111,830	53,758	44,208	46,494	49,409	52,630
0111122	6080	Clerical	181,820	160,846	164,571	169,999	176,654	182,409
0111122	6580	Service Award	15,820	8,049	5,678	5,960	5,944	8,829
0111122	6590	Sick Pay	6,131	6,753	2,607	2,604	7,008	6,497
0111122	6600	Part-Time	-	-	-	22,677	30,000	42,556
0111122	6615	Interns	924	-	-	8,421	26,000	-
0111122	6620	Overtime	1,821	2,126	4,766	4,915	5,000	4,000
0111122	6875	Vehicle Allowance	-	-	-	5,000	6,000	6,000
0111122	6885	Device Reimbursement	-	-	1,800	750	1,800	1,200
0111122	6920	Unemployment Comp. Ins.	4,109	3,316	2,581	3,518	3,240	2,970
0111122	6930	Social Security Taxes	55,810	55,158	43,733	41,016	54,779	49,466
0111122	6940	City Pension Plan	90,250	75,793	35,121	40,490	110,537	104,833
0111122	6941	Defined Contribution 401(a) Plan	24,276	31,281	28,565	17,066	34,479	23,569
0111122	6950	Term Life Insurance	2,754	2,628	2,371	2,341	3,107	3,012
0111122	6960	Group Hospitalization Ins.	124,292	118,784	110,534	107,544	179,445	137,813
0111122	6961	Long-Term Disability Ins.	1,079	1,064	933	955	1,586	1,288
0111122	6962	Dental Insurance	8,586	7,391	6,646	5,950	9,719	7,169
0111122	6963	Flexible Spending Account	347	283	299	194	189	189
0111122	6964	Health Savings Account	2,250	1,500	1,500	-	-	-
0111122	6965	Post-Employment Benefits	13,759	26,994	15,212	15,888	24,729	24,544
0111122	6966	Retirement Health Savings Account	6,542	9,099	8,872	6,036	9,947	7,215
0111122	6967	Emergency Room Reimbursements	-	1,283	400	-	1,450	1,160
0111122	6968	Vision Insurance Premiums	443	403	408	349	530	426
TOTAL PERSONNEL SERVICES			**$ 1,110,206**	**$ 1,096,989**	**$ 851,548**	**$ 815,373**	**$ 1,206,279**	**$ 1,051,140**

General Fund - Administrative Department - Management Division

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111123	7130	Tools,Field Sup.,Small Equip.	$ 7,052	$ -	$ 816	$ 698	$ 1,000	$ 800
0111123	7131	Information Technology Supplies	-	3,695	3,728	50	-	-
0111123	7150	Office Supplies	3,573	3,413	2,563	3,973	4,000	4,000
0111123	7160	Books, Periodicals, Etc.	190	184	181	269	500	300
0111123	7170	Mailroom Supplies	15	-	-	129,507	131,000	141,000
0111123	7200	Copying Supplies	-	-	-	4,476	7,000	5,000
0111123	7550	Miscellaneous Supplies	-	417	-	672	500	500
0111123	7570	Merchandise for Resale	-	-	19	3,603	2,500	1,250
TOTAL MATERIALS & SUPPLIES			**$ 10,830**	**$ 7,709**	**$ 7,307**	**$ 143,248**	**$ 146,500**	**$ 152,850**

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111124	8030	Casualty Insurance	$ 38,939	$ 39,408	$ 34,144	$ 32,100	$ 35,700	$ 10,187
0111124	8032	Insurance - Auto	-	1,071	2,061	1,991	5,276	-
0111124	8033	Insurance - Broker	-	2,759	3,659	3,767	3,712	2,069
0111124	8035	Insurance - Worker's Compensation	-	-	-	1,189	1,700	1,700
0111124	8050	Phone/Communications	4,606	3,119	876	1,031	-	-
0111124	8131	Information Technology Cont'l	36,005	49,720	37,224	62,369	56,508	55,408
0111124	8162	Legal/Consulting Services	46,178	33,904	18,636	64,225	35,000	45,000
0111124	8300	Mach. & Equip. Maintenance	-	-	319	11,746	20,000	10,000
0111124	8312	Fleet & Facilities Services	-	29,005	243,726	43,649	48,772	59,655
0111124	8550	Misc. Contracted Svc.	4,746	1,860	40,025	46,728	2,000	2,000
0111124	8560	Employee Testing Svc.	2,794	5,368	4,623	2,033	3,500	3,000
0111124	8570	Annual Reports & Pub. Rel.	-	26,320	21,410	6,139	11,000	17,500
TOTAL CONTRACTUAL SERVICES			**$ 133,268**	**$ 192,534**	**$ 406,703**	**$ 276,967**	**$ 223,168**	**$ 206,519**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Administrative Department - Management Division

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111125	9020	Mileage & Small Bus. Exp.	$ 4,110	$ 1,076	$ 1,421	$ -	$ 1,000	$ 500
0111125	9030	Recruitment & Retention Expenses	73,659	68,144	26,175	35,845	65,000	40,000
0111125	9040	Dues & Professional Organizations	12,133	-	95	379	-	-
0111125	9060	Depreciation Expense	55,029	66,203	3,860	16,099	3,883	6,211
0111125	9070	Training & Continuing Educ/Conf	2,519	19,513	13,503	17,410	22,500	8,000
0111125	9090	Other Special Programs	16,118	12,960	10,498	17,524	11,000	11,000
TOTAL OTHER CHARGES			**$ 163,568**	**$ 167,896**	**$ 55,552**	**$ 87,257**	**$ 103,383**	**$ 65,711**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Billings and Accounting	$ 19,190	$ 21,064	$ 24,641	$ (122,041)	$ 24,156	$ 24,465
Buildings and Grounds	12,269	-	-	-	-	-
Electricity Used	8,088	11,506	11,774	-	10,168	11,812
Information Technology	(10,356)	54,153	56,243	49,293	59,753	53,947
Mailroom and Postage	-	-	(126)	(21,746)	(22,127)	(25,227)
Printing and Reproduction	9,712	494	459	(4,049)	(6,332)	(4,523)
Records	-	-	1,352	1,383	1,466	1,506
Services to Utility Funds	(283,206)	(390,421)	(307,424)	(492,683)	(534,676)	(475,457)
Vehicles and Equipment	5,212	-	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ (239,091)**	**$ (303,204)**	**$ (213,081)**	**$ (589,843)**	**$ (467,592)**	**$ (413,477)**

OPERATING EXPENSES - MANAGEMENT DIVISION	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ (232,534)**	**$ 1,161,924**	**$ 1,108,029**	**$ 733,002**	**$ 1,211,738**	**$ 1,062,743**

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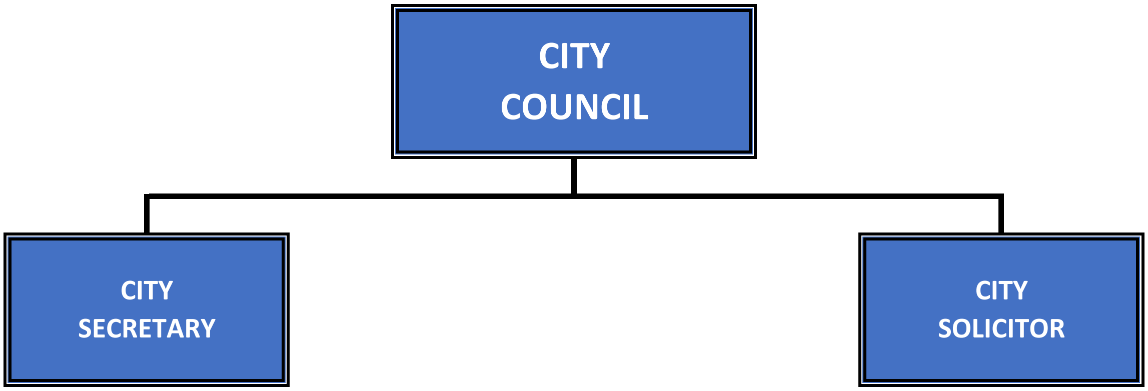
CITY OF NEWARK, DELAWARE
LEGISLATIVE DEPARTMENT
ORGANIZATIONAL CHART



City Secretary

- City Council
- City Seal
- Boards and Commissions
- Elections
- FOIA Compliance
- City Records

City Solicitor

- Legal Opinions
- Representation
- Research
- Alderman's Court Prosecution

CITY OF NEWARK, DELAWARE
LEGISLATIVE DEPARTMENT
2021 DEPARTMENTAL NARRATIVE

The Legislative Department provides clerical, administrative, research and staff support to the Newark City Council, its appointed boards, commissions and committees, and both the City Solicitor and Deputy City Solicitor as well as electronic and paper document management for the City. The department is led by the City Secretary, who is appointed by City Council and also serves as the City Treasurer, and staffed by eight additional team members – three full-time and one part-time (currently vacant) in the main Legislative office and three full-time and one part-time in the Records Division.

The department serves as a liaison between citizens and City Council. It oversees agenda preparation for Council meetings, schedules meetings, advertises and provides public notification of hearings, and prepares the minutes of City Council and other committee meetings. The City's boards and commissions are also managed by this office, including all appointments, reappointments and resignations and staffing the Board of Adjustment, Conservation Advisory Commission, Election Board and other boards on an as needed basis. The staff also coordinates the City's elections in concert with the Election Board, which includes managing absentee ballots, locating and preparing polling places, managing voter registration lists, liaising with candidates and the Department of Elections, training poll workers, completing public notifications and ensuring a fair, safe and accessible election for all registered voters in Newark.

The City Secretary is the appointed FOIA Coordinator for the City and the office works with other departments for timely fulfillment of citizen requests and compliance with open meeting requirements.

This department is the City's record keeper for Council and permanent documents and houses the Records Division. The Records Division is working to review the approximately 8.9 million pages of records currently housed within the City of Newark; determine what it required to be kept versus what can be destroyed as a duplicate or document having met its retention schedule; and digitize the City's numerous paper records that are required to be retained to create an electronic archive to better serve the citizens and staff of the City of Newark.

Department staff ensure the official recording of numerous documents with the New Castle County Recorder of Deeds. The City Secretary serves as the complaint officer charged with resolving cable television issues covered by the City's franchise agreements with providers.

This department also serves as the administrative arm of the legal section of the legislative branch of City government. The City Solicitor and Deputy City Solicitor rely on this office for research, drafting various documents, preparing case files and full clerical support.

CITY OF NEWARK, DELAWARE
LEGISLATIVE DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2020 include:

- Successfully executed the first City election conducted by over 80% absentee voting and matched turnout over the last Council election for the districts.
- Facilitated the continued functioning of City government during COVID-19 via the implementation of virtual meetings.
- Anticipate staffing 65 Council and committee meetings in 2020, including 42 Council meetings, 7 Board of Adjustment meetings, 10 Conservation Advisory Commission meetings and 6 Election Board meetings. This includes agendas, minutes, website postings, legal notices (where applicable), and agenda packets (where applicable).
- Began the implementation of the Boards and Commissions Diversity Initiative to increase outreach to Newark citizens to inform them of opportunities to participate as members of the City's boards and commissions.
- Processed 96 FOIA requests as of August 25, 2020.
- Completed training for all departments on TCM as part of the Records Division Strategic Plan rollout.
- Scanned 267,060 pages as of August 25, 2020.
- By December 31, 2020, electronic Council packets will be implemented, and recodification will be completed.

CITY OF NEWARK, DELAWARE
LEGISLATIVE DEPARTMENT
2021 DEPARTMENTAL GOALS

Goals for 2021 include:

- Successful execution of the 2021 Council elections with the requisite preparations for enhanced absentee balloting if required by COVID-19.
- Create a plan for increased accessibility for public meetings to provide for additional remote access for the public after COVID-19 restrictions are lifted in compliance with SS 1 to SB 243.
- Create a plan for the expansion of the electronic packet program for standing boards and commissions in advance of the FY2022 budget process.
- Create a strategic plan for the implementation and cost of public portals to access the City's scanned records in advance of the FY2022 budget process.
- Surpass the benchmark of 2,500,000 pages scanned.
- Continue promoting accessibility and transparency for the citizens of Newark to the records of the City and the legislative process.

General Fund - Legislative Department

Summary:

LEGISLATIVE DEPARTMENT - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 408,200	$ 406,060	$ 583,486	$ 656,472	$ 733,991	$ 754,629
Materials and Supplies	5,932	7,406	11,316	17,350	23,590	12,000
Contractual Services	908,932	752,328	952,823	640,761	788,871	731,494
Other Charges	31,326	38,190	31,094	12,955	27,120	8,243
Subtotal	$ 1,354,390	$ 1,203,984	$ 1,578,719	$ 1,327,538	$ 1,573,572	$ 1,506,366
Inter-Dept. Charges	(78,523)	(107,280)	(251,786)	(297,794)	(324,696)	(294,673)
Total Operating Expenses	**$ 1,275,867**	**$ 1,096,704**	**$ 1,326,933**	**$ 1,029,744**	**$ 1,248,876**	**$ 1,211,693**

LEGISLATIVE DEPARTMENT
WAGE AND SALARY BUDGET - 2021

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Director of Legislative Services	E & A	Appt	1.0	$ 93,342	1.0	$ 96,010	0.0	$ 2,668	2.9%
Admin Professional II	CWA F/T	13	1.0	$ 63,831	1.0	$ 67,678	0.0	$ 3,847	6.0%
Admin Professional I	CWA F/T	10	2.0	$ 91,297	2.0	$ 89,487	0.0	$ (1,810)	-2.0%
Digital Records Mgmt Coord	CWA F/T	16	1.0	$ 70,408	1.0	$ 74,773	0.0	$ 4,365	6.2%
Digital Scanner/Records Asst II	CWA F/T	8	1.0	$ 50,092	1.0	$ 53,020	0.0	$ 2,928	5.8%
Total Full Time Positions			6.0	**$ 368,970**	6.0	**$ 380,968**	0.0	**$ 11,998**	**3.3%**
PART-TIME FUNDING									
Mayor and Council	E & A			$ 50,400		$ 50,400		$ -	0.0%
Secretary P/T *	CWA P/T			$ 53,665		$ 31,677		$ (21,988)	-41.0%
Total Part-Time Funding				**$ 104,065**		**$ 82,077**		**$ (21,988)**	**-21.1%**
OTHER									
Service Award				$ 1,302		$ 1,468		$ 166	12.7%
Sick Pay				$ 1,476		$ 1,578		$ 102	6.9%
Overtime				$ 15,000		$ 13,000		$ (2,000)	-13.3%
Device Reimbursements				$ 600		$ 600		$ -	0.0%
Total Other				**$ 18,378**		**$ 16,646**		**$ (1,732)**	**-9.4%**
Total All			**6.0**	**$ 491,413**	**6.0**	**$ 479,691**	**0.0**	**$ (11,722)**	**-2.4%**

* Please note, total 2020 funding for Secretary P/T positions includes two part-time employees. One of these part-time positions is unfunded in 2021 and will be reassessed for 2022.

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Legislative Department

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111132	6020	Supervisory	$ 85,819	$ 85,949	$ 88,426	$ 91,691	$ 93,342	$ 96,010
0111132	6080	Clerical	153,004	146,049	117,974	151,987	179,051	157,165
0111132	6090	Digital Records Employees	-	-	133,675	143,155	150,242	159,470
0111132	6400	Mayor & Council	50,400	50,400	50,400	50,131	50,400	50,400
0111132	6580	Service Award	1,500	414	1,008	1,125	1,302	1,468
0111132	6590	Sick Pay	1,356	610	-	758	1,476	1,578
0111132	6600	Part-Time	-	-	-	901	-	-
0111132	6620	Overtime	5,140	6,234	19,345	12,432	15,000	13,000
0111132	6885	Device Reimbursement	-	-	600	600	600	600
0111132	6920	Unemployment Comp. Ins.	2,696	2,599	2,986	3,221	3,046	2,884
0111132	6930	Social Security Taxes	22,133	21,636	30,426	32,921	35,410	34,640
0111132	6940	City Pension Plan	26,126	25,686	16,681	19,090	23,895	56,750
0111132	6941	Defined Contribution 401(a) Plan	6,434	9,375	17,927	19,699	22,242	22,811
0111132	6950	Term Life Insurance	780	832	881	1,169	1,694	2,085
0111132	6960	Group Hospitalization Ins.	43,412	40,023	84,052	105,143	134,388	134,084
0111132	6961	Long-Term Disability Ins.	355	337	506	762	855	881
0111132	6962	Dental Insurance	2,808	2,444	5,007	6,014	7,199	6,622
0111132	6963	Flexible Spending Account	126	121	126	179	126	126
0111132	6965	Post-Employment Benefits	4,586	9,058	7,087	7,371	5,346	5,596
0111132	6966	Retirement Health Savings Account	1,339	2,614	5,674	6,571	7,105	7,193
0111132	6967	Emergency Room Reimbursements	-	1,522	400	1,200	870	870
0111132	6968	Vision Insurance Premiums	186	157	305	352	402	396
TOTAL PERSONNEL SERVICES			**$ 408,200**	**$ 406,060**	**$ 583,486**	**$ 656,472**	**$ 733,991**	**$ 754,629**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Legislative Department

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111133	7131	Information Technology Supplies	$ -	$ -	$ -	$ 8,364	$ 1,500	$ -
0111133	7150	Office Supplies	1,167	1,705	6,158	4,103	6,340	4,500
0111133	7160	Books, Periodicals, Etc.	4,017	5,136	4,808	4,780	5,000	5,000
0111133	7210	Election Expenses	102	61	155	103	750	1,500
0111133	7550	Miscellaneous Supplies	52	420	195	-	10,000	1,000
0111133	7570	Merchandise For Resale	594	84	-	-	-	-
TOTAL MATERIALS & SUPPLIES			**$ 5,932**	**$ 7,406**	**$ 11,316**	**$ 17,350**	**$ 23,590**	**$ 12,000**

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111134	8020	Advertising	$ 11,144	$ 14,652	$ 14,510	$ 14,530	$ 20,000	$ 18,000
0111134	8030	Casualty Insurance	11,615	12,338	11,084	10,520	11,700	13,793
0111134	8033	Insurance - Broker	-	809	1,073	1,104	1,088	1,704
0111134	8035	Insurance - Worker's Compensation	-	-	-	650	850	850
0111134	8050	Phone/Communications	283	829	360	310	325	325
0111134	8060	DE League of Local Govt.	6,000	6,000	6,000	6,000	6,000	6,000
0111134	8070	Aetna Hose, Hook & Ladder	68,200	70,246	-	-	-	-
0111134	8071	Newark Ambulance	3,000	3,000	-	-	-	-
0111134	8131	Information Technology Cont'l	5,376	14,743	9,523	26,790	7,943	12,243
0111134	8160	City Solicitor & Deputy	366,171	299,905	321,910	334,998	350,000	325,000
0111134	8161	Lobbyist	53,200	53,200	54,000	54,000	54,000	54,000
0111134	8162	Legal/Consulting Services	293,877	156,238	183,637	104,224	250,000	200,000
0111134	8163	Codification of Ordinance	9,098	10,402	11,468	6,839	10,000	10,000
0111134	8210	Election Expenses	3,833	4,576	13,922	16,558	6,000	10,000
0111134	8220	Community Groups	62,073	55,037	(355)	-	-	-
0111134	8312	Fleet & Facilities Services	-	26,901	293,487	43,109	52,465	62,579
0111134	8550	Misc. Contracted Svc.	8,271	15,946	22,596	11,143	8,500	7,000
0111134	8741	Special Council Events	6,791	7,506	9,608	9,986	10,000	10,000
TOTAL CONTRACTUAL SERVICES			**$ 908,932**	**$ 752,328**	**$ 952,823**	**$ 640,761**	**$ 788,871**	**$ 731,494**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Legislative Department

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111135	9020	Mileage & Small Bus. Exp.	$ 1,490	$ 1,757	$ 3,095	$ 1,357	$ 3,000	$ 2,000
0111135	9040	Dues & Professional Organizations	19,015	-	-	-	-	-
0111135	9060	Depreciation Expense	10,466	10,466	7,293	4,120	4,120	3,743
0111135	9070	Training & Continuing Educ/Conf	355	25,967	20,706	7,478	20,000	2,500
TOTAL OTHER CHARGES			**$ 31,326**	**$ 38,190**	**$ 31,094**	**$ 12,955**	**$ 27,120**	**$ 8,243**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Billings and Accounting	$ 25,342	$ 22,868	$ 29,115	$ 5,894	$ 27,904	$ 28,262
Building and Grounds	24,147	-	-	-	-	-
Electricity Used	10,677	30,870	10,148	100	8,605	9,980
Information Technology	37,913	70,400	74,994	65,728	79,669	71,928
Mailroom and Postage	-	-	7	1,209	1,230	1,403
Printing and Reproduction	2,898	147	137	128	200	143
Records	-	-	(51,861)	(55,752)	(59,538)	(62,299)
Services to Utility Funds	(179,500)	(231,565)	(314,326)	(315,101)	(382,766)	(344,090)
TOTAL INTER-DEPT. CHARGES	**$ (78,523)**	**$ (107,280)**	**$ (251,786)**	**$ (297,794)**	**$ (324,696)**	**$ (294,673)**

OPERATING EXPENSES - LEGISLATIVE DEPARTMENT	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ 1,275,867**	**$ 1,096,704**	**$ 1,326,933**	**$ 1,029,744**	**$ 1,248,876**	**$ 1,211,693**

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CITY OF NEWARK, DELAWARE
JUDICIAL DEPARTMENT - ALDERMAN'S COURT
ORGANIZATIONAL CHART

ALDERMAN
DEPUTY ALDERMAN

- Adjudication of Misdemeanors
- Court Scheduling
- City Code Violations
- Records Management
- Parking Fine Collections
- Payments
- DELJIS

CITY OF NEWARK, DELAWARE
JUDICIAL DEPARTMENT - ALDERMAN'S COURT
2021 DEPARTMENTAL NARRATIVE

The Alderman's Court is designated as Court No. 40 and falls under the jurisdiction of the State of Delaware Chief Justice. All Traffic and Criminal Misdemeanors in and for the City of Newark are handled in the Alderman's Court. The Alderman (judge) is required to be an attorney, licensed in the State of Delaware, recommended by City Council, appointed by the Governor and confirmed by the Senate. The Alderman serves in the capacity of the Chief Alderman in the State of Delaware, as this is the largest Alderman's Court in the State. A Deputy Alderman is also appointed to serve on the bench in the absence of the Alderman.

The Alderman's Court has jurisdiction over all traffic, criminal misdemeanors and parking violations in the City limits of Newark. This also includes building and animal code violations. The Court is in session three times a week consisting of Tuesday, Wednesday and Thursday weekly and the first Friday of the month. All court sessions are from 8:00 am to 10:00 am. Parking appeals can be heard on Tuesday and Wednesday from 8:00 am to 10:00 am.

The goals of the Alderman's Court are to provide professionalism in support toward defendants, the Alderman and the City; and maintain administrative and financial reports to the City Council and State of Delaware.

This office has a staff of seven, including the Clerk of the Court who is responsible for the daily operation of the Court and reports to the Alderman on judicial matters and to the City Manager on administrative practices. The office is responsible for maintenance of court proceedings, scheduling of arraignments and trials, payment of fines, parking tickets, code violations, collection and disbursement of fines and other funds within the city and the State of Delaware.

In 2019, a total of 14,312 cases were filed in the City of Newark Alderman's Court and the Court collected $865,935.40 in fines. In addition, the Court collected $840,102.23 in parking fees, $10,500.00 in civil citations and $97,678.66 in security fees, totaling $1,814,216.29.

CITY OF NEWARK, DELAWARE
JUDICIAL DEPARTMENT - ALDERMAN'S COURT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2020 include:

- Although court was closed due to COVID, staff continued to work from home. The court continued to take payments online and through the mail, cleared capias and rescheduled multiple arraignments and trials. Staff continued to complete all the financial paperwork daily, answer phone calls, and completed plea by mails and PBJ's.

- Court reopened on 6/29/20 with limited staff working at the same time to allow for social distancing. The courtroom and lobby were also arranged to allow for social distancing.

- Alderman's Court continues to make improvements to enhance customer service and increase security. Such measures include: installation of security cameras in the courtroom and the lobby as well as a TV monitor in the lobby.

- Language Link continues to provide interpreters for trials and arraignments and for translation for incoming phone calls and has assisted the Judges and officers with the court process.

- The court added 2 part-time bailiff positions in August 2017 to oversee the daily operations of court sessions, to assist customers in the lobby with questions or payments at the kiosk, and to provide security to the Court. Their addition has assisted court personnel with the daily operations of the office as well as providing security to court.

CITY OF NEWARK, DELAWARE
JUDICIAL DEPARTMENT - ALDERMAN'S COURT
2021 DEPARTMENTAL GOALS

Goals for 2021 include:

The goals of the Alderman's Court are to provide professionalism in support toward defendants, the Alderman and the City; and maintain administrative and financial reports to the City Council and State of Delaware.

- Continue to submit timely reports to the City of Newark and State of Delaware reflecting the collection of all parking, criminal and traffic revenue.
- Adjudicate most misdemeanors within 90 days of offense unless the trial calendar, City Solicitor or the attorney's schedule dictates differently.
- Continue to promote the Probation before Judgment program to offenders for their first offense.
- Hold at least 2 training sessions for staff in T2, DELJIS and the Microsoft office suite to promote increased productivity.
- Continue to work with the records management team to comply with appropriate destruction practices for records with the State of Delaware.
- Continue to keep staff and court as safe as possible while we remain open during the pandemic.
- Continue to perform daily duties while safely operating

General Fund - Judicial Department - Alderman's Court

Summary:

JUDICIAL DEPARTMENT - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 370,780	$ 377,066	$ 423,745	$ 396,654	$ 424,151	$ 492,514
Materials and Supplies	4,717	15,869	6,950	2,915	16,153	6,900
Contractual Services	69,008	58,097	122,871	60,024	58,277	53,057
Other Charges	1,021	723	678	1,466	1,539	1,200
Subtotal	$ 445,526	$ 451,755	$ 554,244	$ 461,059	$ 500,120	$ 553,671
Inter-Dept. Charges	46,761	53,090	53,011	38,398	56,186	54,559
Total Operating Expenses	**$ 492,287**	**$ 504,845**	**$ 607,255**	**$ 499,457**	**$ 556,306**	**$ 608,230**

JUDICIAL DEPARTMENT
WAGE AND SALARY BUDGET - 2021
ALDERMAN'S COURT

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Clerk of the Court	MGMT	17	1.0	$ 63,707	1.0	$ 66,536	0.0	$ 2,829	4.4%
Customer Service Clerk II	CWA F/T	11	1.0	$ 58,484	1.0	$ 61,984	0.0	$ 3,500	6.0%
Customer Service Clerk I	CWA F/T	10	1.0	$ 49,380	1.0	$ 49,524	0.0	$ 144	0.3%
Total Full-Time Positions			3.0	**$ 171,571**	3.0	**$ 178,044**	0.0	**$ 6,473**	**3.8%**
PART-TIME FUNDING									
Alderman	E & A			$ 38,704		$ 40,407		$ 1,703	4.4%
Deputy Alderman	E & A			$ 21,300		$ 22,237		$ 937	4.4%
Bailiff	CWA P/T			$ 49,474		$ 79,058		$ 29,584	59.8%
Secretary	CWA P/T			$ 42,984		$ 40,309		$ (2,675)	-6.2%
Total Part-Time Funding				**$ 152,462**		**$ 182,011**		**$ 29,549**	**19.4%**
OTHER									
Service Award				$ 488		$ -		$ (488)	-100.0%
Overtime				$ 1,000		$ 1,000		$ -	0.0%
Total Other				**$ 1,488**		**$ 1,000**		**$ (488)**	**-32.8%**
Total All			**3.0**	**$ 325,521**	**3.0**	**$ 361,055**	**0.0**	**$ 35,534**	**10.9%**

General Fund - Judicial Department - Alderman's Court

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111152	6020	Supervisory	$ 65,128	$ 55,508	$ 57,728	$ 60,037	$ 63,707	$ 66,536
0111152	6060	Customer Service	136,185	147,727	149,115	136,681	150,848	151,817
0111152	6410	Alderman	56,342	59,581	60,004	60,004	60,004	62,644
0111152	6420	Bailiffs	-	14,793	44,219	47,906	49,474	79,058
0111152	6580	Service Award	3,645	1,948	1,005	424	488	-
0111152	6590	Sick Pay	2,644	987	1,056	-	-	-
0111152	6620	Overtime	931	19	-	-	1,000	1,000
0111152	6920	Unemployment Comp. Ins.	2,690	2,537	2,566	2,488	2,392	2,079
0111152	6930	Social Security Taxes	19,950	21,276	23,833	23,269	24,832	27,241
0111152	6940	City Pension Plan	40,178	23,902	30,548	17,450	21,894	31,920
0111152	6941	Defined Contribution 401a Plan	508	3,330	5,120	7,089	7,526	7,706
0111152	6950	Term Life Insurance	706	774	780	937	830	1,031
0111152	6960	Group Hospitalization Ins.	33,863	31,620	30,295	28,224	30,463	49,608
0111152	6961	Long-Term Disability Ins.	282	294	294	370	398	412
0111152	6962	Dental Insurance	2,639	2,390	2,050	1,841	1,989	2,852
0111152	6963	Flexible Spending Account	121	63	42	-	-	-
0111152	6965	Post-Employment Benefits	4,586	8,804	12,883	7,011	4,898	5,125
0111152	6966	Retirement Health Savings Account	206	1,359	2,069	2,801	2,842	2,886
0111152	6967	Emergency Room Reimbursements	-	-	-	-	435	435
0111152	6968	Vision Insurance Premiums	176	154	138	122	131	164
TOTAL PERSONNEL SERVICES			**$ 370,780**	**$ 377,066**	**$ 423,745**	**$ 396,654**	**$ 424,151**	**$ 492,514**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Judicial Department - Alderman's Court

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111153	7040	Firearm Supplies	$ -	$ 7,431	$ 35	$ -	$ 400	$ 400
0111153	7130	Tools/Small Equipment	-	727	-	-	-	-
0111153	7131	Information Technolgy Supplies	-	2,400	-	129	9,253	-
0111153	7140	Uniforms	-	2,807	-	(162)	1,000	1,000
0111153	7150	Office Supplies	4,332	2,485	6,915	2,948	5,000	5,000
0111153	7160	Books, Periodicals, Etc.	170	19	-	-	500	500
0111153	7550	Miscellaneous Supplies	215	-	-	-	-	-
TOTAL MATERIALS AND SUPPLIES			**$ 4,717**	**$ 15,869**	**$ 6,950**	**$ 2,915**	**$ 16,153**	**$ 6,900**

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111154	8030	Casualty Insurance	$ 1,995	$ 2,083	$ 1,751	$ 1,820	$ 2,100	$ 5,479
0111154	8033	Insurance - Broker	-	143	189	195	192	1,217
0111154	8035	Insurance - Worker's Compensation	-	-	-	645	850	850
0111154	8040	Merchant Fees and Discounts	15,765	20,889	22,746	22,549	20,000	20,000
0111154	8050	Phone/Communications	142	153	158	169	180	180
0111154	8131	Information Technology Cont'l	42,053	19,112	10,414	21,416	18,630	5,047
0111154	8312	Fleet & Facilities Services	-	8,628	87,126	12,798	15,575	19,534
0111154	8550	Misc. Contracted Svc.	9,053	7,089	487	432	750	750
TOTAL CONTRACTUAL SERVICES			**$ 69,008**	**$ 58,097**	**$ 122,871**	**$ 60,024**	**$ 58,277**	**$ 53,057**

General Fund - Judicial Department - Alderman's Court

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111155	9060	Depreciation Expense	$ 1,021	$ 678	$ 678	$ 678	$ 339	$ -
0111155	9070	Training & Continuing Educ/Conf	-	45	-	788	1,200	1,200
TOTAL OTHER CHARGES			**$ 1,021**	**$ 723**	**$ 678**	**$ 1,466**	**$ 1,539**	**$ 1,200**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Billings and Accounting	$ 11,041	$ 10,875	$ 10,473	$ 2,281	$ 10,082	$ 10,211
Building and Grounds	7,876	-	-	-	-	-
Electrcity Used	5,192	4,207	4,305	-	3,718	4,319
Information Technology	20,679	37,908	29,461	25,821	31,299	28,258
Mailroom and Postage	-	-	3	433	440	502
Printing and Reproduction	1,973	100	93	87	136	97
Records	-	-	8,676	9,776	10,511	11,172
TOTAL INTER-DEPT. CHARGES	**$ 46,761**	**$ 53,090**	**$ 53,011**	**$ 38,398**	**$ 56,186**	**$ 54,559**

OPERATING EXPENSES - JUDICIAL DEPARTMENT	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ 492,287**	**$ 504,845**	**$ 607,255**	**$ 499,457**	**$ 556,306**	**$ 608,230**

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CITY OF NEWARK, DELAWARE
FINANCE DEPARTMENT
ORGANIZATIONAL CHART

DIRECTOR OF FINANCE

FINANCE SERVICES
- Treasury Management
- Asset Management
- Risk Management
- Budget Control

ACCOUNTING
- Financial Reporting
- Budget Reporting
- Tax Billing

CUSTOMER SERVICE
- Revenue Collection
- Utility Services
- Customer Information
- Customer Education
- Cashiering
- Utility Billing
- Meter Reading
- Meter Disconnects
- Customer Relations

INFORMATION TECHNOLOGY
- Infrastructure
- Applications
- System Operations
- Data Management
- Program Design
- User Education
- Cyber Security

CITY OF NEWARK, DELAWARE
FINANCE DEPARTMENT
2021 DEPARTMENTAL NARRATIVE

The City of Newark Finance Department is the centralized financial reporting and service organization comprised of Financial Management, Accounting, Budgeting, Information Technology (IT) and Payments & Utility Billing (PUB). Our function is to provide support to both our internal and external customers.

Accounting:

- The accounting program is responsible for financial accountability and reporting, asset and liability management, revenue recognition and billing, and the disbursement of funds. Financial accountability duties include accurately recording information and reporting data in understandable formats for internal and external purposes. Asset management provides for the security, control and accounting of cash, receivables, operating inventory, buildings and property, equipment and pension funds. Liability management includes proper recording and reporting of all short- and long- term liabilities, such as accounts payable, encumbrances, debt and capital lease obligations. Primary activities include investment management, liability insurance and risk management, and accounting for all the City's funds. Revenues billed through the accounting office include property taxes and other miscellaneous charges. Disbursement of funds refers to the timely and accurate processing of accounts payable and payroll.

Budgeting:

- The budget process is the joint responsibility of the City Manager and Finance Director. The program consists of two major parts; a five-year capital improvement program (CIP) and the annual operating budget. The five-year CIP is updated annually with the operating budget. The annual budget is a policy statement and a legally binding control document setting forth the financial operations plan for the coming fiscal year. The capital and operating budgets are adopted by the City Council following the City Manager's review and a public hearing. The 2019 budget for all funds totals $94.5 million including a $3.9 million net capital budget.

- The budget program is responsible for revenue estimation, preparation of estimated expenditures for the current year and projection of expenditures for the coming budget year based on input from the City management team, monitoring of budget activity during the year, and periodic analysis and reporting of budget status. Additionally, it is the responsibility of the budget program to estimate required resources to fund programs and to propose utility and tax rates at the proper level to fund these programs.

Payments and Utility Billing (PUB):

- The Payments and Utility Billing program is responsible for providing assistance to utility customers in establishing and terminating service, answering billing and service inquiries, executing the billing process for the City's electric, water and sewer utilities, processing customer payments, managing delinquent utility accounts receivable and providing customer education and information on city operations. Commercial and residential utility customers, including City residents and out-of-town water customers, receive monthly billing statements for usage metered by the City's smart meter technology. The billing volume is managed efficiently by staggering cycles into daily workflow.

Information Technology (IT):

- The IT division is responsible for providing the technology infrastructure, line-of-business application management, and daily support services for all City of Newark buildings, departments, and users. IT is also responsible for: general workstation and end-user support; servers and group services; web applications; researching new and innovative technologies; networking and communications support; security; computer operations; training and education.

CITY OF NEWARK, DELAWARE
FINANCE DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2020 include:

The Finance Department supports all projects/programs within all City departments, both directly and indirectly. Key accomplishments for 2020 include:

Accounting:

- Awarded the “Certificate of Achievement for Excellence in Financial Reporting” by the Government Officers Association (GFOA) for the 2018 Comprehensive Annual Financial Report.

- Submitted the Comprehensive Annual Financial Report for 2019 to the GFOA for consideration of the “Certificate of Achievement for Excellence in Financial Reporting”.

- Received an unmodified audit opinion and no material weaknesses based on the audit of the City’s financial statements for the year ended December 31, 2019 by CliftonLarsonAllen LLP.

- Partnered with Information Technology to implement Munis workflow approval for check requests that were previously entered manually. Expanded the use of this workflow process to all invoices in order to achieve the City’s accounts payable function while staff were working remotely during the COVID pandemic.

- Assisted the Parks and Recreation Department with their transition to new CivicRec software application.

Budget:

- Worked with PWWR and the City Manager to develop and incorporate customer charges for water and sewer service in order to cover the cost of annual debt service payments as part of the 2020 Approved Operating Budget. Continuing review of utility customer charges in order to ensure revenue requirements are met going forward.

- Worked with the City Manager on the Local Service Task Force, to ensure that all Newark taxpayers were not billed twice for fire service grants provided to Aetna Hose Hook and Ladder by New Castle County and the City of Newark.

- Provided multiple and in-depth reviews of the Coronavirus impact on the City of Newark. Worked with state, county and federal stakeholders to ensure the City of Newark is kept relevant in all conversations.

- Worked with IT and Communications to create a landing page for all online payments to the City of Newark.

- Worked with IT and the Alderman Court to provide two payment kiosks in City Hall to promote contactless payments due to COVID issues.

CITY OF NEWARK, DELAWARE
FINANCE DEPARTMENT
2020 DEPARTMENTAL ACCOMPLISHMENTS

Payments and Utility Billing (PUB):

- Continued partnership with DEMEC and Efficiency Smart to provide low-cost/no-cost energy efficiency services to the City's electric customers.

- Introduced new relationship between Catholic Charities and Efficiency Smart mandating energy education from Efficiency Smart prior to releasing City funds. This transitioned from Hudson State Service Center.

- Increased deposits in electric accounts to a minimum of $300 in order to reduce the amount of closed electric accounts with outstanding balances.

- Worked with Information Technology to significantly upgrade the City's utility account portal from Customer Connect 2 to Customer Connect 6.

- Partnered with Professional Recovery Consultants (PRC) to take over the collection of the City's closed, outstanding balances on electric accounts.

- Transitioned away from "Pink Notices" and planned revision of utility statements.

- Worked with our utility customers to create payment arrangements to help our residents and commercial customers impacted by COVID to get back on their feet financially.

Information Technology (IT):

- Prepared and provided laptops and either desk phones, mobile phones or soft phones depending on the specific needs of the user to office-based staff. This effort allowed most of staff to continue to fulfill their duties from home once City Hall had to close due to the Covid-19 pandemic.

- Developed the data cabling plan and worked with the Electric department to cable the new Parking office space in preparation for their move.

- AeroHive wireless access points have been replaced throughout City Hall enhancing the reliability and speed of the connected devices that utilize the City's Wi-Fi network.

- A new knowledge base published on the intranet allowing IT to share instructions and common troubleshooting tips with city employees.

- Migrated the city intranet site to SharePoint enabling more granular permissions and making it easier to publish information.

- James Hall Trail camera installation and configuration was completed.

- Document migration to SharePoint is in progress providing version control, collaboration capabilities and more granular permissions.

Information Technology (IT) - Continued:

- Currently working with the Electric Department to install and configure its new SCADA system.
- Worked with the Police Department on the implantation of the Axon body cameras, within the police fleet, and interview room installations.
- Upgraded ARC GIS to the Enterprise version.
- Implemented online payments for Permits.
- Upgraded Tyler Platform to version 2019.1, which includes Munis, Content Manager, Cashiering (July 11th).
- Upgraded Harris mCare Platform to version 6 (July 20th).
- Upgraded Harris Customer Connect Platform to version 6.4, increasing security by enabling TLS 1.2 (In Progress).
- Upgraded firmware on all smart meters and gatekeepers (In Progress).
- Converted from Authorize.net to Paymentus for Tyler applications (In Progress).
- Implemented invoice workflow, saving time and eliminating paper (September).
- Implemented FieldSense application for Electric and Water field staff (Q4)
- Implemented Manager Self Service, allowing Managers to be more self-reliant and providing enhancements for recruitment processes.

CITY OF NEWARK, DELAWARE
FINANCE DEPARTMENT
2021 DEPARTMENTAL GOALS

Goals for 2021 include:

- Maintain national recognition for excellence in financial reporting from the Government Finance Officers Association for the City's 2019 Comprehensive Annual Financial Report.

- Become the first municipality in the state to prepare a Popular Annual Financial Report (PAFR). The GFOA established the PAFR Program in 1991 to encourage and assist state and local governments to extract information from their comprehensive annual financial report to produce high-quality popular annual financial reports specifically designed to be readily accessible and easily understandable to the general public and other interested parties without a background in public finance.

- Support the City Manager with fiscal solutions to support the services and programs citizens expect and deserve through the development and implementation of a long-range plan to close the operating budget gap while maintaining or extending service delivery to the public.

- Properly record and account for all financial transactions, prepare accurate, informative, and timely financial reports, disburse City funds in an efficient manner, maintain financial, property tax and payroll records, operate the risk management function to provide maximum return on City funds, and provide adequate insurance protection at the lowest possible cost.

- Prepare an annual operating budget and a five-year capital improvement program to meet Charter requirements deadline and communicate the City's financial plan, forecast the anticipated revenues and expenditures necessary to maintain adequate reserves for future improvements, coordinate the budget preparation process with departments to institute participatory budgeting techniques, and ensure that resource allocation decisions are implemented in the most effective and efficient manner.

- Maximize the usage of the Utility Billing software to improve utility information management, accurately capture utility consumption and revenue figures, record and account for income from utility sales, build reliable statistics for use in utility budgeting and forecasting, and provide responsive and courteous customer service in the pursuit of service excellence.

- Ensure a skilled, responsive and innovative Finance and Information Technology team that keeps current with evolving business-critical technologies, while providing high quality customer service.

General Fund - Finance Department

Summary:

FINANCE DEPARTMENT - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 1,264,662	$ 1,377,380	$ 1,541,637	$ 1,633,541	$ 1,720,454	$ 1,686,922
Materials and Supplies	132,151	144,657	147,513	22,593	42,300	24,550
Contractual Services	232,305	197,343	386,465	176,773	206,035	230,046
Other Charges	106,426	286,078	130,432	55,692	83,672	77,384
Subtotal	$ 1,735,544	$ 2,005,458	$ 2,206,047	$ 1,888,599	$ 2,052,461	$ 2,018,902
Inter-Dept. Charges	(1,475,967)	(1,703,370)	(1,887,687)	(1,781,338)	(1,777,615)	(1,735,747)
Total Operating Expenses	**$ 259,577**	**$ 302,088**	**$ 318,360**	**$ 107,261**	**$ 274,846**	**$ 283,155**

FINANCE DEPARTMENT
WAGE AND SALARY BUDGET - 2021

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Director of Finance	MGMT	33	1.0	$ 135,879	1.0	$ 136,402	0.0	$ 523	0.4%
Deputy Director of Finance	MGMT	29	1.0	$ 109,989	1.0	$ 114,456	0.0	$ 4,467	4.1%
Payments & Utility Billing Manager	MGMT	21	1.0	$ 83,085	1.0	$ 83,370	0.0	$ 285	0.3%
Accountant II	CWA F/T	18	2.0	$ 162,828	2.0	$ 170,107	0.0	$ 7,279	4.5%
PUB System Support Analyst	CWA F/T	18	1.0	$ 69,283	1.0	$ 74,507	0.0	$ 5,224	7.5%
Financial Analyst	CWA F/T	14	1.0	$ 57,125	1.0	$ 60,844	0.0	$ 3,719	6.5%
Finance Assistant	CWA F/T	13	1.0	$ 50,799	1.0	$ 54,106	0.0	$ 3,307	6.5%
Utility Billing Technician	CWA F/T	13	1.0	$ 67,869	1.0	$ 70,678	0.0	$ 2,809	4.1%
Customer Service Clerk II	CWA F/T	11	1.0	$ 62,701	1.0	$ 65,444	0.0	$ 2,743	4.4%
Customer Service Clerk I	CWA F/T	10	3.0	$ 161,273	3.0	$ 162,005	0.0	$ 732	0.5%
Total Full-Time Positions			13.0	**$ 960,831**	13.0	**$ 991,919**	0.0	**$ 31,088**	**3.2%**
PART-TIME FUNDING									
Finance Assistant	CWA P/T			$ 32,005		$ 29,117		$ (2,888)	-9.0%
Meter Reader P/T	CWA P/T			$ 29,318		$ -		$ (29,318)	-100.0%
Total Part-Time Funding				**$ 61,323**		**$ 29,117**		**$ (32,206)**	**-52.5%**
OTHER									
Service Award				$ 13,502		$ 14,618		$ 1,116	8.3%
Sick Pay				$ 6,894		$ 7,693		$ 799	11.6%
Overtime				$ 17,500		$ 17,500		$ -	0.0%
Device Reimbursements				$ 1,800		$ 1,800		$ -	0.0%
Total Other				**$ 39,696**		**$ 41,611**		**$ 1,915**	**4.8%**
Total All			**13.0**	**$ 1,061,850**	**13.0**	**$ 1,062,647**	**0.0**	**$ 797**	**0.1%**

General Fund - Finance Department

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111102	6020	Supervisory	$ 217,457	$ 204,209	$ 222,394	$ 235,287	$ 245,868	$ 250,858
0111102	6040	Accounting	223,248	267,078	266,942	286,339	270,752	285,057
0111102	6050	Information Technology	26,116	57,841	61,760	65,096	69,283	74,507
0111102	6060	Customer Service	338,795	333,804	342,592	357,148	374,928	381,497
0111102	6270	Meter Readers	-	-	-	-	29,318	-
0111102	6580	Service Award	9,882	8,874	9,706	12,236	13,502	14,618
0111102	6590	Sick Pay	6,281	6,956	6,410	12,245	6,894	7,693
0111102	6600	Part-Time	22,350	11,552	38,516	6,990	32,005	29,117
0111102	6620	Overtime	6,004	3,461	16,132	20,634	17,500	17,500
0111102	6880	Uniform Allowance	180	120	-	-	-	-
0111102	6885	Device Reimbursement	-	-	1,800	1,800	1,800	1,800
0111102	6920	Unemployment Comp. Ins.	5,586	4,775	3,979	4,092	4,486	4,156
0111102	6930	Social Security Taxes	62,797	65,939	70,420	71,755	76,667	77,662
0111102	6940	City Pension Plan	103,592	114,739	145,076	166,190	189,579	168,178
0111102	6941	Defined Contribution 401(a) Plan	18,417	24,055	26,929	31,230	34,237	34,863
0111102	6950	Term Life Insurance	2,820	3,688	3,929	4,864	4,068	4,994
0111102	6960	Group Hospitalization Ins.	180,291	206,801	238,876	265,212	279,199	264,071
0111102	6961	Long-Term Disability Ins.	1,194	1,454	1,548	2,034	2,101	2,160
0111102	6962	Dental Insurance	11,727	13,041	12,567	13,292	14,015	12,825
0111102	6963	Flexible Spending Account	242	420	630	662	629	567
0111102	6964	Health Savings Account	1,500	-	-	-	-	-
0111102	6965	Post-Employment Benefits	20,893	40,848	61,954	65,744	42,413	43,534
0111102	6966	Retirement Health Savings Account	4,275	6,221	6,896	7,916	8,526	8,658
0111102	6967	Emergency Room Reimbursements	400	800	1,837	2,000	1,884	1,884
0111102	6968	Vision Insurance Premiums	615	704	744	775	800	723
TOTAL PERSONNEL SERVICES			**$ 1,264,662**	**$ 1,377,380**	**$ 1,541,637**	**$ 1,633,541**	**$ 1,720,454**	**$ 1,686,922**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Finance Department

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111103	7110	Safety Shoes & Supplies	$ -	$ -	$ -	$ -	$ 750	$ -
0111103	7130	Tools,Field Sup.,Small Equip.	6,817	254	449	373	-	-
0111103	7131	Information Technology Supplies	1,284	2,087	127	-	11,550	1,250
0111103	7150	Office Supplies	3,741	4,675	5,574	5,413	9,500	8,000
0111103	7160	Books, Periodicals, Etc.	-	-	-	190	500	300
0111103	7170	Postage	99,200	113,419	121,954	-	-	-
0111103	7180	Billing & Collec. Supplies	17,867	18,439	14,603	16,586	20,000	15,000
0111103	7200	Copying Supplies	3,020	5,174	4,806	-	-	-
0111103	7550	Miscellaneous Supplies	222	609	-	31	-	-
TOTAL MATERIALS & SUPPLIES			**$ 132,151**	**$ 144,657**	**$ 147,513**	**$ 22,593**	**$ 42,300**	**$ 24,550**

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111104	8020	Advertising	$ 332	$ 430	$ -	$ 556	$ -	$ -
0111104	8030	Casualty Insurance	7,565	6,496	5,664	5,395	6,000	14,790
0111104	8032	Insurance - Auto	-	535	1,030	995	1,055	1,433
0111104	8033	Insurance - Broker	-	476	631	650	640	3,287
0111104	8035	Insurance - Worker's Compensation	-	-	-	1,846	2,550	2,550
0111104	8040	Merchant Fees and Discounts	10,358	12,630	14,118	22,128	12,000	12,000
0111104	8050	Phone/Communications	2,163	2,757	926	848	-	-
0111104	8131	Information Technology Cont'l	132,043	54,964	51,604	36,111	33,809	32,819
0111104	8170	Auditing Fees	65,005	59,500	53,305	54,489	59,000	62,000
0111104	8300	Mach. & Equip. Maintenance	5,819	9,653	5,935	-	-	-
0111104	8312	Fleet & Facilities Services	-	26,467	241,174	36,702	45,981	61,167
0111104	8550	Misc. Contracted Svc.	9,020	23,435	12,078	17,053	45,000	40,000
TOTAL CONTRACTUAL SERVICES			**$ 232,305**	**$ 197,343**	**$ 386,465**	**$ 176,773**	**$ 206,035**	**$ 230,046**

General Fund - Finance Department

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111105	9010	Bad Debt Expense	$ -	$ 130,271	$ 3,413	$ -	$ -	$ -
0111105	9020	Mileage & Small Bus. Exp.	835	1,005	636	682	800	800
0111105	9040	Dues & Professional Organizations	2,279	-	-	-	-	-
0111105	9060	Depreciation Expense	102,090	133,457	106,260	36,538	68,172	61,584
0111105	9070	Training & Continuing Educ/Conf	1,222	21,345	20,123	18,472	14,700	15,000
TOTAL OTHER CHARGES			**$ 106,426**	**$ 286,078**	**$ 130,432**	**$ 55,692**	**$ 83,672**	**$ 77,384**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Finance	$ (541,471)	$ (506,611)	$ (566,797)	$ (552,122)	$ (541,412)	$ (781,948)
Buildings and Grounds	24,919	-	-	-	-	-
Electricity Used	15,911	11,152	11,411	-	9,855	11,448
Information Technology	41,363	75,807	80,352	70,424	85,368	77,066
Mailroom and Postage	-	-	8	1,422	1,448	1,651
Printing and Reproduction	6,671	(4,681)	(4,348)	427	667	477
Records	-	-	1,810	1,852	1,962	2,017
Utility Billing	(1,024,056)	(1,279,037)	(1,410,123)	(1,303,341)	(1,335,503)	(1,046,458)
Vehicles and Equipment	696	-	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ (1,475,967)**	**$ (1,703,370)**	**$ (1,887,687)**	**$ (1,781,338)**	**$ (1,777,615)**	**$ (1,735,747)**

OPERATING EXPENSES - FINANCE DEPARTMENT	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ 259,577**	**$ 302,088**	**$ 318,360**	**$ 107,261**	**$ 274,846**	**$ 283,155**

General Fund - Finance Department - Information Technology Division

Summary:

INFORMATION TECHNOLOGY DIVISION - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 920,987	$ 1,206,088	$ 982,275	$ 844,320	$ 1,049,461	$ 1,039,569
Materials and Supplies	56,765	45,807	29,901	25,803	36,000	32,000
Contractual Services	521,114	372,480	532,849	388,003	577,383	553,447
Other Charges	63,717	83,389	114,784	151,244	128,647	87,466
Subtotal	$ 1,562,583	$ 1,707,764	$ 1,659,809	$ 1,409,370	$ 1,791,491	$ 1,712,482
Inter-Dept. Charges	(1,562,583)	(1,707,764)	(1,659,809)	(1,409,370)	(1,791,491)	(1,712,482)
Total Operating Expenses	$ -	$ -	$ -	$ -	$ -	$ -

FINANCE DEPARTMENT
WAGE AND SALARY BUDGET - 2021
INFORMATION TECHNOLOGY DIVISION

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
IT Infrastructure Manager	MGMT	28	1.0	$ 111,684	1.0	$ 112,114	0.0	$ 430	0.4%
IT Applications Manager	MGMT	23	1.0	$ 85,755	1.0	$ 89,516	0.0	$ 3,761	4.4%
IT Network Admin II	CWA F/T	21	1.0	$ 89,374	1.0	$ 94,346	0.0	$ 4,972	5.6%
IT Systems Admin I	CWA F/T	21	2.0	$ 173,522	2.0	$ 183,559	0.0	$ 10,037	5.8%
IT System and Security Admin	CWA F/T	19		$ -	1.0	$ 77,860	1.0	$ 77,860	100.0%
IT Application Support Analyst	CWA F/T	16	1.0	$ 67,599	1.0	$ 54,509	0.0	$ (13,090)	-19.4%
Desktop Support Lead	CWA F/T	12	2.0	$ 98,525	1.0	$ 47,490	(1.0)	$ (51,035)	-51.8%
Total Full-Time Positions			8.0	**$ 626,459**	8.0	**$ 659,394**	0.0	**$ 32,935**	**5.3%**
OTHER									
Service Award				$ 429,020		$ 457,764		$ 28,744	6.7%
Sick Pay				$ -		$ -		$ -	#DIV/0!
Standby Pay				$ 8,068		$ 8,851		$ 783	9.7%
Overtime				$ 12,000		$ 8,000		$ (4,000)	-33.3%
Device Reimbursements				$ 18,200		$ -		$ (18,200)	-100.0%
Total Other				**$ 467,288**		**$ 474,615**		**$ 7,327**	**1.6%**
Total All			**8.0**	**$ 1,093,747**	**8.0**	**$ 1,134,009**	**0.0**	**$ 40,262**	**3.7%**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Finance Department - Information Technology Division

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111162	6020	Supervisory	$ 175,933	$ 183,526	$ 142,353	$ 146,638	$ 197,439	$ 201,630
0111162	6050	Information Technology	384,778	598,626	469,438	371,678	429,020	457,764
0111162	6080	Clerical	-	27,429	-	-	-	-
0111162	6580	Service Award	5,197	9,092	6,636	7,191	8,068	8,851
0111162	6590	Sick Pay	572	1,567	2,436	1,757	3,798	3,661
0111162	6615	Interns	37,344	1,456	-	-	-	-
0111162	6619	Standby Pay	-	-	-	-	18,200	-
0111162	6620	Overtime	11,923	9,232	5,744	11,275	12,000	8,000
0111162	6621	Shift Differential	-	-	-	77	-	-
0111162	6880	Uniform Allowance	-	545	-	-	-	-
0111162	6885	Device Reimbursement	-	-	4,400	4,600	4,800	5,400
0111162	6920	Unemployment Comp. Ins.	3,791	4,733	2,509	2,333	2,570	2,378
0111162	6930	Social Security Taxes	45,303	61,617	45,530	39,012	48,517	49,240
0111162	6940	City Pension Plan	83,148	81,887	87,176	77,260	98,451	59,663
0111162	6941	Defined Contribution 401(a) Plan	15,184	27,424	24,997	18,954	26,787	28,634
0111162	6950	Term Life Insurance	1,995	2,988	3,164	3,315	2,354	3,185
0111162	6960	Group Hospitalization Ins.	125,552	145,021	129,695	113,247	153,493	165,982
0111162	6961	Long-Term Disability Ins.	1,073	1,189	1,120	1,150	1,291	1,486
0111162	6962	Dental Insurance	8,399	9,862	7,993	6,280	8,659	8,540
0111162	6963	Flexible Spending Account	126	163	284	252	253	315
0111162	6964	Health Savings Account	1,536	2,625	4,500	3,000	3,000	3,000
0111162	6965	Post-Employment Benefits	14,778	28,482	36,958	30,320	22,025	23,003
0111162	6966	Retirement Health Savings Account	3,966	7,736	6,511	5,224	7,105	7,215
0111162	6967	Emergency Room Reimbursements	-	400	400	400	1,161	1,161
0111162	6968	Vision Insurance Premiums	389	488	431	357	470	461
TOTAL PERSONNEL SERVICES			**$ 920,987**	**$ 1,206,088**	**$ 982,275**	**$ 844,320**	**$ 1,049,461**	**$ 1,039,569**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Finance Department - Information Technology Division

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111163	7130	Tools,Field Sup.,Small Equip.	$ 32,605	$ 29,625	$ 23,311	$ 23,174	$ 27,000	$ 27,000
0111163	7136	Software	17,229	8,668	2,782	141	3,000	1,500
0111163	7150	Office Supplies	5,621	6,843	3,741	2,411	5,000	3,000
0111163	7550	Miscellaneous Supplies	1,310	671	67	77	1,000	500
TOTAL MATERIALS & SUPPLIES			**$ 56,765**	**$ 45,807**	**$ 29,901**	**$ 25,803**	**$ 36,000**	**$ 32,000**

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111164	8020	Advertising	$ -	$ 720	$ -	$ -	$ -	$ -
0111164	8030	Casualty Insurance	3,004	3,503	2,758	2,428	2,700	8,764
0111164	8033	Insurance - Broker	-	238	315	325	320	1,948
0111164	8035	Insurance - Worker's Compensation	-	-	-	1,231	1,700	1,700
0111164	8050	Phone/Communications	6,463	5,219	2,636	1,990	2,904	2,904
0111164	8130	Bldg. & Equip. Rental	50	-	-	-	-	-
0111164	8136	Subscription Services (Software or SAAS)	366,848	190,401	207,357	190,056	277,885	265,470
0111164	8137	Leased Equipment (Contractual)	116,892	77,270	176,489	118,192	168,361	158,180
0111164	8300	Mach. & Equip. Maintenance	8,045	-	1,292	-	-	-
0111164	8312	Fleet & Facilities Services	-	13,178	111,020	16,337	19,513	20,481
0111164	8550	Misc. Contracted Svc.	19,812	81,951	30,982	57,444	104,000	94,000
TOTAL CONTRACTUAL SERVICES			**$ 521,114**	**$ 372,480**	**$ 532,849**	**$ 388,003**	**$ 577,383**	**$ 553,447**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Finance Department - Information Technology Division

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
0111165	9020	Mileage & Small Bus. Exp.	$ 398	$ 233	$ 59	$ -	$ -	$ -
0111165	9031	Information Technology Training	5,673	299	1,678	-	-	-
0111165	9040	Dues & Professional Organizations	16,478	-	-	-	-	-
0111165	9060	Depreciation Expense	35,165	48,121	95,760	127,728	100,647	82,466
0111165	9070	Training & Continuing Educ/Conf	6,003	34,736	17,287	23,516	28,000	5,000
TOTAL OTHER CHARGES			**$ 63,717**	**$ 83,389**	**$ 114,784**	**$ 151,244**	**$ 128,647**	**$ 87,466**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Billings and Accounting	$ 21,606	$ 23,424	$ 25,954	$ 4,215	$ 24,603	$ 24,918
Buildings and Grounds	4,406	-	-	-	-	-
Electric Used	2,905	6,426	5,496	-	4,746	5,514
Information Technology	(1,495,877)	(1,737,769)	(1,727,792)	(1,443,968)	(1,826,050)	(1,748,064)
Other Indirect Charges	-	-	36,389	30,249	5,000	5,000
Printing and Reproduction	(95,623)	155	144	134	210	150
TOTAL INTER-DEPT. CHARGES	**$ (1,562,583)**	**$ (1,707,764)**	**$ (1,659,809)**	**$ (1,409,370)**	**$ (1,791,491)**	**$ (1,712,482)**

OPERATING EXPENSES - INFORMATION TECHNOLOGY DIVISION	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Debt Service Fund

Summary:

DEBT SERVICE	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Cash Balance - January 1st	**$ 46,620**	**$ 46,620**	**$ 46,620**	**$ 46,620**	**$ 46,620**	**$ 46,620**
Receipts						
Transfer from Other Funds	$ 224,047	$ 246,711	$ 271,402	$ 271,152	$ 350,752	$ 252,383
Total Receipts	**$ 224,047**	**$ 246,711**	**$ 271,402**	**$ 271,152**	**$ 350,752**	**$ 252,383**
Disbursements						
Interest on GOB Series 2011	$ 23,250	$ 19,850	$ 16,350	$ 11,100	$ 5,700	$ -
Interest on Energy Conservation Loan	3,660	3,116	2,561	1,995	1,418	829
Interest on Fiber Lease	-	5,452	11,004	9,945	9,945	7,677
Interest on Bond Funding for General Fund Projects	-	-	-	-	75,000	112,000
Principal Payments						
GOB Series 2011	170,000	175,000	175,000	180,000	190,000	-
Debt Service - Unit 207 Lease Payment (Principal)	-	-	-	-	-	60,331
Energy Conservation Loan	27,137	27,681	28,236	28,802	29,379	29,968
Fiber Lease	-	15,612	38,251	39,310	39,310	41,578
Total Disbursements	**$ 224,047**	**$ 246,711**	**$ 271,402**	**$ 271,152**	**$ 350,752**	**$ 252,383**
Cash Balance - End of Period	**$ 46,620**	**$ 46,620**	**$ 46,620**	**$ 46,620**	**$ 46,620**	**$ 46,620**
Bonds Outstanding - December 31st						
GOB Series 2011	720,000	545,000	370,000	190,000	-	-
TOTAL DEBT SERVICE FUND	**$ 720,000**	**$ 545,000**	**$ 370,000**	**$ 190,000**	**$ -**	**$ -**

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Capital Projects Fund

Expenditures:

CAPITAL IMPROVEMENTS			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
3063006	9580	Consulting Fees	$ 6,176	$ -	$ -	$ -	$ -	$ -
3063006	9620	Land & Land Improvement	105,790	9,410	81,668	-	277,000	85,000
3063006	9621	Buildings & Structures	71,219	28,982	107	-	-	-
3063006	9622	Machinery & Equipment	467,565	-	18,607	-	150,884	123,268
3063006	9623	Autos & Trucks	121,744	42,560	-	-	285,700	-
3063006	9760	CIP - Streets Material	410,686	-	350,496	-	428,850	-
3063006	9820	CIP - Storm Sewers Labor	-	-	-	-	16,053	-
3063006	9860	CIP - Lines & Streets Labor	-	-	11,235	-	-	-
TOTAL CAPITAL IMPROVEMENTS			**$ 1,183,180**	**$ 80,952**	**$ 462,113**	**$ -**	**$ 1,158,487**	**$ 208,268**

EQUIPMENT REPLACEMENT			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
3063026	9622	Machinery & Equipment	$ 38,288	$ -	$ -	$ -	$ -	$ -
3063026	9623	Autos & Trucks	1,614,500	-	-	-	-	139,393
TOTAL EQUIPMENT REPLACEMENT			**$ 1,652,788**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 139,393**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Capital Projects Fund

Expenditures:

CAPITAL PROJECT NUMBER AND DESCRIPTION		CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	OTHER FINANCING
PUBLIC WORKS DEPARTMENT							
REQSF	Equipment Replacement Program	$ -	$ -	$ 285,690	$ -	$ -	$ -
H2101	Annual Street Program	-	-	-	1,141,486	325,252	120,000
H2102	ADA Accessibility Transition Plan (CDBG provides the $25,000 grant)	-	-	-	25,000	134,736	-
HEQSF	Equipment Replacement Program	100,155	-	95,845	-	-	-
TOTAL		**$ 100,155**	**$ -**	**$ 381,535**	**$ 1,166,486**	**$ 459,988**	**$ 120,000**
POLICE DEPARTMENT							
C1904	Body Worn Camera Project	$ 68,268	$ -	$ -	$ -	$ -	$ -
C1601	Taser X26P Replacement	-	-	23,516	-	-	-
C1401	Ballistic Vests	-	-	27,554	-	-	-
CEQSF	Equipment Replacement Program	39,238	-	74,702	-	-	-
TOTAL		**$ 107,506**	**$ -**	**$ 125,772**	**$ -**	**$ -**	**$ -**
PARKS & RECREATION DEPARTMENT							
K2001	Park Signage	$ -	$ -	$ -	$ 70,000	$ -	$ -
K2004	Facilities Accessibilty (ADA Compliance)	45,000	-	-	-	-	-
K1601	Bicycle/Pedestrian Bridge-Curtis Mill/Kershaw	-	348,130	-	1,304,520	-	210,000
K1301	Hard Surface Facility Improvements	-	-	-	-	186,900	-
K1203	Old Paper Mill Park Improvements	-	91,238	-	-	-	-
K0908	Children's Play Equipment	40,000	-	-	-	-	-
KEQSF	Equipment Replacement Program	-	15,050	24,950	-	-	-
TOTAL		**$ 85,000**	**$ 454,418**	**$ 24,950**	**$ 1,374,520**	**$ 186,900**	**$ 210,000**
INFORMATION TECHNOLOGY DIVISION							
I1902	Tyler Technologies Cash Management Module	$ -	$ 17,700	$ -	$ -	$ -	$ -
I1804	Harris Automation Platform	55,000	-	-	-	-	-
TOTAL		**$ 55,000**	**$ 17,700**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL CDBG/CAPITAL PROJECTS FUNDS		**$ 347,661**	**$ 472,118**	**$ 532,257**	**$ 2,541,006**	**$ 646,888**	**$ 330,000**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Community Development Fund - Planning and Development Department - Community Development Block Grant

Expenditures:

COMMUNITY DEVELOPMENT BLOCK GRANT - SUMMARY			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
1191192	6020	Supervisory	$ -	$ 121	$ 250	$ 38	$ -	$ -
1191192	6030	Engineering/Technical	14,066	20,987	27,173	26,372	27,600	29,362
1191192	6040	Accounting	-	110	321	191	-	-
1191192	6260	Code Enforcement	-	-	39	-	-	-
1191192	6610	Seasonal	4,492	3,724	2,046	4,117	-	-
1191192	6620	Overtime	-	-	-	312	-	-
1191192	6920	Unemployment Comp. Ins.	-	-	138	171	105	112
1191192	6930	Social Security Taxes	1,395	1,855	2,225	2,444	2,156	2,178
1191192	6941	Defined Contribution 401(a) Plan	1,060	701	14	-	-	-
1191192	6950	Term Life Insurance	40	146	125	146	132	170
1191192	6960	Group Hospitalization Ins.	9,464	8,830	8,534	8,587	9,243	9,115
1191192	6961	Long-Term Disability Ins.	(3)	89	47	57	63	68
1191192	6962	Dental Insurance	27	550	529	530	571	532
1191192	6964	Health Savings Account	-	-	-	-	599	568
1191192	6966	Retirement Health Savings Account	387	235	3	-	-	-
1191192	6967	Emergency Room Reimbursements	-	-	-	-	58	55
1191192	6968	Vision Insurance Premiums	(34)	24	21	25	27	25
1191193	7500	Parks Maintenance	-	-	3,550	10,400	-	-
1191193	7550	Miscellaneous Supplies	680	1,213	461	396	4,400	4,400
1191194	8500	Parks Maintenance	-	-	-	-	15,900	-
1191194	8550	Misc. Contracted Services	-	-	2,802	-	-	2,800
1191194	8810	CDBG - Housing	120,183	105,330	145,546	123,587	154,146	123,500
1191194	8811	CDBG - Social Services	51,284	9,031	31,835	24,220	30,000	30,000
1191194	8812	CDBG - Economic Development	1,950	-	-	-	-	-
1191194	8813	CDBG - CARES Act Response Funds	-	-	-	-	168,782	-
1191195	9020	Mileage & Business Expense	(55)	-	-	184	-	-
1191195	9070	Training	-	25	-	-	-	-
TOTAL COMMUNITY DEVELOPMENT			**$ 204,936**	**$ 152,971**	**$ 225,659**	**$ 201,777**	**$ 413,782**	**$ 202,885**

PLANNING AND DEVELOPMENT DEPARTMENT
WAGE AND SALARY BUDGET - 2021
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Planner II *	CWA F/T	14		$ 27,600		$ 29,362	0.0	$ 1,762	6.4%
Total Full-Time Positions			0.0	**$ 27,600**	0.0	**$ 29,362**	0.0	**$ 1,762**	**6.4%**
Total All			**0.0**	**$ 27,600**	**0.0**	**$ 29,362**	**0.0**	**$ 1,762**	**6.4%**

* Please be advised that the Planner II position will be partially funded through Capital in 2021.

Community Development Fund - Planning and Development Department - Community Development Block Grant

Programs:

ESTIMATED ACTIVITY ALLOCATION (46TH PROGRAM YEAR)	45TH YEAR 7/1/19-6/30/20	46TH YEAR 7/1/20-6/30/21
Home Improvement Program	$ 71,600	$ 110,000
Home Buyer Incentive Program	5,000	-
Newark Day Nursery (NDN) Day Care	29,700	31,600
Senior Home Repair and Weatherization Program	40,000	42,100
Parks and Recreation Fee Assistance	500	500
Youth Beautification Corps Program (YBC)	4,700	2,800
Program Administration	40,000	20,000
Dickey Park Programming	5,600	25,000
Dickey Park Playground Improvements	17,900	5,600
NHA Property Acquisition	30,000	32,400
Public Works ADA Ramps (1)	25,000	-
TOTAL	**$ 270,000**	**$ 270,000**

(1) Please note that the $25,000 budgeted for Publics Works ADA Ramps is a capital project grant and therefore is not included in the operating revenue total.

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Law Enforcement Fund - Police Department - Law Enforcement Grants

Expenditures:

LAW ENFORCEMENT GRANTS			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
1221202	6619	Standby	$ 423	$ -	$ -	$ 6,751	$ -	$ -
1221202	6620	Overtime	96,277	123,798	105,970	146,158	132,638	148,623
1221202	6621	Shift Differential	2,121	2,557	371	660	-	-
1221202	6622	Holiday Premium	-	-	-	524	-	-
1221202	6629	Reimbursable Overtime	-	216	-	-	-	-
1221202	6920	Unemployment Comp. Ins.	-	-	-	-	264	-
1221202	6930	Social Security Taxes	7,392	7,022	5,466	8,858	10,147	10,692
1221202	6966	Retirement Health Savings Account	126	268	262	482	-	-
1221203	7130	Small Equipment	99,401	39,711	95,866	45,914	140,787	105,170
1221203	7140	Uniforms	7,525	-	-	6,475	-	-
1221203	7150	Office Supplies	1,780	-	26	719	-	-
1221203	7550	Miscellaneous Supplies	7,887	25,006	1,182	2,322	-	-
1221204	8130	Building & Equipment Rental	22,500	-	-	-	-	25,000
1221204	8301	Computer System Maintenance	-	23,000	-	-	-	-
1221204	8480	Communication Equip. Maint.	11,931	12,066	12,218	12,533	-	-
1221204	8550	Misc. Contracted Services	23,534	38,225	24,921	23,463	21,450	14,729
1221205	9020	Mileage & Business Expenses	415	-	-	-	-	-
1221205	9040	Dues/Conferences Expenses	9,848	-	-	-	-	-
1221205	9070	Training & Continuing Educ/Conf	4,084	12,490	42,625	25,659	30,000	35,000
1221205	9090	Overtime - Special Programs	-	-	183	772	-	-
TOTAL LAW ENFORCEMENT GRANTS			**$ 295,244**	**$ 284,359**	**$ 289,090**	**$ 281,290**	**$ 335,286**	**$ 339,214**

Law Enforcement Fund - Police Department - Federally Forfeited Property

Expenditures:

FEDERAL FORFEITED PROPERTY			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
1221294	8550	Miscellaneous Contracted Svc	$ 2,280	$ -	$ -	$ -	$ -	$ -
1221295	9070	Training	-	39,505	-	10,303	-	-
TOTAL FEDERAL FORFEITED PROPERTY			**$ 2,280**	**$ 39,505**	**$ -**	**$ 10,303**	**$ -**	**$ -**

Law Enforcement Fund - Police Department - Law Enforcement Grants

Programs:

CURRENT LAW ENFORCEMENT GRANT PROGRAMS Detail:	PROJECTED AMOUNT AVAILABLE
EIDE	$ 7,200
V.C.F. Grant	83,000
SALLE	13,000
DEA Task Force (OT)	37,298
Byrne (CJC)	14,950
Byrne (Fed)	18,000
OHS Occupant Protection	8,225
OHS Impaired Driving	23,000
OHS Distracted Driving	5,675
OHS Ped Safety	15,450
Federal Forfeiture	5,000
Motorcycle Enforcement	2,375
SRO Funding	160,000
911 Funds	66,287
TOTAL	**$ 459,460**

* Based on projected grant balance at 12/31/2019 and/or grant award amount for 2020

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Special Parks Fund - Parks and Recreation Department

Expenditures:

PARKS SPECIAL REVENUE ACCOUNTS			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
FRIENDS OF SAFETY TOWN (1141)								
1351302	6690	Self-Supporting Programs	$ -	$ 619	$ 639	$ 607	$ 1,300	$ 1,300
1351302	6920	Unemployment Comp. Ins.	-	-	-	-	21	-
1351302	6930	Social Security Taxes	-	47	49	46	100	100
1351303	7690	Self-Supporting Programs Supplies	45	379	393	308	2,500	2,500
1351304	8690	Self-Supporting Programs Cont. Svc	145	-	165	-	500	500
COMMUNITY DONATIONS FOR PARKS (1142)								
1351303	7500	Parks Maintenance	4,122	1,685	2,314	413	10,000	10,000
1351304	8070	Subvention	3,090	-	-	-	-	-
1351304	8500	Parks Maintenance	2,063	16,472	5,711	5,055	5,000	5,000
BEAUTIFICATION (1143)								
1351303	7501	Island Beautification	8,707	6,590	8,844	7,135	13,775	10,000
1351304	8130	Building & Equipment Rental	-	-	-	-	1,200	1,200
CASH IN LIEU OF PARKLAND (1144)								
1351304	8500	Parks Maintenance	6,000	29,086	-	-	-	10,000
COMMUNITY DONATIONS FOR RECREATION (1145)								
1351305	9070	Training & Continuing Educ/Conf	133	-	-	-	-	-
COMMUNITY GARDEN (1150)								
1351303	7550	Miscellaneous Supplies	631	357	289	107	700	500
MEMORIAL DAY (1151)								
1351303	7072	Memorial Day Supplies	17	-	-	-	-	-
TOTAL PARKS SPECIAL REVENUE ACCOUNTS			**$ 24,953**	**$ 55,235**	**$ 18,404**	**$ 13,671**	**$ 35,096**	**$ 41,100**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

General Fund - Administrative Department - Downtown Newark Partnership

Revenue:

|------------- *Please note that this data is shown for historical reference purposes only. -------------|

DOWNTOWN NEWARK PARTNERSHIP FUND			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
140	4212	DNP Fees	$ 6,346	$ 5,731	$ 5,658	$ -	$ -	$ -
140	4430	DNP Donations	-	583	-	-	-	-
140	4434	Raffle Proceeds	-	1,919	150	-	-	-
140	4451	Other Special Events	42,927	27,977	12,320	-	-	-
140	4811	UD Subvention	24,000	24,000	24,000	-	-	-
TOTAL DOWNTOWN NEWARK PARTNERSHIP SPECIAL REVENUE ACCOUNTS			**$ 73,273**	**$ 60,210**	**$ 42,128**	**$ -**	**$ -**	**$ -**

Expenditures:

|------------- *Please note that this data is shown for historical reference purposes only. -------------|

DOWNTOWN NEWARK PARTNERSHIP FUND			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
MATERIALS AND SUPPLIES								
1491403	7130	Small Tools and Equipment	$ -	$ -	$ -	$ -	$ -	$ -
1491403	7670	Downtown Newark Partnership Supplies	701	7,745	6,348	-	-	-
1491403	7671	Mural and New Art Supplies	-	80	-	-	-	-
1491403	7672	Design Project Supplies	-	234	-	-	-	-
1491403	7694	Other Special Events Supplies	12,926	4,124	5,618	-	-	-
CONTRACTUAL SERVICES								
1491404	8020	Advertising	13,967	8,638	3,217	-	-	-
1491404	8040	Merchant Fees and Discounts	-	12	-	-	-	-
1491404	8550	Misc. Contracted Svc.	2,571	466	-	-	-	-
1491404	8670	Downtown Newark Partnership Cont'l	4,866	768	1,273	-	-	-
1491404	8694	Other Special Events Contractual	11,060	19,895	12,443	-	-	-
OTHER CHARGES								
1491405	9040	Dues & Professional Organizations	1,458	-	-	-	-	-
1491405	9070	Training & Continuing Educ/Conf	-	(68)	595	-	-	-
1491405	9082	Gift Card Program	3,730	4,090	2,356	-	-	-
TOTAL DOWNTOWN NEWARK PARTNERSHIP SPECIAL REVENUE ACCOUNTS			**$ 51,279**	**$ 45,984**	**$ 31,850**	**$ -**	**$ -**	**$ -**

Transportation Fund - Planning and Development Department - Unicity Special Revenue

Revenue:

TRANSPORTATION FUND - SUMMARY			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
150	4331	Unicity Grant Revenue	$ -	$ 143,380	$ 143,380	$ 143,380	$ 143,380	$ 143,380
150	4497	Capital Contributions	-	-	-	114,073	-	-
15T	4999	Transfer from General Fund	-	100,000	102,531	15,113	136,889	125,578
TOTAL UNICITY TRANSPORTATION FUND SPECIAL REVENUE ACCOUNTS			**$ -**	**$ 243,380**	**$ 245,911**	**$ 272,566**	**$ 280,269**	**$ 268,958**

Expenditures:

TRANSPORTATION FUND - SUMMARY			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
MATERIALS AND SUPPLIES								
1591503	7070	Fuel and Oil	$ -	$ 13,785	$ 16,777	$ 14,504	$ 15,000	$ 15,000
CONTRACTUAL SERVICES								
1591504	8030	Casualty Insurance	-	-	614	809	900	-
1591504	8032	Insurance - Auto	-	-	3,298	3,185	3,166	4,299
1591504	8312	Repairs and Maintenance	-	54,195	47,891	25,809	61,947	61,751
1591504	8800	Unicity Bus Operators	-	172,238	177,331	185,967	180,000	145,000
OTHER CHARGES								
1591505	9060	Depreciation Expense	-	41,993	40,973	42,292	19,256	42,908
TOTAL UNICITY TRANSPORTATION FUND SPECIAL REVENUE ACCOUNTS			**$ -**	**$ 282,211**	**$ 286,884**	**$ 272,566**	**$ 280,269**	**$ 268,958**

*Previous to 2017, the Unicity program was budgeted and accounted for in the Planning and Development Department on line item number 0111114.8800.

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Transportation Fund - Planning and Development Department - Unicity Special Revenue

Expenditures:

CAPITAL PROJECTS BUDGET	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
1591506 9623 CIP - Autos and Trucks	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL CAPITAL PROJECTS BUDGET	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

CAPITAL PROJECT NUMBER AND DESCRIPTION	CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	STATE REVOLVING LOANS	OTHER FINANCING
UEQSF Equipment Replacement Program	$ -	$ 15,927	$ -	$ 114,073	$ -	$ -	$ -
TOTAL UNICITY SPECIAL REVENUE	**$ -**	**$ 15,927**	**$ -**	**$ 114,073**	**$ -**	**$ -**	**$ -**

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Maintenance Fund - Public Works and Water Resources Department - Fleet Maintenance Division

Summary:

FLEET MAINTENANCE DIVISION - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 474,992	$ 440,560	$ 485,615	$ 509,932	$ 518,453	$ 507,404
Materials and Supplies	542,195	592,886	655,746	609,132	586,150	592,600
Contractual Services	159,828	184,774	198,883	224,529	277,695	271,831
Other Charges	18,049	16,512	29,370	19,787	31,317	43,710
Subtotal	$ 1,195,064	$ 1,234,732	$ 1,369,614	$ 1,363,380	$ 1,413,615	$ 1,415,545
Inter-Dept. Charges	(1,195,064)	53,335	68,899	113,660	57,504	66,472
Total Operating Expenses	**$ -**	**$ 1,288,067**	**$ 1,438,513**	**$ 1,477,040**	**$ 1,471,119**	**$ 1,482,017**

PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
WAGE AND SALARY BUDGET - 2021
FLEET MAINTENANCE DIVISION

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Senior Mechanic II	AFSCME LOCAL 3919 F/T	15	1.0	$ 78,818	1.0	$ 81,379	0.0	$ 2,561	3.2%
Senior Mechanic	AFSCME LOCAL 3919 F/T	13	1.0	$ 72,605	1.0	$ 74,316	0.0	$ 1,711	2.4%
Mechanic II	AFSCME LOCAL 3919 F/T	11	2.0	$ 136,412	2.0	$ 140,372	0.0	$ 3,960	2.9%
Total Full Time Positions			4.0	**$ 287,835**	4.0	**$ 296,067**	0.0	**$ 8,232**	**2.9%**
OTHER									
Service Award				$ 6,309		$ 6,803		$ 494	7.8%
Sick Pay				$ 5,279		$ 5,092		$ (187)	-3.5%
Overtime				$ 28,000		$ 20,000		$ (8,000)	-28.6%
Uniform Allowance				$ 2,400		$ 2,400		$ -	0.0%
Tool Allowance				$ 1,400		$ 1,400		$ -	0.0%
Device Reimbursements				$ 1,500		$ 1,500		$ -	0.0%
Total Other				**$ 44,888**		**$ 37,195**		**$ (7,693)**	**-17.1%**
Total All			**4.0**	**$ 332,723**	**4.0**	**$ 333,262**	**0.0**	**$ 539**	**0.2%**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Maintenance Fund - Public Works and Water Resources Department - Fleet Maintenance Division

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
6006002	6250	Mechanics	$ 254,621	$ 258,579	$ 268,173	$ 280,075	$ 287,835	$ 296,067
6006002	6580	Service Award	6,460	4,887	5,356	5,831	6,309	6,803
6006002	6590	Sick Pay	4,915	4,334	4,308	4,765	5,279	5,092
6006002	6620	Overtime	30,509	16,222	9,486	6,122	28,000	20,000
6006002	6880	Uniform Allowance	1,175	2,400	2,400	2,400	2,400	2,400
6006002	6881	Tool Allowance	1,080	1,650	1,400	1,400	1,400	1,400
6006002	6885	Device Reimbursement	-	-	1,500	1,500	1,500	1,500
6006002	6920	Unemployment Comp. Ins.	1,813	1,342	1,124	1,147	1,342	1,188
6006002	6930	Social Security Taxes	22,405	22,058	22,273	22,985	25,358	26,011
6006002	6940	City Pension Plan	87,744	57,017	99,393	117,245	82,401	67,639
6006002	6941	Defined Contribution 401(a) Plan	1,216	3,996	4,300	4,762	5,078	5,218
6006002	6950	Term Life Insurance	1,130	1,187	1,286	1,591	1,369	1,676
6006002	6960	Group Hospitalization Ins.	37,557	39,289	40,326	41,602	44,916	46,858
6006002	6961	Long-Term Disability Ins.	432	448	486	635	665	685
6006002	6962	Dental Insurance	2,000	2,450	2,316	2,316	2,502	2,454
6006002	6964	Health Savings Account	1,500	1,500	1,500	1,500	1,500	1,500
6006002	6965	Post-Employment Benefits	19,843	21,691	18,456	12,504	18,435	18,728
6006002	6966	Retirement Health Savings Account	464	1,358	1,380	1,400	1,421	1,443
6006002	6967	Emergency Room Reimbursements	-	-	-	-	580	580
6006002	6968	Vision Insurance Premiums	128	152	152	152	163	162
TOTAL PERSONNEL SERVICES			**$ 474,992**	**$ 440,560**	**$ 485,615**	**$ 509,932**	**$ 518,453**	**$ 507,404**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Maintenance Fund - Public Works and Water Resources Department - Fleet Maintenance Division

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
6006003	7020	Heating Fuel	$ 4,457	$ 858	$ -	$ -	$ -	$ -
6006003	7060	Tire & Tire Repair Expense	71,485	69,351	87,445	83,876	65,000	85,000
6006003	7070	Gasoline, Oil, Coolant, Etc.	257,327	319,010	352,846	317,258	335,000	300,000
6006003	7110	Safety Shoes & Supplies	826	1,377	1,296	1,249	1,200	1,200
6006003	7130	Tools, Field Sup., & Small Eq.	5,222	7,029	6,869	5,685	7,500	5,000
6006003	7150	Office Supplies	35	152	440	28	450	400
6006003	7250	Buildings and Grounds Maint.	842	521	-	590	-	-
6006003	7300	Machinery & Equip. Maintenance	6,299	-	3,460	472	2,000	1,000
6006003	7310	Vehicle Maintenance	195,702	194,588	203,390	199,974	175,000	200,000
TOTAL MATERIALS & SUPPLIES			**$ 542,195**	**$ 592,886**	**$ 655,746**	**$ 609,132**	**$ 586,150**	**$ 592,600**

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
6006004	8030	Casualty Insurance	$ 63,504	$ 6,173	$ 6,049	$ 7,283	$ 8,100	$ 4,382
6006004	8031	Insurance - Property	-	32,065	50,670	45,157	48,070	48,830
6006004	8032	Insurance - Auto	-	1,713	3,922	3,383	4,221	2,866
6006004	8033	Insurance - Broker	-	3,663	5,191	5,506	5,440	974
6006004	8035	Insurance - Worker's Compensation	-	-	-	10,209	14,450	14,450
6006004	8050	Phone/Communications	146	1,476	158	169	180	180
6006004	8131	Information Technology Cont'l	4,653	8,160	5,824	4,082	8,242	6,142
6006004	8250	Buildings and Grounds Maint.	252	-	-	-	-	-
6006004	8300	Machinery & Equip. Maintenance	-	-	242	-	1,000	3,000
6006004	8310	Vehicle Maintenance	87,307	82,515	117,632	74,379	100,000	100,000
6006004	8311	Vehicle Accidents	3,945	2,444	9,082	5,724	4,500	5,000
6006004	8312	Fleet & Facilities Services	-	46,250	-	68,604	83,492	86,007
6006004	8550	Misc. Contracted Services	21	315	113	33	-	-
TOTAL CONTRACTUAL SERVICES			**$ 159,828**	**$ 184,774**	**$ 198,883**	**$ 224,529**	**$ 277,695**	**$ 271,831**

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Maintenance Fund - Public Works and Water Resources Department - Fleet Maintenance Division

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
6006005	9020	Mileage & Small Bus. Expense	$ -	$ -	$ 11	$ -	$ 200	$ 200
6006005	9060	Depreciation Expense	15,822	14,661	28,156	16,978	28,617	42,260
6006005	9070	Training & Continuing Educ/Conf	1,521	1,851	1,203	2,809	2,500	1,250
6006005	9099	Contingencies	706	-	-	-	-	-
TOTAL OTHER CHARGES			**$ 18,049**	**$ 16,512**	**$ 29,370**	**$ 19,787**	**$ 31,317**	**$ 43,710**

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Billings and Accounting	$ 17,404	$ 13,447	$ 15,687	$ 1,943	$ 14,712	$ 14,898
Buildings and Grounds	9,148	-	-	-	-	-
Electricity	12,518	9,110	12,640	71,300	8,058	11,345
Information Technology	13,786	21,663	21,426	18,778	22,761	20,551
Other Indirect Charges	(11,859)	9,115	19,146	21,639	11,973	19,678
Vehicles and Equipment	(1,236,061)	-	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ (1,195,064)**	**$ 53,335**	**$ 68,899**	**$ 113,660**	**$ 57,504**	**$ 66,472**

OPERATING EXPENSES - FLEET MAINTENANCE DIVISION	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ (1,034,394)**	**$ 1,288,067**	**$ 1,438,513**	**$ 1,477,040**	**$ 1,471,119**	**$ 1,482,017**

Maintenance Fund - Public Works and Water Resources Department - Fleet Maintenance Division

Expenditures:

CAPITAL PROJECTS BUDGET			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
6006006	9621	Buildings & Structures	$ -	$ 21,710	$ 83,728	$ -	$ -	$ -
6006006	9622	Machinery & Equipment	-	-	-	-	-	-
TOTAL CAPITAL PROJECTS BUDGET			**$ -**	**$ 21,710**	**$ 83,728**	**$ -**	**$ -**	**$ -**

CAPITAL PROJECT NUMBER AND DESCRIPTION	CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	STATE REVOLVING LOANS	OTHER FINANCING
*N/A	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL FLEET MAINTENANCE FUND	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

*Please note, there are no Fleet Maintenance Division projects with 2021 capital spending budgeted.

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Maintenance Fund - Administrative Department - Facilities Maintenance Division

Summary:

FACILITIES MAINTENANCE DIVISION - SUMMARY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
OPERATING EXPENSES						
Personnel Services	$ -	$ 212,237	$ 281,513	$ 281,487	$ 323,021	$ 344,622
Materials and Supplies	-	69,826	95,096	72,732	104,500	94,900
Contractual Services	-	138,086	4,159,988	142,678	183,040	189,760
Other Charges	-	624	112,931	167,510	174,287	280,865
Subtotal	$ -	$ 420,773	$ 4,649,528	$ 664,407	$ 784,848	$ 910,147
Inter-Dept. Charges	-	44,617	40,996	25,770	41,789	39,646
Total Operating Expenses	**$ -**	**$ 465,390**	**$ 4,690,524**	**$ 690,177**	**$ 826,637**	**$ 949,793**

ADMINISTRATION DEPARTMENT
WAGE AND SALARY BUDGET - 2021
FACILITIES MAINTENANCE DIVISION

Title	Union Affiliation	Grade	2020 # of Positions	2020 Approved	2021 # of Positions	2021 Requested	Position Difference	$ Difference	% Change
FULL TIME POSITIONS									
Facilities Maintenance Supervisor	CWA F/T	15	1.0	$ 66,357	1.0	$ 70,679	0.0	$ 4,322	6.5%
Total Full-Time Positions			1.0	**$ 66,357**	1.0	**$ 70,679**	0.0	**$ 4,322**	**6.5%**
PART-TIME FUNDING									
Lead Facilities Maintenance Laborer	AFSCME LOCAL 1670 P/T			$ 17,410		$ 21,504		$ 4,094	23.5%
Facilities Maintenance Laborer	AFSCME LOCAL 1670 P/T			$ 100,686		$ 112,527		$ 11,841	11.8%
Facilities Carpenter P/T	AFSCME LOCAL 1670 P/T			$ 82,048		$ 78,690		$ (3,358)	-4.1%
Total Part-Time Funding				**$ 200,144**		**$ 212,721**		**$ 12,577**	**6.3%**
OTHER									
Overtime				$ 3,100		$ 2,500		$ (600)	-19.4%
Uniform Allowance				$ -		$ -		$ -	#DIV/0!
Device Reimbursements				$ -		$ -		$ -	#DIV/0!
Total Other				**$ 3,100**		**$ 2,500**		**$ (600)**	**-19.4%**
Total All			**1.0**	**$ 269,601**	**1.0**	**$ 285,900**	**0.0**	**$ 16,299**	**6.0%**

Maintenance Fund - Administrative Department - Facilities Maintenance Division

Expenditures:

PERSONNEL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
6006012	6230	Maintenance Workers	$ -	$ 171,430	$ 232,711	$ 233,435	$ 266,501	$ 283,400
6006012	6620	Overtime	-	2,914	2,953	1,873	3,100	2,500
6006012	6880	Uniform Allowance	-	165	240	240	240	240
6006012	6885	Device Reimbursement	-	-	3,100	2,675	3,000	2,700
6006012	6920	Unemployment Comp. Ins.	-	2,595	2,852	3,004	3,217	3,257
6006012	6930	Social Security Taxes	-	14,013	17,373	16,345	21,665	21,706
6006012	6941	Defined Contribution 401(a) Plan	-	3,665	3,990	4,219	4,479	4,771
6006012	6950	Term Life Insurance	-	267	287	358	321	409
6006012	6960	Group Hospitalization Ins.	-	14,774	15,567	16,443	17,748	18,449
6006012	6961	Long-Term Disability Ins.	-	101	108	141	154	163
6006012	6962	Dental Insurance	-	944	892	892	963	945
6006012	6966	Retirement Health Savings Account	-	1,307	1,378	1,400	1,421	1,443
6006012	6967	Emergency Room Reimbursements	-	-	-	400	145	145
6006012	6968	Vision Insurance Premiums	-	62	62	62	67	66
TOTAL PERSONNEL SERVICES			**$ -**	**$ 212,237**	**$ 281,513**	**$ 281,487**	**$ 323,021**	**$ 344,622**

In 2017, the Facilities Maintenance Supervisor, the team of Maintenance Workers, and related Supplies and Contractual budgets are assigned to the Facilities Maintenance Division, a portion of the Maintenance Internal Service Fund.

Maintenance Fund - Administrative Department - Facilities Maintenance Division

Expenditures:

MATERIALS AND SUPPLIES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
6006013	7020	Heating Fuel	$ -	$ 7,773	$ 9,313	$ 6,777	$ 10,000	$ 9,000
6006013	7110	Safety Shoes & Supplies	-	2,746	3,872	2,656	3,500	3,500
6006013	7130	Tools, Field Sup., & Small Eq.	-	1,762	8,851	4,126	8,000	4,000
6006013	7150	Office Supplies	-	2,804	433	362	500	400
6006013	7230	Janitorial Supplies	-	19,242	20,943	21,968	21,500	23,000
6006013	7250	Buildings and Grounds Maint.	-	35,499	51,684	36,843	61,000	55,000
TOTAL MATERIALS & SUPPLIES			**$ -**	**$ 69,826**	**$ 95,096**	**$ 72,732**	**$ 104,500**	**$ 94,900**

In 2017, the Facilities Maintenance Supervisor, the team of Maintenance Workers, and related Supplies and Contractual budgets are assigned to the Facilities Maintenance Division, a portion of the Maintenance Internal Service Fund.

CONTRACTUAL SERVICES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
6006014	8030	Casualty Insurance	$ -	$ -	$ -	$ -	$ -	$ 6,572
6006014	8032	Insurance - Auto	-	-	-	-	2,110	2,866
6006014	8033	Insurance - Broker	-	-	-	-	-	1,461
6006014	8035	Insurance - Worker's Compensation	-	-	-	8,376	11,900	11,900
6006014	8050	Phone/Communications	-	3,820	1,743	2,087	1,800	1,800
6006014	8131	Information Technology Cont'l	-	-	2,178	3,124	11,725	9,655
6006014	8230	Janitorial Service	-	11,329	-	-	-	-
6006014	8250	Buildings and Grounds Maint.	-	117,170	136,612	125,740	150,000	150,000
6006014	8312	Fleet & Facilities Services	-	4,816	5,215	3,351	5,505	5,506
6006014	8313	Self-Insurance Services	-	-	4,014,240	-	-	-
6006014	8550	Misc. Contracted Services	-	951	-	-	-	-
TOTAL CONTRACTUAL SERVICES			**$ -**	**$ 138,086**	**$ 4,159,988**	**$ 142,678**	**$ 183,040**	**$ 189,760**

In 2017, the Facilities Maintenance Supervisor, the team of Maintenance Workers, and related Supplies and Contractual budgets are assigned to the Facilities Maintenance Division, a portion of the Maintenance Internal Service Fund.

CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Maintenance Fund - Administrative Department - Facilities Maintenance Division

Expenditures:

OTHER CHARGES			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
6006015	9060	Depreciation Expense	$ -	$ -	$ 9,562	$ 9,562	$ 9,562	$ 11,312
6006015	9070	Training & Continuing Educ/Conf	-	624	383	495	725	200
6006015	9083	Stormwater Fees	-	-	102,986	157,453	164,000	165,000
6006015	91XX	Debt Service - Intererst (ESCO)	-	-	-	-	-	104,353
TOTAL OTHER CHARGES			**$ -**	**$ 624**	**$ 112,931**	**$ 167,510**	**$ 174,287**	**$ 280,865**

*Please note that the object code 91XX related to "Debt Service - Interest (ESCO)" will be populated once designated

INTER-DEPT. CHARGES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
Billings and Accounting	$ -	$ 9,825	$ 11,860	$ 2,155	$ 11,303	$ 11,446
Electricity	-	2,300	2,354	-	2,033	2,361
Information Technology	-	32,492	26,782	23,475	28,453	25,689
Other Indirect Charges	-	-	-	140	-	150
TOTAL INTER-DEPT. CHARGES	**$ -**	**$ 44,617**	**$ 40,996**	**$ 25,770**	**$ 41,789**	**$ 39,646**

OPERATING EXPENSES - FACILITIES MAINTENANCE DIVISION	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
TOTAL OPERATING EXPENSES	**$ -**	**$ 465,390**	**$ 4,690,524**	**$ 690,177**	**$ 826,637**	**$ 949,793**

Maintenance Fund - Administrative Department - Facilities Maintenance Division

Expenditures:

CAPITAL PROJECTS BUDGET	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
6006016 9621 Buildings & Structures	$ -	$ -	$ 51,212	$ -	$ 3,000	$ 10,000
TOTAL CAPITAL PROJECTS BUDGET	**$ -**	**$ -**	**$ 51,212**	**$ -**	**$ 3,000**	**$ 10,000**

CAPITAL PROJECT NUMBER AND DESCRIPTION	CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	STATE REVOLVING LOANS	OTHER FINANCING
N2003 City Building Roof Repair/Replacement	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ -
N1901 City Hall - HVAC System Upgrades	-	-	-	1,033,330	-	-	8,455,965
TOTAL FACILITIES MAINTENANCE DIVISION	**$ 10,000**	**$ -**	**$ -**	**$ 1,033,330**	**$ -**	**$ -**	**$ 8,455,965**

Insurance Fund - Self-Insurance

Expenditures:

SELF-INSURANCE			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
6116103	7110	Safety	$ 1,593	$ -	$ -	$ -	$ -	$ -
6116104	8162	Legal/Consulting Service	-	-	-	-	10,000	10,000
6116104	8891	Claims - Medical	137,483	79,110	3,965,312	62,602	95,000	95,000
6116104	8892	Claims - Property	-	500	14,528	12,920	-	-
6116104	8894	Claims - Liability	59,810	13,568	3,856	2,504	70,000	70,000
6116104	8895	Claims - Permanent Impairment	29,109	389,341	33,706	-	55,000	55,000
TOTAL SELF-INSURANCE			**$ 227,995**	**$ 482,519**	**$ 4,017,402**	**$ 78,026**	**$ 230,000**	**$ 230,000**

Other Post-Employment Benefits Fund

Expenditures:

POST-EMPLOYMENT BENEFITS			2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET AS AMENDED	2021 BUDGET
7307300	6991	Retiree Health Insurance	$ 375,580	$ 481,621	$ 511,849	$ 518,530	$ 552,800	$ 552,800
7307300	6992	Retiree/Spouse Health Insurance	94,335	118,820	100,787	105,688	105,000	105,000
7307300	6993	Spouse Only Health Insurance	-	-	-	-	-	-
7307300	6994	Retiree Dental Insurance	36,429	-	-	-	-	-
7307300	6995	Retiree Life Insurance	1,316	1,411	1,428	1,960	1,500	1,500
7307300	6996	Retiree Vision Insurance	2,023	-	-	-	-	-
7307300	8930	OPEB Administrative Expense	2,192	20,933	29,633	-	3,000	3,000
TOTAL POST-EMPLOYMENT BENEFITS			**$ 511,875**	**$ 622,785**	**$ 643,697**	**$ 626,178**	**$ 662,300**	**$ 662,300**

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CITY OF NEWARK, DELAWARE
2021 OPERATING BUDGET

Document Version Control

Date:	Description of Change(s):