

2012

GENERAL OPERATING

BUDGET



Committed to Service Excellence



CITY MANAGER'S OFFICE

CITY OF NEWARK

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November 7, 2011

Newark City Council
City of Newark, Delaware

2012 GENERAL OPERATING BUDGET MESSAGE

Mayor Funk and Members of City Council:

On behalf of the City staff, I am pleased to submit the City Manager's recommended 2012 Budget for your review and consideration. The budget represents, in financial terms, the City's operating plan for the next year. As such, it depicts the ongoing services the City will provide to its residents and businesses and how those services will be funded from various revenue sources. In essence, the budget presents what staff believes to be the City's highest priorities for the coming year and the most efficient means to accomplish those priorities.

2012 -- Challenges and Initiatives

The 2012 budget moves the City forward in addressing infrastructure that was not adequately maintained in the past. In order to provide reliable service to our residents, maintenance of infrastructure must be an integral and ongoing part of each annual budget. It is much more cost effective to apply appropriate maintenance efforts when they are most needed, rather than allow the infrastructure to deteriorate to the point of requiring wholesale replacement. Unfortunately, this approach was not followed consistently in the past for various types of infrastructure. Consequently, infrastructure maintenance will require heightened efforts in the years ahead.

In addition, as downtown has grown, there have been increased pressures on the parking supply. This budget includes an initiative to expand available parking. The Parking Fund is generating more revenue which will be needed in the years ahead to pay for expanding parking.

As in all recent budgets, Newark remains challenged by a relatively stable property tax base. Half of the property value in the City is also exempt from taxation which presents unique challenges to funding the provision of municipal services. The City's financial policies have sought to stabilize reliance on the utility funds.

Cost containment efforts have been ongoing with the latest example being the refunding of water bonds which will save the City over \$1 million over the life of the bonds. However, maintenance of existing service levels in an environment of slow growth in base revenue sources results in the need to raise the property tax rate. Contrasted with this rate increase will be a decrease in electric rates which aggregately will be larger than the tax rate revenue increase.

The 2012 Budget in Summary

The proposed budget for 2012, including the Capital Improvements Program, results in an annual surplus of \$445 thousand. While minimally acceptable, this surplus makes little progress in reaching the reserve goals set with the adoption of the City's financial policies in April of 2009. This is due, in large part, to structural challenges, to a large capital program and to the continuing weakness in the economy. The major components of the consolidated budget are as follows:

	<u>2011</u>	<u>2012</u>	Percent Increase (Decrease)
Operating Budget	\$ 33,070,326	\$ 33,716,515	2.0%
Capital Budget	4,257,383	3,969,156	(6.8)
Debt Service	1,578,245	1,473,535	(6.6)
Unappropriated Surplus	<u>7,515</u>	<u>444,671</u>	<u>5817.1</u>
Total	<u>\$ 38,913,469</u>	<u>\$ 39,603,877</u>	<u>1.8%</u>

Within the operating budget, revenues are up 1.8% to \$39.6 million. Utility contributions are down somewhat from the 2011 budget. While this reflects all three utilities earning close to their targeted margins in 2012, electric contributions are down due to the May 2011 rate decrease and lower wholesale power costs. Contributions from the other utilities are up as a result of the January 2012 water rate increase and a reduced capital program in the sewer utility. Property tax revenues increase 4.3%, or \$216 thousand, reflecting a proposed four cent tax rate increase and some modest growth in the tax base. Transfer tax revenues increase \$100 thousand as a result of a slightly improved economic outlook. Permit and License revenues increase substantially due to greater building permit revenues. Parking revenues, including both meter and lot collections, are projected to increase almost \$417 thousand due to expanded hours of operation and previously increased rates.

Partially offsetting these revenue increases are several factors. Commercial refuse fees are reduced by \$50 thousand as a result of a few customers shifting to private haulers. Interest income is projected to fall by \$100 thousand reflecting low investment balances and continued low interest rates.

Operating expenses increase 2.0% to \$33.7 million. Personnel expenses, which comprise the bulk of our operating expenses, rise 1.1%. Wages increase 1.0% due to contractual commitments. Benefits costs rise 1.4% as a result of higher contributions to the retiree health care trust and modest increases to wage taxes and other benefit programs. The pension plan contribution was effectively flat year to year. These increases were offset, in part, by reduced staffing levels and cost management. There are no planned wage increases other than those to which the City is already contractually obligated. Expenses for materials and supplies increased at an inflationary rate of 2.5%. Contractual expenses rise 6.8% reflecting inflationary pressures as well as higher spending for legal fees, landfill costs and IT resources.

The net capital improvements program for next year is \$4.0 million, a decrease of \$288 thousand from 2011. The program reflects a continued investment in the City's streets and utility infrastructure. The capital program for 2012-2016 was previously approved by City Council on September 12, 2011.

The debt service expense, primarily related to the bonds issued to fund the water reservoir, declines 6.6% or \$105 thousand. The decrease is due to the advance refunding of previously outstanding bonds in November, 2011.

The annual surplus is projected to be \$445 thousand. In order to achieve the financial goals established by City Council, the operating surplus will need to be significantly higher in future years. An operating surplus in the range of \$2 to \$3 million would be required to meet the goals within a five year time frame. In terms of cash, the proposed budget does little to improve the City's cash position. In fact, the cash balance is forecasted to decline \$1.6 million during the year to \$20.3 million. The primary reason for the decline is the refunding of roughly \$2.5 million resulting from electric overcollections in 2011. An acceptable long-term target for cash reserves would be in the range of \$25 to \$30 million. Such a cash position would support a strong credit rating.

2012 Budget in Detail

Operating Revenues

	<u>2011</u>	<u>2012</u>	<u>Percent Increase (Decrease)</u>
Net Utility Revenue	\$ 24,509,599	\$ 24,069,578	-1.8%
Property Tax	4,968,370	5,184,098	4.3
Realty Transfer Tax	1,000,000	1,100,000	10.0
Other Taxes and Fees	489,000	544,900	11.4
Fines	2,067,900	2,234,400	8.1
Permits & Licenses	1,129,000	1,491,500	32.1
Park Fees	500,000	541,000	8.2
Commercial Refuse	275,500	224,000	(18.7)
Parking	1,855,000	2,271,790	22.5
Investment Income	182,900	173,000	(5.4)
Subventions	211,500	211,500	0.0
Other Revenue	<u>1,724,700</u>	<u>1,558,111</u>	<u>(9.7)</u>
Total	<u>\$ 38,913,469</u>	<u>\$ 39,603,877</u>	<u>1.8%</u>

Utility contributions of \$24.1 million, down slightly from the prior budget, are premised on all three utilities earning acceptable operating margins. The electric utility is expected to return about 20%. However, the dollar amount of return is down due to lower wholesale power costs and the May 2011 rate adjustment which lowered electric rates by 4.7%. The water utility, based on rates which become effective January 1, 2012, is expected to earn about 18.4%. The sewer utility is expected to achieve a superior return of nearly 24%. This is due to 2012 capital expenditures which are lower than what is expected in future years. The sewer rates may also need to be adjusted in July 2012 for changes in the New Castle County sewer rates. However, that potential change is not included in the proposed budget.

As discussed above, the budget proposes to increase the tax rate by four cents on July 1, 2012. Note that only half of the annualized increase is recognized in the budget year. As a consequence, property tax revenues increase by \$215 thousand or 4.3%. Realty transfer taxes are projected to increase by 10% to \$1.1 million. This increase is due to the experience of slightly higher than budgeted revenues in 2011 and an anticipated rebound in the housing market which has been severely depressed since 2008.

Fine revenue is budgeted to increase 8.1% reflecting our 2011 experience. Commercial Refuse revenues are projected to decrease by 18.7% as businesses shift to private haulers. Beginning in 2010, apartment complexes were charged a fee for dumpster pickup. Since the implementation of the fee, certain customers have elected to contract with private haulers for refuse service. Parking lot and parking meter revenues are budgeted to increase 23.9% and 20.5% respectively, reflecting higher rates adopted in 2010 and increased hours of operation.

Interest income declines \$10 thousand, or 5.4%, due to continued low cash reserves and low interest rates. Other revenues decrease 9.7% reflecting lower miscellaneous government grants. Lower grant revenues do not typically affect the operating surplus since they are usually offset by changes in expenditures.

Operating Expenses

Operating expenses are projected to increase by 2.0% to \$33.7 million next year:

	<u>2011</u>	<u>2012</u>	Percent Increase (Decrease)
Personnel Services	\$ 24,420,030	\$ 24,693,191	1.1%
Materials & Supplies	2,055,295	2,107,457	2.5
Contractual Services	5,065,987	5,410,547	6.8
Equipment Depreciation	1,250,410	1,187,810	(5.0)
Other Expenses	278,604	317,510	14.0
Total	<u>\$ 33,070,326</u>	<u>\$ 33,716,515</u>	<u>2.0%</u>

Personnel expenses, comprised of wages and benefits, increase 1.1% overall. Wages increase 1.0% reflecting contractual commitments. Overall headcount decreases by 1.5 full-time equivalent positions. One position was eliminated in Code Enforcement and a part time position was eliminated in Finance as a result of ongoing organizational refinement.

The benefits component of personnel expense increases 1.4%. Fortunately, health care costs are projected to be relatively unchanged from 2011. This is due primarily to the excellent recent claims experience of the City. Similarly, the pension contribution is essentially the same as 2011 based on the most recent actuarial study. However, the contribution to the retiree health care trust rises 6.1% to \$976 thousand. It is important to note that the pension plan remains seriously underfunded as a result of poor portfolio performance in 2008-2009 time frame. We anticipate that pension contributions beyond 2012 may increase.

Materials and Supplies increase 2.5% due to typical inflationary pressures.

Contractual Services increase 6.8%, or \$344 thousand, reflecting inflationary pressures as well as higher spending for legal fees, landfill costs and IT resources. The legal fees are related to ongoing litigation. Landfill costs increase due to a higher contractual price from the Delaware Solid Waste Authority. The increased IT costs are due to higher maintenance contract payments across a variety of systems.

Depreciation expense decreases 5.0%, down from a historical high in 2011. Equipment purchases have leveled off over the last few years reflecting cost management efforts. This leads to lower depreciation in subsequent years.

The Capital Improvements Program

Gross capital expenditures for 2012 total \$9.6 million. Of this amount, \$4.0 million will come from current resources. Other funding will be provided by the use of capital and equipment replacement reserves, grants and other sources. The most significant of these other funding sources is the planned use of a \$3.5 million tax exempt lease to finance the expansion of Parking Lot No. 3. In terms of the use of current resources, this represents a decrease of \$288 thousand from 2011.

<u>Expenditures</u>	<u>2011</u>	<u>2012</u>
Electric Fund	\$1,476,600	\$920,787
Water Fund	1,265,500	1,130,500
Sewer Fund	575,000	250,000
Public Works-Gen. Fd.	1,860,000	2,304,500
Public Works-Maint Fund	50,000	88,000
Police Department	243,700	284,880
Parks & Recreation Dept.	454,680	841,580
Parking Fund	40,000	3,460,247
Other Departments	30,000	278,350
	<u>\$5,995,480</u>	<u>\$9,558,844</u>
 <u>Funding Sources</u>		
Gross Capital Improvements	\$5,995,480	\$9,558,844
Less: Use of Reserves	(485,400)	(68,000)
Equipment Replacement	(342,000)	(630,554)
Grants/Other Sources	(910,697)	(4,751,847)
Bond Issues	0	(139,287)
	<u>\$4,257,383</u>	<u>\$3,969,156</u>

For all other detail on the 2012 program, please refer to the budget document approved by Council on September 12, 2011.

Fund by Fund Commentary

General Fund

The General Fund, in which the typical municipal services are accounted for, is heavily dependent on transfers from the Enterprise Funds to maintain a positive fund balance. Absent these transfers, the General Fund would experience a nearly \$8 million operating deficit in 2012. The Fund is being adversely affected in 2011 by rising benefit costs.

Other Governmental Funds

Other governmental funds include the Street Fund, Capital Fund, various grant and miscellaneous funds. The Street Fund is used to budget and account for the City's street maintenance program. All capital projects associated with General Fund activities are budgeted and accounted for in the Capital Fund. These two funds are typically supported by transfers from the Enterprise Funds.

Enterprise Funds

The Enterprise Funds are comprised of the Electric, Water, Sewer and Parking Funds. These funds are intended to be self-supporting and also contribute to the General Fund via operating transfers.

The Electric Fund is projected to have a \$10.0 million operating surplus, before transfers, in 2012. This is in line with the target included in the City's financial policies. The electric rates were adjusted downward by 4.7% on May 1, 2011. Wholesale power costs are anticipated to decrease in 2012 for the City as the result of purchase contracts already entered into by its sole supplier, the Delaware Municipal Electric Corporation (DEMEC). Roughly \$2.5 million will be refunded to customers in 2012 due to overcollections in prior years. Consequently, no rate adjustments are anticipated in 2012 beyond that previously mentioned.

The Water Fund is projected to have a \$1.3 million operating surplus, before transfers, in 2012. This surplus is in line with the target established by the City's financial policies and is the result of a 14.5% rate increase on January 1, 2012. Future rate increases may be necessary to fund needed capital investments in the water utility infrastructure.

The Sewer Fund is projected to have a \$1.4 million operating surplus, before transfers, in 2012 which is above the City's financial goals. This results, in large part, from a somewhat depressed capital expenditures program in 2012. Future years' programs will be higher. As noted previously, there may be a need to adjust sewer rates in July 2012 should the County sewer rates change.

The Parking Fund will experience an operating surplus, before transfers, of \$529 thousand in 2012 due to higher rates and increased hours of operations. There is a need to increase the fund balance in order to fund needed improvements in downtown parking in the coming years.

Still Competitive

Finally, to put the current tax rate in perspective, we compare the rate of 68.58 cents per \$100 of assessed value to other nearby municipalities. The proposed rate is below that of all the larger towns in Northern New Castle County, including Wilmington, New Castle, Elsmere and Newport. Additionally, it is also below the tax rate of 70.18 cents for the unincorporated areas of the County. Moreover, the City provides refuse collection, snow removal and leaf collection at no additional charge. Typically, residents in the County outside the City pay about \$300 per year for refuse collection alone, in addition to their property taxes.

Moving Forward

Future budgets will continue to deal with non growing revenue sources. The challenge will be to work with our partners to grow the tax base through new growth and redevelopment. Over time, this effort should start to have a positive impact on the municipal revenue base. Until that occurs in a significant way, the City will continue its reliance on utility revenues. Our focus needs to become more and more one of encouraging redevelopment as the basis of long term financial stability.

Budget Presentation and Schedule

The 2012 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 2012 Budget is proposed to meet the requirements of the City Charter:

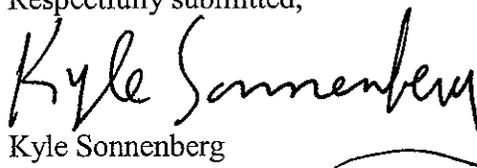
Presentation to Council	November 7, 2011
Council Scheduling of Public Hearing	November 14, 2011
Public Hearing	November 28, 2011
Adoption*	December 12, 2011

*Council may, at its discretion, adopt the budget immediately after the public hearing on November 28, 2011.

* * *

The preparation and compilation of the 2012 Budget was the result of much hard work and tough decisions by the entire City staff. In particular, Wilma Garriz, Assistant Finance Director, and Jim Smith, Accountant, did an excellent job. In addition, I would like to thank Assistant to the City Manager Charles Zusag for his assistance in preparing personnel and related materials for the budget. Of course, we all owe thanks to Dennis McFarland for working with the City's department directors, the City Manager's Office, and the Finance Department staff to supervise and coordinate budget preparation and completion.

Respectfully submitted,

A handwritten signature in black ink that reads "Kyle Sonnenberg". The signature is written in a cursive style with a long, sweeping underline that extends to the right.

Kyle Sonnenberg
City Manager

CITY OF NEWARK, DELAWARE
2012 CONSOLIDATED BUDGET SUMMARY - ALL FUNDS
SUMMARY OF REVENUE AND EXPENSES

	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	BUDGET 2012	CHANGE FROM 2011 BUDGET
Revenue							
Utilities Contributions	\$18,063,417	\$18,599,403	\$17,954,183	\$24,729,516	\$24,509,599	\$24,069,578	-1.8%
Property and Realty Taxes	7,746,570	7,660,732	6,099,979	6,358,052	6,457,370	6,828,998	5.8%
Property Tax Rate	\$0.5233	\$0.5333	\$0.5558	\$0.5558	\$0.6458	\$0.6858	6.2%
Fees for Service	5,371,469	5,267,461	5,266,804	6,884,018	5,827,400	6,762,690	16.0%
Intergovernmental Revenue	922,649	1,072,842	1,220,088	1,586,092	1,479,900	1,398,974	-5.5%
Other Revenue	1,210,786	1,012,279	715,717	972,307	639,200	543,637	-15.0%
Total Operating Revenue	\$33,314,891	\$33,612,717	\$31,256,771	\$40,529,985	\$38,913,469	\$39,603,877	1.8%
Expenditures							
Personnel Services	\$19,480,396	\$21,214,472	\$22,044,421	\$22,953,786	\$24,420,030	\$24,693,191	1.1%
Materials and Supplies	1,718,220	1,943,650	1,890,583	1,884,014	2,055,295	2,107,457	2.5%
Contractual Services	3,382,714	4,022,279	3,636,116	4,351,758	5,065,987	5,410,547	6.8%
Equipment Depreciation	1,214,327	982,221	1,036,738	1,200,636	1,250,410	1,187,810	-5.0%
Other Expenses	191,982	273,601	315,928	229,021	278,604	317,510	14.0%
Total Operating Expenses	\$25,987,639	\$28,436,223	\$28,923,786	\$30,619,215	\$33,070,326	\$33,716,515	2.0%
Capital Improvements							
Gross Capital Improvements	N/A	\$6,108,806	\$3,985,368	\$3,558,180	\$5,995,480	\$9,558,844	59.4%
Less: Use of Reserves	N/A	(3,552,007)	(1,487,303)	(525,634)	(485,400)	(68,000)	-86.0%
Equipment Replacement	N/A	(546,913)	(486,233)	(652,591)	(342,000)	(630,554)	84.4%
Grants	N/A	(568,264)	(573,382)	(1,514,952)	(679,097)	(1,247,600)	83.7%
Bond Issues	N/A	-	(147,800)	-	-	(139,287)	100.0%
Other Sources	N/A	(50,000)	-	-	(231,600)	(3,504,247)	1413.1%
Net Capital Improvements	\$2,544,656	\$1,391,622	\$1,290,650	\$865,003	\$4,257,383	\$3,969,156	-6.8%
Debt Service	\$1,991,933	\$1,965,622	\$1,965,622	\$1,739,140	\$1,578,245	\$1,473,535	-6.6%
Net Current Surplus	2,790,663	1,819,250	(923,287)	7,306,627	7,515	444,671	5817.1%
TOTAL EXPENDITURES AND SURPLUS	\$33,314,891	\$33,612,717	\$31,256,771	\$40,529,985	\$38,913,469	\$39,603,877	1.8%

**CITY OF NEWARK, DELAWARE
2012 CONSOLIDATED BUDGET SUMMARY - ALL FUNDS
OPERATING REVENUES**

	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	BUDGET 2012	CHANGE FROM 2011 BUDGET
Utility Revenue							
Electric	\$49,471,064	\$53,309,275	\$50,805,537	\$57,694,111	\$56,124,800	\$53,646,838	-4.4%
Water	4,761,388	4,285,440	4,876,156	6,275,547	6,703,237	7,082,000	5.7%
Sewer	5,022,212	4,533,899	4,167,866	5,526,529	5,390,967	5,944,005	10.3%
Total Revenue	\$59,254,664	\$62,128,614	\$59,849,559	\$69,496,187	\$68,219,004	\$66,672,843	-2.3%
Less: Utilities Purchased	41,191,247	43,529,211	41,895,376	44,766,671	43,709,405	42,603,265	-2.3%
Total Utility Contributions	\$18,063,417	\$18,599,403	\$17,954,183	\$24,729,516	\$24,509,599	\$24,069,578	-1.8%
Tax Revenue							
Realty Transfer Tax	\$2,962,355	\$2,764,929	\$1,000,710	\$969,617	\$1,000,000	\$1,100,000	10.0%
Property Tax	4,225,176	4,317,593	4,510,410	4,785,192	4,968,370	5,184,098	4.3%
Penalties	39,175	23,773	66,026	64,616	17,000	51,200	201.2%
Emergency Communication Fees	50,546	60,329	-	-	-	-	0.0%
Business License Fees	150,547	148,934	150,016	152,078	148,000	125,400	-15.3%
Franchise Tax	318,771	345,174	372,817	386,549	324,000	368,300	13.7%
Total	\$7,746,570	\$7,660,732	\$6,099,979	\$6,358,052	\$6,457,370	\$6,828,998	5.8%
Fees for Service							
Fines	\$1,712,314	\$1,828,571	\$1,968,186	\$2,239,742	\$2,067,900	\$2,234,400	8.1%
Permits and Licenses	1,681,158	1,311,508	1,172,372	2,126,960	1,129,000	1,491,500	32.1%
Park Fees	585,475	614,836	609,299	522,701	500,000	541,000	8.2%
Commercial Refuse & Transfer Sta.	193,430	202,812	23,869	178,467	275,500	224,000	-18.7%
Parking Lots	754,259	807,394	892,380	1,100,800	1,080,000	1,337,790	23.9%
Parking Meters	444,833	502,340	600,698	715,348	775,000	934,000	20.5%
Total	\$5,371,469	\$5,267,461	\$5,266,804	\$6,884,018	\$5,827,400	\$6,762,690	16.0%
Intergovernmental Revenue							
Subventions	\$204,000	\$204,000	\$204,000	\$204,000	\$211,500	\$211,500	0.0%
Local School District	39,015	42,380	45,790	55,291	65,800	66,535	1.1%
Municipal Street Aid	546,484	562,612	23,521	-	-	-	0.0%
Unity Bus	133,150	137,150	139,200	139,200	139,200	139,200	0.0%
Community Development Block Grants	-	-	250,428	352,997	420,100	396,139	-5.7%
Law Enforcement Grants-Special Fund	-	-	455,148	566,261	380,800	500,300	31.4%
Miscellaneous Grants and Contributions	-	126,700	102,001	268,343	262,500	85,300	-67.5%
State Bond Bill - Streets	-	-	-	-	-	-	0.0%
Total	\$922,649	\$1,072,842	\$1,220,088	\$1,586,092	\$1,479,900	\$1,398,974	-5.5%
Other Revenue							
Interest Received	\$688,073	\$612,853	\$334,448	\$273,584	\$182,900	\$173,000	-5.4%
Miscellaneous	355,849	169,126	235,833	528,765	280,100	237,347	-15.3%
Reimbursable Overtime	166,742	212,361	134,527	162,280	166,200	126,290	-24.0%
Assessments	122	17,939	10,909	7,678	10,000	7,000	-30.0%
Total	\$1,210,786	\$1,012,279	\$715,717	\$972,307	\$639,200	\$543,637	-15.0%
Total Operating Revenue	\$33,314,891	\$33,612,717	\$31,256,771	\$40,529,985	\$38,913,469	\$39,603,877	1.8%

CITY OF NEWARK, DELAWARE
2012 CONSOLIDATED BUDGET SUMMARY - ALL FUNDS
OPERATING EXPENDITURES

	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	BUDGET 2012	CHANGE FROM 2011 BUDGET
Electric Department	\$3,080,919	\$3,447,573	\$3,806,413	\$4,509,279	\$4,791,364	\$4,992,488	4.2%
Water Department	2,511,497	3,035,845	2,855,416	3,089,390	3,482,812	3,596,297	3.3%
Sewer Department	290,622	300,729	342,819	536,236	597,633	628,421	5.2%
Refuse Division	2,355,258	2,359,985	2,229,564	2,302,888	2,615,946	2,687,285	2.7%
Street Division	2,112,303	1,853,823	1,760,955	1,808,959	2,021,959	2,047,240	1.3%
Engineering Division	938,608	1,009,077	1,037,801	1,001,750	1,107,654	1,131,099	2.1%
Code Enforcement Division	1,001,174	1,114,025	1,132,521	1,034,343	1,107,240	1,129,356	2.0%
Police Department	8,095,456	8,793,024	8,963,982	9,676,852	9,737,790	9,985,692	2.5%
Finance Department	635,430	721,359	799,780	911,490	954,143	359,289	-62.3%
Planning Department	720,824	823,487	846,396	759,708	858,351	915,789	6.7%
Municipal Parking	544,715	640,484	703,807	719,714	779,444	822,988	5.6%
Administration Department	728,420	900,955	911,648	629,257	699,020	717,113	2.6%
Legislative Department	1,146,361	1,404,402	926,115	901,293	869,003	1,012,427	16.5%
Alderman's Court	332,564	368,687	383,556	382,850	412,389	424,295	2.9%
Parks and Recreation	2,382,988	2,611,368	2,556,316	2,554,260	2,729,278	2,740,392	0.4%
Community Development	-	-	172,939	297,376	360,100	366,139	1.7%
Law Enforcement Fund	-	-	261,784	256,805	322,100	428,765	33.1%
Special Parks Fund	-	-	10,549	11,923	16,900	17,500	3.6%
Self Insurance Fund	-	-	42,725	86,942	145,000	245,000	69.0%
OPEB Fund Expenses	-	-	-	-	282,200	280,540	-0.6%
Less: Inter-Dept. Electric Sales	(889,500)	(948,600)	(821,300)	(852,100)	(820,000)	(811,600)	-1.0%
TOTAL OPERATING EXPENDITURES	\$25,987,639	\$28,436,223	\$28,923,786	\$30,619,215	\$33,070,326	\$33,716,515	2.0%

CITY OF NEWARK, DELAWARE
2012 CONSOLIDATED BUDGET SUMMARY
TOTALS FOR FUND TYPES

	GENERAL FUND	OTHER GOVERNMENTAL FUNDS	ENTERPRISE FUNDS	OTHER FUNDS	TOTALS
Projected Fund Balance - January 1, 2012	<u>\$ 2,962,536</u>	<u>\$ 2,555,360</u>	<u>\$ 49,086,312</u>	<u>\$ 1,911,855</u>	<u>\$ 56,516,063</u>
Revenue					
Utility Sales	\$ -	\$ -	\$ 66,442,343	\$ -	\$ 66,442,343
Utility Purchases	-	-	(42,603,265)	-	(42,603,265)
Utility Gross Margin	\$ -	\$ -	\$ 23,839,078	\$ -	\$ 23,839,078
Utility Other Service Revenue	-	-	230,500	-	230,500
Utilities Contributions	\$ -	\$ -	\$ 24,069,578	\$ -	\$ 24,069,578
Tax Revenue & Emergency Communication Fees	6,826,698	-	2,300	-	6,828,998
Fees for Service	5,424,900	-	1,337,790	-	6,762,690
Intergovernmental Revenue	487,235	911,739	-	-	1,398,974
Other Revenue	233,390	50,900	251,447	7,900	543,637
Net Transfers	8,183,255	4,265,805	(12,990,000)	540,940	-
Total Operating Revenue	<u>\$ 21,155,478</u>	<u>\$ 5,228,444</u>	<u>\$ 12,671,115</u>	<u>\$ 548,840</u>	<u>\$ 39,603,877</u>
Expenditures					
Personnel Services	\$ 17,371,552	\$ 1,508,393	\$ 5,038,629	\$ 774,617	\$ 24,693,191
Materials and Supplies	617,042	198,300	561,915	730,200	2,107,457
Contractual Services	2,852,813	426,986	1,632,270	498,478	5,410,547
Equipment Depreciation	766,310	110,000	304,500	7,000	1,187,810
Other Expenses	156,760	22,825	135,925	2,000	317,510
Inter-Dept Charges	(661,740)	593,140	1,555,355	(1,486,755)	-
Total Operating Expenses	<u>\$ 21,102,737</u>	<u>\$ 2,859,644</u>	<u>\$ 9,228,594</u>	<u>\$ 525,540</u>	<u>\$ 33,716,515</u>
Capital Improvements					
Gross Capital Improvements	\$ -	\$ 3,709,310	\$ 5,761,534	\$ 88,000	\$ 9,558,844
Less: Addition (Use) of Reserves	-	(68,000)	-	-	(68,000)
Equipment Replacement	-	(313,500)	(317,054)	-	(630,554)
Grants	-	(1,175,000)	-	(72,600)	(1,247,600)
Bond Issues	-	-	(139,287)	-	(139,287)
Other Sources	-	(44,000)	(3,460,247)	-	(3,504,247)
Net Capital Improvements	<u>\$ -</u>	<u>\$ 2,108,810</u>	<u>\$ 1,844,946</u>	<u>\$ 15,400</u>	<u>\$ 3,969,156</u>
Debt Service	\$ -	\$ 215,805	\$ 1,257,730	\$ -	\$ 1,473,535
Net Current Surplus	52,741	44,185	339,845	7,900	444,671
Total Expenditures and Surplus	<u>\$ 21,155,478</u>	<u>\$ 5,228,444</u>	<u>\$ 12,671,115</u>	<u>\$ 548,840</u>	<u>\$ 39,603,877</u>
Other Increase (Decrease) in Fund Balance	<u>\$ -</u>	<u>\$ (381,500)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (381,500)</u>
Budgeted Fund Balance - December 31, 2012	<u>\$ 3,015,277</u>	<u>\$ 2,218,045</u>	<u>\$ 49,426,157</u>	<u>\$ 1,919,755</u>	<u>\$ 56,579,234</u>
Projected Cash Balance - January 1, 2012	\$ 7,055,273	\$ 4,875,182	\$ 8,432,490	\$ 1,548,666	\$ 21,911,611
Net Current Surplus	52,741	44,185	339,845	7,900	444,671
Real Estate Tax Collections	154,867	-	-	-	154,867
Regulatory Margin Collection (Refund)	-	-	(2,556,520)	-	(2,556,520)
Capital Projects Paid From Reserves	-	(381,500)	(456,341)	-	(837,841)
Non-Cash Items:					
Depreciation	766,310	110,000	304,500	7,000	1,187,810
Budgeted Cash Balance - December 31, 2012	<u>\$ 8,029,191</u>	<u>\$ 4,647,867</u>	<u>\$ 6,063,974</u>	<u>\$ 1,563,566</u>	<u>\$ 20,304,598</u>

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CITY OF NEWARK, DELAWARE
2012 CONSOLIDATED BUDGET SUMMARY
OTHER GOVERNMENTAL FUNDS

	STREET FUND	COMMUNITY DEVELOPMENT FUND	LAW ENFORCEMENT FUND
Projected Fund Balance - January 1, 2012	<u>\$ 167,826</u>	<u>\$ -</u>	<u>\$ 150,339</u>
Revenue			
Utility Sales	\$ -	\$ -	\$ -
Utility Purchases	-	-	-
Utility Gross Margin	\$ -	\$ -	\$ -
Utility Other Service Revenue	-	-	-
Utilities Contributions	\$ -	\$ -	\$ -
Tax Revenue & Emergency Communication Fees	-	-	-
Fees for Service	-	-	-
Intergovernmental Revenue	-	396,139	500,300
Other Revenue	-	-	300
Net Transfers	2,000,000	-	-
Total Operating Revenue	<u>\$ 2,000,000</u>	<u>\$ 396,139</u>	<u>\$ 500,600</u>
Expenditures			
Personnel Services	\$ 1,100,630	\$ 54,903	\$ 351,560
Materials and Supplies	151,600	-	35,600
Contractual Services	90,770	309,636	23,280
Equipment Depreciation	110,000	-	-
Other Expenses	1,100	1,600	18,325
Inter-Dept Charges	593,140	-	-
Total Operating Expenses	<u>\$ 2,047,240</u>	<u>\$ 366,139</u>	<u>\$ 428,765</u>
Capital Improvements			
Gross Capital Improvements	\$ -	\$ 90,000	\$ -
Less: Addition (Use) of Reserves	-	-	-
Equipment Replacement	-	-	-
Grants	-	(60,000)	-
Bond Issues	-	-	-
Other Sources	-	-	-
Net Capital Improvements	<u>\$ -</u>	<u>\$ 30,000</u>	<u>\$ -</u>
Debt Service	\$ -	\$ -	\$ -
Net Current Surplus	(47,240)	-	71,835
Total Expenditures and Surplus	<u>\$ 2,000,000</u>	<u>\$ 396,139</u>	<u>\$ 500,600</u>
Other Increase (Decrease) in Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Budgeted Fund Balance - December 31, 2012	<u>\$ 120,586</u>	<u>\$ -</u>	<u>\$ 222,174</u>
Projected Cash Balance - January 1, 2012	\$ 254,587	\$ 4,467	\$ 184,228
Net Current Surplus	(47,240)	-	71,835
Capital Projects Paid From Reserves	-	-	-
Non-Cash Items:			
Depreciation	110,000	-	-
Budgeted Cash Balance - December 31, 2012	<u>\$ 317,347</u>	<u>\$ 4,467</u>	<u>\$ 256,063</u>

**CITY OF NEWARK, DELAWARE
2012 CONSOLIDATED BUDGET SUMMARY
OTHER GOVERNMENTAL FUNDS - CONTINUED**

PARKS SPECIAL FUND	DEBT SERVICE FUND	CAPITAL FUND	TOTALS
\$ 169,164	\$ 46,620	\$ 2,021,411	\$ 2,555,360
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
15,300	-	-	911,739
-	-	50,600	50,900
-	215,805	2,050,000	4,265,805
<u>\$ 15,300</u>	<u>\$ 215,805</u>	<u>\$ 2,100,600</u>	<u>\$ 5,228,444</u>
1,300	-	-	\$ 1,508,393
11,100	-	-	198,300
3,300	-	-	426,986
-	-	-	110,000
1,800	-	-	22,825
-	-	-	593,140
<u>\$ 17,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,859,644</u>
-	-	3,619,310	\$ 3,709,310
-	-	(68,000)	(68,000)
-	-	(313,500)	(313,500)
-	-	(1,115,000)	(1,175,000)
-	-	-	-
-	-	(44,000)	(44,000)
<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,078,810</u>	<u>\$ 2,108,810</u>
-	215,805	-	\$ 215,805
(2,200)	-	21,790	44,185
<u>\$ 15,300</u>	<u>\$ 215,805</u>	<u>\$ 2,100,600</u>	<u>\$ 5,228,444</u>
-	-	(381,500)	\$ (381,500)
<u>\$ 166,964</u>	<u>\$ 46,620</u>	<u>\$ 1,661,701</u>	<u>\$ 2,218,045</u>
168,813	46,620	4,216,467	\$ 4,875,182
(2,200)	-	21,790	44,185
-	-	(381,500)	(381,500)
-	-	-	110,000
<u>\$ 166,613</u>	<u>\$ 46,620</u>	<u>\$ 3,856,757</u>	<u>\$ 4,647,867</u>

CITY OF NEWARK, DELAWARE
2012 CONSOLIDATED BUDGET SUMMARY
ENTERPRISE FUNDS

	ELECTRIC FUND	WATER FUND	SEWER FUND	PARKING FUND	TOTALS
Projected Fund Balance - January 1, 2012	<u>\$ 15,290,972</u>	<u>\$ 22,722,382</u>	<u>\$ 8,217,779</u>	<u>\$ 2,855,179</u>	<u>\$ 49,086,312</u>
Revenue					
Utility Sales	\$ 53,477,038	\$ 7,038,000	\$ 5,927,305	\$ -	\$ 66,442,343
Utility Purchases	(38,937,138)	(20,000)	(3,646,127)	-	(42,603,265)
Utility Gross Margin	\$ 14,539,900	\$ 7,018,000	\$ 2,281,178	\$ -	\$ 23,839,078
Utility Other Service Revenue	169,800	44,000	16,700	-	230,500
Utilities Contributions	\$ 14,709,700	\$ 7,062,000	\$ 2,297,878	\$ -	\$ 24,069,578
Tax Revenue & Emergency Communication Fees	2,300	-	-	-	2,300
Fees for Service	-	-	-	1,337,790	1,337,790
Intergovernmental Revenue	-	-	-	-	-
Other Revenue	59,876	154,252	22,900	14,419	251,447
Net Transfers	(9,750,000)	(1,300,000)	(1,440,000)	(500,000)	(12,990,000)
Total Operating Revenue	<u>\$ 5,021,876</u>	<u>\$ 5,916,252</u>	<u>\$ 880,778</u>	<u>\$ 852,209</u>	<u>\$ 12,671,115</u>
Expenditures					
Personnel Services	\$ 2,523,423	\$ 1,828,066	\$ 165,818	\$ 521,322	\$ 5,038,629
Materials and Supplies	187,945	318,000	13,250	42,720	561,915
Contractual Services	761,332	507,222	197,586	166,130	1,632,270
Equipment Depreciation	140,500	136,500	300	27,200	304,500
Other Expenses	119,880	8,000	3,720	4,325	135,925
Inter-Dept Charges	447,808	798,509	247,747	61,291	1,555,355
Total Operating Expenses	<u>\$ 4,180,888</u>	<u>\$ 3,596,297</u>	<u>\$ 628,421</u>	<u>\$ 822,988</u>	<u>\$ 9,228,594</u>
Capital Improvements					
Gross Capital Improvements	\$ 920,787	\$ 1,130,500	\$ 250,000	\$ 3,460,247	\$ 5,761,534
Less: Use of Reserves	-	-	-	-	-
Equipment Replacement	(217,054)	(100,000)	-	-	(317,054)
Grants	-	-	-	-	-
Bond Issues	(139,287)	-	-	-	(139,287)
Other Sources	-	-	-	(3,460,247)	(3,460,247)
Net Capital Improvements	<u>\$ 564,446</u>	<u>\$ 1,030,500</u>	<u>\$ 250,000</u>	<u>\$ -</u>	<u>\$ 1,844,946</u>
Debt Service	\$ -	\$ 1,257,730	\$ -	\$ -	\$ 1,257,730
Net Current Surplus	276,542	31,725	2,357	29,221	339,845
Total Expenditures and Surplus	<u>\$ 5,021,876</u>	<u>\$ 5,916,252</u>	<u>\$ 880,778</u>	<u>\$ 852,209</u>	<u>\$ 12,671,115</u>
Other Increase (Decrease) in Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Budgeted Fund Balance - December 31, 2012	<u>\$ 15,567,514</u>	<u>\$ 22,754,107</u>	<u>\$ 8,220,136</u>	<u>\$ 2,884,400</u>	<u>\$ 49,426,157</u>
Projected Cash Balance - January 1, 2012	\$ 1,685,645	\$ 2,195,167	\$ 3,006,271	\$ 1,545,407	\$ 8,432,490
Net Current Surplus	276,542	31,725	2,357	29,221	339,845
Regulatory Margin Collection (Refund)	(2,556,520)	-	-	-	(2,556,520)
Capital Projects Paid From Reserves	(356,341)	(100,000)	0	-	(456,341)
Non-Cash Items:					
Depreciation	140,500	136,500	300	27,200	304,500
Budgeted Cash Balance - December 31, 2012	<u>\$ (810,174)</u>	<u>\$ 2,263,392</u>	<u>\$ 3,008,928</u>	<u>\$ 1,601,828</u>	<u>\$ 6,063,974</u>

CITY OF NEWARK, DELAWARE
2012 CONSOLIDATED BUDGET SUMMARY
OTHER FUNDS

	INTERNAL SERVICE FUND	SELF INSURANCE FUND	OPEB EXPENSE FUND	TOTALS
Projected Fund Balance - January 1, 2012	<u>\$ 1,051,311</u>	<u>\$ 860,544</u>	<u>\$ -</u>	<u>\$ 1,911,855</u>
Revenue				
Utility Sales	\$ -	\$ -	\$ -	\$ -
Utility Purchases	-	-	-	-
Utility Gross Margin	\$ -	\$ -	\$ -	\$ -
Utility Other Service Revenue	-	-	-	-
Utilities Contributions	\$ -	\$ -	\$ -	\$ -
Tax Revenue & Emergency Communication Fees	-	-	-	-
Fees for Service	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Other Revenue	-	7,900	-	7,900
Net Transfers	15,400	245,000	280,540	540,940
Total Operating Revenue	<u>\$ 15,400</u>	<u>\$ 252,900</u>	<u>\$ 280,540</u>	<u>\$ 548,840</u>
Expenditures				
Personnel Services	\$ 499,077	\$ -	\$ 275,540	\$ 774,617
Materials and Supplies	730,200	-	-	730,200
Contractual Services	248,478	245,000	5,000	498,478
Equipment Depreciation	7,000	-	-	7,000
Other Expenses	2,000	-	-	2,000
Inter-Dept Charges	(1,486,755)	-	-	(1,486,755)
Total Operating Expenses	<u>\$ -</u>	<u>\$ 245,000</u>	<u>\$ 280,540</u>	<u>\$ 525,540</u>
Capital Improvements				
Gross Capital Improvements	\$ 88,000	\$ -	\$ -	\$ 88,000
Less: Use of Reserves	-	-	-	-
Equipment Replacement	-	-	-	-
Grants	(72,600)	-	-	(72,600)
Bond Issues	-	-	-	-
Other Sources	-	-	-	-
Net Capital Improvements	<u>\$ 15,400</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 15,400</u>
Debt Service	\$ -	\$ -	\$ -	\$ -
Net Current Surplus	-	7,900	-	7,900
Total Expenditures and Surplus	<u>\$ 15,400</u>	<u>\$ 252,900</u>	<u>\$ 280,540</u>	<u>\$ 548,840</u>
Other Increase (Decrease) in Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Budgeted Fund Balance - December 31, 2012	<u>\$ 1,051,311</u>	<u>\$ 868,444</u>	<u>\$ -</u>	<u>\$ 1,919,755</u>
Projected Cash Balance - January 1, 2012	\$ 688,218	\$ 855,263	\$ 5,185	\$ 1,548,666
Net Current Surplus	-	7,900	-	7,900
Capital Projects Paid From Reserves	-	-	-	-
Non-Cash Items:				
Depreciation	7,000	-	-	7,000
Budgeted Cash Balance - December 31, 2012	<u>\$ 695,218</u>	<u>\$ 863,163</u>	<u>\$ 5,185</u>	<u>\$ 1,563,566</u>

**CITY OF NEWARK, DELAWARE
CONSOLIDATED BUDGET - 2012**

BUDGET AT A GLANCE

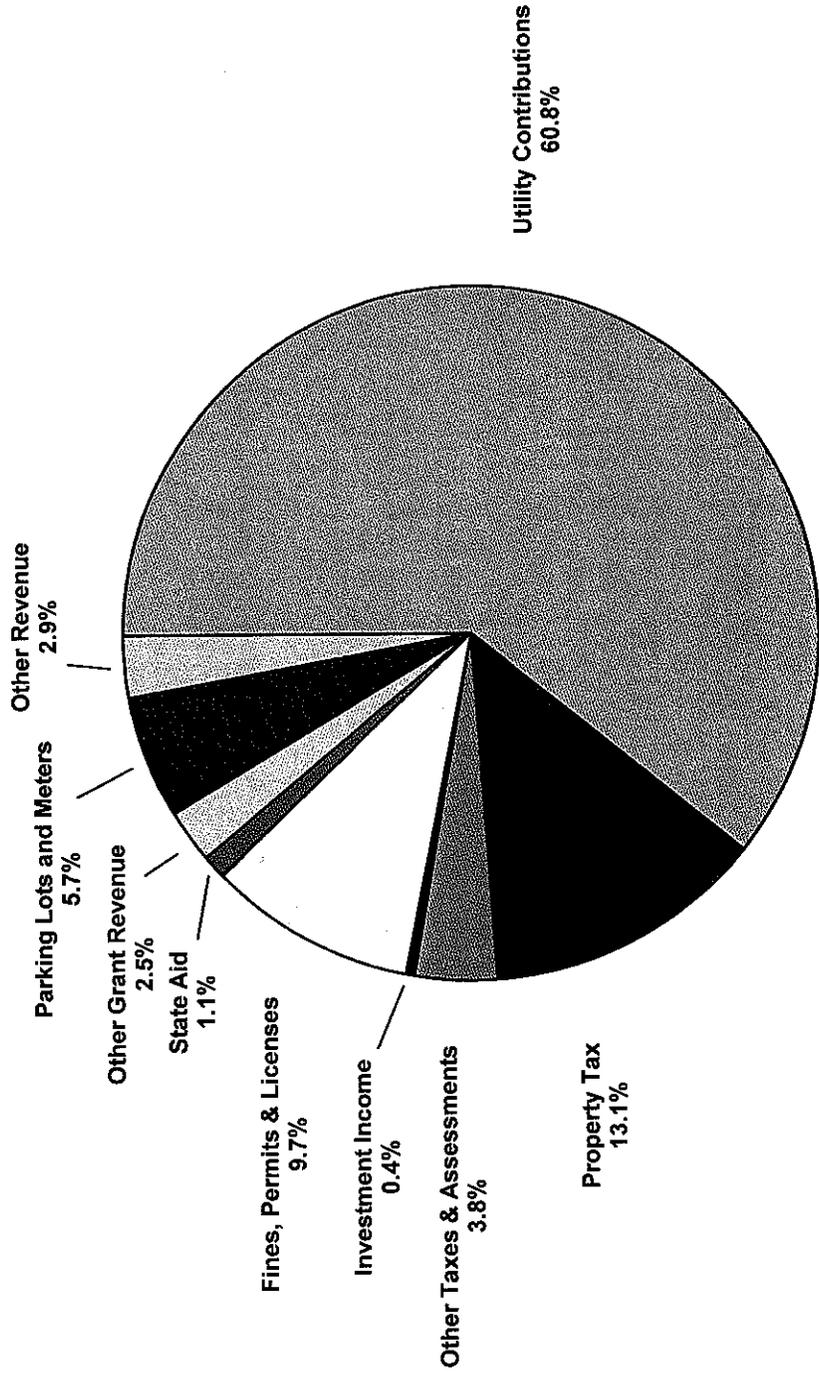
	ACTUAL 2010	BUDGET 2011	BUDGET 2012
Utility Contributions	61.0%	63.0%	60.8%
Property Tax	11.8%	12.8%	13.1%
Other Taxes and Assessments	3.5%	3.4%	3.8%
Investment Income	0.7%	0.5%	0.4%
Fines, Permits & Licenses	11.1%	8.6%	9.7%
State Aid	1.0%	1.1%	1.1%
Other Grant Revenue	2.9%	2.7%	2.5%
Parking Lots and Meters	4.5%	4.8%	5.7%
Other Revenue	3.5%	3.2%	2.9%
TOTAL	100%	100%	100%

WHERE IT COMES FROM

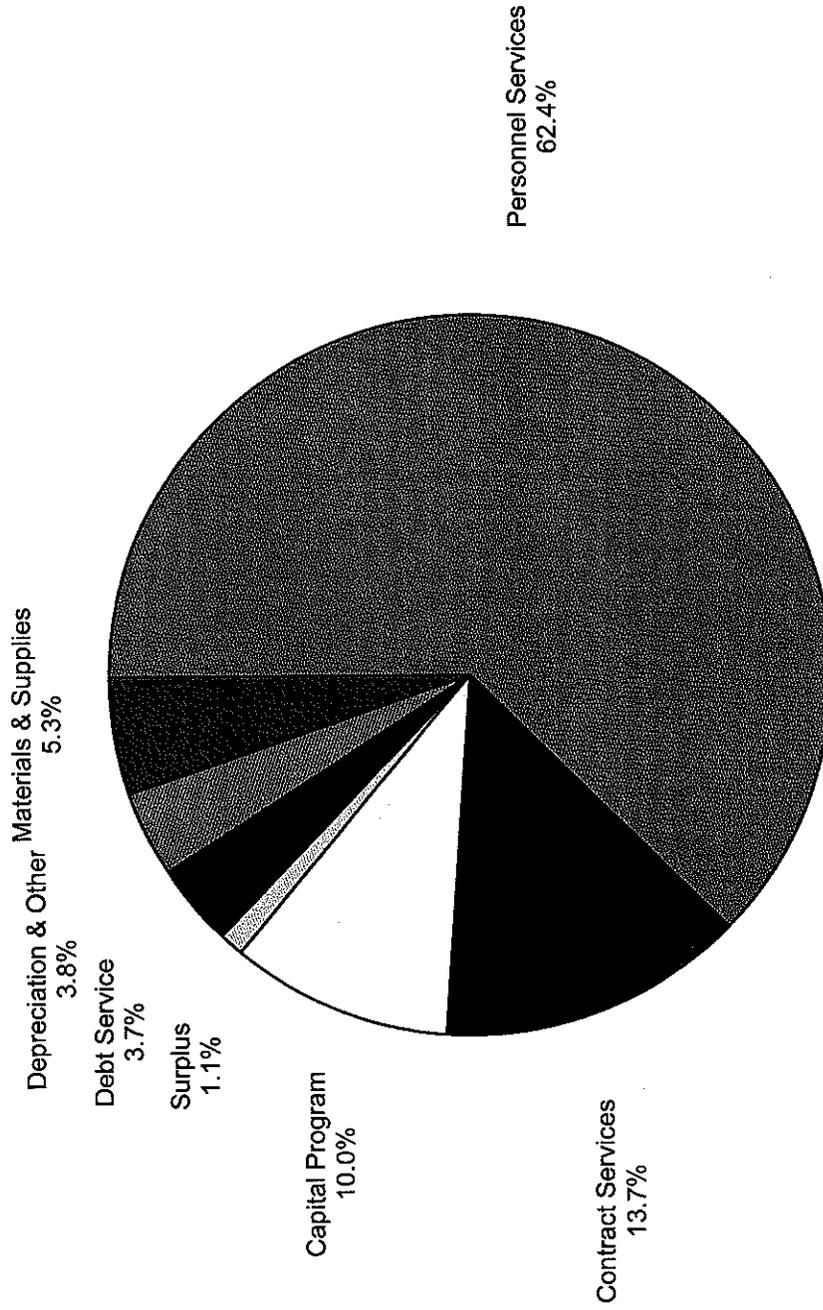
WHERE IT GOES

Personnel Services	56.6%	62.8%	62.4%
Contractual Services	10.7%	13.0%	13.7%
Materials & Supplies	4.6%	5.3%	5.3%
Capital Program	2.1%	10.9%	10.0%
Net Surplus	18.0%	0.0%	1.1%
Debt Service	4.3%	4.1%	3.7%
Equipment Depreciation & Other	3.5%	3.9%	3.8%
TOTAL	100%	100%	100%

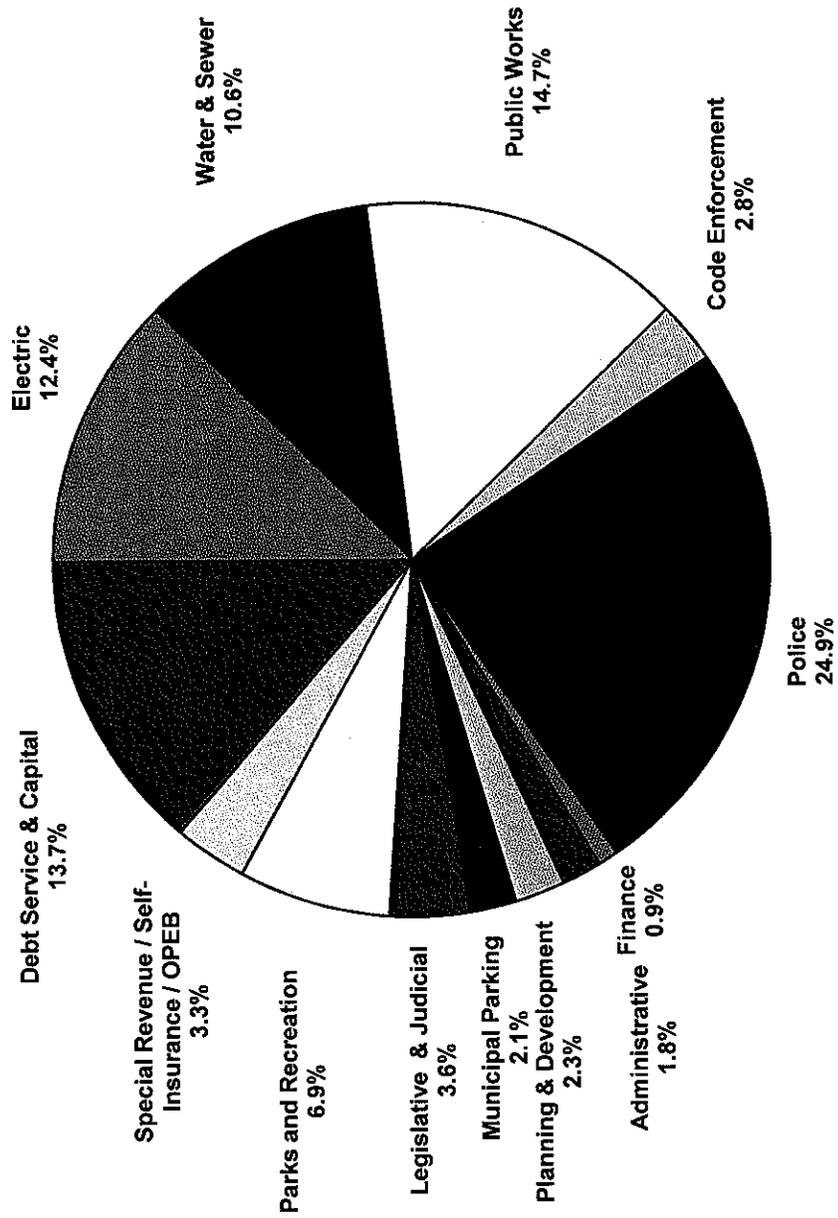
REVENUES BY TYPE 2012 BUDGET



EXPENDITURE BY FUNCTION 2012 BUDGET



EXPENDITURES BY DEPARTMENT 2012 BUDGET



CITY OF NEWARK, DELAWARE

2012 PERSONNEL LEVELS

	2003		2004		2005		2006		2007		2008		2009		2010		2011		2012			
	FT	Equiv PT																				
Electric	20	-	20	-	21	-	21	-	21	-	21	-	21	-	22	-	22	-	22	-	22	-
Water & Sewer	19	-	19	-	19	-	19	-	19	-	19	-	19	-	17	-	17	-	17	-	17	-
Sewer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	2	-	2	-	2	-
Refuse	17	-	16	-	16	-	15	-	15	-	14	-	13	-	13	-	13	-	12	-	12	-
Street	12	0.5	12	0.5	12	0.5	12	0.5	12	0.5	12	0.5	12	0.5	12	0.5	12	0.5	11	0.5	11	0.5
Maintenance	6	-	6	-	6	-	6	-	6	-	6	-	6	-	6	-	5	-	5	-	5	-
Engineering	12	-	11	-	11	-	11	-	11	-	11	-	10	0.5	10	0.5	10	0.5	10	-	10	-
Code Enforcement	11	1.5	11	1.5	11	1.5	11	1.5	11	1.5	11	1.5	11	1.0	10	1.0	10	1.0	10	1.0	9	1.0
Police	77	2.5	77	2.0	76	3.5	81	4.5	81	5.5	81	6.0	86	5.0	83	4.0	86	3.5	86	3.5	86	3.5
Finance	18	1.5	18	1.5	18	1.5	18	1.5	18	1.5	18	1.5	18	1.5	17	1.5	17	1.5	17	1.5	17	1.0
Planning	6	-	6	-	6	-	6	-	6	-	6	-	6	-	4	0.5	4	-	4	-	4	-
Parking	3	0.5	3	0.5	3	0.5	3	0.5	3	0.5	4	0.5	4	0.5	4	0.5	4	0.5	4	0.5	4	0.5
Administration	5	0.5	5	0.5	5	0.5	5	0.5	5	0.5	6	0.5	6	0.5	6	-	6	-	6	-	6	-
Legislative	3	1.0	3	1.0	3	1.0	3	0.5	3	0.5	3	0.5	3	0.5	3	0.5	3	0.5	3	0.5	3	0.5
Judicial	3	0.5	3	0.5	3	1.5	3	1.5	3	1.5	3	1.5	3	1.5	3	1.5	3	1.5	3	1.5	3	1.5
Parks & Recreation	15	4.0	15	4.0	15	4.0	15	4.0	16	3.5	16	4.0	16	4.0	17	3.0	17	2.5	17	2.5	17	2.5
Total	227	12.5	225	12.0	225	14.5	229	15.0	230	16.0	231	16.5	234	15.5	228	13.5	229	11.5	228	11.0	228	11.0

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

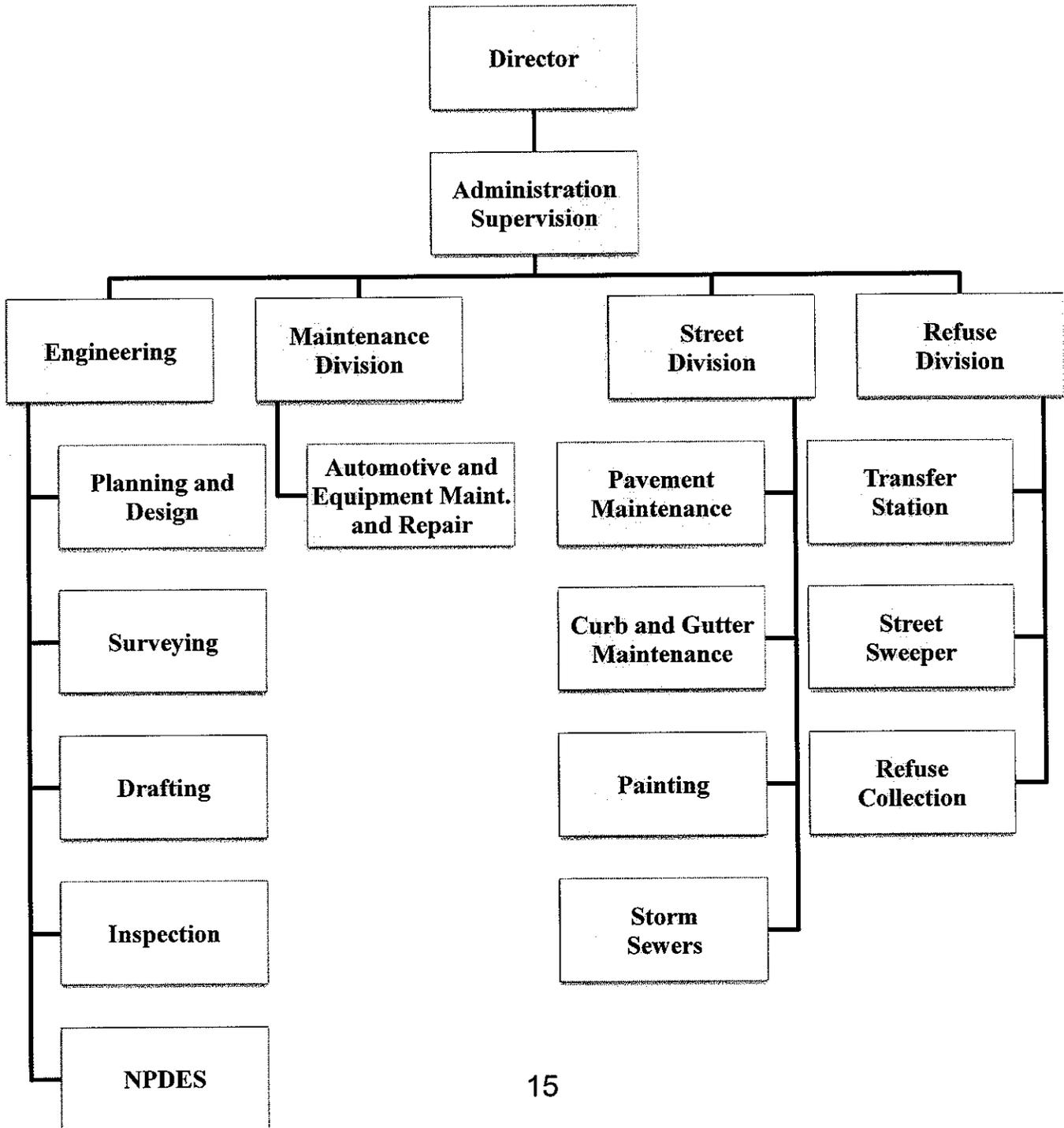
GENERAL FUND

Public Works – Refuse Division

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
OPERATING EXPENSES						
Personnel Services	\$1,058,122	\$1,072,022	\$1,112,061	\$1,143,232	\$1,118,077	\$1,167,645
Materials and Supplies	17,771	15,433	25,183	34,120	26,200	33,600
Contractual Services	596,191	490,025	460,859	670,450	597,550	719,062
Other Charges	251,956	260,753	280,761	316,800	316,400	280,900
Subtotal	\$1,924,040	\$1,838,233	\$1,878,864	\$2,164,602	\$2,058,227	\$2,201,207
Inter-Dept. Charges	435,945	391,331	424,024	451,344	449,663	486,078
Total Operating Expenses	\$2,359,985	\$2,229,564	\$2,302,888	\$2,615,946	\$2,507,890	\$2,687,285

CITY OF NEWARK, DELAWARE

PUBLIC WORKS



**REFUSE DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011					2012						
		GRADE	STEP	ANNUAL			GRADE	STEP	ANNUAL				
				REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT			FT POS	REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	FT POS
TRANS STA OPER	6240	8- 5		48,549	1,664	50,213	1.0	8- 5		49,506	1,779	51,285	1.0
REFUSE DRIVER II	6240	8- 5		47,899	1,109	49,008	1.0	8- 5		49,156	1,213	50,369	1.0
DRIVER/COLLECTOR	6240	8- 5		48,549	1,902	50,451	1.0	8- 5		49,506	2,021	51,527	1.0
DRIVER/COLLECTOR	6240	8- 5		48,549	1,664	50,213	1.0	8- 5		49,506	1,779	51,285	1.0
DRIVER/COLLECTOR	6240	8- 5		48,549	1,664	50,213	1.0	8- 5		49,506	1,779	51,285	1.0
DRIVER/COLLECTOR	6240	8- 5		48,199	1,506	49,705	1.0	8- 5		49,506	1,617	51,123	1.0
DRIVER/COLLECTOR	6240	8- 5		48,199	1,268	49,467	1.0	8- 5		49,156	1,374	50,530	1.0
DRIVER/COLLECTOR	6240	8- 5		47,899	872	48,771	1.0	8- 5		48,856	970	49,826	1.0
SWEEPER OPERATOR	6240	7- 5		46,048	990	47,038	1.0	7- 5		46,963	1,088	48,051	1.0
REFUSE DRIVER I	6240	6- 5		45,346	2,143	47,489	1.0	6- 5		46,219	2,261	48,480	1.0
REFUSE DRIVER I	6240	6- 5		44,996	1,256	46,252	1.0	6- 5		45,869	1,357	47,226	1.0
REFUSE COLLECTOR	6240	3- 5		41,621	0	41,621	1.0	3- 5		42,803	708	43,511	1.0
FULL TIME SUBTOTALS				564,403	16,039	580,442	12.0			576,552	17,943	594,495	12.0
SEASONAL (2)	6610			29,000		29,000				29,000		29,000	
OVERTIME	6620			60,000		60,000				60,000		60,000	
SHIFT DIFFERENTIAL	6621			0		0				0		0	
HOLIDAY PREMIUM	6622			0		0				0		0	
WEEKEND PREMIUM	6623			0		0				0		0	
OTHER SUBTOTALS				89,000	0	89,000	0.0			89,000	0	89,000	0.0
REFUSE DEPARTMENT TOTALS				653,403	16,039	669,442	12.0			665,552	17,943	683,495	12.0

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Public Works – Refuse Division

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6240 Refuse Workers	\$608,514	\$605,271	\$578,005	\$564,403	\$568,430	\$576,552
6580 Service Award	12,837	13,608	15,181	16,039	16,039	17,943
6590 Sick Pay	2,057	2,325	3,152	3,300	2,920	3,300
6610 Seasonal	46,413	21,194	27,156	29,000	25,270	29,000
6620 Overtime	47,753	35,117	43,349	60,000	46,950	60,000
6920 Unemployment Comp. Ins.	3,825	4,274	4,251	4,720	4,400	4,780
6930 Social Security Taxes	54,079	50,566	48,342	51,460	44,370	52,540
6940 City Pension Plan	89,091	110,111	118,316	141,730	136,378	140,470
6950 Term Life Insurance	3,181	3,145	3,026	3,080	2,980	3,280
6960 Group Hospitalization Ins.	159,887	174,726	184,124	202,420	206,620	202,420
6961 Long-Term Disability Ins.	1,188	1,173	1,143	1,750	1,120	2,630
6962 Dental Insurance	10,237	12,399	13,258	16,050	13,420	18,460
6963 Flexible Spending Account	0	13	32	100	0	100
6965 Post-Employment Benefits	19,060	38,100	72,726	49,180	49,180	56,170
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$1,058,122	\$1,072,022	\$1,112,061	\$1,143,232	\$1,118,077	\$1,167,645

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7110 Safety Shoes and Supplies	\$2,300	\$2,053	\$1,791	\$3,080	\$2,300	\$2,800
7130 Tools, Field Sup., & Small Eq.	471	161	401	580	400	500
7132 Refuse Collection Carts	0	0	14,095	20,000	15,000	20,000
7140 Uniforms	3,721	2,622	2,961	3,110	3,000	3,100
7270 Station Maintenance	1,533	2,144	786	3,150	3,000	3,000
7460 Street Cleaning	1,980	3,240	1,973	2,700	2,000	2,700
7462 Recycling Supplies	6,905	5,200	997	1,000	0	1,000
7540 Inventory Adjustment	0	0	1,792	0	0	0
7550 Miscellaneous Supplies	861	13	387	500	500	500
TOTAL MATERIALS & SUPPLIES	\$17,771	\$15,433	\$25,183	\$34,120	\$26,200	\$33,600

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Public Work – Refuse Division

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8030 Casualty Insurance	\$26,732	\$27,238	\$34,544	\$37,650	\$37,650	\$37,162
8050 Telephone	448	441	301	500	300	400
8190 Refuse Disposal-Landfill	548,388	438,871	407,959	600,400	531,000	650,000
8200 Printing & Reproduction	0	518	0	1,000	500	1,000
8250 Building & Grounds Maintenance	300	1,074	221	0	0	0
8270 Station Maintenance	11,459	13,966	10,440	22,400	20,000	22,000
8480 Communication Equip. Maint.	1,814	617	0	1,000	700	1,000
8550 Misc. Contracted Services	7,050	7,300	7,394	7,500	7,400	7,500
TOTAL CONTRACTUAL SERVICES	\$596,191	\$490,025	\$460,859	\$670,450	\$597,550	\$719,062

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9060 Depreciation Expense	\$250,888	\$260,753	\$280,261	\$315,900	\$315,900	\$280,000
9070 Training	1,068	0	500	900	500	900
TOTAL OTHER CHARGES	\$251,956	\$260,753	\$280,761	\$316,800	\$316,400	\$280,900

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Vehicles and Equipment	\$334,794	\$287,285	\$351,377	\$382,076	\$379,284	\$357,182
Buildings and Grounds	0	0	1,638	2,391	2,885	3,085
Billings & Accounting	39,536	41,848	0	0	0	53,560
Printing and Reproduction	242	310	860	1,008	886	1,008
Electric Used - Transfer Station	5,200	6,000	8,459	8,206	8,206	8,061
Other Indirect Charges	56,173	55,888	61,690	57,663	58,402	63,182
TOTAL INTER-DEPT. CHARGES	\$435,945	\$391,331	\$424,024	\$451,344	\$449,663	\$486,078

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Public Works – Engineering Division

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
OPERATING EXPENSES						
Personnel Services	\$957,932	\$976,187	\$1,010,855	\$1,051,325	\$1,021,971	\$1,063,088
Materials and Supplies	17,319	10,934	20,823	23,140	15,650	17,000
Contractual Services	20,051	30,555	36,436	71,700	58,740	80,082
Other Charges	7,632	6,900	8,465	10,300	8,010	10,610
Subtotal	\$1,002,934	\$1,024,576	\$1,076,579	\$1,156,465	\$1,104,371	\$1,170,780
Inter-Dept. Charges	6,143	13,225	(74,829)	(48,811)	(61,944)	(39,681)
Total Operating Expenses	<u>\$1,009,077</u>	<u>\$1,037,801</u>	<u>\$1,001,750</u>	<u>\$1,107,654</u>	<u>\$1,042,427</u>	<u>\$1,131,099</u>

**ENGINEERING DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011					2012				
		GRADE STEP	ANNUAL				GRADE STEP	ANNUAL			
			REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	FT POS		REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	FT POS
PUBLIC WORKS DIRECTOR	6020	31- I	107,446	3,204	110,650	1.0	31- I	107,446	3,382	110,828	1.0
PUBLIC WORKS SUPT.	6020	21- I	73,147	4,329	77,476	1.0	21- I	73,147	4,449	77,596	1.0
ENGINEERING ASSISTANT	6030	18- I	65,139	2,352	67,491	1.0	18- I	65,139	2,459	67,598	1.0
SPEC PROJ COORD.	6030	17- G	61,162	3,911	65,073	1.0	17- G	61,162	4,011	65,173	1.0
STORM. PROG. COORD.	6030	17- G	60,162	0	60,162	1.0	17- G	60,512	0	60,512	1.0
CHIEF SURVEYOR	6210	15- G	55,973	1,020	56,993	1.0	15- G	55,973	1,112	57,085	1.0
SURVEY INST. TECHNICIAN	6030	11- G	47,547	0	47,547	1.0	11- G	47,547	0	47,547	1.0
UTILITY INSPECTOR	6210	14- G	54,483	1,872	56,355	1.0	14- G	54,483	1,961	56,444	1.0
UTILITY INSPECTOR	6210	14- G	53,833	1,248	55,081	1.0	14- G	54,133	1,337	55,470	1.0
PUB. WKS. DISPATCHER	6080	10- G	45,718	991	46,709	1.0	10- G	46,068	1,067	47,135	1.0
FULL TIME SUBTOTALS			624,610	18,925	643,535	10.0		625,610	19,778	645,388	10.0
OVERTIME	6620		25,000		25,000			25,000		25,000	
OTHER SUBTOTALS			25,000	0	25,000	0.0		25,000	0	25,000	0.0
ENGINEERING DEPARTMENT TOTALS			649,610	18,925	668,535	10.0		650,610	19,778	670,388	10.0

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Public Works – Engineering Division

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6020 Supervisory	\$185,607	\$180,595	\$180,595	\$180,593	\$180,600	\$180,593
6030 Engineering/Technical	226,746	222,403	226,092	234,010	229,130	234,360
6080 Clerical	58,079	45,614	45,718	45,718	45,720	46,068
6210 Inspectors	172,357	168,313	169,679	164,289	167,950	164,589
6570 Flex Pay	0	0	0	0	0	0
6580 Service Award	15,556	16,375	18,073	18,925	18,925	19,778
6590 Sick Pay	7,410	8,838	10,638	11,000	10,307	12,000
6600 Part-time	16,211	17,204	0	0	0	0
6620 Overtime	20,032	18,113	21,599	25,000	22,830	25,000
6920 Unemployment Comp. Ins.	2,339	3,336	3,011	3,370	3,255	3,410
6930 Social Security Taxes	52,684	50,407	50,632	51,780	50,660	52,150
6940 City Pension Plan	87,275	107,857	120,846	144,760	139,294	143,470
6950 Term Life Insurance	2,982	2,942	2,924	2,920	2,950	3,250
6960 Group Hospitalization Ins.	85,570	89,664	81,056	106,750	91,320	106,750
6961 Long-Term Disability Ins.	970	942	947	1,470	950	2,210
6962 Dental Insurance	5,444	6,251	7,763	10,440	7,760	12,010
6963 Flexible Spending Account	0	13	33	60	80	80
6965 Post-Employment Benefits	18,670	37,320	71,249	50,240	50,240	57,370
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$957,932	\$976,187	\$1,010,855	\$1,051,325	\$1,021,971	\$1,063,088

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7110 Safety Shoes & Supplies	\$420	\$590	\$801	\$680	\$500	\$600
7130 Tools, Field Sup., & Small Eq.	5,141	31	1,056	2,300	2,000	2,000
7140 Uniforms	624	935	0	760	700	800
7150 Office Supplies	4,082	3,342	2,192	3,250	2,200	3,000
7401 Stormwater Program	6,903	5,848	16,348	15,450	10,000	10,000
7480 Communication Equip. Maint.	0	0	0	300	0	300
7550 Miscellaneous Supplies	149	188	426	400	250	300
TOTAL MATERIALS & SUPPLIES	\$17,319	\$10,934	\$20,823	\$23,140	\$15,650	\$17,000

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Public Works – Engineering Division

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8020 Advertising	\$1,074	\$1,016	\$1,158	\$1,200	\$1,100	\$1,200
8030 Casualty Insurance	12,349	15,148	17,025	16,090	16,090	15,232
8050 Telephone	4,913	4,884	4,872	5,000	4,800	5,000
8120 Outside Engineering	0	5,676	10,349	21,000	26,000	28,000
8401 Stormwater Program	628	2,824	2,103	27,960	10,000	30,000
8480 Communication Equip. Maint.	158	684	98	0	0	0
8550 Misc. Contracted Services	929	323	831	450	750	650
TOTAL CONTRACTUAL SERVICES	\$20,051	\$30,555	\$36,436	\$71,700	\$58,740	\$80,082

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9020 Mileage & Small Bus. Expense	\$6	\$19	\$58	\$50	\$100	\$100
9040 Dues & Conference Expense	2,549	2,231	3,024	3,040	2,000	4,000
9060 Depreciation Expense	3,661	3,760	5,110	5,110	5,110	5,110
9070 Training	1,416	890	273	2,100	800	1,400
TOTAL OTHER CHARGES	\$7,632	\$6,900	\$8,465	\$10,300	\$8,010	\$10,610

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Vehicles and Equipment	\$19,803	\$18,401	\$21,592	\$23,882	\$23,446	\$21,992
Buildings and Grounds	32,515	33,557	1,074	1,569	1,893	2,024
Billings & Accounting	52,715	55,797	0	0	0	32,334
Printing and Reproduction	470	602	860	1,008	886	1,008
Electricity Used	0	0	2,059	2,206	2,206	1,961
Other Indirect Expenses	(99,360)	(95,132)	(100,414)	(77,476)	(90,375)	(99,000)
TOTAL INTER-DEPT. CHARGES	\$6,143	\$13,225	(\$74,829)	(\$48,811)	(\$61,944)	(\$39,681)

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Planning Department-Code Enforcement Division

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
OPERATING EXPENSES						
Personnel Services	\$982,799	\$1,004,237	\$936,246	\$1,014,379	\$981,953	\$989,605
Materials and Supplies	13,276	7,815	6,935	10,600	10,600	11,500
Contractual Services	31,829	29,731	49,668	29,310	36,070	53,930
Other Charges	14,388	16,222	10,505	17,800	17,800	10,100
Subtotal	\$1,042,292	\$1,058,005	\$1,003,354	\$1,072,089	\$1,046,423	\$1,065,135
Inter-Dept. Charges	71,733	74,516	30,989	35,151	34,604	64,221
Total Operating Expenses	\$1,114,025	\$1,132,521	\$1,034,343	\$1,107,240	\$1,081,027	\$1,129,356

**CODE ENFORCEMENT DIVISION
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011					2012				
		GRADE	STEP	ANNUAL			GRADE	STEP	ANNUAL		
				REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT			FT POS	REGULAR RATE	SERVICE AWARD
CODES INSPECT. SUPRVR	6020	20- I	70,373	2,428	72,801	1.0	20- I	70,373	2,544	72,917	1.0
CODE ENF. OFFICER	6260	17- G	60,512	1,404	61,916	1.0	17- G	60,812	1,504	62,316	1.0
CODE ENF. OFFICER	6260	17- G	60,512	1,404	61,916	1.0	17- G	60,812	1,504	62,316	1.0
CODE ENF. OFFICER	6260	17- F	57,848	0	57,848	1.0	17- G	60,162	0	60,162	1.0
CODE ENF. OFFICER	6260	17- A	47,547	0	47,547	1.0	17- F	57,848	0	57,848	1.0
FIRE MARSHAL	6260	17- G	60,162	0	60,162	1.0					
FIRE PREVENT. INSPECTOR	6260	14- G	54,483	1,872	56,355	1.0	17- E	56,622	2,039	58,661	1.0
PROP. MAINT. INSPECTOR II	6260	14- G	54,133	1,426	55,559	1.0	14- G	54,133	1,515	55,648	1.0
PROP. MAINT. INSPECTOR I	6260	12- G	49,448	0	49,448	1.0	12- G	49,448	0	49,448	1.0
SECRETARY I	6080	10- E	42,269	0	42,269	1.0	10- F	43,959	0	43,959	1.0
FULL TIME SUBTOTALS			557,287	8,534	565,821	10.0		514,169	9,107	523,276	9.0
PART-TIME CLERK	6080	G	18,588	742	19,330	0.5	G	18,550	770	19,320	0.5
PART-TIME CLERK	6080	G	18,588	371	18,959	0.5	G	18,550	399	18,949	0.5
OVERTIME	6620		4,000		4,000			15,000		15,000	
OTHER SUBTOTALS			41,176	1,113	42,288	1.0		52,100	1,170	53,270	1.0
CODE ENFORCEMENT DIVISION TOTALS			598,463	9,647	608,109	11.0		566,269	10,276	576,545	10.0

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Planning Department-Code Enforcement Division

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6020 Supervisory	\$166,133	\$153,760	\$70,360	\$70,373	\$70,370	\$70,373
6080 Clerical	38,060	38,830	78,414	79,445	79,500	81,059
6260 Code Enforcement	432,511	430,694	399,916	444,645	423,250	399,837
6570 Flex Pay	0	0	0	0	0	0
6580 Service Award	7,696	8,497	9,095	9,646	9,646	10,276
6590 Sick Pay	4,036	4,150	5,034	5,000	4,810	5,000
6600 Part-Time	38,593	38,000	0	0	0	0
6620 Overtime	3,908	1,048	11,965	3,500	12,000	15,000
6621 Shift Differential	0	0	44	500	300	500
6920 Unemployment Comp. Ins.	2,798	3,663	3,541	3,710	3,500	3,750
6930 Social Security Taxes	52,355	50,866	43,014	46,900	44,300	44,530
6940 City Pension Plan	78,100	96,520	106,612	127,720	122,897	126,580
6950 Term Life Insurance	3,081	3,077	2,636	2,680	2,800	3,080
6960 Group Hospitalization Ins.	129,452	131,401	126,786	159,100	153,210	159,100
6961 Long-Term Disability Ins.	1,008	993	858	1,410	900	2,120
6962 Dental Insurance	8,358	9,292	14,179	15,330	9,990	17,630
6963 Flexible Spending Account	0	26	32	100	160	160
6965 Post-Employment Benefits	16,710	33,420	63,760	44,320	44,320	50,610
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$982,799	\$1,004,237	\$936,246	\$1,014,379	\$981,953	\$989,605

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7110 Safety Shoes & Supplies	\$525	\$500	\$245	\$800	\$800	\$900
7130 Tools, Field Sup., & Small Eq.	777	154	536	500	500	500
7140 Uniforms	914	1,063	21	1,100	1,100	1,400
7150 Office Supplies	4,765	4,313	3,234	5,500	5,500	5,500
7160 Books, Periodicals, Etc.	1,063	1,566	2,737	2,500	2,500	3,000
7550 Miscellaneous Supplies	5,232	219	162	200	200	200
TOTAL MATERIALS & SUPPLIES	\$13,276	\$7,815	\$6,935	\$10,600	\$10,600	\$11,500

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Planning Department-Code Enforcement Division

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8020 Advertising	\$54	\$0	\$0	\$200	\$0	\$0
8030 Casualty Insurance	16,788	19,005	22,329	19,070	19,070	18,560
8040 Merchant Fees and Discounts	2,610	3,160	21,113	3,640	10,700	14,000
8050 Telephone	5,377	5,485	6,025	5,700	5,700	5,700
8120 Consulting	0	0	0	0	0	0
8250 Building & Grounds Maintenance	0	0	0	0	0	15,070
8300 Machinery & Equip. Maintenance	1,273	600	0	200	200	200
8301 Computer System Maintenance	4,368	0	0	0	0	0
8550 Misc. Contracted Services	1,359	1,481	201	500	400	400
TOTAL CONTRACTUAL SERVICES	\$31,829	\$29,731	\$49,668	\$29,310	\$36,070	\$53,930

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9020 Mileage & Small Bus. Expense	\$8	\$38	\$4	\$100	\$100	\$100
9040 Dues & Conference Expense	2,347	2,674	950	4,000	4,000	5,000
9060 Depreciation Expense	8,018	9,814	9,551	12,200	12,200	3,500
9070 Training (1)	4,015	3,696	0	1,500	1,500	1,500
TOTAL OTHER CHARGES	\$14,388	\$16,222	\$10,505	\$17,800	\$17,800	\$10,100

(1) 2008 and 2009 included charges for Emergency Management Expenses.

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Vehicles and Equipment	\$17,943	\$18,144	\$18,330	\$19,991	\$18,772	\$17,611
Buildings and Grounds	26,777	27,635	3,449	5,035	6,075	6,496
Billings & Accounting	26,358	27,898	0	0	0	30,774
Printing and Reproduction	655	839	2,601	3,046	2,678	3,046
Electricity Used	0	0	6,609	7,079	7,079	6,294
Other Indirect Charges	0	0	0	0	0	0
TOTAL INTER-DEPT. CHARGES	\$71,733	\$74,516	\$30,989	\$35,151	\$34,604	\$64,221

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

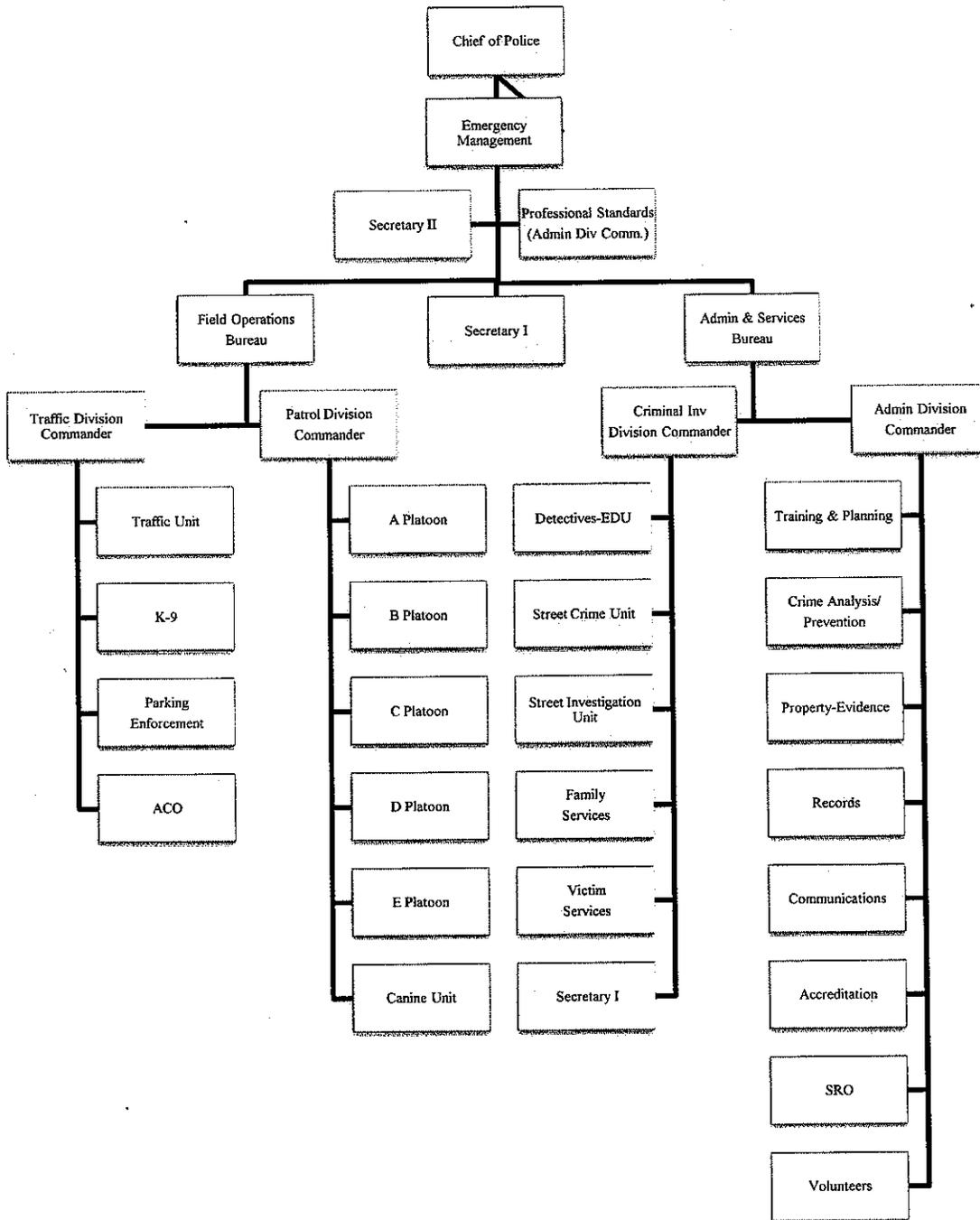
GENERAL FUND

Police Department

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
OPERATING EXPENSES						
Personnel Services	\$7,582,896	\$7,588,633	\$8,251,428	\$8,411,510	\$8,311,959	\$8,368,107
Materials and Supplies	164,928	196,393	127,823	138,510	139,633	144,790
Contractual Services	331,346	344,329	357,020	336,310	340,513	333,268
Other Charges	272,067	303,353	465,885	337,200	338,100	334,500
Subtotal	\$8,351,237	\$8,432,708	\$9,202,156	\$9,223,530	\$9,130,205	\$9,180,665
Inter-Dept. Charges	555,306	531,274	474,696	514,260	540,968	805,027
Total Operating Expenses	\$8,906,543	\$8,963,982	\$9,676,852	\$9,737,790	\$9,671,173	\$9,985,692

CITY OF NEWARK, DELAWARE

POLICE DEPARTMENT



**POLICE DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011					2012						
		GRADE	STEP	ANNUAL			GRADE	STEP	ANNUAL				
				REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT			FT POS	REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	FT POS
CHIEF OF POLICE	6020	31-1		106,796	0	106,796	1.0	31-1		106,796	0	106,796	1.0
CAPTAIN	6020	10-7		87,626	4,764	92,390	1.0	10-7		87,626	4,909	92,535	1.0
CAPTAIN	6020	10-7		87,626	3,898	91,524	1.0	10-7		87,626	4,043	91,669	1.0
LIEUTENANT	6020	8-7		80,325	3,305	83,630	1.0	8-7		80,325	3,437	83,762	1.0
LIEUTENANT	6020	8-7		80,325	3,041	83,366	1.0	8-7		80,325	3,041	83,366	1.0
LIEUTENANT	6020	8-7		80,325	2,909	83,234	1.0	8-7		80,325	3,041	83,366	1.0
LIEUTENANT	6020	8-7		80,325	2,909	83,234	1.0	8-7		80,325	2,248	82,573	1.0
SERGEANT	6020	5-7		73,640	2,785	76,425	1.0	5-7		73,640	2,906	76,546	1.0
SERGEANT	6020	5-7		73,640	1,937	75,577	1.0	5-7		73,640	1,816	75,456	1.0
SERGEANT	6020	5-7		73,290	1,695	74,985	1.0	5-7		73,640	1,816	75,456	1.0
SERGEANT	6020	5-7		73,290	1,695	74,985	1.0	5-7		73,640	1,816	75,456	1.0
SERGEANT	6020	5-7		73,290	1,574	74,864	1.0	5-7		73,290	1,695	74,985	1.0
SERGEANT	6020	5-7		72,990	1,453	74,443	1.0	5-7		73,640	1,574	75,214	1.0
SERGEANT	6020	4-7		67,169	1,552	68,721	1.0	5-6		70,163	1,622	71,785	1.0
MASTER CORPORAL	6070	4-7		67,519	3,326	70,845	1.0	4-7		67,519	3,437	70,956	1.0
MASTER CORPORAL	6070	4-7		67,519	2,550	70,069	1.0	4-7		67,519	2,661	70,180	1.0
MASTER CORPORAL	6070	4-7		67,519	2,439	69,958	1.0	4-7		67,519	2,550	70,069	1.0
MASTER CORPORAL	6070	4-7		67,519	2,439	69,958	1.0	4-7		67,519	2,550	70,069	1.0
MASTER CORPORAL	6070	4-7		67,519	2,328	69,847	1.0	4-7		67,519	2,439	69,958	1.0
MASTER CORPORAL	6070	4-7		67,519	2,328	69,847	1.0	4-7		67,519	2,439	69,958	1.0
MASTER CORPORAL	6070	4-7		67,169	1,441	68,610	1.0	4-7		67,169	1,552	68,721	1.0
MASTER CORPORAL	6070	4-7		67,169	1,441	68,610	1.0	4-7		67,169	1,552	68,721	1.0
MASTER CORPORAL	6070	4-7		67,169	1,441	68,610	1.0	4-7		67,169	1,330	68,499	1.0
CORPORAL	6070	3-7		64,195	2,107	66,302	1.0	3-7		64,195	2,212	66,407	1.0
CORPORAL	6070	3-7		64,195	1,791	65,986	1.0	3-7		64,195	1,896	66,091	1.0
CORPORAL	6070	3-7		64,195	1,791	65,986	1.0	3-7		64,195	1,896	66,091	1.0
CORPORAL	6070	3-7		64,195	1,475	65,670	1.0	3-7		64,195	1,580	65,775	1.0
CORPORAL	6070	3-7		63,845	1,475	65,320	1.0	3-7		64,195	1,580	65,775	1.0
CORPORAL	6070	3-7		63,845	1,475	65,320	1.0	3-7		64,195	1,580	65,775	1.0
CORPORAL	6070	3-7		63,845	1,369	65,214	1.0	3-7		63,845	1,475	65,320	1.0
CORPORAL	6070	3-7		63,845	1,369	65,214	1.0	3-7		63,845	1,475	65,320	1.0
CORPORAL	6070	3-7		63,545	1,264	64,809	1.0	3-7		63,845	1,369	65,214	1.0
CORPORAL	6070	3-7		63,545	1,159	64,704	1.0	3-7		63,845	1,264	65,109	1.0
CORPORAL	6070	3-7		63,545	1,156	64,701	1.0						
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	1,159	64,704	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	1,159	64,704	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	1,053	64,598	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	1,053	64,598	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	1,053	64,598	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	1,053	64,598	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	0	63,545	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	0	63,545	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	0	63,545	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	0	63,545	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	0	63,545	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	0	63,545	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	0	63,545	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	0	63,545	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	0	63,545	1.0
CORPORAL	6070	3-7		63,545	0	63,545	1.0	3-7		63,545	0	63,545	1.0
CORPORAL	6070	3-6		60,474	0	60,474	1.0	3-7		63,195	0	63,195	1.0
CORPORAL	6070	3-6		60,474	0	60,474	1.0	3-7		63,195	0	63,195	1.0
CORPORAL	6070	3-6		60,474	0	60,474	1.0	3-7		63,195	0	63,195	1.0

**POLICE DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011					2012						
		GRADE	STEP	ANNUAL			GRADE	STEP	ANNUAL				
				REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT			FT POS	REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	FT POS
CORPORAL	6070	3- 6		60,474	0	60,474	1.0	3- 7		63,195	0	63,195	1.0
CORPORAL	6070	3- 6		60,474	0	60,474	1.0	3- 7		63,195	0	63,195	1.0
CORPORAL	6070	3- 6		60,474	0	60,474	1.0	3- 7		63,195	0	63,195	1.0
CORPORAL	6070	3- 6		60,474	0	60,474	1.0	3- 7		63,195	0	63,195	1.0
CORPORAL	6070	3- 5		57,870	0	57,870	1.0	3- 6		60,474	0	60,474	1.0
CORPORAL	6070	3- 5		57,870	0	57,870	1.0	3- 6		60,474	0	60,474	1.0
CORPORAL	6070	3- 5		57,870	0	57,870	1.0	3- 6		60,474	0	60,474	1.0
CORPORAL	6070	1- 4		52,100	0	52,100	1.0	3- 5		57,870	0	57,870	1.0
POLICE OFFICER	6070	1- 3		49,858	0	49,858	1.0	1- 4		52,100	0	52,100	1.0
POLICE OFFICER	6070	1- 3		49,858	0	49,858	1.0	1- 4		52,100	0	52,100	1.0
POLICE OFFICER	6070	1- 3		49,858	0	49,858	1.0	1- 4		52,100	0	52,100	1.0
POLICE OFFICER	6070	1- 3		49,858	0	49,858	1.0	1- 4		52,100	0	52,100	1.0
POLICE OFFICER	6070	1- 3		49,858	0	49,858	1.0	1- 4		52,100	0	52,100	1.0
POLICE OFFICER	6070	1- 2		47,710	0	47,710	1.0	1- 3		49,858	0	49,858	1.0
POLICE OFFICER	6070	1- 1		45,656	0	45,656	1.0	1- 2		47,710	0	47,710	1.0
POLICE OFFICER	6070	1- 1		45,656	0	45,656	1.0	1- 2		47,710	0	47,710	1.0
POLICE OFFICER	6070	1- 1		45,656	0	45,656	1.0	1- 2		47,710	0	47,710	1.0
POLICE OFFICER *	6070	1- 1		45,656	0	45,656	1.0	1- 2		47,710	0	47,710	1.0
POLICE OFFICER *	6070							1- 2		47,710	0	47,710	1.0
SWORN FULL TIME SUBTOTALS				4,373,060	69,681	4,442,741	68.0			4,418,822	77,328	4,496,150	68.0
COMMUNICATIONS SUPVR.	6020	17- I		62,023	1,233	63,256	1.0	17- I		62,023	1,336	63,359	1.0
SECRETARY II	6080	13- D		45,718	0	45,718	1.0	13- D		45,718	0	45,718	1.0
INFO SYSTEMS TECHNICIAN	6050	15- G		55,973	1,020	56,993	1.0	15- G		55,973	1,112	57,085	1.0
SECRETARY I	6080	10- G		46,718	3,048	49,766	1.0	10- G		46,718	3,124	49,842	1.0
SECRETARY I	6080	10- G		46,718	1,905	48,623	1.0	10- G		46,718	1,981	48,699	1.0
COMMUNICATIONS OFFICER	6073	10- G		46,718	1,676	48,394	1.0	10- G		46,718	1,753	48,471	1.0
COMMUNICATIONS OFFICER	6073	10- G		46,068	1,067	47,135	1.0	10- G		46,068	1,143	47,211	1.0
COMMUNICATIONS OFFICER	6073	10- G		45,718	0	45,718	1.0	10- G		45,718	0	45,718	1.0
COMMUNICATIONS OFFICER	6073	10- G		45,718	0	45,718	1.0	10- G		45,718	0	45,718	1.0
COMMUNICATIONS OFFICER	6073	10- G		45,718	0	45,718	1.0	10- G		45,718	0	45,718	1.0
COMMUNICATIONS OFFICER	6073	10- G		45,718	0	45,718	1.0	10- G		45,718	0	45,718	1.0
COMMUNICATIONS OFFICER	6073	10- F		43,959	0	43,959	1.0	10- G		45,718	0	45,718	1.0
COMMUNICATIONS OFFICER	6073	10- B		37,577	0	37,577	1.0	10- C		39,080	0	39,080	1.0
COMMUNICATIONS OFFICER	6073	10- B		37,577	0	37,577	1.0	10- C		39,080	0	39,080	1.0
VICTIM SERVICES SPEC. *	6030	9- G		43,959	0	43,959	1.0	9- G		43,959	0	43,959	1.0
CLERK TYPIST II	6080							8- G		42,619	916	43,535	1.0
ANIMAL CONTROL OFFICER	6074	8- G		43,269	1,550	44,819	1.0	8- G		43,269	1,620	44,889	1.0
PARKING ENF OFFICER	6072	7- G		41,643	1,490	43,133	1.0	7- G		41,643	1,558	43,201	1.0
PARKING ENF OFFICER	6072	7- G		40,993	813	41,806	1.0						
PARKING ENF OFFICER	6072	7- G		40,993	745	41,738	1.0	7- G		40,993	813	41,806	1.0
N-SWORN FULL TIME SUBTOT#				817,060	14,547	831,607	18.0			823,451	15,356	838,807	18.0
PROPERTY TECHNICIAN	6600	G		30,498		30,498	0.5	G		30,498	413	30,911	0.5
PARKING ENF OFFICER	6072	G		21,684		21,684	0.5	G		27,105	400	27,505	0.5
PARKING ENF OFFICER	6072	B		18,532		18,532	0.5	E		25,064		25,064	0.5
PARKING ENF OFFICER	6072							C		23,166		23,166	0.5
PARKING ENF OFFICER	6072							D		24,102		24,102	0.5
CLERK TYPIST	6080	G		18,543	713	19,256	0.5						
CLERK TYPIST	6080	G		18,543	343	18,886	0.5	E		28,197		28,197	0.5
COMMUNICATIONS OFFICER	6073	D		21,684		21,684	0.5	G		22,536		22,536	0.5
TRAINING COORDINATOR	6600	G		22,536		22,536	0.5			20,000		20,000	
STANDBY PAY	6619			32,000		32,000				221,000		221,000	
OVERTIME	6620			206,131		206,131				61,000		61,000	
SHIFT DIFFERENTIAL	6621			59,000		59,000				72,000		72,000	
HOLIDAY PREMIUM	6622			52,000		52,000				26,250		26,250	
UNIFORM ALLOWANCE	6880			23,300		23,300							
N-SWORN PART TIME SUBTOT#				524,451	1,056	525,507	3.5			580,918	813	581,731	3.5
POLICE DEPARTMENT TOTALS				5,714,571	85,283	5,799,855	89.5			5,823,191	93,497	5,916,688	89.5

* FUNDED THRU A LAW ENFORCEMENT GRANT

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Police Department

Expenditures:

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6020 Supervisory	\$1,034,604	\$1,008,652	\$949,445	\$1,053,681	\$910,500	\$1,177,024
6050 Information Technology	56,619	55,502	55,716	55,973	55,970	55,973
6070 Police Officers	3,168,198	3,063,963	3,235,746	3,329,572	3,328,830	3,208,401
6072 Parking Enforcement	123,083	119,278	178,163	163,845	186,760	182,073
6073 Communications	303,965	335,473	364,149	370,737	358,750	382,015
6074 Animal Control	43,703	43,126	43,268	43,269	43,270	43,269
6080 Clerical	153,885	135,129	172,449	176,240	163,490	181,773
6570 Flex Pay	0	0	0	0	0	0
6580 Service Award	74,477	80,072	82,523	85,283	85,283	93,497
6590 Sick Pay	48,332	54,971	54,329	60,000	65,659	68,000
6600 Part-Time	170,221	146,791	66,527	53,034	70,000	53,034
6619 Standby Pay	7,623	11,736	9,733	32,000	10,000	20,000
6620 Overtime	565,374	492,856	346,987	206,131	275,000	221,000
6621 Shift Differential	0	0	47,486	59,000	61,000	61,000
6622 Holiday Premium	0	0	49,504	52,000	72,000	72,000
6629 Reimbursable Overtime	0	0	140,257	166,600	150,000	126,290
6880 Uniform Allowance	0	0	21,601	23,300	26,250	26,250
6920 Unemployment Comp. Ins.	20,010	25,933	27,492	31,340	29,000	30,710
6930 Social Security Taxes	436,460	418,173	435,316	453,700	441,550	456,830
6940 City Pension Plan	362,471	448,123	618,822	542,210	521,737	482,808
6950 Term Life Insurance	23,795	24,307	24,731	25,154	25,570	28,130
6960 Group Hospitalization Ins.	852,017	901,177	965,088	1,077,375	1,098,330	1,072,380
6961 Long-Term Disability Ins.	7,424	7,414	7,608	10,756	7,700	16,130
6962 Dental Insurance	53,105	60,800	57,900	81,178	66,130	93,350
6963 Flexible Spending Account	0	117	577	1,212	1,260	1,300
6965 Post-Employment Benefits	77,530	155,040	296,011	257,920	257,920	214,870
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$7,582,896	\$7,588,633	\$8,251,428	\$8,411,510	\$8,311,959	\$8,368,107

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Police Department

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7040 Ammunition	\$7,495	\$18,152	\$14,880	\$14,800	\$14,900	\$17,160
7130 Tools and Small Equipment	30,160	29,985	15,104	20,430	21,000	21,000
7135 Forensic/Photography Supplies	7,040	7,322	6,968	7,000	7,000	7,175
7140 Uniforms	60,913	82,279	56,101	64,000	64,000	67,400
7141 Uniform Allowance	22,950	22,962	2,199	0	0	0
7150 Office Supplies	14,619	13,641	15,169	15,000	15,000	15,375
7160 Books, Periodicals, Etc.	1,319	835	598	1,500	1,600	1,500
7200 Copying Supplies	9,427	10,639	7,696	10,200	10,455	9,500
7230 Janitorial Supplies	3,735	3,932	3,284	0	118	0
7250 Buildings & Grounds Maint.	5,491	4,912	4,081	4,000	4,000	4,100
7300 Mach. & Equip. Maintenance	519	190	201	180	180	180
7530 Prisoners' Expenses	144	159	201	200	180	200
7550 Misc. Supplies	1,116	1,385	1,341	1,200	1,200	1,200
TOTAL MATERIALS & SUPPLIES	\$164,928	\$196,393	\$127,823	\$138,510	\$139,633	\$144,790

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8020 Advertising	\$616	\$381	\$248	\$400	\$250	\$400
8030 Casualty Insurance	203,385	170,533	211,369	213,340	213,340	207,918
8050 Telephone	30,480	33,481	37,960	30,000	36,000	30,750
8130 Building & Equipment Rental (1)	9,617	3,750	4,500	5,000	4,500	4,500
8180 Consulting Fees	4,195	5,073	4,363	5,070	4,363	5,200
8230 Janitorial Services	12,663	12,978	12,948	0	0	0
8250 Building & Grounds Maint.	17,317	30,902	20,862	500	500	500
8300 Mach. & Equip. Maintenance	48,046	77,923	53,720	73,000	73,000	74,825
8311 Vehicle Accidents	0	2,866	0	0	0	0
8480 Communication Equip. Maint.	554	0	1,595	1,500	1,500	1,500
8550 Misc. Contracted Svc.	4,077	6,442	9,455	7,000	7,060	7,175
8570 Annual Reports & Pub. Rel.	396	0	0	500	0	500
TOTAL CONTRACTUAL SERVICES	\$331,346	\$344,329	\$357,020	\$336,310	\$340,513	\$333,268

(1) Includes Alcohol Beverage Control Program

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Police Department

Expenditures:

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9020 Mileage & Small Bus. Exp.	\$1,803	\$1,580	\$2,121	\$1,500	\$3,000	\$3,000
9040 Dues/Conference Expenses	3,823	4,059	2,754	5,000	4,500	4,500
9060 Depreciation Expense	257,438	288,370	447,835	316,600	316,600	310,000
9070 Training	9,003	9,344	13,175	14,100	14,000	17,000
TOTAL OTHER CHARGES	\$272,067	\$303,353	\$465,885	\$337,200	\$338,100	\$334,500

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Vehicles and Equipment	\$311,422	\$283,310	\$311,698	\$334,576	\$348,823	\$326,192
Buildings & Grounds	76,824	79,289	45,945	67,084	80,928	86,542
Billings & Accounting	52,715	55,797	0	0	0	280,493
Printing and Reproduction	370	474	0	0	0	0
Electricity	107,200	105,800	111,000	105,600	105,600	105,800
Other Indirect Expenses	6,775	6,604	6,053	7,000	5,617	6,000
TOTAL INTER-DEPT. CHARGES	\$555,306	\$531,274	\$474,696	\$514,260	\$540,968	\$805,027

Newark Police Department Profile

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 Departments force of 91 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 Traffic Division.

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, three hundred and sixty five days a year. The patrol division has the responsibility of being the first responders to all calls for police service. The Patrol Division is additionally broken down into five patrol platoons and the K9 Unit. In 2010, the police department logged 45,562 calls for service in the Computer Aided Dispatch System.

In 2010, the Newark Police Department experienced a 27.8% increase in calls for service over 2009. Part I crimes (felonies) decreased by 1.8% and Part II crimes (misdemeanors and violations) increased by 6.8%. There was a 1.7% decrease in the dollar amount of stolen property. Criminal charges brought against adults increased by 7.9% while criminal charges brought against juveniles decreased by 28.3%.

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 the peak call volume times. Aggressive and proactive patrol techniques are deployed, which has continued the now three year drop in Part I crime. 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.

In 2012, the Patrol Division will continue with the Crime Suppression Plan, Directed Patrols, as well as their preventative patrol activities and enforcement in a continued effort to control the crime rate.

Traffic Division

The Traffic Division is responsible for promoting traffic safety and enforcing traffic laws. The Traffic Division is also responsible for investigating serious injury and fatal motor vehicle collisions. This division oversees Parking Enforcement and the Animal Control function.

Parking Enforcement is responsible for enforcing the parking regulation throughout the city. The Animal Control officer is responsible for enforcing animal violations and public education regarding animal issues.

In 2010, traffic complaints increased by 8.5%. Parking meter summons increased by 31.9%, while other parking summons increased by 29.5%. DUI arrests decreased by 2.9% while other motor vehicle arrests increased by 4.7%. Warnings issued for traffic violations decreased by 48.8%. There was one fatal accident in 2010, while the total number of accidents decreased by 7.9%. The Traffic Division has moved their focus from being the primary vehicle collision investigators, to one of targeted traffic violation enforcement, based upon accident locations and citizen concerns. The Traffic Unit along with the Patrol Division has been focusing their efforts in specific areas of the city, which has led to the 7.9% decrease in accidents.

In 2012, the Traffic Division will continue its targeted traffic violation enforcement efforts in an attempt to further decrease the number of vehicle collisions on city roadways.

Administration and Investigations Bureau

The Administration and Investigations Bureau is broken down into two main components: The Administration Division and the Criminal Investigations Division.

Criminal Investigations Division

The Criminal Investigations Division is broken down into several different units with specialized functions.

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

The Special Investigations Unit is responsible for drug, vice and organized crime investigations and for the collection, dissemination and security of criminal intelligence.

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.

In 2010 these three units had a combined 354 cases assigned for investigation and cleared 246 of those cases for a 69% clearance rate.

The Evidence Detection Unit 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.

In 2010, The Evidence Detection Unit processed 54 major crime scenes, made 336 AFIS entries (fingerprint system), 8 IBIS entries (gun comparison system), and 46 DNA submissions.

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 divisions 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.

In 2010, The Street Crimes Unit made 938 criminal arrests, 118 drug arrests, 84 traffic arrests, 45 fugitive arrests, 452 Order-Maintenance Arrests, 93 Graffiti arrests, and 146 other criminal arrests.

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.

In 2010, the Victim Services Unit reviewed 252 cases and made contact with 779 victims and witnesses.

In 2012, the Criminal Investigations Division will continue to vigorously investigate major crimes throughout the city. The division will continue to enhance its ties with allied investigative agencies through task forces with the FBI, DEA, University of Delaware Police Department and many others.

Administration Division

The Administration Division broken down into several different police units, and also oversees the civilian staff.

The Crime Prevention and Crime Analysis Unit is responsible for providing security surveys, organizing Neighborhood Watch programs, responding to the media, implementing crime prevention programs, managing the volunteer program and public relations functions. The Crime Analysis function of this unit is responsible for analyzing crime trends and reporting them to both the Field Operations Bureau and the Criminal Investigations Division.

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

The Property Officer is responsible for storing and accounting for all evidence and found property, for issuing and maintaining an inventory of all non-perishable police equipment, and for coordinating all building maintenance.

The Communications Section is the City of Newark's 911 center. They are responsible for receiving complaints and emergency calls from citizens, retrieving information for patrol officers, and dispatching patrol officers to calls for service.

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 head of Records Section is the departments Information Systems Technician, who is responsible for implementation and maintenance of all Information Technology resources.

The Training Coordinator is responsible for all department training, manages the Field Training Officer program, maintains training files for all personnel, and manages the Department's training budget.

The Volunteer Program is staffed by civilians who supplement the employees of the Newark Police Department by, voluntarily, performing community service, crime prevention or administrative tasks. The five civilian volunteers combined for a total of over 300 hours of volunteer work at the police department.

In 2010, the Administration Division applied for and received a COPS Hiring Grant in the amount of \$447,844. This enabled the police department to hire two additional police officers. This grant increased the strength of the department from 66 sworn officers to 68. In 2010, the Administration Division also applied for and was awarded a federal Byrne grant to enhance police technology, with the acquisition of a fixed automated license plate readers and hardware upgrades to the computer servers.

In 2012 the Administration Division will continue all of its efforts, including Crime Prevention and Accreditation. The on-site assessment of the police department by CALEA is scheduled for December 2011. Federal and state grants will be sought out and applied in order to continue with technology upgrades.

CITY OF NEWARK, DELAWARE
Activities Measurements --- Police Department

	<u>2008</u>	<u>2009</u>	<u>2010</u>
Performance Indicators:			
Service / Arrest Statistics			
Calls Received	32,274	35,646	45,562
Adult Criminal Charges	3,245	2,972	3,229
Juvenile Criminal Charges	406	322	251
Value of Stolen Property (thousands)	\$3,464.65	\$1,541.81	\$1,516.21
Part I Crime Statistics			
Homicide (attempts)	1 (0)	1(0)	2(1)
Forcible Rape	9	9	9
Robbery	47	42	37
Aggravated Assault	39	28	54
Burglary	188	143	178
Theft	1,043	902	795
Theft / Auto	106	61	54
Arson	8	7	7
Part I Crime Statistics Total	1,441	1,193	1,137
Part II Crime Statistics Total	3,739	3,067	3,291
Miscellaneous Services			
Total	12,280	17,120	25,625
Public Order Incidents (included in above Part II crimes)			
Alcohol	341	310	405
Noise	715	605	756
Disorderly	888	674	473
Misdemeanor Assaults	428	350	373
Traffic Statistics			
Traffic Complaints	9,991	11,409	12,379
Parking Summons	7,571	6,183	8,005
Meter Summons	18,206	19,736	26,024
Motor Vehicle Arrests	12,813	10,066	10,538
Warnings Issued	1,078	1,353	909
DUI Arrests	236	312	202
Accidents	1,311	1,377	1,086
Fatalities	0	0	1
Injury Accidents	272	226	230

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

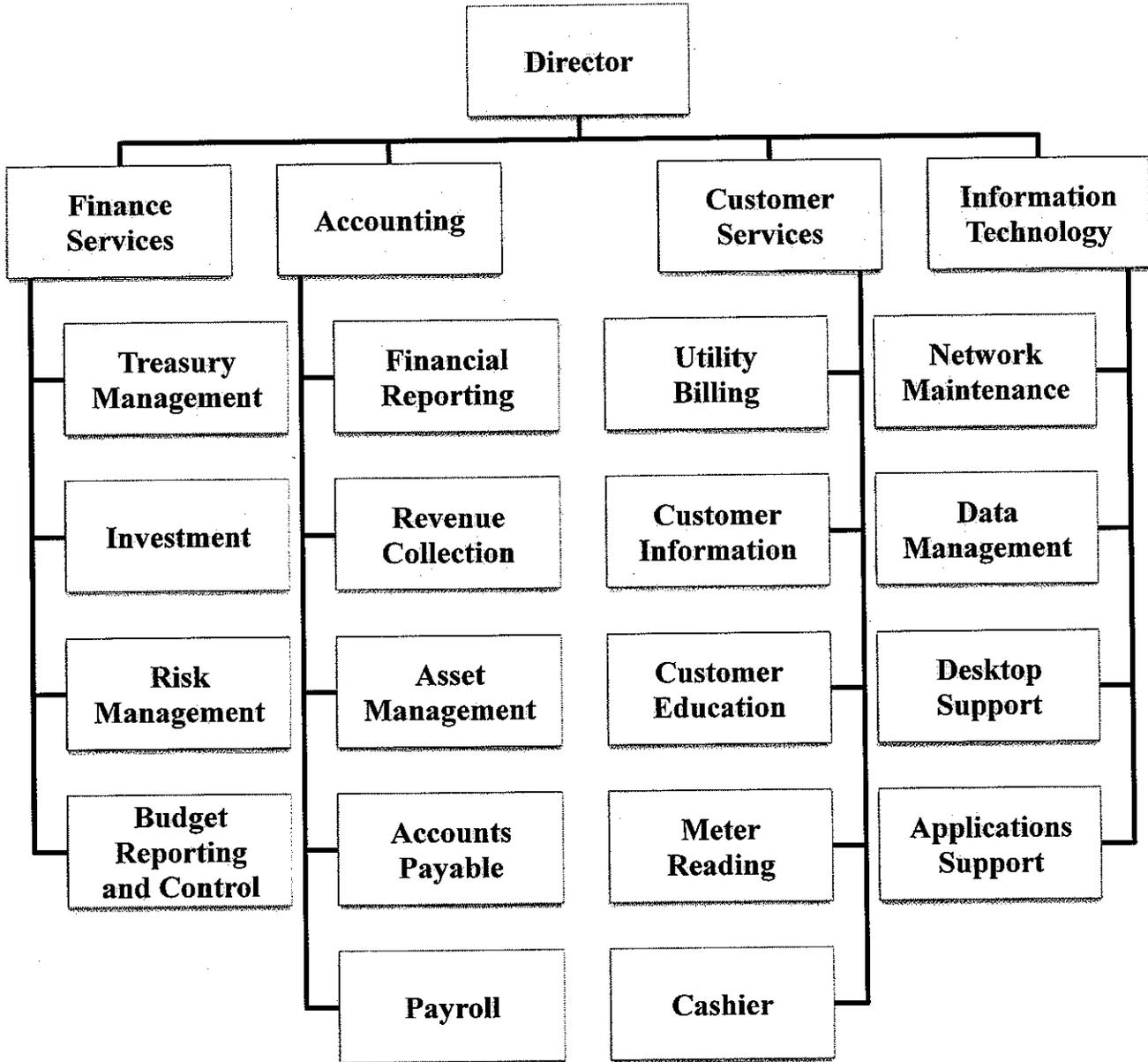
GENERAL FUND

Finance Department

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
OPERATING EXPENSES						
Personnel Services	\$1,613,697	\$1,674,280	\$1,677,904	\$1,723,539	\$1,700,751	\$1,733,984
Materials and Supplies	164,809	201,386	188,701	220,859	217,985	227,477
Contractual Services	138,766	251,620	268,653	289,648	320,330	366,133
Other Charges	170,205	126,620	124,353	132,990	126,174	123,740
Subtotal	\$2,087,477	\$2,253,906	\$2,259,611	\$2,367,036	\$2,365,240	\$2,451,334
Inter-Dept. Charges	(1,366,118)	(1,454,126)	(1,348,121)	(1,412,893)	(1,419,016)	(2,092,045)
Total Operating Expenses	\$721,359	\$799,780	\$911,490	\$954,143	\$946,224	\$359,289

CITY OF NEWARK, DELAWARE

FINANCE DEPARTMENT



**FINANCE DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011				2012					
		GRADE STEP	ANNUAL			GRADE STEP	ANNUAL				
			REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT		FT POS	REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	FT POS
FINANCE DIRECTOR	6020	31- I	106,796	0	106,796	1.0	31- I	106,796	0	106,796	1.0
ASST. FINANCE DIR.	6020	23- I	78,033	0	78,033	1.0	23- I	78,033	0	78,033	1.0
IT SUPERVISOR	6050	26- D	78,384	1,431	79,815	1.0	26- D	78,383	1,561	79,944	1.0
CUSTOMER SERV. SUPVR	6060	19- D	59,488	0	59,488	1.0	19- D	61,868	0	61,868	1.0
SYSTEM SUPPORT ANALYST	6050	18- G	63,568	3,128	66,696	1.0	18- G	63,568	3,233	66,801	1.0
IT NETWORK ADMINISTRATOR	6050	18- F	60,162	0	60,162	1.0	18- G	62,568	0	62,568	1.0
ACCOUNTANT	6040	18- G	63,218	1,981	65,199	1.0	18- G	63,568	2,086	65,654	1.0
BOOKKEEPER II	6040	13- G	51,426	0	51,426	1.0	13- G	51,426	0	51,426	1.0
FINANCE ASSISTANT	6040	13- G	51,776	943	52,719	1.0	13- G	51,776	1,029	52,805	1.0
FINANCE ASSISTANT	6040	13- G	51,426	0	51,426	1.0	13- G	51,426	0	51,426	1.0
UTILITY BILLING TECHNICIAN	6060	13- F	49,448	989	50,437	1.0	13- G	51,426	1,114	52,540	1.0
CHIEF METER READER	6270	13- G	52,076	1,457	53,533	1.0	13- G	52,076	1,543	53,619	1.0
CUSTOMER SERVICE CLERK II	6060	11- G	47,547	0	47,547	1.0	11- G	47,547	0	47,547	1.0
CUSTOMER SERVICE CLERK I	6060	10- G	46,718	2,210	48,928	1.0	10- G	45,718	0	45,718	1.0
CUSTOMER SERVICE CLERK I	6060	10- F	43,959	0	43,959	1.0	10- G	45,718	0	45,718	1.0
METER READER I	6270	8- G	42,619	704	43,323	1.0	8- G	42,619	775	43,394	1.0
METER READER I	6270	8- E	39,080	0	39,080	1.0	8- F	40,643	0	40,643	1.0
FULL TIME SUBTOTALS	6205		985,724	12,843	998,567	17.0		995,159	11,339	1,006,498	17.0
CUSTOMER SERV. ASST.	6060	C	11,135		11,135	0.5					
METER READER I	6270	G	17,005	451	17,456	0.5	G	17,340	485	17,825	0.5
METER READER I	6270	F	27,921		27,921	0.5	G	29,250		29,250	0.5
OVERTIME	6610		5,800		5,800			6,000		6,000	
OTHER SUBTOTALS	6215		61,861	451	62,312	1.5		52,590	485	53,075	1.0
FINANCE DEPARTMENT TOTALS			1,047,585	13,294	1,060,879	18.5		1,047,749	11,825	1,059,574	18.0

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Finance Department

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6020 Supervisory	\$177,812	\$192,234	\$186,946	\$184,829	\$184,830	\$184,829
6040 Accounting	263,425	266,995	235,304	217,846	216,200	218,196
6050 Information Technology	253,280	215,888	195,194	202,114	196,800	204,519
6060 Customer Service	248,846	247,541	255,664	258,295	274,060	252,277
6270 Meter Readers	124,061	125,182	166,763	178,701	170,190	181,928
6570 Flex Pay	0	0	0	0	0	0
6580 Service Award	19,382	18,378	12,977	13,294	13,294	11,825
6590 Sick Pay	9,969	8,432	6,975	8,000	5,038	6,500
6600 Part-Time	55,619	68,034	0	0	0	0
6620 Overtime	6,233	8,364	2,900	5,800	2,940	6,000
6920 Unemployment Comp. Ins.	4,585	6,891	6,396	6,400	5,900	6,480
6930 Social Security Taxes	87,706	85,385	78,002	81,770	77,370	81,550
6940 City Pension Plan	129,054	159,481	190,828	228,590	219,959	226,560
6950 Term Life Insurance	4,936	5,142	4,912	5,000	4,750	5,220
6960 Group Hospitalization Ins.	187,548	195,273	211,164	232,510	231,310	232,510
6961 Long-Term Disability Ins.	1,587	1,676	1,620	2,190	1,550	3,290
6962 Dental Insurance	12,054	14,059	16,616	18,270	16,540	21,010
6963 Flexible Spending Account	0	65	293	600	690	700
6965 Post-Employment Benefits	27,600	55,260	105,350	79,330	79,330	90,590
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$1,613,697	\$1,674,280	\$1,677,904	\$1,723,539	\$1,700,751	\$1,733,984

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Finance Department

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7110 Safety Shoes & Supplies	\$745	\$658	\$379	\$475	\$475	\$485
7130 Tools,Field Sup.,Small Equip.	6,463	3,005	777	960	750	935
7131 Information Technology Supplies	0	51,201	27,569	66,360	66,360	65,182
7140 Uniforms	1,045	1,059	1,032	1,200	800	2,200
7150 Office Supplies	13,969	6,987	7,412	6,645	6,500	9,345
7160 Books, Periodicals, Etc.	490	600	560	600	600	670
7170 Postage	124,552	111,595	123,674	115,000	112,200	117,875
7180 Billing & Collec. Supplies	9,979	18,105	17,599	19,319	20,000	20,385
7200 Copying Supplies	6,935	7,858	8,837	10,000	10,000	10,000
7330 Meter Testing & Repairs	0	0	282	0	0	0
7550 Miscellaneous Supplies	631	318	580	300	300	400
TOTAL MATERIALS & SUPPLIES	\$164,809	\$201,386	\$188,701	\$220,859	\$217,985	\$227,477

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8020 Advertising	\$812	\$0	\$504	\$0	\$0	\$0
8030 Casualty Insurance	11,437	18,618	15,646	17,260	17,260	15,752
8040 Merchant Fees and Discounts	13,426	9,707	14,772	8,220	10,400	11,000
8050 Telephone	3,913	3,398	3,681	4,000	4,270	4,050
8130 Bldg. & Equip. Rental	8,462	5,336	1,290	4,610	1,500	4,730
8131 Information Technology Cont'l	3,956	136,525	171,510	191,843	200,000	219,386
8170 Auditing Fees	29,627	72,564	37,304	58,900	60,000	60,500
8300 Mach. & Equip. Maintenance	7,492	0	186	3,600	3,300	3,690
8301 Computer System Maint.	39,645	0	0	0	0	0
8480 Comm. Equipment Maint.	99	0	0	0	0	0
8550 Misc. Contracted Svc.	19,897	5,472	23,760	1,215	23,600	47,025
TOTAL CONTRACTUAL SERVICES	\$138,766	\$251,620	\$268,653	\$289,648	\$320,330	\$366,133

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Finance Department

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9010 Bad Debts	\$0	\$0	\$60	\$0	\$1,774	\$0
9020 Mileage & Small Bus. Exp.	499	635	876	500	500	770
9031 Information Technology Other	0	5,429	5,511	13,800	5,500	15,850
9040 Dues/Conference Expenses	5,929	2,455	2,254	2,440	2,200	2,520
9060 Depreciation Expense	161,666	114,714	109,760	111,700	111,700	100,000
9070 Training	2,111	3,387	5,892	4,550	4,500	4,600
TOTAL OTHER CHARGES	\$170,205	\$126,620	\$124,353	\$132,990	\$126,174	\$123,740

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Vehicles and Equipment	\$18,522	\$10,162	\$11,543	\$14,738	\$9,507	\$8,880
Buildings and Grounds	26,777	27,635	10,911	15,932	19,220	20,553
Billings & IT Functions (less Acct 2010)	(1,317,881)	(1,394,917)	(701,328)	(1,423,634)	(1,432,842)	(1,435,331)
Printing and Reproduction	(14,243)	(18,233)	(35,544)	(41,624)	(36,596)	(41,624)
Warehousing (Prior) / Accounting (2010,2)	(114,093)	(112,473)	(653,957)	0	0	(663,810)
Electricity Used	34,800	33,700	20,254	21,695	21,695	19,287
Other Indirect Charges	0	0	0	0	0	0
TOTAL INTER-DEPT. CHARGES	(\$1,366,118)	(\$1,454,126)	(\$1,348,121)	(\$1,412,893)	(\$1,419,016)	(\$2,092,045)

Finance Department Profile

ACCOUNTING

* * *

The accounting program is responsible for revenue generation and collection, financial accountability and reporting, asset management and disbursements of funds.

Revenues generated through the accounting office include property taxes, business license fees and other miscellaneous charges. The revenue collection function handles payments received from utility charges, taxes, licenses, fines, fees and department services. Financial accountability duties include accurately recording information and reporting data in understandable formats for internal and external purposes. Asset management is responsible for the security, control and accounting of cash, receivables, pension funds, buildings and property, equipment and operating inventory. Primary activities are investment management, risk management and liability insurance, and accounting for inventory changes. Disbursements is responsible for accounts payable and processing the payroll.

Program Goals and Objectives

The goals of the accounting program are to properly record and account for all financial transactions, prepare accurate and informative financial reports, collect city revenues and disburse city funds in an efficient manner, maintain financial, property tax and payroll records, operate the risk management function to provide maximum return on idle city funds, and provide adequate insurance protection at the lowest possible cost.

Accomplishments for 2011:

1. Completed the December 31, 2010 audit before May 31, 2011 and submitted the Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association Certificate of Achievement in Financial Reporting program before June 30, 2011. Earned the Government Finance Officers Association Certificate of Achievement in Financial Reporting for the December 31, 2009 CAFR.
2. Implemented vendor payment processing by electronic fund transfers with corresponding electronic deposit advices and vendor files.
3. Successfully completed the annual renewal process for property, general liability, and auto insurance coverage providing maximum insurance protection with an overall minimal premium increase of 1.4%.

4. Provided staff development and training to reinforce and enhance accounting and reporting skills.

Objectives for 2012 include:

1. Complete the December 31, 2011 audit by May 31, 2012. Earn the annual Government Finance Officers Association Certificate of Achievement in Financial Reporting by submitting the CAFR on or before June 30, 2012.
2. Complete the monthly financial statements by the tenth workday of each month. Target is to reach goal ten out of twelve months.
3. Convert fixed assets schedule from an excel worksheet to MUNIS fixed assets module and provide corresponding training. Target completion date is November 30, 2012.
6. Continue development and documentation of manual of accounting policies and procedures with a target completion date of December 31, 2012.
5. Continue cross training among accounting staff. Areas of cross training include general accounting functions (including accounting for fixed assets and investments), payroll, accounts payable, miscellaneous billings, business license billing, grant accounting and reporting.

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 budget program and the annual operating budget. The five year capital program is updated annually during the second quarter of the fiscal year. The operating budget is compiled during the third quarter. The annual budget is a policy statement and legally binding control document setting forth the financial operations plan for the coming fiscal year. The capital program and operating budget are adopted by the City Council following the City Manager's review and a public hearing. The 2011 budget for all funds totals \$38.2 million including a \$4.1 million capital budget.

The budget program is responsible for revenue estimation, preparation of estimated expenses 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.

Program Goals and Objectives

The goals of the budgeting program are to prepare an annual operating budget and five year capital improvement program to meet Charter deadlines 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.

Objectives for 2012 include:

1. Produce a budget document that complies with generally accepted accounting principles and submit to the Government Finance Officers Association for the Distinguished Budget Presentation Award by December 31.
2. Distribute operating budget preparation materials in August and complete departmental review sessions by the end of September.

INFORMATION TECHNOLOGY

* * *

The information technology program is responsible for the provision of all management information services including systems development and maintenance, operating the servers and network, performing all centralized data entry functions and developing, monitoring and improving office automation and computer systems. This program provides technical support services including troubleshooting operations problems, training users, assessing equipment requests and

hardware/software requirements and providing personal computer/network assistance.

This program provides the design, testing, documentation and preparation of computer systems and programs. It is responsible for assistance to users in the operation of computerized system modules and daily operations of the network. The program also provides for system integrity by insuring that daily master file backups are operational and secure. All systems run on a Microsoft Windows platform with the exception of the Harris Utility Billing system which runs on Red Hat Linux. Internet access and security, e-mail, and the city website are maintained on a separate server.

Program Goals and Objectives

The goals of the information technology program are to ensure that IT capabilities are effectively provided through the use of sound systems design and maintenance techniques, to prepare and conduct utility billing, to provide technical support services, to prepare and distribute business licenses, and to identify new systems for automation.

Accomplishments for 2011:

1. Revised and updated the 2011-2015 IT Strategic Plan.
2. Assisted in the Implementation of the Everbridge Hosted Citizen Notification System from an IT Perspective
3. Implemented a free standing multi-purpose KIOSK for 24 hour access
4. Implemented an Offsite Disaster Recovery backup system
5. Implemented of a News Media Download server for the Police Department.
6. Implemented with Customer Service Supervisor, The Itron Mobile Meter Reading System for Utility readings.
7. Assisted police Department with the expansion of the Main Street Security cameras and License Plate reader.

Objectives for 2012 include:

1. Draft, for approval, a Strategic Information Technology Plan which details the City's goals and supporting strategies for the next three to five years.
2. Implement a new version of the City's parcel-based system with the addition of the tax system. This will allow for greater integration with our Utility software as well as a centralized map system.
3. Implement an electronic billing system. This would enable us to send utility bills via email.
4. Continue and complete the implementation of the online ticket payment for the City of Newark Parking violations.
5. Upgrade to new pre-built version of the CityView parcel based Code Enforcement, permits, taxes and licenses system.
6. Upgrade Munis HR and Financial system to the New Microsoft SQL driven version.
7. Upgrade City Network Server operating system and Exchange E-mail system with added user licenses for growth.
8. Complete the implementation of a Hosted Voice over IP phone system.

CUSTOMER SERVICE

* * *

The customer service program is responsible for providing assistance to utility customers in establishing and terminating service, answering billing and service inquiries, processing customer payments, managing delinquent utility accounts receivable and providing customer education and information on city operations.

A component of the customer service program is the meter reading function. The city meter readers are responsible for acquiring meter readings from electric customers on a quarterly basis for residential customers and a monthly basis for commercial and apartment customers. Water meter readings are acquired on a quarterly basis. This group also performs parking meter audits on a quarterly basis. They also perform mail responsibilities, such as sorting and delivery between city hall and the post office; process the folding/stuffing of mail; and prepare mail for presort and pickup. Miscellaneous duties include collection calls prior to disconnecting services for non-payment and bank deposits.

Program Goals and Objectives

The goals of the customer service program are to maximize the usage of the Utility Billing software to improve utility information management, establish new accounts for utility customers, provide service disconnections, conduct accurate utility meter reading, conduct accurate utility billing, provide courteous customer service and collect on delinquent or problem accounts.

Accomplishments for 2011:

1. Created the more than 12 productivity enhancements throughout the year for Customer Service, Billing, and the Meter Readers.
 - Water estimator for landlords online
 - Mock water bills for tenants at cost to landlord
 - U of D transfer process via website
 - Call monitoring program for quality assurance
 - Created customer letters utilizing mail merge with departmental letterhead
 - Revised geographical routes for meter readers to read non-ert meters monthly
 - Implemented mandate to close out service orders with comments to prevent manual research when needed
 - Integrated post-disconnect service order process to capture services illegally turned back on or newly occupied
 - Began tagging water accounts for delinquencies to prevent physical disconnects
 - Monitored high balanced accounts with no recent payments to decrease written off balances.
 - Actively enforced life support delinquencies, increased communication, and educated customers on obligations of debt.
 - Designed reverse side of utility statements to proactively explain rates and charges
2. Developed a system for the University of Delaware Spring and fall rush by limiting vacations, aggressively collecting on delinquencies, and creating resources for students to be able to contact Customer Service.
3. Established a call monitoring form to give immediate feedback and assistance to Customer Service Representatives.
4. All Customer Service & Billing staff attended off-site training of at least 8hrs, in addition to one-on-one system training and Customer Service development. Meter readers were included in safety training with other departments.
5. Exceeded annual goal for electric disconnect & tagging of 40 per year.

6. Incorporated water tagging and disconnects in July, tagging consistently was not possible with the meter reader staff. However, we disconnected 99 properties for water between July and September.
7. Accomplished less than 12 calls transitioned to the City Manager's Office; to date we have only had three calls.

Objectives for 2012 include:

1. Complete the Customer Service Policies and Procedures Manual in compliance to the City Code by June 30, 2012.
2. Create at least 12 productivity enhancements throughout the year for Customer Service, Billing and the Meter Readers.
3. Consistently monitor CSR calls and provide feedback on a quarterly basis.
4. Increase the ACD Service Level of calls to 85%. Decrease the "Longest Wait" time that callers experience during peak times and staffing inadequacies from 36 minutes to 10 minutes by June 30, 2012.
5. Schedule at least 8hrs of staff training through multiple components, such as webinars, off-site classes and one on one development.
6. Complete documentation for the Identity Theft program and implement by September 30, 2012.
7. Meet annual goal for electric disconnects of 50 per year. Decrease the amount of tags distributed through utilizing the InformMe System, prior to callers receiving a call regarding outstanding bill. Minimize the amount of disconnect fees waived and create a system proactively educate customers on payment arrangement policies.
8. Maintain the maximum of 12 calls transitioned to the City Manager's Office.
9. Implement Energy Conservation Plan for allotted \$45k.

UTILITY REVENUE MANAGEMENT

* * *

The utility revenue management program is responsible for supporting the Delaware Municipal Electric Corporation (DEMEC), negotiating and administering water and sewer utility agreements with outside agencies, managing the wholesale power purchase contract and accounting

for and projecting utility consumption budgets. It includes analyses of utility rate charges in all customer classes.

DEMEC is a joint action electric agency consisting of nine municipalities, including Newark. It is organized to provide key services to member utilities to develop and improve public power initiatives in Delaware. These are technical assistance, legislative and regulatory support, negotiations for service and purchase contracts, and wholesale power supply and transmission services.

Program Goals and Objectives

The goals of the utility revenue management program are to accurately estimate utility consumption and revenue figures, record and account for income from utility sales and wholesale purchase costs, manage debt issuance and administration for the capital program, serve as staff liaison with DEMEC and negotiate future power, water and sewer agreements.

Accomplishments for 2011:

1. Redesigned the electric rate structure effective May 1, 2011. Reduced overall rate level by 4.7%.
2. Analyzed water rates and proposed new rates to be effective January 1, 2012.
3. Analyzed sewer rates and implemented new rates effective July 1, 2011.

Objectives for 2012 include:

1. Provide staff support to DEMEC Board members and serve as Alternate Board Member as needed.
2. Monitor the new DEMEC agency and wholesale power contracts for adherence to purchase power provisions related to generation, hedging and procurement of power.
3. Complete a monthly review of electric rates and change the purchased power cost adjustment in accordance with the current rate provision.
4. Complete a review of the electric, water and sewer rates by August 31, 2012 to determine their adequacy. Based upon this review, make recommendations concerning any needed rate adjustments by January 1, 2013.

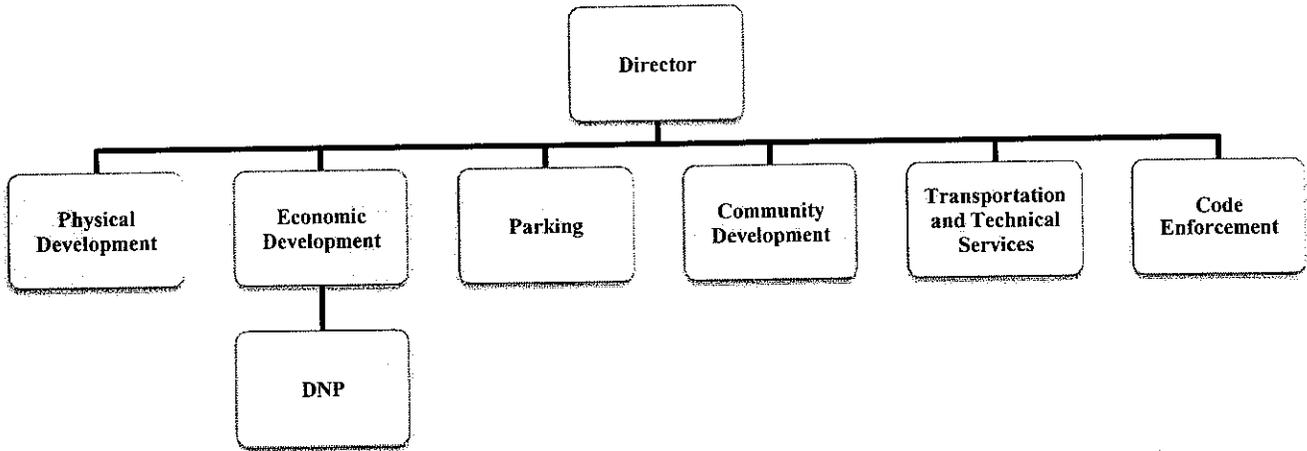
**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Planning & Development Department

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
OPERATING EXPENSES						
Personnel Services	\$520,576	\$512,349	\$447,988	\$475,340	\$467,444	\$481,138
Materials and Supplies	36,986	37,412	26,514	37,150	37,150	37,150
Contractual Services	151,634	188,845	239,866	290,775	260,910	323,599
Other Charges	1,618	5,465	2,648	6,220	6,570	6,220
Subtotal	\$710,814	\$744,071	\$717,016	\$809,485	\$772,074	\$848,107
Inter-Dept. Charges	112,673	102,325	42,692	48,866	47,209	67,682
Total Operating Expenses	\$823,487	\$846,396	\$759,708	\$858,351	\$819,283	\$915,789

CITY OF NEWARK, DELAWARE
PLANNING & DEVELOPMENT DEPARTMENT



**PLANNING AND DEVELOPMENT DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011					2012						
		GRADE	STEP	ANNUAL			FT POS	GRADE	STEP	ANNUAL			FT POS
				REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT				REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	
DIRECTOR OF PLANNING	6020	33- I	116,511	6,931	123,442	1.0	33- I	116,511	7,123	123,634	1.0		
ASSISTANT PLANNING DIR.	6020	26- I	88,778	3,804	92,582	1.0	26- I	88,778	3,950	92,728	1.0		
PLANNER *	6030	17- I	61,673	0	61,673	1.0	17- I	62,023	1,028	63,051	1.0		
SECRETARY I	6080	10- G	45,718	0	45,718	1.0	10- G	45,718	0	45,718	1.0		
FULL TIME SUBTOTALS			312,680	10,734	323,414	4.0		313,030	12,101	325,131	4.0		
RESEARCH AIDE **	6080												
GRADUATE INTERN	6610		12,000		12,000			12,000		12,000			
OVERTIME	6620		4,000		4,000			4,000		4,000			
OTHER SUBTOTALS			16,000	0	16,000	0.0		16,000	0	16,000	0.0		
DEVELOPMENT DEPARTMENT TOTALS			328,680	10,734	339,414	4.0		329,030	12,101	341,131	4.0		

* FUNDED 60% THRU COMMUNITY DEVELOPMENT

** POSITION FUNDED BY AND SHARED WITH PUBLIC WORKS

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Planning & Development Department

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6020 Supervisory	\$213,061	\$190,515	\$201,913	\$205,289	\$201,060	\$205,289
6030 Engineering/Technical	67,255	65,207	32,389	24,669	33,530	24,810
6080 Clerical	88,395	83,364	45,380	45,718	45,720	45,718
6570 Flex Pay	0	0	0	0	0	0
6580 Service Award	14,617	11,825	9,372	10,734	10,734	12,101
6590 Sick Pay	5,895	6,157	4,092	4,200	4,288	4,200
6600 Part-Time	0	13,227	0	0	0	0
6610 Seasonal Workers	9,080	8,718	0	12,000	12,000	12,000
6620 Overtime	5,604	4,257	4,944	4,000	4,000	4,000
6920 Unemployment Comp. Ins.	1,449	1,924	1,221	1,350	1,500	1,370
6930 Social Security Taxes	29,008	28,558	21,175	22,270	21,990	22,540
6940 City Pension Plan	41,101	50,791	60,962	73,040	70,282	72,390
6950 Term Life Insurance	1,383	1,246	1,022	1,020	1,030	1,140
6960 Group Hospitalization Ins.	32,781	27,131	29,634	40,880	33,420	40,880
6961 Long-Term Disability Ins.	451	363	280	650	280	980
6962 Dental Insurance	1,706	1,473	2,025	4,020	2,100	4,620
6963 Flexible Spending Account	0	13	65	150	160	160
6965 Post-Employment Benefits	8,790	17,580	33,552	25,350	25,350	28,940
6970 Workmens Compensation Ins.	0	0	(38)	0	0	0
TOTAL PERSONNEL SERVICES	\$520,576	\$512,349	\$447,988	\$475,340	\$467,444	\$481,138

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7150 Office Supplies	\$2,129	\$2,485	\$1,225	\$2,460	\$2,460	\$2,460
7160 Books, Periodicals, Etc.	508	176	465	830	830	830
7200 Copying Supplies	2,620	2,715	572	3,500	3,500	3,500
7550 Miscellaneous Supplies (1)	108	3,778	313	1,360	1,360	1,360
7670 Downtown Newark Partnership (2)	31,621	28,258	23,939	29,000	29,000	29,000
TOTAL MATERIALS & SUPPLIES	\$36,986	\$37,412	\$26,514	\$37,150	\$37,150	\$37,150

(1) Includes postage and data discs for 2009 Newark Resident Survey (2009)

(2) Includes expenditures funded by DNP Contributions

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Planning & Development Department

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8020 Advertising	\$1,094	\$1,220	\$897	\$1,200	\$1,200	\$1,200
8030 Casualty Insurance	4,203	7,546	4,256	2,900	2,900	8,024
8050 Telephone	1,624	1,341	981	2,000	2,000	2,000
8180 Consulting Fees (1)	820	830	81,330	98,875	65,000	122,675
8300 Mach. & Equip. Maintenance	532	187	0	600	600	600
8550 Misc. Contracted Services	1,672	2,509	10,144	10,000	10,000	10,000
8670 Downtown Newark Partnership (2)	37,017	53,811	40,489	36,000	40,000	36,000
8800 Unicity Bus (3)	104,672	121,401	101,769	139,200	139,210	143,100
TOTAL CONTRACTUAL SERVICES	\$151,634	\$188,845	\$239,866	\$290,775	\$260,910	\$323,599

(1) Includes \$75,000 for Greater Newark Economic Development Partnership
(2) Includes expenditures funded by DNP Contributions
(3) Expenditures reimbursable by the Delaware Transit Corporation

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9020 Mileage & Small Bus. Exp.	\$158	\$427	\$145	\$240	\$240	\$240
9040 Dues/Conference Expenses	760	4,328	2,503	5,650	6,000	5,650
9060 Depreciation Expense	290	145	0	0	0	0
9070 Training	410	565	0	330	330	330
TOTAL OTHER CHARGES	\$1,618	\$5,465	\$2,648	\$6,220	\$6,570	\$6,220

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Unicity Bus	\$53,791	\$40,140	\$45,536	\$49,814	\$49,321	\$46,218
Buildings and Grounds	17,851	18,423	4,056	5,922	7,144	7,639
Billings & Accounting	39,536	41,848	0	0	0	24,378
Electricity Used	0	0	7,773	8,326	8,326	7,402
Services to Utility Funds	0	0	(18,260)	(19,397)	(21,275)	(22,156)
Printing and Reproduction	1,495	1,914	3,587	4,201	3,693	4,201
TOTAL INTER-DEPT. CHARGES	\$112,673	\$102,325	\$42,692	\$48,866	\$47,209	\$67,682

Planning and Development Department Profile

The Planning and Development Department regulates all land use and development in the City and provides related ancillary services through its Program Divisions described below:

Planning

The 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. The Planning Commission, consisting of seven members appointed by City Council, meets on the first Tuesday of each month. 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 applications for zoning compliance; and administering the federal flood insurance program.

Key Division accomplishments in 2011 included the development of the new Science and Technology Campus District; the review of downtown apartment development regulations and approval of the Campus Edge project on E. Delaware Avenue.

For 2012, the Division will continue to review projects on Elkton Road and will begin preparations for the 2013 Comprehensive Plan review.

Economic Development

This Division supplements private sector initiatives to strengthen Newark's commercial and industrial well-being. The Division provides staff to the Downtown Newark Partnership and its committees. In addition, the Division serves as the City's liaison to other economic development agencies including the Delaware Chamber of Commerce, the Delaware Development Office, the New Castle County Chamber of Commerce, the Greater Newark Network, the Small Business Administration and the Small Business Development Center. This program is responsible for developing and modifying long range downtown and City-wide economic development plans, monitoring the impact of City regulations on businesses, developing business incentives and recruitment programs, and producing public information materials.

This Division's principal goal for 2011 was to win the Great American Main Street Award from the National Trust for Historic Preservation and implement the economic development study. In this regard, the tri-partite Greater Newark Economic Development Partnership is being established and initial data gathering and organization begun. The Division's major accomplishment was winning the Great American Main Street Award and working in cooperation with the Governor's Office, the University and DEDO to successfully recruit Bloom Energy to Newark.

For 2012, the Division will concentrate significant resources on Greater Newark Economic Partnership activities.

Parking

In November 1, 1998, this Division began managing the off-street parking facilities previously operated by the Newark Parking Authority. The Division is responsible for the oversight, management, and supervision of off-street parking services and facilities downtown and the maintenance and operation of all on-street parking meters throughout Newark. As part of the responsibility for off-street parking management, the Parking Division handles supervision of personnel, facility maintenance and construction, lease negotiations, customer and business relations, and marketing. In addition, the Division works with the Public Works Department regarding maintenance and repairs; the Electric Department for the construction and maintenance of lighting, ticket spitter and booth construction; the Finance Department for accounting and bookkeeping; the Police Department for parking enforcement and crime prevention; and the Parks and Recreation Department for landscape maintenance and snow removal. The Division also works closely with the Downtown Newark Partnership's Parking Committee to develop plans for future parking improvements.

In 2011, the Parking Division continued to invest in Newark's off-street parking infrastructure through the signing of the MOU with the Newark Development Trust regarding a possible multi-level garage at Lot 1. In addition, the Division developed plans for a one level "More Park" addition to Lot 3.

In 2012, the Division will continue to work on the Lot 1 and 3 improvement projects.

Community Development and Housing

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. In the 35th year (July 1, 2009 to June 30, 2010), the City received \$279,961 through New Castle County under an entitlement formula based on population, and loan repayments generated by the City's Home Improvement and Facade Improvement Programs. This allocation provides a total Community Development budget of approximately \$396,170 that funds 15 separate projects during the fiscal year.

The Division 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 manages the Home Improvement and the Newark Facade Improvement Program. In addition, the Division also administers the Promoting Owner-Occupancy of Homes (POOH) and the Home Buyer's Assistance Programs. The City funded Revenue Sharing Program is also managed by the Division. Although these latter programs do not fall under the CDBG Program, they are intended to expand homeownership and to help provide social services within the City, complementing the mission of the CDBG Program.

In 2011, the Division's goal was 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 Newarkers.

In 2012, the Division will be working to upgrade its monitoring of sub-grantees, especially in terms of their utilization of City Revenue Sharing Funds.

Code Enforcement

This Division, added to the Planning and Development Department officially at the beginning of 2010, is responsible for the administration and enforcement of the International Building Codes (ICC), related State Codes, and applicable portions of the Newark Municipal Code. The Division issues permits for rental units, signs, elevators, and construction. The Division coordinates building permit review with other City departments. In addition, the Division is responsible for State and City Fire Code compliance for new and existing construction.

The Division's primary 2011 accomplishments including implementing the 2009 ICC Building Code amendments and related amendments that established mandated LEED type energy conservation specifications for Newark. The Division is also developing a detailed Division Procedures Manual.

The Division's principal goal for 2012 will be to continue to modernize and streamline its services to the community.

Transportation and Technical Services

This Division 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.

Other technical services provided include conducting the Newark Resident Survey, gathering and analyzing demographic data, researching topics and preparing special reports, maintaining the City Library, and preparing maps, charts and visual aids.

This Division spent considerable time in 2011 managing the Newark Transportation Study and the Newark Rail Station Study. As a follow-up to the Rail Study, the Division is working with the University, WILMAPCO, DelDOT and other jurisdictions on the Newark Regional Transportation Center Tiger II Grant study.

2012 will be occupied primarily with implementing recommendations from the Newark Transportation Study and participating in the management and related activities associated with the Tiger II Grant.

**ACTIVITIES MEASUREMENTS
PLANNING AND DEVELOPMENT DEPARTMENT**

	<u>2008</u>	<u>2009</u>	<u>2010</u>
Rezoning			
Applications	6	4	5
Initiated by Department	0	0	0
Passed by Council	5	3	3
Defeated by Council	1	0	0
Withdrawn	0	0	1
Pending	0	1	1
Subdivisions			
Applications	14	10	11
Passed by Council	12	6	7
Defeated by Council	1	0	0
Withdrawn	0	0	1
Pending	1	4	2
Subdivisions (Administrative)	2	2	4
Annexations			
Applications	2	4	0
Passed by Council	2	3	0
Defeated by Council	0	0	0
Withdrawn	0	0	0
Pending	0	1	0
Special Use Permits			
Applications	12	8	16
Passed by Council	10	5	10
Defeated by Council	0	0	0
Withdraw	0	0	3
Pending	2	3	3
Parking Waivers			
Applications	2	4	2
Passed by Planning Commission	2	4	1
Defeated by Planning Commission	0	0	0
Withdrawn	0	0	0
Pending	0	0	1
Other Development Reviews	234	223	223
Development Fees	\$20,978	\$21,081	\$19,861
Code Amendments			
Passed by Council	3	6	14
Defeated by Council	0	0	0
Pending	1	5	0
Buyer Information Affidavits Processed	367	402	269
UNICITY Passengers	26,042	25,619	22,133

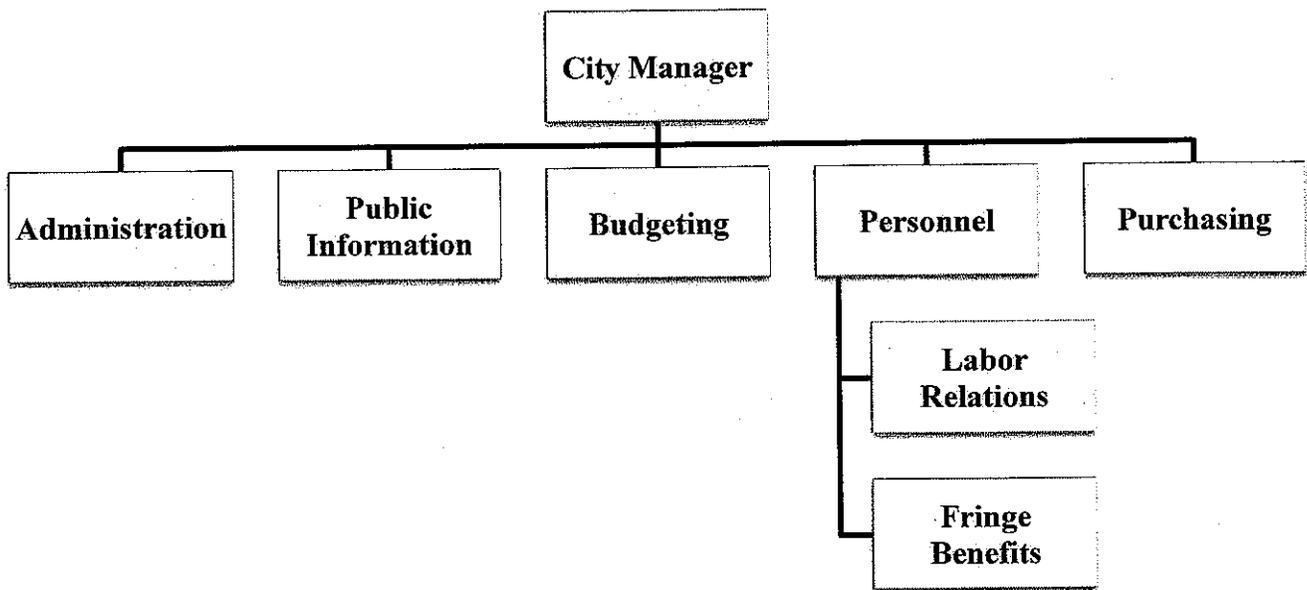
**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Administrative Department

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
OPERATING EXPENSES						
Personnel Services	\$664,038	\$756,188	\$735,327	\$756,415	\$733,483	\$783,488
Materials and Supplies	20,282	3,511	2,407	5,500	4,000	5,000
Contractual Services	84,253	43,930	53,381	50,260	51,900	52,074
Other Charges	73,079	45,724	33,323	62,175	50,800	57,200
Subtotal	\$841,652	\$849,353	\$824,438	\$874,350	\$840,183	\$897,762
Inter-Dept. Charges	59,303	62,295	(195,181)	(175,330)	(191,503)	(180,649)
Total Operating Expenses	\$900,955	\$911,648	\$629,257	\$699,020	\$648,680	\$717,113

CITY OF NEWARK, DELAWARE
ADMINISTRATIVE DEPARTMENT



**ADMINISTRATION DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011				2012					
		GRADE STEP	ANNUAL			GRADE STEP	ANNUAL				
			REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT		FT POS	REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	FT POS
CITY MANAGER	6020		140,000	0	140,000	1.0		140,000	0	140,000	1.0
ASSISTANT TO CITY MGR	6020	26- I	88,778	3,804	92,582	1.0	26- I	88,778	3,950	92,728	1.0
ASSISTANT TO CITY MGR	6020	26- I	88,778	3,072	91,850	1.0	26- I	88,778	3,219	91,997	1.0
COMMUNITY AFFAIRS OFC	6020	17- D	57,222	0	57,222	1.0	17- D	59,512	0	59,512	1.0
SECRETARY TO CITY MGR	6080	15- I	58,019	2,186	60,205	1.0	15- I	58,019	2,281	60,300	1.0
PURCHASING ASSISTANT	6030	13- G	52,076	1,800	53,876	1.0	13- G	52,076	1,886	53,962	1.0
FULL TIME SUBTOTALS			484,873	10,862	495,735	6.0		487,163	11,335	498,498	6.0
VEHICLE ALLOWANCE	6875		6,000		6,000			6,000		6,000	
OTHER SUBTOTALS			6,000	0	6,000	0.0		6,000	0	6,000	0.0
ADMINISTRATION DEPARTMENT TOTALS			490,873	10,862	501,735	6.0		493,163	11,335	504,498	6.0

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Administrative Department

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6020 Supervisory	\$299,278	\$380,360	\$371,724	\$374,778	\$373,130	\$377,068
6030 Engineering/Technical	52,712	51,733	52,076	52,076	52,080	52,076
6080 Clerical	59,499	58,019	58,019	58,019	58,020	58,019
6570 Flex Pay	0	0	0	0	0	0
6580 Service Award	11,478	10,200	10,674	10,862	10,862	11,335
6590 Sick Pay	7,954	6,119	5,488	5,500	5,957	6,000
6600 Part-Time	15,238	5,120	0	0	0	0
6620 Overtime	0	272	0	0	0	0
6875 Vehicle Allowance	0	0	6,000	6,000	6,000	6,000
6920 Unemployment Comp. Ins.	1,510	2,114	1,773	2,020	1,955	2,050
6930 Social Security Taxes	34,369	35,709	34,816	35,900	36,500	36,310
6940 City Pension Plan	112,455	112,380	79,414	108,620	104,519	120,650
6950 Term Life Insurance	1,806	2,056	2,051	2,050	2,060	2,270
6960 Group Hospitalization Ins.	46,471	53,015	42,932	60,270	44,850	60,270
6961 Long-Term Disability Ins.	504	576	576	710	580	1,070
6962 Dental Insurance	3,494	3,890	3,665	6,030	3,400	6,930
6963 Flexible Spending Account	0	65	195	400	390	400
6965 Post-Employment Benefits	17,270	34,560	65,924	33,180	33,180	43,040
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$664,038	\$756,188	\$735,327	\$756,415	\$733,483	\$783,488

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7130 Tools,Field Sup.,Small Equip.	\$0	\$0	\$424	\$0	\$0	\$0
7150 Office Supplies	19,641	2,442	1,547	3,000	3,000	3,000
7160 Books, Periodicals, Etc.	215	539	269	850	850	850
7170 Postage	5	46	35	150	150	150
7550 Miscellaneous Supplies	421	484	132	1,500	0	1,000
TOTAL MATERIALS & SUPPLIES	\$20,282	\$3,511	\$2,407	\$5,500	\$4,000	\$5,000

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Administrative Department

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8020 Advertising	\$0	\$0	\$398	\$500	\$500	\$500
8030 Casualty Insurance	53,906	27,229	35,979	33,700	33,700	32,874
8050 Telephone	3,113	2,560	2,753	3,160	2,800	2,800
8130 Bldg. & Equip. Rental	4,059	0	0	0	0	0
8162 Legal/Consulting Services	1,000	1,163	10,234	5,000	8,500	8,000
8300 Mach. & Equip. Maintenance	2,828	0	0	0	0	0
8550 Misc. Contracted Svc.	6,788	0	155	1,400	1,400	1,400
8560 Employee Testing Svc.	2,129	2,467	2,740	3,500	3,000	3,500
8570 Annual Reports & Pub. Rel.	10,430	10,511	1,122	3,000	2,000	3,000
TOTAL CONTRACTUAL SERVICES	\$84,253	\$43,930	\$53,381	\$50,260	\$51,900	\$52,074

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9020 Mileage & Small Bus. Exp.	\$117	\$451	\$522	\$300	\$300	\$300
9030 Recruitment Expenses	54,855	19,786	11,058	25,000	15,000	25,000
9040 Dues/Conference Expenses	2,653	8,719	6,146	7,500	9,000	7,500
9060 Depreciation Expense	9,894	9,894	8,979	5,000	5,000	100
9070 Training	2,114	1,324	0	1,850	1,500	1,850
9090 Other Special Programs	3,446	5,550	6,618	22,525	20,000	22,450
TOTAL OTHER CHARGES	\$73,079	\$45,724	\$33,323	\$62,175	\$50,800	\$57,200

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Vehicles and Equipment	\$335	\$0	\$0	\$0	\$0	\$0
Buildings and Grounds	17,851	18,423	5,372	7,844	9,463	10,119
Billings & Accounting	39,536	41,848	0	0	0	22,283
Printing and Reproduction	1,581	2,024	4,931	5,774	5,076	5,774
Electricity Used	0	0	10,296	11,028	11,028	9,804
Services to Utility Funds	0	0	(215,780)	(199,976)	(217,070)	(228,629)
Other Indirect Charges	0	0	0	0	0	0
TOTAL INTER-DEPT. CHARGES	\$59,303	\$62,295	(\$195,181)	(\$175,330)	(\$191,503)	(\$180,649)

ADMINISTRATION DEPARTMENT PROFILE

General Administration

Under the direction of the City Manager, the Administration Department closely oversees all operating departments and offices of the City. Many interdepartmental activities are coordinated by employees of the Administration Department who work with Department Directors and other city employees to resolve problems or assist with projects. This Department continually evaluates departmental staffing and services in an effort to ensure the optimal use of resources and achieve peak operating efficiencies. This Department formulates 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 the Mayor and City Council.

The Administration Department works closely with all City departments to coordinate a positive relationship with all areas of our community, including the University of Delaware. Of special note is our "UDon't Need It?" program partnership which has successfully addressed persistent concerns about student move out each spring by creating opportunities for diversion and reuse of household goods.

Personnel Administration

This Department is responsible for the personnel function including policy formulation, recruitment, selection, promotion, training, discipline, performance evaluation, and fringe benefit administration.

In the area of recruitment and selection, the Administration Department handles the hiring of new employees as well as in-house promotions and transfers. During 2010, the department was involved in the hiring of 4 full-time employees, the promotion, upgrade and reclassification of 14 city employees, and the hiring of 31 part-time or temporary employees.

Labor Relations

This Department is responsible for the administration of labor relations involving three collective bargaining groups covering approximately 195 employees. This includes contract negotiations, the administration of three collective bargaining agreements and the resolution of grievances and disputes submitted by employees. The Department provides other management employees with assistance and advice in the interpretation of contract provisions and grievance administration. In an effort to improve communications and promote harmonious relations, the City meets periodically with each union's executive committee to discuss current issues and resolve disputes.

During 2011, the department commenced negotiations with all three of the City's collective bargaining units. As of this date, negotiations are still ongoing and no agreements have been reached.

Purchasing

The Administration Department handles the purchasing, contracting and negotiating for the acquisition of materials, supplies, equipment and services used by all City departments. This includes the development and or review of contract and request for proposal documents and the resulting evaluation of bids and proposals. The Administration Department makes recommendations to Mayor and Council regarding the award of all bids and proposals. The Department also provides oversight and support for all large scale projects and programs. In 2010, 1,376 purchase orders were issued by the department. These totals are further reduced by the use of credit cards for Maintenance Division supplies allowing for more efficient processing of routine purchases including parts for vehicles and on-line purchases. For purchases exceeding \$25,000, 8 contracts were awarded with a total value of \$1,192,436.

Public Relations

The Administration Department handles the majority of the communication with the public as it pertains to the City of Newark through traditional means of information dispersal, electronic dissemination and social media. We are the primary contact for media and maintain relations with the media amidst constantly changing assigned reporters.

In our continuing effort to inform the public and to promote a positive image of the City, the Administration Department introduced Citizens Academy this past year to teach residents about the City and the services it provides. The hope is that this will foster civic engagement and inspire graduates of the class to become leaders in the neighborhoods and become more involved with the City. The first class had 15 graduates and was deemed a great resource by the students.

The Administration Department continues to maintain an interactive website that can be accessed at www.cityofnewarkde.us. The website is constantly being updated and expanded to provide citizens with current and accurate information about the City's operations. The Department distributes the electronic Municipal Newsletter tri-annually to residents to communicate with them about City services, activities, and programs. The Department is responsible for the format, content, and photography of the City government information section and for the overall development of the entire newsletter. The Department manages the City Watch Citizen Notification System which remains a proactive means of communicating with our residents. This system now allows for residents to be notified of emergency or important service messages via phone, e-mail or fax.

The City continues to participate in on-line social media through Twitter and Facebook. Both on-line mechanisms provide a means of informing residents of City information, events and service reminders that may affect them. In some cases, the City is capable of receiving immediate feedback to posted information.

Newark's government access channel, Newark TV 22, is available on both Comcast and Verizon networks. The channel provides municipal news and information, parks and recreation highlights, service reminders, City employment opportunities, local weather, traffic and emergency messages, and public service announcements.

In 2011, the Department continued to become increasingly involved in Downtown Newark Partnership events and marketing. We took the lead on organizing and marketing three of the major downtown Newark events – Restaurant Week, Wine and Dine, and Food and Brew Festival.

This past year, the Department worked with the Planning and Development Department to build the new downtown Newark brand. A major goal achieved this year was a redevelopment of the Downtown Newark Partnership website, which has been a great success, thus far. Additionally, a Twitter account was made for the DNP to build upon the branding as well as interface with the DNP's new website and Facebook pages.

At the end of 2010, the City Manager's Office introduced Newark's Citizens Academy to its residents in order to help residents better understand how the City works and the decision making process. The course is a series of once a week classes in the evening. Each Director is assigned an evening and teach residents about what they do. It was a success in 2010 with 17 participants. The program was again offered in fall 2011 with 10 participants finishing the program.

In late 2011, the Department will have launched its new Citizen Notification System – InformMe which is an advanced system capable of reaching the entire City and provides residents and businesses with the option of selecting what information they wish to receive and how the manner in which they wish to receive it including land line, mobile devices, text, email, or fax.

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 Downtown Newark Partnership Board, the Traffic Committee, the Town and Gown Committee, the Newark Area Welfare Committee, and the Rental Property Enforcement Team. Staff members serve in a liaison capacity to maximize the effectiveness of various citizen boards, commissions, and authorities.

Inter-Departmental Relations

Weekly staff meetings are held 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. Members of the staff also attend City Council meetings as necessary to insure that policies enacted by City Council are effectively implemented.

CITY OF NEWARK, DELAWARE

ACTIVITIES MEASUREMENT
ADMINISTRATION DEPARTMENT

<u>PERFORMANCE INDICATORS</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u> Through June 30th
PERSONNEL ACTIONS								
New Hires	10	12	18	10	11	10	4	9
Full Time	7	10	17	14	13	2	7	13
Part Time	26	33	32	33	21	19	24	14
Temporary	4	23	24	16	16	9	13	5
Promotions	2	1	0	2	0	0	0	0
Upgrades	4	4	1	1	1	0	0	0
Reclassifications	0	0	0	0	0	0	0	0
Demotions	3	2	2	0	3	1	1	1
Transfers	11	18	14	8	13	10	9	7
Terminations	6	7	10	10	11	5	8	6
Full Time	27	31	33	30	20	14	20	4
Part Time								
Temporary								
PURCHASING								
Sealed Bid Openings	25	19	14	22	12	12	8	9
Number of Contracts Awarded	23	17	11	19	12	11	8	6
Value of Contracts Awarded	\$ 2,935,976	\$ 3,020,733	\$ 2,146,019	\$ 5,001,997	\$ 2,358,106	\$ 1,957,999	\$ 1,192,436	\$ 3,473,825
Purchase Orders Issued	2,129	2,134	1,858	1,760	1,823	1,775	1,376	687
BUDGETED PERSONNEL								
Regular Full Time	225	225	229	230	231	234	228	229
Regular Part Time	12.5	14.5	13	15	16.5	15.5	13.5	11.5

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

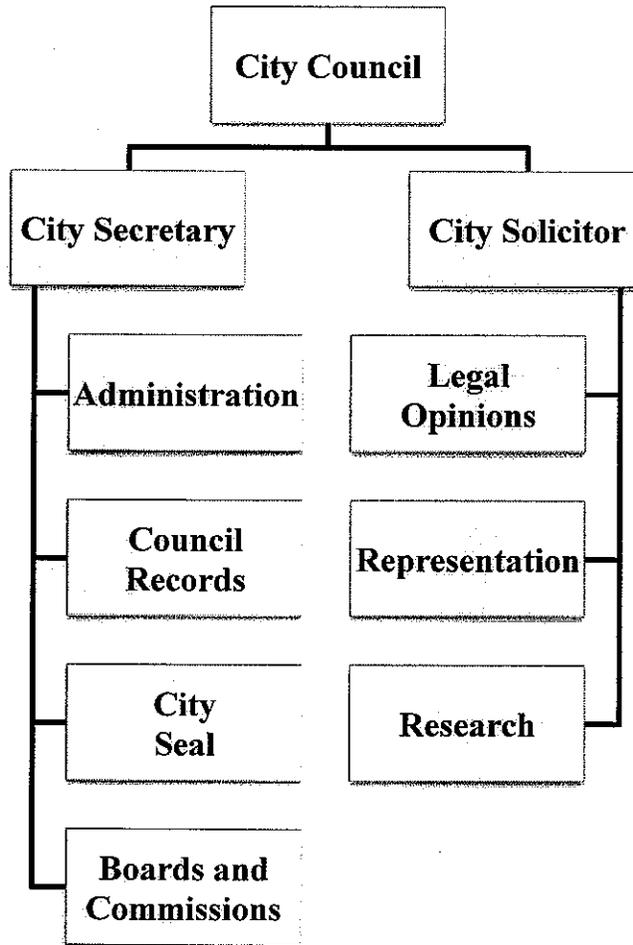
GENERAL FUND

Legislative Department

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
OPERATING EXPENSES						
Personnel Services	\$321,830	\$313,603	\$326,368	\$342,766	\$328,592	\$348,451
Materials and Supplies	16,887	2,691	5,380	7,200	6,250	7,750
Contractual Services	907,269	457,594	569,055	514,720	567,178	593,409
Other Charges	57,291	48,793	47,049	70,900	52,560	72,200
Subtotal	\$1,303,277	\$822,681	\$947,852	\$935,586	\$954,580	\$1,021,810
Inter-Dept. Charges	101,125	103,434	(46,559)	(66,583)	(44,125)	(9,383)
Total Operating Expenses	\$1,404,402	\$926,115	\$901,293	\$869,003	\$910,455	\$1,012,427

CITY OF NEWARK, DELAWARE

LEGISLATIVE DEPARTMENT



**LEGISLATIVE DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011				2012					
		GRADE STEP	ANNUAL			GRADE STEP	ANNUAL				
			REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT		FT POS	REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	FT POS
CITY SECRETARY	6020		68,600	3,605	72,205	1.0		68,600	3,718	72,318	1.0
SECRETARY II	6080	13- D	45,718	0	45,718	1.0		47,547	0	47,547	1.0
SECRETARY I	6080	10- D	40,643	0	40,643	1.0		42,269	0	42,269	1.0
FULL TIME SUBTOTALS	6205		154,961	3,605	158,566	3.0		158,416	3,718	162,134	3.0
MAYOR AND COUNCIL	6400		50,400		50,400			50,400		50,400	
CLERK TYPIST	6080	G	23,100		23,100	0.5		23,100	257	23,357	0.5
OVERTIME	6620		4,000		4,000			3,500	0	3,500	
OTHER SUBTOTALS	6215		77,500	0	77,500	0.5		77,000	257	77,257	0.5
LEGISLATIVE DEPARTMENT TOTALS			232,461	3,605	236,066	3.5		235,416	3,975	239,391	3.5

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Legislative Department

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6020 Supervisory	\$83,635	\$68,600	\$68,600	\$68,600	\$68,600	\$68,600
6080 Clerical	78,157	80,888	106,522	109,461	109,400	112,916
6400 Mayor & Council	52,338	50,400	50,400	50,400	50,400	50,400
6570 Flex Pay	0	0	0	0	0	0
6580 Service Award	4,152	3,380	3,493	3,605	3,605	3,975
6590 Sick Pay	1,089	1,583	1,583	1,600	176	1,600
6600 Part-Time	22,436	23,230	0	0	0	0
6620 Overtime	5,774	2,807	1,958	4,000	2,000	3,500
6920 Unemployment Comp. Ins.	1,812	2,809	2,531	3,030	1,500	3,070
6930 Social Security Taxes	18,886	17,519	17,673	18,180	17,370	18,440
6940 City Pension Plan	22,068	27,268	29,370	35,190	33,861	34,880
6950 Term Life Insurance	698	790	781	780	800	880
6960 Group Hospitalization Ins.	24,229	23,074	23,530	33,300	26,530	33,300
6961 Long-Term Disability Ins.	304	248	256	350	260	530
6962 Dental Insurance	1,532	1,574	1,658	1,960	1,720	2,250
6963 Flexible Spending Account	0	13	0	100	160	160
6965 Post-Employment Benefits	4,720	9,420	18,013	12,210	12,210	13,950
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$321,830	\$313,603	\$326,368	\$342,766	\$328,592	\$348,451

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7150 Office Supplies	\$8,495	\$1,671	\$649	\$2,000	\$1,000	\$2,000
7160 Books, Periodicals, Etc.	3,591	3,738	3,843	3,500	3,500	3,800
7210 Election Expenses	123	0	0	200	0	200
7220 Civic and Charity	0	0	211	0	0	0
7550 Miscellaneous Supplies	450	117	427	500	500	500
7570 Merchandise For Resale	4,228	0	0	1,000	1,000	1,000
7770 Town & Gown Committee Supplies	0	(2,835)	250	0	250	250
TOTAL MATERIALS & SUPPLIES	\$16,887	\$2,691	\$5,380	\$7,200	\$6,250	\$7,750

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Legislative Department

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8020 Advertising	\$7,205	\$7,003	\$7,040	\$8,000	\$6,000	\$7,500
8030 Casualty Insurance	16,776	10,242	16,857	17,160	17,160	12,749
8050 Telephone	1,071	1,146	633	1,300	604	700
8060 DE League of Local Govt.	0	0	0	6,000	6,000	6,000
8070 Aetna Hose, Hook & Ladder	37,100	50,000	50,000	50,000	50,000	53,000
8071 Newark Ambulance	3,000	3,000	3,000	3,000	3,000	3,000
8072 Memorial Day Parade	9,932	10,000	10,033	0	0	0
8073 Newark Senior Center	50,860	50,860	50,860	50,860	50,860	50,860
8160 City Solicitor & Deputy	179,378	213,080	207,688	195,000	195,000	200,000
8161 Lobbyist	12,000	12,000	12,000	12,000	12,000	12,000
8162 Legal/Consulting Services	510,783	2,340	157,194	100,000	150,000	170,000
8163 Codification of Ordinance	5,797	4,945	2,924	3,600	7,600	8,000
8210 Election Expenses	1,893	388	162	1,000	2,154	2,200
8220 Community Groups	40,775	57,257	44,871	60,050	60,050	60,000
8221 Transportation Subsidy	224	15,060	(2,509)	0	0	0
8300 Mach. & Equip. Maintenance	1,593	302	0	400	400	480
8550 Misc. Contracted Svc.	3,750	11,469	13	350	350	420
8741 Special Council Events	25,132	5,002	4,789	6,000	6,000	6,500
8770 Town & Gown Contractual Expenses	0	3,500	3,500	0	0	0
TOTAL CONTRACTUAL SERVICES	\$907,269	\$457,594	\$569,055	\$514,720	\$567,178	\$593,409

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9020 Mileage & Small Bus. Exp.	\$536	\$699	\$4,025	\$1,200	\$100	\$1,200
9040 Dues/Conferences Expenses	27,795	15,816	7,575	25,000	8,027	25,000
9060 Depreciation Expense	28,520	31,886	34,663	44,200	44,200	45,500
9070 Training	440	392	786	500	233	500
TOTAL OTHER CHARGES	\$57,291	\$48,793	\$47,049	\$70,900	\$52,560	\$72,200

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Building & Grounds	\$39,528	\$40,795	\$10,573	\$15,438	\$18,624	\$19,914
Billings & Accounting	26,358	27,898	0	0	0	27,875
Printing and Reproduction	1,439	1,841	1,120	1,311	1,153	1,311
Electricity Used	33,800	32,900	48,964	47,321	47,321	46,620
Services to Utility Funds	0	0	(107,602)	(130,653)	(111,223)	(105,253)
Other Indirect Expenses	0	0	386	0	0	150
TOTAL INTER-DEPT. CHARGES	\$101,125	\$103,434	(\$46,559)	(\$66,583)	(\$44,125)	(\$9,383)

CITY SECRETARY'S OFFICE

* * *

The City Secretary's Office provides clerical, administrative, research and staff support to the Newark City Council and its appointed boards, commissions and committees. The office consists of the City Secretary, who is appointed by City Council, a Secretary II, Secretary I and part-time clerk-typist.

The City Secretary's Office serves as a liaison between the citizens and City Council. It oversees the agenda preparation of Council meetings, schedules meetings, advertises and provides public notification of hearings, and prepares the minutes of City Council and other committee meetings, including, but not limited to, the Conservation Advisory Commission, Town and Gown Committee, and Board of Adjustment.

In addition, this office conducts the final review and approval of applications for peddler/vendor licenses, commercial distributor's licenses, solicitation registrations and lien certificate letters. Special activities, such as the annual employee's recognition luncheon and various board receptions, are often headquartered in this office. Promotion items embossed with the City logo are also displayed and sold in the City Secretary's Office.

This office is the record keeper of the City. Archival records, including the Charter, Newark Municipal Code, contracts, deeds, agreements, ordinances, resolutions, escrows and minutes of City Council and committee meetings, as well as other routine administrative records, are managed by this office. This office is responsible for the official recording of numerous documents with the New Castle County Recorder of Deeds. The City Secretary is the main complaint officer for resolving cable television problems.

This office also serves as the administrative arm of the legal section of the legislative branch of City government. The City Solicitor's Office, consisting of the City Solicitor and Deputy City Solicitor, rely on this office for research, drafting agreements, ordinances, resolutions and full clerical support.

In 2011, the City Secretary's Office began working with the IT Division to improve the sound system in the Council Chamber and working on replacing the floor microphone with a new podium/permanent microphone. The Office continues working on the coordination of records retention with the State of Delaware Archives and all city departments.

Specific goals for 2012 include the continuance of educational classes for personnel; the continued coordination of records retention with State of Delaware and city departments; proposed draft legislation for submittal to the State General Assembly to implement Charter changes regarding (a) elections (extending filing date for filing for city elections) and (b) revised language on City boundaries; coordinate with the Planning and Development Department a revised Official Map; and assisting with any changes that may occur with the Council Chamber regarding ADA requirements.

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

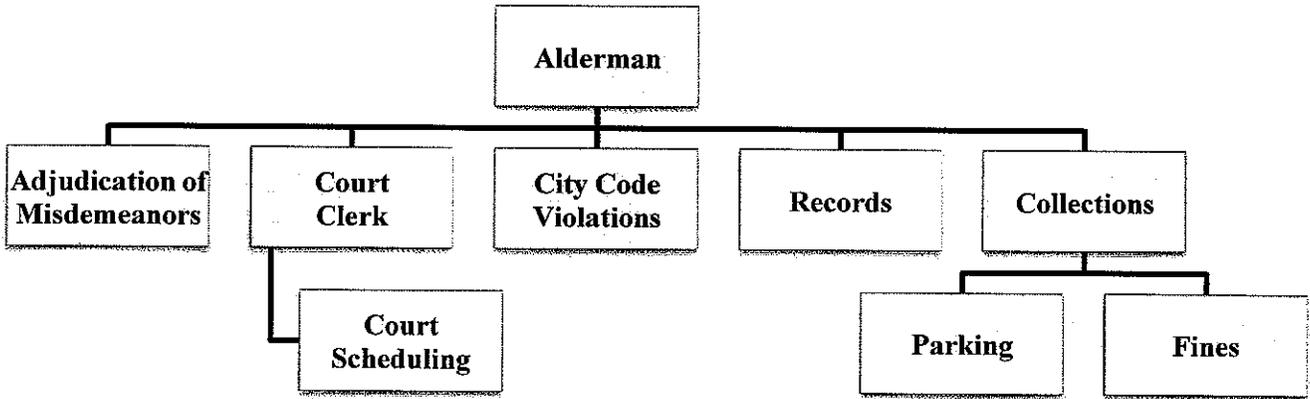
GENERAL FUND

Alderman's Court

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
OPERATING EXPENSES						
Personnel Services	\$321,870	\$333,214	\$356,350	\$379,522	\$364,307	\$375,830
Materials and Supplies	2,978	2,477	2,353	5,900	5,900	5,900
Contractual Services	9,107	11,301	10,730	12,560	11,600	11,581
Other Charges	2,976	3,262	2,597	1,400	1,400	200
Subtotal	\$336,931	\$350,254	\$372,030	\$399,382	\$383,207	\$393,511
Inter-Dept. Charges	31,756	33,302	10,820	13,007	13,939	30,784
Total Operating Expenses	\$368,687	\$383,556	\$382,850	\$412,389	\$397,146	\$424,295

CITY OF NEWARK, DELAWARE

JUDICIAL DEPARTMENT



**COURT DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011					2012				
		GRADE STEP	ANNUAL			FT POS	GRADE STEP	ANNUAL			FT POS
			REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT			REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	
CLERK OF THE COURT	6020	17- I	62,673	2,981	65,654	1.0	17- I	62,673	3,084	65,757	1.0
CUSTOMER SERVICE CLERK I	6060	10- G	45,718	0	45,718	1.0	10- G	45,718	0	45,718	1.0
CUSTOMER SERVICE CLERK I	6060	10- F	45,718	0	45,718	1.0	10- G	45,718	0	45,718	1.0
FULL TIME SUBTOTALS			154,109	2,981	157,090	3.0		154,109	3,084	157,193	3.0
ALDERMAN	6410		35,629		35,629			35,629		35,629	
DEPUTY ALDERMAN	6410		21,424		21,424			20,000		20,000	
CLERK TYPIST	6060	G	19,100	399	19,499	0.5	G	19,100	428	19,528	0.5
CLERK TYPIST	6060	A	18,100		18,100	0.5	B	15,000	0	15,000	0.5
CLERK TYPIST	6060	E	17,300		17,300	0.5	F	17,300	0	17,300	0.5
OVERTIME	6620		2,500		2,500			1,500	0	1,500	
OTHER SUBTOTALS			114,053	399	114,452	1.5		108,529	428	108,957	1.5
COURT TOTALS			268,162	3,380	271,542	4.5		262,638	3,512	266,150	4.5

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Alderman's Court

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6020 Supervisory	\$57,981	\$57,891	\$61,791	\$62,673	\$62,030	\$62,673
6060 Customer Service	81,555	83,526	139,151	145,936	138,080	142,836
6410 Aldermen	55,702	52,311	53,725	57,053	55,910	55,629
6570 Flex Pay	0	0	0	0	0	0
6580 Service Award	2,748	2,962	3,198	3,380	3,380	3,512
6590 Sick Pay	1,218	1,315	1,344	1,400	1,421	1,400
6600 Part-Time	49,933	51,472	0	0	0	0
6620 Overtime	727	1,074	285	2,500	2,500	1,500
6920 Unemployment Comp. Ins.	1,682	2,205	2,315	2,700	1,800	2,730
6930 Social Security Taxes	19,044	18,994	19,537	20,880	19,480	20,470
6940 City Pension Plan	18,805	23,246	29,062	34,810	33,496	34,500
6950 Term Life Insurance	709	743	755	750	790	870
6960 Group Hospitalization Ins.	25,951	27,213	27,466	32,370	30,800	32,370
6961 Long-Term Disability Ins.	245	257	264	340	270	510
6962 Dental Insurance	1,550	1,940	2,036	2,500	2,110	2,880
6963 Flexible Spending Account	0	25	65	150	160	160
6965 Post-Employment Benefits	4,020	8,040	15,356	12,080	12,080	13,790
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$321,870	\$333,214	\$356,350	\$379,522	\$364,307	\$375,830

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7130 Tools/Small Equipment	\$154	\$36	\$28	\$400	\$400	\$400
7150 Office Supplies	2,674	2,430	2,229	5,000	5,000	5,000
7160 Books, Periodicals, Etc.	10	11	82	400	400	400
7550 Miscellaneous Supplies	140	0	14	100	100	100
TOTAL MATERIALS & SUPPLIES	\$2,978	\$2,477	\$2,353	\$5,900	\$5,900	\$5,900

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Alderman's Court

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8030 Casualty Insurance	\$2,820	\$3,691	\$2,961	\$2,900	\$2,900	\$2,481
8040 Merchant Fees and Discounts	3,268	5,217	5,736	6,460	6,400	6,400
8050 Telephone	844	974	668	1,000	600	1,000
8162 Legal/Consulting Services	1,215	1,000	673	1,500	1,000	1,000
8300 Mach. & Equip. Maintenance	960	386	593	600	600	600
8550 Misc. Contracted Svc.	0	33	99	100	100	100
TOTAL CONTRACTUAL SERVICES	\$9,107	\$11,301	\$10,730	\$12,560	\$11,600	\$11,581

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9060 Depreciation Expense	\$2,871	\$2,870	\$2,597	\$1,200	\$1,200	\$0
9070 Training	105	392	0	200	200	200
TOTAL OTHER CHARGES	\$2,976	\$3,262	\$2,597	\$1,400	\$1,400	\$200

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Building & Grounds	\$17,851	\$18,423	\$3,449	\$5,035	\$6,074	\$6,496
Billings & Accounting	13,179	13,949	0	0	0	17,102
Printing and Reproduction	726	930	762	893	785	893
Electricity Used	0	0	6,609	7,079	7,080	6,293
Other Indirect Expenses	0	0	0	0	0	0
TOTAL INTER-DEPT. CHARGES	\$31,756	\$33,302	\$10,820	\$13,007	\$13,939	\$30,784

Alderman's Court

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 to four times a week consisting of Monday, Wednesday and Thursday or Friday mornings.

This office is staffed by 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. It is also staffed by two full-time customer service clerks and three part-time clerks. This office is responsible for maintenance of court proceedings, scheduling of arraignments and trials, payments of fines, parking tickets, code violations, collection and disbursement of fines and other funds within the city and the State of Delaware. In 2010 a total of 16,523 cases were filed in the City of Newark

Alderman's Court and \$1,105,746.50 was collected in court fines. Parking ticket collection was \$ 728,738.75.

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.

In 2011 the Alderman's Court worked with the State of Delaware and the City of Newark IT division to provide on-line payments for all traffic and criminal fines imposed. We have added a State of Delaware Criminal Justice computer for the presiding judge's use in reviewing records. The court is promoting a program for Probation before Judgment by mail. The Alderman's Court has worked with the City Secretary's Office and Delaware Public Archives to coordinate records retention and destruction of unnecessary records. The Court has coordinated a system with Newark Police Department for parking protests at specific court sessions.

The goals for 2012 are to complete the addition of online payment of parking tickets, along with our current on-line payment system; continuing coordination of the destruction and retention of older case files; coordinating with the State of Delaware Department of Corrections for our own video phone link; and maintaining a professional and courteous attitude toward our defendants and customers.

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

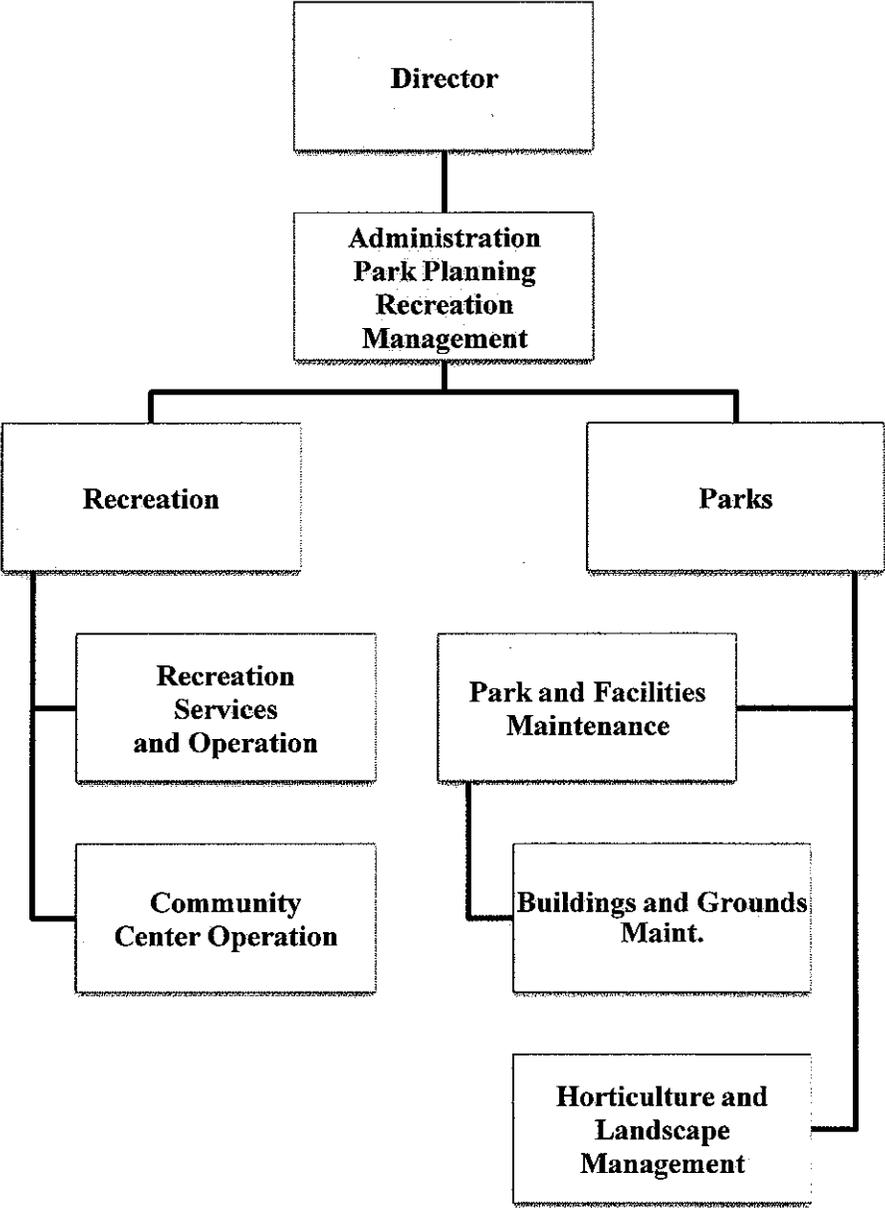
GENERAL FUND

Parks & Recreation

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
OPERATING EXPENSES						
Personnel Services	\$1,795,262	\$1,854,189	\$1,952,015	\$2,032,025	\$2,013,541	\$2,060,216
Materials and Supplies	122,433	97,818	103,383	117,700	108,590	126,875
Contractual Services	399,588	366,263	291,921	352,910	314,170	319,675
Other Charges	48,672	36,507	31,744	27,300	27,300	27,400
Subtotal	\$2,365,955	\$2,354,777	\$2,379,063	\$2,529,935	\$2,463,601	\$2,534,166
Inter-Dept. Charges	217,702	201,539	175,197	199,343	110,302	206,226
Special Revenue Accounts	27,711	24,031	11,923	16,900	13,900	17,500
Total Operating Expenses	\$2,611,368	\$2,580,347	\$2,566,183	\$2,746,178	\$2,587,803	\$2,757,892

CITY OF NEWARK, DELAWARE

PARKS & RECREATION



**PARKS DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011					2012						
		GRADE	STEP	ANNUAL			GRADE	STEP	ANNUAL				
				REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT			FT POS	REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	FT POS
PARKS & REC. DIRECTOR	6020	28- I		95,942	4,905	100,847	1.0	28- I		95,942	5,064	101,006	1.0
RECREATION SUPT.	6020	21- I		72,797	1,804	74,601	1.0	21- I		72,797	1,924	74,721	1.0
PARKS SUPT.	6020	21- I		73,147	2,405	75,552	1.0	21- I		73,147	2,525	75,672	1.0
PARKS SUPERVISOR	6020	17- I		62,673	2,261	64,934	1.0	17- I		62,673	2,364	65,037	1.0
RECREATION SUPERVISOR	6020	18- G		62,918	1,251	64,169	1.0	18- G		62,918	1,356	64,274	1.0
RECREATION SUPERVISOR	6020	18- G		62,918	1,251	64,169	1.0	18- G		62,918	1,356	64,274	1.0
RECREATION SUPERVISOR	6020	18- G		62,568	0	62,568	1.0	18- G		62,568	0	62,568	1.0
SECRETARY I	6080	10- G		46,068	1,143	47,211	1.0	10- G		46,368	1,219	47,587	1.0
CUSTOMER SERVICE CLERK I	6080	10- G		46,068	1,067	47,135	1.0	10- G		46,068	1,143	47,211	1.0
MAINTENANCE IV	6230	8- 5		47,549	0	47,549	1.0	8- 5		48,856	0	48,856	1.0
MAINTENANCE IV	6230	8- 5		48,549	1,664	50,213	1.0	8- 5		49,506	1,779	51,285	1.0
MAINTENANCE IV	6230	8- 5		48,199	1,347	49,546	1.0	8- 5		49,156	1,455	50,611	1.0
MAINTENANCE IV	6230	8- 5		47,549	0	47,549	1.0	8- 5		48,506	0	48,506	1.0
MAINTENANCE III	6230	6- 5		44,346	0	44,346	1.0	6- 5		45,219	0	45,219	1.0
EQUIPMENT OPERATOR	6230	3- 5		41,621	0	41,621	1.0	3- 5		42,803	0	42,803	1.0
EQUIPMENT OPERATOR	6230	3- 5		41,621	0	41,621	1.0	3- 5		42,453	0	42,453	1.0
EQUIPMENT OPERATOR	6230	3- 5		41,621	0	41,621	1.0	3- 5		42,453	0	42,453	1.0
FULL TIME SUBTOTALS				946,154	19,099	965,253	17.0			954,351	20,184	974,535	17.0
TEMPORARY MAINTENANCE	6610			129,000		129,000				129,000		129,000	
OVERTIME	6620			30,500		30,500				35,700		35,700	
DAY CAMP	6680			41,000		41,000				42,000		42,000	
SELF SUPPORTING PROGM.	6690			118,000		118,000				115,000		115,000	
LIFE GUARDS	6750			12,000		12,000				12,000		12,000	
REC. SPEC. - SPEC. EVENTS	6770	A		18,480		18,480	0.5	B		18,849		18,849	0.5
COMM. CTR. ATTENDANT	6850	G		7,800	332	8,132	0.5	G		7,956	358	8,314	0.5
COMM. CTR. ATTENDANT	6850	A		7,800		7,800	0.5	B		7,956		7,956	0.5
COMM. CTR. ATTENDANT	6850	B		7,800		7,800	0.5	B		7,956		7,956	0.5
COMM. CTR. ATTENDANT	6850	A		7,800		7,800	0.5	C		7,956		7,956	0.5
OTHER SUBTOTALS				380,180	332	380,512	2.5			384,373	358	384,731	2.5
PARKS DEPARTMENT TOTALS				1,326,334	19,431	1,345,765	19.5			1,338,724	20,542	1,359,266	19.5

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Parks & Recreation

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6020 Supervisory	\$496,374	\$488,105	\$490,187	\$492,963	\$492,800	\$492,963
6080 Clerical	93,439	91,580	99,441	92,136	92,140	92,436
6081 Clerk / Typist-Parks	0	0	0	0	0	0
6230 Maintenance Workers	297,699	324,084	343,144	361,055	356,600	368,952
6501 Seasonal Maint Parks	121,581	108,451	0	0	0	0
6570 Flex Pay	0	0	0	0	0	0
6580 Service Award	14,643	17,790	18,768	19,431	19,431	20,542
6590 Sick Pay	7,923	11,212	12,046	12,000	12,788	12,000
6600 Part-time	13,658	14,422	0	0	0	0
6610 Seasonal	0	0	124,843	129,000	129,000	129,000
6620 Overtime	27,289	34,292	37,034	30,500	30,300	35,700
6680 Day Camp	39,548	42,831	43,097	41,000	41,000	42,000
6690 Self-Supporting Programs	122,906	114,165	109,935	118,000	118,000	115,000
6740 Youth Activities - Rec Specialist	39,827	40,618	10,278	0	0	0
6750 Life Guards	10,958	11,664	11,751	12,000	12,000	12,000
6760 Comm Arts - Rec Specialist	26,458	27,270	0	0	0	0
6770 Comm Events - Rec Specialist	17,115	16,420	20,649	18,480	18,480	18,849
6850 Center Attendants	28,745	25,011	28,595	31,200	31,200	31,824
6920 Unemployment Comp. Ins.	9,016	13,506	13,535	13,480	13,500	13,650
6930 Social Security Taxes	102,914	102,721	100,552	103,870	103,560	104,900
6940 City Pension Plan	100,133	117,062	185,460	222,150	213,762	220,170
6950 Term Life Insurance	4,344	4,550	4,675	4,830	4,840	5,320
6960 Group Hospitalization Ins.	185,268	191,136	202,748	230,540	228,340	230,540
6961 Long-Term Disability Ins.	1,406	1,460	1,519	1,990	1,560	2,990
6962 Dental Insurance	13,758	15,290	16,253	19,900	16,690	22,890
6963 Flexible Spending Account	0	49	187	400	450	450
6965 Post-Employment Benefits	20,260	40,500	77,318	77,100	77,100	88,040
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$1,795,262	\$1,854,189	\$1,952,015	\$2,032,025	\$2,013,541	\$2,060,216

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Parks & Recreation

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7020 Heating Fuel	\$5,521	\$6,085	\$6,429	\$7,000	\$7,000	\$7,000
7110 Safety Shoes & Supplies	1,685	1,999	1,685	1,600	1,300	1,600
7130 Tools,Field Sup.,Small Equip.	4,236	2,304	2,777	3,400	3,400	3,500
7140 Uniforms	993	732	430	1,100	800	1,000
7150 Office Supplies	7,571	3,798	2,307	2,500	2,400	2,500
7160 Books, Periodicals, Etc.	130	85	97	200	200	200
7250 Bldg. & Grounds Maintenance	1,221	1,231	12,317	14,800	14,200	17,275
7300 Mach. & Equip. Maintenance	2,185	1,902	2,318	2,200	2,200	2,300
7450 Salt, Sand & Snow Removal	1,469	3,124	2,394	700	700	2,700
7500 Parks Maintenance	33,730	29,064	35,576	35,500	35,200	43,200
7501 Island Beautification	7,990	5,776	5,253	5,000	4,800	5,000
7550 Miscellaneous Supplies	9,456	797	916	1,000	1,000	1,100
7680 Day Camp	2,715	2,559	1,411	2,000	1,700	2,000
7690 Self-Supporting Programs	29,881	28,816	20,978	26,000	21,000	23,000
7691 Community Day	1,898	1,485	1,614	2,100	2,000	2,100
7692 Liberty Day Fireworks	1,109	992	308	700	1,090	1,000
7693 Halloween Parade/Trick or Treat	580	92	123	600	600	600
7694 Other Special Events	4,002	2,163	2,345	4,200	3,000	4,000
7695 Newark Nite	1,899	1,698	1,965	2,100	2,000	2,100
7850 George Wilson Center	4,162	3,116	2,140	5,000	4,000	4,700
TOTAL MATERIALS & SUPPLIES	\$122,433	\$97,818	\$103,383	\$117,700	\$108,590	\$126,875

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Parks & Recreation

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8020 Advertising	\$123	\$1,021	\$1,670	\$3,400	\$3,200	\$3,400
8030 Casualty Insurance	15,996	29,040	32,480	42,470	42,470	45,715
8040 Merchant Fees and Discounts	1,099	5,886	6,019	6,440	6,500	6,500
8050 Telephone	18,439	18,722	16,676	18,600	18,600	20,700
8130 Bldg. & Equip. Rental	1,520	1,502	2,223	2,200	3,100	3,200
8230 Janitorial Service	7,262	7,442	7,425	0	0	0
8250 Bldg. & Grounds Maint.	1,577	1,725	3,368	6,000	500	600
8300 Mach. & Equip. Maintenance	665	84	325	800	800	820
8311 Vehicle Accidents	0	0	1,085	0	0	0
8410 Creek Maintenance	4,037	2,025	5,313	16,000	32,000	13,000
8420 Tree Removal	32,173	20,919	21,178	22,000	22,000	26,000
8450 Salt, Sand & Snow Removal	0	0	3,938	0	0	0
8500 Parks Maintenance	13,221	16,623	24,446	13,500	13,500	20,700
8550 Misc. Contracted Services	403	684	396	600	300	600
8570 Annual Reports & Pub. Rel.	14,099	0	0	0	0	0
8680 Day Camp	7,248	5,775	5,579	6,800	6,800	6,970
8690 Self-Supporting Programs	198,163	170,750	88,866	125,000	95,000	100,000
8691 Community Day	4,272	3,450	3,755	4,500	4,100	4,500
8692 Liberty Day/Fireworks	24,360	25,886	28,545	29,000	29,000	29,800
8693 Halloween Parade/Trick or Treat	748	790	430	1,000	800	1,000
8694 Other Special Events	5,950	5,208	5,675	5,800	5,800	5,950
8695 Newark Nite	8,317	8,335	7,527	8,700	8,500	8,700
8696 Memorial Day Parade	0	0	0	10,000	5,700	6,000
8850 George Wilson Center	12,404	11,904	12,202	15,600	1,000	1,020
8899 Retention Basin Mowing	27,512	28,492	12,800	14,500	14,500	14,500
TOTAL CONTRACTUAL SERVICES	\$399,588	\$366,263	\$291,921	\$352,910	\$314,170	\$319,675

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Parks & Recreation

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9020 Mileage & Small Bus. Exp.	\$57	\$57	\$44	\$100	\$100	\$100
9040 Dues/Conferences Expenses	3,135	1,354	1,675	2,600	2,600	2,600
9060 Depreciation Expense	43,041	33,395	28,645	22,000	22,000	22,100
9070 Training	2,439	1,701	1,380	2,600	2,600	2,600
TOTAL OTHER CHARGES	\$48,672	\$36,507	\$31,744	\$27,300	\$27,300	\$27,400

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Vehicles and Equipment	\$83,727	\$64,291	\$93,564	\$98,242	\$87,669	\$82,496
Buildings and Grounds	17,851	18,423	32,935	48,088	(26,599)	(23,491)
Billings & Accounting	79,073	83,695	0	0	0	97,137
Printing and Reproduction	6,267	8,022	17,927	20,994	18,458	20,994
Electricity	18,200	18,200	27,234	27,019	27,019	25,940
Other Indirect Expenses	12,584	8,908	3,537	5,000	3,755	3,150
TOTAL INTER-DEPT. CHARGES	\$217,702	\$201,539	\$175,197	\$199,343	\$110,302	\$206,226

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

GENERAL FUND

Expenditures:

Parks & Recreation

SPECIAL REVENUE ACCTS.	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
FRIENDS OF SAFETY TOWN (1141)						
6690 Self-Supporting Programs	\$0	\$0	\$0	\$1,300	\$1,200	\$1,300
7690 Self-Supporting Programs	1,956	1,342	1,595	2,000	2,000	2,600
8690 Self-Supporting Programs	1,179	1,645	435	500	500	500
COMMUNITY DONATIONS FOR PARKS (1142)						
7500 Parks Maintenance	815	0	0	0	0	0
8500 Parks Maintenance	0	0	0	0	0	0
BEAUTIFICATION (1143)						
7501 Island Beautification	9,776	6,862	7,138	7,500	5,000	7,500
8130 Building & Equipment Rental	2,888	0	0	2,300	2,300	2,300
8550 Misc. Contracted Services	8,607	0	0	500	500	500
9623 Autos & Trucks	0	13,482	0	0		
CASH IN LIEU OF PARKLAND (1144)						
7500 Parks Maintenance Supplies	0	0	0	0	0	0
8500 Parks Maintenance	0	0	1,900	0	0	0
9622 Machinery & Equipment	0	0	0	0	0	0
COMMUNITY DONATIONS FOR RECREATION (1145)						
7690 Self-Supporting Programs	0	0	0	1,000	900	1,000
9070 Training	2,490	700	855	1,800	1,500	1,800
TOTAL PARKS SPECIAL REVENUE ACCOUNTS	\$27,711	\$24,031	\$11,923	\$16,900	\$13,900	\$17,500

Parks and Recreation Department Profile

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

Administration

The Division directs and supervises all recreation, park and horticulture programs facilities and operations. It is responsible to oversee the planning, design, construction, renovations 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.

Key Division accomplishments in 2011 included completing the design and obtaining all approvals to go ahead with the award of the construction contract for the Pomeroy and Newark Rail Trail; the contract was advertised and awarded to Merit Construction Engineers; completed the Master Plan for the Curtis Paper Mill site and Old Paper Mill Road Park; completed Phases I and II and started Phases III and IV of the Redd Park trail rehabilitation project with the assistance of the Delaware Trail Spinners and Delaware State Parks trail personnel and committed a significant amount of time researching Skate Spots (skateboard facilities) and visiting municipalities who have built and successfully operate them.

In 2012 the Division, along with our project managers and construction contractor, will finish building the Pomeroy and Newark Rail Trail and, pending budget approvals, we will work on these projects:

- Secure a firm to complete the design, engineering and contract document preparation for the Curtis Mill site
- Attempt to get grant and private funding commitments for the design and construction of at least two (2) Skate Spots
- Secure a firm to design and build the Skate Spot(s)
- Replace the bollards along the Hall Trail
- Renovate the multi-purpose court and parking lot at Kells Park

Parks and Horticulture

The Division is responsible for the maintenance of 657 acres of parkland which includes 52 park and open space areas, 15 miles of trails, more than 50 landscaped sites, City owned buildings and structures and more than 386 acres of forested lands. Routine maintenance and repairs are made to playground equipment, athletic fields, basketball, tennis and street hockey

courts; shelters, fencing, trails, foot bridges, buildings, pools and parking lots. 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.

Key Division accomplishments in 2011 included continuing to work with the Delaware Trail Spinners to relocate and construct trails in Redd Park; made significant drainage repairs in the Courtyard and Police Annex at City Hall; repairs to the old warehouse building at the City Yard; repairs to the surface of our two pools; completed the first phase of retrofitting the tree pits on Main Street with flush mounted grates, up lights and new trees; and working with the Delaware State Forest Service to plan and begin a phased tree planting effort to enhance Newark's forest canopy.

In 2012, we plan to complete Phase II of the Main Street Tree Pit retrofit project; complete the Redd Park Trail project; fill cracks in basketball court and parking lot surfaces at several park sites and resume landscape maintenance on certain Elkton Road medians following the completion of the DelDOT rehabilitation project.

Recreation Services

The Division coordinates a year-round offering of recreation programs and community events for all ages. Annually, more than 8,000 area residents register for class offerings and recreation activities which include sports leagues and camps, fitness, day trips, nature programs and camps, swimming, dance, arts and special events. It is the Division's goal to promote an active lifestyle through its programs and facilities.

Key Division accomplishments in 2011 include creating a more effective street opening for Newark Nite. With the cooperation of the Police Department, we were able to reopen Main Street to vehicle traffic within one and one half hours after the event. We teamed with Downes Elementary School and Nemours Children's Health Systems to expand our After School program for students from low to moderate income families. The program's emphasis is in the areas of nutrition and physical activity. We installed a fire alarm system in the George Wilson Center creating a much safer environment for our staff and facility patrons. The year's July 4th Fireworks display was funded, in part, by M&T Bank. The bank donated \$15,000 toward the cost of the display.

In 2012 the Division will work with the City staff and other relevant parties to adjust the hours for Newark Nite in an effort to reduce some of the crowd concerns during and after the event. New this fall, in conjunction with the school district, we created a Before and After School program for the children of West Park Elementary School. The program will mimic the very successful Before and After School program that we have operated at Downes Elementary School for more than 30 years.

CITY OF NEWARK, DELAWARE
Activities Measurements - Parks & Recreation

Performance Indicators:	2009 (Fall '08-Sum '09)	2010 (Fall '09-Sum '10)	2011 (Fall '10-Sum '11)
Revenue			
Community Events	\$71,694	\$70,496	\$90,000
Trips	\$33,182	\$28,004	\$5,936
Preschool Activities	\$62,413	\$72,267	\$60,350
Youth/Teen Activities	\$240,423	\$239,890	\$255,565
Adult Activities	\$76,586	\$64,581	\$58,140
Community Pools	\$690	\$570	\$600
George Wilson Center	\$42,391	\$45,135	\$45,990
Total	\$527,379	\$520,943	\$516,581
Program Cost			
Community Events	\$66,110	\$56,684	\$61,541
Trips	\$25,528	\$22,252	\$3,431
Preschool Activities	\$40,025	\$47,392	\$39,469
Youth/Teen Activities	\$169,628	\$131,285	\$153,271
Adult Activities	\$60,641	\$45,095	\$36,748
Community Pools	\$10,957	\$12,802	\$11,651
George Wilson Center	\$23,042	\$17,619	\$19,314
Total	\$395,931	\$333,129	\$325,425
Volunteer Hours			
Community Events	1,223	1,176	1,093
Preschool Activities	2,022	1,581	1,464
Youth/Teen Activities	3,493	2,965	2,883
Total	6,738	5,722	5,440

Registrant Totals for Fall 2010-Summer 2011

Activity	Registrant/Participation	Resident	Non-Resident
Community Events	1,579	490	1,089
Trips	123	71	52
Preschool Activities	669	366	303
Youth/Teen Activities	1,763	783	980
Adult Activities	1,235	441	794
George Wilson Center Rentals	154	36	118
Grand Totals	5,523	2,187	3,336

Registrant Totals for Fall 2009-Summer 2010

Activity	Registrant/Participation	Resident	Non-Resident
Community Events	1,782	640	1,142
Trips	391	220	171
Preschool Activities	829	478	351
Youth/Teen Activities	1,614	809	805
Adult Activities	1,416	484	932
George Wilson Center Rentals	157	N/A	N/A
Grand Totals	6,189	2,631	3,401

Registrant Totals for Fall 2008-Summer 2009

Activity	Registrant/Participation	Resident	Non-Resident
Community Events	2,140	643	1,497
Trips	687	353	334
Preschool Activities	1,159	601	558
Youth/Teen Activities	2,975	1,407	1,568
Adult Activities	1,759	900	859
George Wilson Center Rentals	143	N/A	N/A
Grand Totals	8,863	3,904	4,816

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

STREET FUND

Public Works-Street Division

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
OPERATING EXPENSES						
Personnel Services	\$952,179	\$984,723	\$981,395	\$1,079,245	\$1,006,822	\$1,100,630
Materials and Supplies	118,284	124,259	127,205	145,620	139,800	151,600
Contractual Services	45,070	41,330	36,531	89,730	82,630	90,770
Other Charges	103,441	79,935	67,240	142,500	142,200	111,100
Subtotal	\$1,218,974	\$1,230,247	\$1,212,371	\$1,457,095	\$1,371,452	\$1,454,100
Inter-Dept. Charges	634,849	530,708	596,588	564,864	553,509	593,140
Total Operating Expenses	<u>\$1,853,823</u>	<u>\$1,760,955</u>	<u>\$1,808,959</u>	<u>\$2,021,959</u>	<u>\$1,924,961</u>	<u>\$2,047,240</u>

**STREET DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011				2012							
		GRADE	STEP	ANNUAL			GRADE	STEP	ANNUAL				
				REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT			FT POS	REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	FT POS
STREET SUPERVISOR	6020	17-	I	62,673	2,467	65,140	1.0	17-	I	62,673	2,570	65,243	1.0
HVY.EQUIP.MECH./OPER.	6230	10-	5	52,958	1,732	54,690	1.0	10-	5	53,998	1,855	55,853	1.0
MAINTENANCE IV	6230	8-	5	48,549	1,981	50,530	1.0	8-	5	49,506	2,102	51,608	1.0
MAINTENANCE IV	6230	8-	5	48,549	1,585	50,134	1.0	8-	5	49,506	1,698	51,204	1.0
MAINTENANCE IV	6230	8-	5	48,199	1,506	49,705	1.0	8-	5	49,506	1,617	51,123	1.0
MAINTENANCE IV	6230	8-	5	48,199	1,506	49,705	1.0	8-	5	49,506	1,617	51,123	1.0
MAINTENANCE IV	6230	8-	5	48,199	1,268	49,467	1.0	8-	5	49,156	1,374	50,530	1.0
EQUIPMENT OPERATOR	6230	3-	5	42,621	1,526	44,147	1.0	3-	5	43,453	1,627	45,080	1.0
EQUIPMENT OPERATOR	6230	3-	5	41,971	902	42,873	1.0	3-	5	42,803	991	43,794	1.0
EQUIPMENT OPERATOR	6230	3-	5	41,971	763	42,734	1.0	3-	5	42,803	849	43,652	1.0
EQUIPMENT OPERATOR	6230	3-	5	41,621	0	41,621	1.0	3-	5	42,803	708	43,511	1.0
FULL TIME SUBTOTALS				525,510	15,235	540,745	11.0			535,713	17,007	552,720	11.0
MAINTENANCE WORKER	6230	D		28,000		28,000	0.5	E		28,000		28,000	0.5
SEASONAL (8)	6610			40,000		40,000				40,000		40,000	
OVERTIME	6620			40,000		40,000				40,000		40,000	
OTHER SUBTOTALS				108,000	0	108,000	0.5			108,000	0	108,000	0.5
STREET DEPARTMENT TOTALS				633,510	15,235	648,745	11.5			643,713	17,007	660,720	11.5

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

STREET FUND

Expenditures:

Public Works-Street Division

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6020 Supervisory	\$64,446	\$62,674	\$62,674	\$62,673	\$62,680	\$62,673
6230 Maintenance Workers	494,633	498,160	489,811	490,837	488,510	501,040
6570 Flex Pay	0	0	0	0	0	0
6580 Service Award	12,004	13,026	14,442	15,235	15,235	17,007
6590 Sick Pay	1,559	2,296	3,208	3,300	3,288	3,300
6610 Seasonal	64,235	46,555	13,625	40,000	33,180	40,000
6619 Standby Pay	0	78	0	0	0	0
6620 Overtime	27,675	37,620	42,563	40,000	31,440	40,000
6920 Unemployment Comp. Ins.	3,169	4,334	3,939	5,390	4,200	5,460
6930 Social Security Taxes	49,808	48,252	45,935	49,880	43,050	50,800
6940 City Pension Plan	66,689	82,410	110,572	132,450	127,449	131,270
6950 Term Life Insurance	2,787	2,922	2,767	2,770	2,770	3,050
6960 Group Hospitalization Ins.	140,832	146,765	127,142	175,600	138,760	175,600
6961 Long-Term Disability Ins.	1,029	1,066	1,007	1,490	1,010	2,240
6962 Dental Insurance	9,053	10,005	9,260	13,650	9,280	15,700
6965 Post-Employment Benefits	14,260	28,560	54,450	45,970	45,970	52,490
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$952,179	\$984,723	\$981,395	\$1,079,245	\$1,006,822	\$1,100,630

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7110 Safety Shoes & Supplies	\$2,859	\$3,001	\$2,111	\$3,260	\$2,700	\$3,000
7130 Tools, Field Sup., & Small Eq.	5,266	2,146	3,518	4,060	2,000	4,000
7140 Uniforms	3,013	2,459	2,166	2,850	2,800	2,800
7340 Street Sign Maintenance	24,011	10,580	17,521	25,020	18,000	31,000
7380 Street Maintenance	36,130	27,328	25,000	24,320	24,000	25,000
7400 Storm Sewer Maintenance	8,504	11,383	2,462	13,290	13,000	13,000
7450 Salt, Sand, & Snow Removal	17,879	51,956	64,940	53,000	58,000	53,000
7470 Curb & Gutter Maintenance	19,549	17,332	7,527	18,520	18,000	18,500
7540 Inventory Adjustment	(473)	(3,180)	488	0	0	0
7550 Miscellaneous Supplies	1,546	1,254	1,472	1,300	1,300	1,300
TOTAL MATERIALS & SUPPLIES	\$118,284	\$124,259	\$127,205	\$145,620	\$139,800	\$151,600

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

STREET FUND

Expenditures:

Public Works-Street Division

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8030 Casualty Insurance	\$23,618	\$23,960	\$27,747	\$44,230	\$44,230	\$46,870
8050 Telephone	448	441	301	600	400	500
8130 Building & Equipment Rental (1)	8,250	4,985	2,800	29,000	28,000	29,000
8380 Street Maintenance	0	4,593	0	9,500	8,000	8,000
8420 Tree Removal	8,587	2,950	4,263	1,000	1,000	1,000
8480 Communication Equip. Maint.	0	65	0	1,000	0	1,000
8550 Misc. Contracted Services	4,167	4,336	1,420	4,400	1,000	4,400
TOTAL CONTRACTUAL SERVICES	\$45,070	\$41,330	\$36,531	\$89,730	\$82,630	\$90,770

(1) Includes rental of tub grinder for brush processing.

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9020 Mileage & Small Bus. Exp.	\$248	\$144	\$0	\$300	\$100	\$200
9060 Depreciation Expense	102,419	79,791	66,932	141,300	141,300	110,000
9070 Training	774	0	308	900	800	900
TOTAL OTHER CHARGES	\$103,441	\$79,935	\$67,240	\$142,500	\$142,200	\$111,100

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Street Lights and Traffic Signals	\$431,784	\$306,458	\$328,902	\$304,156	\$310,816	\$313,795
Buildings and Grounds	0	0	8,860	12,936	15,606	16,688
Vehicles & Equipment	130,506	144,209	207,263	214,073	174,423	164,853
Billings & Accounting	26,358	27,898	0	0	0	44,797
Printing and Reproduction	242	310	860	1,008	886	1,008
Warehousing	11,409	11,247	2,355	2,747	2,830	2,838
Electricity Used	0	0	2,059	2,206	2,206	1,961
Other Indirect Charges	34,550	40,586	46,289	27,738	46,742	47,200
TOTAL INTER-DEPT. CHARGES	\$634,849	\$530,708	\$596,588	\$564,864	\$553,509	\$593,140

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

COMMUNITY DEVELOPMENT FUND

Expenditures:

Community Development

COMMUNITY DEVELOPMENT	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6030 Engineering/Technical	\$49,508	\$35,852	\$30,417	\$37,004	\$30,750	\$37,213
6610 Seasonal	6,811	7,192	6,348	0	0	0
6930 Social Security Taxes	4,279	3,270	2,758	2,830	2,352	2,850
6950 Term Life Insurance	301	325	326	330	330	360
6960 Group Hospitalization Ins.	10,106	10,688	11,221	13,690	12,690	13,690
6961 Long-Term Disability Ins.	96	96	96	160	100	240
6962 Dental Insurance	340	394	418	480	430	550
7130 Tools, Field Sup., & Small Eq.	0	5,367	464	0	0	0
7550 Miscellaneous Supplies	131	190	321	0	0	0
8500 Parks Maintenance	0	0	0	1,348	1,348	14,000
8550 Misc. Contracted Services	0	0	0	0	0	0
8810 CDBG - Housing	244,468	84,751	193,626	249,592	151,140	249,336
8811 CDBG - Social Services	62,642	24,646	50,616	48,066	38,289	44,300
8812 CDBG - Economic Development	12,697	0	0	5,000	2,000	2,000
9020 Mileage & Business Expense	258	123	345	1,000	345	1,000
9040 Dues/Conferences Expenses	15	45	420	600	420	600
9621 Buildings and Structures	5,940	76,955	55,514	60,000	39,815	30,000
TOTAL COMMUNITY DEVELOPMENT	\$397,592	\$249,894	\$352,890	\$420,100	\$280,009	\$396,139

ESTIMATED ACTIVITY ALLOCATION (36TH PROGRAM YEAR)	36TH YEAR
Façade Improvement Program	\$ 4,260
Home Improvement Program	52,386
Home Buyer Incentive Program	15,000
Chimes of Delaware Medical Expenses	7,000
Newark Day Nursery Daycare	27,289
Newark Energy Watch Program	10,000
Senior Home Repair Program	28,757
Parks & Recreation Fee Assistance	1,000
Youth Beautification Corps	7,000
Program Administration	43,566
Rehab Services	29,070
NHA - Independence Circle Rehab	104,996
Homeward Bound	4,000
Public Works ADA Ramps	39,815
NMSS Homeable	10,000
Relocation	5,000
Handicap Chair Lift for Two Pools	7,000
TOTAL	\$ 396,139

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

LAW ENFORCEMENT FUND

Expenditures:

Law Enforcement Grants

LAW ENFORCEMENT GRANTS	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6020 Supervisory	\$0	\$0	\$0	\$51,830	\$0	\$0
6030 Engineering/Technical	0	0	11,768	43,959	43,960	43,959
6070 Police Officer	0	0	0	0	41,850	95,420
6600 Part-Time	24,019	25,156	22,753	0	0	0
6620 Overtime	106,513	87,169	66,836	156,096	86,840	136,196
6621 Shift Differential	0	0	0	0	40	50
6622 Holiday Premium	0	0	0	0	380	400
6920 Unemployment Comp. Ins.	0	0	0	0	350	1,020
6930 Social Security Taxes	9,933	8,519	7,671	19,270	13,240	21,116
6940 City Pension Plan	0	0	1,578	0	6,314	29,582
6950 Term Life Insurance	0	0	58	0	472	714
6960 Group Hospitalization Ins.	0	0	1,423	0	13,508	20,235
6961 Long-Term Disability Ins.	0	0	22	0	180	271
6962 Dental Insurance	0	0	303	0	1,688	2,597
7130 Small Equipment	56,291	55,263	61,465	0	24,954	15,000
7140 Uniforms	12,011	12,993	11,284	0	0	0
7150 Office Supplies	811	801	457	600	600	600
7160 Books, Periodicals, Etc.	0	0	972	0	0	0
7550 Miscellaneous Supplies	13,668	3,452	7,183	4,181	440	0
8020 Advertising	213	692	534	700	700	700
8050 Telephone Expense	0	0	209	580	580	580
8300 Machinery & Equip Contract Maint	2,199	0	1,034	0	0	0
8480 Communication Equip. Maint.	12,057	16,816	14,459	0	9,306	0
8550 Misc. Contracted Services	1,116	19,537	1,951	0	11,324	2,000
9020 Mileage & Business Expenses	1,394	0	0	0	0	0
9040 Dues/Conferences Expenses	1,866	2,455	2,851	4,884	8,146	2,000
9070 Training	3,261	1,843	14,445	0	6,000	16,325
9621 Buildings & Structures	0	62,704	769	0	0	0
9622 Machinery & Equipment	16,658	234,048	266,397	58,700	0	0
9623 Autos & Trucks	0	199,675	199,675	0	0	0
TOTAL LAW ENFORCEMENT GRANTS	\$262,010	\$731,123	\$696,097	\$340,800	\$270,872	\$388,765

Federally Forfeited Property

FED. FORFEITED PROPERTY	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7130 Tools, Fld.Sup., Small Equipment	\$0	\$0	\$0	\$20,000	\$35,000	\$20,000
7140 Uniforms	0	0	0	0	0	0
8050 Telephone	0	0	0	0	0	0
8130 Building & Equipment Rental	12,000	18,750	18,000	18,000	18,000	18,000
8480 Communication Equipment Maint	6,500	0	6,500	0	0	0
8550 Miscellaneous Contracted Svc	3,932	8,338	3,049	2,000	2,000	2,000
9070 Training	1,658	0	0	0	0	0
9623 Autos & Trucks	0	0	0	0	0	0
TOTAL FED FORFEITED PROPERTY	\$24,090	\$27,088	\$27,549	\$40,000	\$55,000	\$40,000

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

LAW ENFORCEMENT FUND

Law Enforcement Grants

<u>CURRENT GRANT PROGRAMS</u>	<u>PROJECTED AMOUNT AVAILABLE</u>
G1224 - Drug Salle	\$ 9,000
G1245 - CJC Victim Services Grant	82,546
OJJDP Underage Drinking	18,000
SALLE	14,800
Occupant Protection	8,000
Motorcycle Safety	8,000
Pedestrian Safety	8,000
Recovery Act BJA Grant	20,000
Impaired Driving	30,000
2009 Byrne Grant	2,588
2010 Byrne Grant	12,831
2011 Byrne Grant	33,000
COPS Hiring Grant	142,000
	<hr/>
TOTAL	<u>\$ 388,765 *</u>

* Based on projected grant balance at 12/31/2011 and/or grant award amount for 2012

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

DEBT SERVICE FUND

DEBT SERVICE	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Cash Balance - January 1st	\$46,617	\$46,619	\$46,620	\$46,620	\$46,620	\$46,620
Receipts						
Transfer from General Fund	\$595,044	\$551,264	\$374,718	\$211,915	\$211,915	\$215,805
Interest on Investments	0	0	0	0	0	0
Total Receipts	<u>\$595,044</u>	<u>\$551,264</u>	<u>\$374,718</u>	<u>\$211,915</u>	<u>\$211,915</u>	<u>\$215,805</u>
Disbursements						
Interest on Issue No. 8A (GOB 2004)	16,207	7,833	1,928	0	0	0
Interest on Issue No. 9 (GOB 2000)	98,835	93,430	87,790	81,915	81,915	75,805
Redemption of Bonds Issue No. 8, 8A & 9	480,000	450,000	285,000	130,000	130,000	140,000
Total Disbursements	<u>\$595,042</u>	<u>\$551,263</u>	<u>\$374,718</u>	<u>\$211,915</u>	<u>\$211,915</u>	<u>\$215,805</u>
Cash Balance - End of Period	<u>\$46,619</u>	<u>\$46,620</u>	<u>\$46,620</u>	<u>\$46,620</u>	<u>\$46,620</u>	<u>\$46,620</u>
Bonds Outstanding - December 31st						
Issue No. 8A - Various	\$490,000	\$160,000	\$0	\$0	\$0	\$0
Issue No. 9 - Various	1,915,000	1,795,000	1,670,000	1,540,000	1,540,000	1,400,000
TOTAL	<u>\$2,405,000</u>	<u>\$1,955,000</u>	<u>\$1,670,000</u>	<u>\$1,540,000</u>	<u>\$1,540,000</u>	<u>\$1,400,000</u>

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

CAPITAL PROJECTS FUND

CAPITAL IMPROVEMENTS	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9580 Consulting Fees	\$115,241	\$40,491	\$6,930	\$10,000	\$8,661	\$0
9620 Land & Land Improvement	438,421	166,061	697,187	132,680	173,809	182,580
9621 Buildings & Structures	104,740	19,926	123,124	0	5,092	0
9622 Machinery & Equipment	62,306	342,710	82,620	50,903	15,915	416,230
9623 Autos & Trucks	83,541	55,987	0	0	0	0
9720 CIP - Storm Sewers Material	10,500	0	10,551	0	7,599	185,000
9730 CIP - Stations Material	0	0	0	0	0	0
9760 CIP - Streets Material	0	0	452,560	659,600	321,172	1,295,000
9770 CIP - Street Lights Material	0	0	0	0	59,140	0
9780 CIP - Street Signs Material	0	0	0	0	9,098	0
9820 CIP - Storm Sewers Labor	0	0	0	0	0	0
9870 CIP - Street Lights Labor	23,517	23,682	6,162	0	0	0
9960 CIP - Streets Contractual	932,165	844,847	0	0	0	0
TOTAL CAPITAL IMPROVEMENTS	\$1,770,431	\$1,493,704	\$1,379,134	\$853,183	\$600,486	\$2,078,810

EQUIPMENT REPLACEMENT	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9622 Machinery & Equipment	\$59,576	\$0	\$0	\$0	\$121,719	\$23,000
9623 Autos & Trucks	454,377	288,919	288,290	252,000	473,069	290,500
TOTAL EQUIPMENT REPLACEMENT	\$513,953	\$288,919	\$288,290	\$252,000	\$594,788	\$313,500

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

CAPITAL PROJECTS FUND

CAPITAL PROJECT NUMBER	DESCRIPTION	GRANTS	CAPITAL RESERVES	OTHER SOURCES	CURRENT RESOURCES	EQUIPMENT REPLACEMENT
PUBLIC WORKS DEPARTMENT						
R1101	Citywide Recycling	\$60,000	\$0	\$0	\$0	\$0
H1201	Annual Street Program	515,000	0	0	1,235,000	0
H1202	ADA Handicap Ramp Transition Plan	0	0	0	60,000	0
H1001	Elkton Road Brickwork	0	68,000	0	0	0
H0802	Storm Drainage Improvements	0	0	0	145,000	0
HEQSF	Equipment Replacement Program	0	0	0	0	121,500
T0101	NPDES Phase II Stormwater Quality	0	0	0	40,000	0
TOTAL		<u>\$575,000</u>	<u>\$68,000</u>	<u>\$0</u>	<u>\$1,480,000</u>	<u>\$121,500</u>
POLICE DEPARTMENT						
C1001	Patrol Rifles	\$0	\$0	\$0	\$24,480	\$0
C1003	Radar Speed Signs	0	0	0	20,400	0
C0903	800 MHZ Portable Radios	0	0	0	102,000	0
CEQSF	Equipment Replacement Program	0	0	0	0	138,000
TOTAL		<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$146,880</u>	<u>\$138,000</u>
PARKS & RECREATION DEPARTMENT						
K1201	Skate Spots	\$40,000	\$0	\$40,000	\$0	\$0
K1101	Articulating Loader	0	0	4,000	21,000	23,000
K1103	Tree Pit Replacement	0	0	0	31,280	0
K1001	Curtis Mill/Old Paper Mill Road Park	100,000	0	400,000	71,000	0
K1003	Bollard Replacement	0	0	0	20,500	0
K0905	Major Maint-Bball Court-Kells	0	0	0	59,800	0
KEQSF	Equipment Replacement Program	0	0	0	0	31,000
TOTAL		<u>\$140,000</u>	<u>\$0</u>	<u>\$444,000</u>	<u>\$203,580</u>	<u>\$54,000</u>
OTHER DEPARTMENTS						
F1201	Munis Upgrade to Version 8	\$0	\$0	\$0	\$38,720	\$0
F1202	Network Server Upgrade	0	0	0	16,330	0
F1002	Parcel Based System Upgrade	0	0	0	168,300	0
L0902	Document Management System	0	0	0	25,000	0
TOTAL		<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$248,350</u>	<u>\$0</u>
TOTAL CAPITAL PROJECTS FUND		<u>\$715,000</u>	<u>\$68,000</u>	<u>\$444,000</u>	<u>\$2,078,810</u>	<u>\$313,500</u>

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

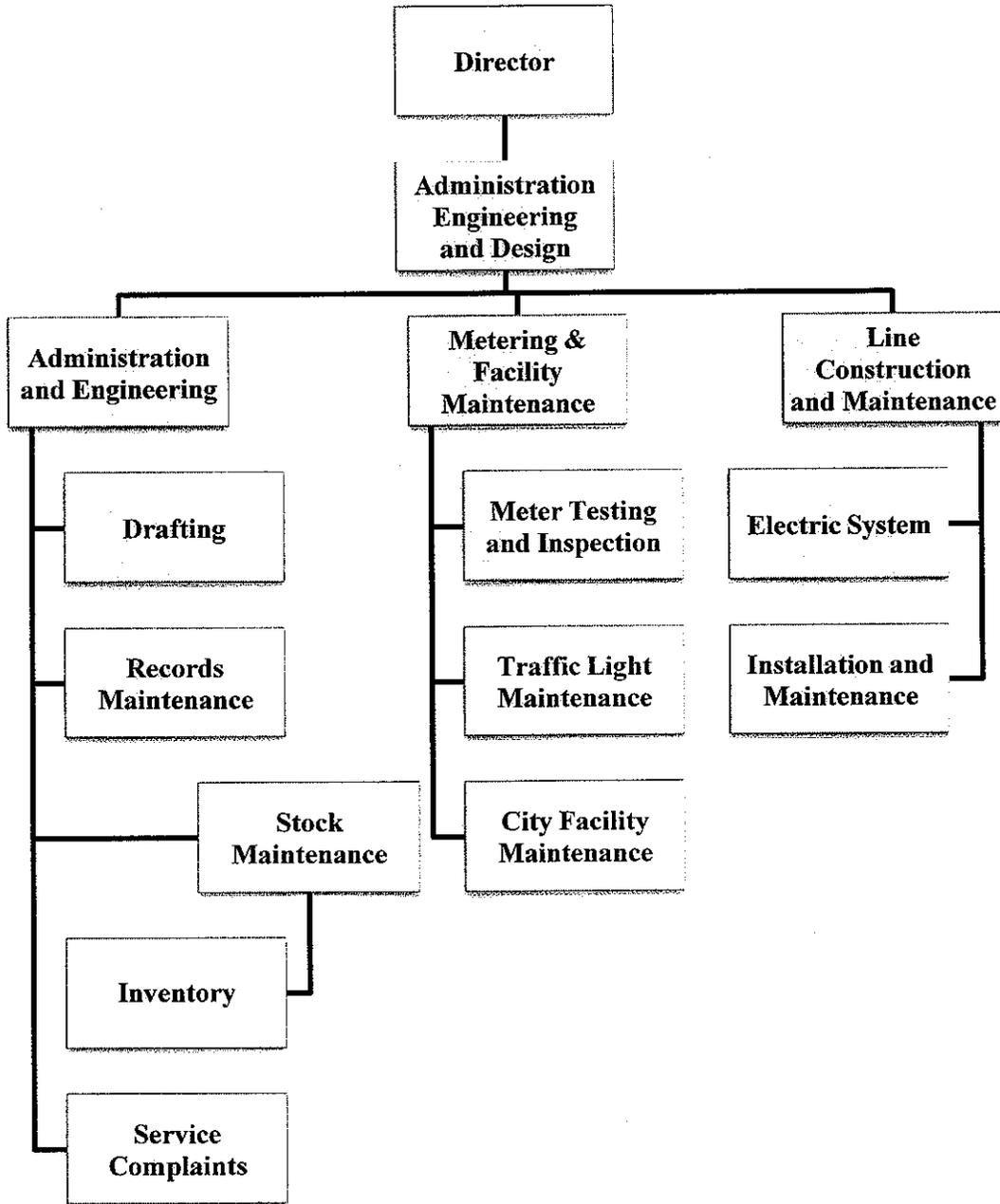
ELECTRIC FUND

Electric Department

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
REVENUES						
Sale of Electricity	\$53,049,348	\$50,603,942	\$57,457,358	\$55,955,000	\$55,955,000	\$53,477,038
No. of K.W.H.'s (Thousands)	399,671	409,678	406,053	399,235	399,235	401,955
Inter-Dept. Sales	948,600	821,300	852,100	820,000	820,000	811,600
Penalties	109,545	113,677	162,079	110,700	149,200	110,700
Service Fees	150,382	87,918	71,941	59,100	62,250	59,100
Franchise Fees	0	0	2,733	0	2,733	2,300
Total	\$54,257,875	\$51,626,837	\$58,546,211	\$56,944,800	\$56,989,183	\$54,460,738
Less: Elec. Purchased	39,917,358	38,537,373	41,074,085	40,480,200	40,480,200	38,937,138
No. of K.W.H.'s (Thousands)	434,097	440,510	438,960	433,732	433,732	436,760
Gross Operating Revenue	\$14,340,517	\$13,089,464	\$17,472,126	\$16,464,600	\$16,508,983	\$15,523,600
OPERATING EXPENSES						
Personnel Services	\$1,867,181	\$2,136,538	\$2,279,332	\$2,480,131	2,314,980	\$2,523,423
Materials and Supplies	152,427	155,241	156,521	177,770	177,770	187,945
Contractual Services	420,419	415,873	749,359	749,785	912,785	761,332
Other Charges	218,526	247,853	202,785	203,820	205,370	260,380
Subtotal	\$2,658,553	\$2,955,505	\$3,387,997	\$3,611,506	\$3,610,905	\$3,733,080
Inter-Dept. Charges	789,020	850,908	1,121,282	1,179,858	1,226,043	1,259,408
Total Operating Expenses	\$3,447,573	\$3,806,413	\$4,509,279	\$4,791,364	\$4,836,948	\$4,992,488
Net Operating Margin	\$10,892,944	\$9,283,051	\$12,962,847	\$11,673,236	\$11,672,035	\$10,531,112

CITY OF NEWARK, DELAWARE

ELECTRIC DEPARTMENT



**ELECTRIC DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011					2012				
		GRADE	STEP	ANNUAL			GRADE	STEP	ANNUAL		
				REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT			FT POS	REGULAR RATE	SERVICE AWARD
ELECTRIC DIRECTOR	6020	31- I	107,796	4,450	112,246	1.0	31- I	107,796	4,628	112,424	1.0
ASST. ELECTRIC DIR.	6020	26- I	88,128	1,609	89,737	1.0	26- I	88,128	1,756	89,884	1.0
ELECT. LINE SUPVR.	6200	21- I	73,147	4,690	77,837	1.0	21- I	73,147	4,810	77,957	1.0
ENGINEERING TECHNICIAN	6030	14- G	53,483	0	53,483	1.0	14- G	53,483	0	53,483	1.0
SECRETARY I	6080	10- G	46,718	2,362	49,080	1.0	10- G	46,718	2,438	49,156	1.0
SENIOR LINEMAN	6200	19- 5	70,035	2,992	73,027	1.0	19- 5	71,407	3,168	74,575	1.0
ELECTRIC MTR. TECH.	6030	17- 5	67,290	3,646	70,936	1.0	17- 5	68,621	3,832	72,453	1.0
ELECTRICIAN	6030	17- 5	67,290	4,088	71,378	1.0	17- 5	68,621	4,283	72,904	1.0
ELECTRICIAN	6030	17- 5	66,290	0	66,290	1.0	17- 5	67,621	0	67,621	1.0
LINEMAN 1ST CLASS	6200	17- 5	67,290	2,762	70,052	1.0	17- 5	68,621	2,930	71,551	1.0
LINEMAN 1ST CLASS	6200	17- 5	67,290	2,762	70,052	1.0	17- 5	68,621	2,930	71,551	1.0
LINEMAN 1ST CLASS	6200	17- 5	67,290	2,431	69,721	1.0	17- 5	68,621	2,592	71,213	1.0
LINEMAN 1ST CLASS	6200	17- 5	66,640	1,547	68,187	1.0	17- 5	67,971	1,691	69,662	1.0
LINEMAN 1ST CLASS	6200	17- 5	66,290	0	66,290	1.0	17- 5	67,621	0	67,621	1.0
LINEMAN 1ST CLASS	6200	17- 5	66,290	0	66,290	1.0	17- 5	67,971	1,127	69,098	1.0
LINEMAN 2ND CLASS	6200	14- 5	57,387	0	57,387	1.0	14- 5	58,552	0	58,552	1.0
LINEMAN 2ND CLASS	6200	14- 5	57,387	0	57,387	1.0	14- 5	58,552	0	58,552	1.0
JUNIOR LINEMAN	6200	10- 5	51,958	0	51,958	1.0	10- 5	52,998	0	52,998	1.0
JUNIOR LINEMAN	6200	10- 5	51,958	0	51,958	1.0	10- 5	52,998	0	52,998	1.0
JUNIOR LINEMAN	6200	10- 5	51,958	0	51,958	1.0	10- 5	52,998	0	52,998	1.0
GROUNDHAND	6200	10- 5	51,958	0	51,958	1.0	10- 1	46,176	0	46,176	1.0
STOREKEEPER	6040	8- 5	47,899	872	48,771	1.0	8- 5	48,856	970	49,826	1.0
FULL TIME SUBTOTALS			1,411,772	34,209	1,445,981	22.0		1,426,098	37,155	1,463,253	22.0
STANDBY PAY	6619		28,000		28,000			28,500		28,500	
OVERTIME	6620		84,000		84,000			86,000		86,000	
OTHER SUBTOTALS			112,000	0	112,000	0.0		114,500	0	114,500	0.0
ELECTRIC DEPARTMENT TOTALS			1,523,772	34,209	1,557,981	22.0		1,540,598	37,155	1,577,753	22.0

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

ELECTRIC FUND

Expenditures:

Electric Department

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6020 Supervisory	\$276,762	\$268,722	\$207,593	\$195,924	\$203,160	\$195,924
6030 Engineering/Technical	243,518	241,541	230,780	254,353	244,450	258,346
6040 Warehousing	0	0	46,773	47,899	46,210	48,856
6080 Clerical	47,576	49,111	49,923	46,718	46,720	46,718
6200 Line Maintenance	596,618	708,847	772,654	866,878	705,140	876,254
6570 Flex Pay	0	0	0	0	0	0
6580 Service Award	27,726	29,425	33,005	34,209	34,209	37,155
6590 Sick Pay	11,826	12,271	14,836	15,000	17,260	18,000
6619 Standby Pay	22,844	26,316	28,238	28,000	26,390	28,500
6620 Overtime	79,568	97,238	87,134	84,000	95,698	86,000
6920 Unemployment Comp. Ins.	4,569	5,978	6,697	7,410	7,200	7,510
6930 Social Security Taxes	97,813	107,639	108,943	120,010	105,830	121,900
6940 City Pension Plan	155,769	153,160	250,332	328,310	315,913	325,390
6950 Term Life Insurance	6,308	6,654	7,525	7,970	7,100	7,810
6960 Group Hospitalization Ins.	245,049	265,583	288,634	299,310	321,500	299,310
6961 Long-Term Disability Ins.	1,903	1,971	2,246	2,760	2,090	4,140
6962 Dental Insurance	16,012	18,783	21,337	27,040	21,860	31,100
6963 Flexible Spending Account	0	52	195	400	310	400
6965 Post-Employment Benefits	33,320	143,247	122,487	113,940	113,940	130,110
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$1,867,181	\$2,136,538	\$2,279,332	\$2,480,131	\$2,314,980	\$2,523,423

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

ELECTRIC FUND

Expenditures:

Electric Department

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7110 Safety Shoes and Supplies	\$3,890	\$2,800	\$1,919	\$3,380	\$3,380	\$3,380
7130 Tools, Field Sup., & Small Eq.	18,828	20,597	22,569	26,350	26,350	26,350
7140 Uniforms	6,284	5,970	6,190	7,000	7,000	13,400
7150 Office Supplies	1,438	1,357	1,157	3,050	3,050	4,375
7160 Books, Periodicals, Etc	314	197	735	680	680	680
7260 Line Maintenance	100,484	97,538	72,217	84,150	84,150	86,200
7270 Station Maintenance	19,293	12,631	16,662	21,200	21,200	21,200
7300 Machinery & Equip. Maintenance	0	41	150	500	500	500
7330 Meter Testing & Repairs	1,599	1,527	1,268	2,370	2,370	2,370
7350 Traffic Signal Maintenance	692	324	0	950	950	950
7370 Street Light Maintenance	17,149	12,428	17,529	16,600	16,600	17,000
7430 House Service Maintenance	12,530	9,419	5,255	9,690	9,690	9,690
7480 Communication Equip. Maint.	0	0	97	500	500	500
7540 Inventory Adjustment	(31,204)	(10,529)	9,530	0	0	0
7550 Miscellaneous Supplies	1,130	941	1,243	1,350	1,350	1,350
TOTAL MATERIALS & SUPPLIES	\$152,427	\$155,241	\$156,521	\$177,770	\$177,770	\$187,945

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8010 Freight	\$1,154	\$747	\$517	\$950	\$950	\$950
8020 Advertising	234	983	227	390	390	390
8030 Casualty Insurance	67,636	73,625	81,730	86,920	86,920	90,217
8040 Merchant Fees and Discounts	95,280	54,106	346,575	297,000	460,000	320,000
8050 Telephone	8,114	7,938	7,450	8,650	8,650	8,650
8120 Outside Engineering (1)	0	13,181	84,849	96,500	96,500	81,000
8130 Building & Equipment Rental	9,475	9,096	9,198	13,000	13,000	13,000
8190 Refuse Disposal	1,019	761	1,897	1,450	1,450	1,500
8260 Line Maintenance	17,618	24,045	26,066	28,500	28,500	29,200
8270 Station Maintenance	22,096	55,008	21,771	33,250	33,250	33,250
8300 Machinery & Equip. Maintenance	5,013	4,901	5,323	8,120	8,120	8,120
8301 Computer System Maintenance	18,358	0	0	0	0	0
8350 Traffic Signal Maintenance	0	0	0	1,995	1,995	1,995
8420 Tree Removal	167,453	165,332	160,005	167,000	167,000	167,000
8480 Communication Equip. Maint.	194	477	283	1,060	1,060	1,060
8550 Misc. Contracted Services	6,222	5,673	3,367	5,000	5,000	5,000
8570 Public Relations	553	0	101	0	0	0
TOTAL CONTRACTUAL SERVICES	\$420,419	\$415,873	\$749,359	\$749,785	\$912,785	\$761,332

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

ELECTRIC FUND

Expenditures:

Electric Department

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9010 Bad Debt Expense	\$106,329	\$150,670	\$91,508	\$82,450	\$81,000	\$85,700
9020 Mileage & Small Bus. Expense	52	86	44	140	140	140
9040 Dues & Conference Expense	2,614	274	2,933	2,970	2,970	3,040
9050 Interest Expense	14,035	17,217	14,393	17,000	20,000	20,000
9060 Depreciation Expense	90,706	77,270	91,805	96,300	96,300	140,500
9070 Training	4,790	2,336	2,102	4,960	4,960	11,000
TOTAL OTHER CHARGES	<u>\$218,526</u>	<u>\$247,853</u>	<u>\$202,785</u>	<u>\$203,820</u>	<u>\$205,370</u>	<u>\$260,380</u>

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Street Lights & Traffic Signals	(\$431,784)	(\$306,458)	(\$328,902)	(\$304,156)	(\$310,816)	(\$313,795)
Vehicles and Equipment	131,177	105,199	105,284	106,093	135,476	127,371
Buildings and Grounds	17,851	18,423	20,147	29,416	35,487	37,948
Billings & Accounting	698,477	739,306	539,611	566,303	573,658	546,106
Printing and Reproduction	285	365	1,021	1,196	1,052	1,196
Warehousing	74,160	73,107	(12,355)	(12,402)	(15,405)	(15,452)
Electricity	(616,300)	(577,800)	(645,009)	(635,004)	(635,004)	(528,614)
Administrative Overhead	0	0	607,493	628,412	640,223	613,598
Other Indirect Charges	(33,446)	(22,534)	(18,108)	(20,000)	(18,628)	(20,550)
TOTAL INTER-DEPT. CHARGES	<u>(\$159,580)</u>	<u>\$29,608</u>	<u>\$269,182</u>	<u>\$359,858</u>	<u>\$406,043</u>	<u>\$447,808</u>

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

ELECTRIC FUND

Electric Department

CAPITAL PROJECTS BUDGET	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9621 Building & Structures	\$14,073	\$21,838	\$48,785	\$0	\$1,583	\$0
9622 Machinery & Equipment	0	59,377	15,089	0	0	174,446
9623 Autos & Trucks	126,327	158,565	46,978	0	6,185	0
9730 CIP - Stations Material	2,454,132	1,005,984	73,044	1,200,000	920,564	95,000
9750 CIP - Utility Svc Material	19,498	16,001	0	0	0	0
9760 CIP - Lines Material	163,558	107,769	245,557	154,000	173,408	207,500
9830 CIP - Stations Labor	91,616	13,920	12,684	0	0	0
9860 CIP - Lines Labor (1)	45,387	10,941	598,774	91,000	82,688	87,500
TOTAL CAPITAL PROJECTS BUDGET	\$2,914,591	\$1,394,395	\$1,040,911	\$1,445,000	\$1,184,428	\$564,446
CAPITAL PROJECT NUMBER & DESCRIPTION	<u>BOND ISSUES</u>	<u>CAPITAL RESERVES</u>	<u>OTHER SOURCES</u>	<u>CURRENT RESOURCES</u>	<u>EQUIPMENT REPLACEMENT</u>	
E1201 New Lines & Services	\$0	\$0	\$0	\$125,000	\$0	
E1202 Cameras, Testers-Repair Procedures	0	0	0	40,140	9,860	
E1203 CAD Software	0	0	0	106,306	9,194	
E1103 Radio Replacements	0	0	0	28,000	0	
E1106 34.5 KV Backfeeds	0	0	0	50,000	0	
E1002 New Unit Substation and Lines	0	0	0	95,000	0	
E1003 Spare 15KV Circuit Breaker	0	0	0	50,000	0	
E0503 SCADA & Automatic Switching	0	0	0	70,000	0	
E8510 Transformer Maintenance	139,287	0	0	0	0	
EEQSFE Equipment Replacement Program	0	0	0	0	198,000	
TOTAL ELECTRIC FUND	\$139,287	\$0	\$0	\$564,446	\$217,054	

(1) In 2010, Deldot funded a project to move Elkton Road lines.

Electric Department

The Electric Department is responsible for the engineering, planning and design and direction of all electric departmental operations including staff supervision, purchasing, records management, operations planning, budget preparation and control, and capital improvement planning. Responsibilities include planning, designing and supervising the construction of electrical distribution system which consists of power lines, substations and lighting systems. Plans review, drawings and engineering analysis for construction work is provided under this program. The Department also handles the meter relay and electrical maintenance program, including installing and maintaining electrical systems in city buildings, water wells, water and waste water pumping stations, traffic lights and control systems, meters and other facilities. The Department's electrical line construction and maintenance program is responsible for maintaining 165 miles of 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 responsibilities include maintaining and installing street lights and flashing traffic signals, trimming trees along electric right-of-way, and providing distribution and subtransmission switching and sectionalizing.

Key accomplishments in 2011 include a voltage upgrade of North Chapel Street, New Street and Center Street, electrical distribution upgrades in Nottingham Green, completion of two (2) new 34.5kV feeders to feed the University of Delaware Science Center, the relocation of a large transformer to East Main Street Substation, reinforcement of high voltage underground cables on Westfield Court, Donna Drive and in Haslett Park, conductor upgrades on Old Paper Mill Road, Cleveland Avenue, Haines Street, Center Street and Dallam Road and expansion of the SCADA system.

In 2012 a new substation transformer at Phillips Avenue Substation will be connected to the distribution system. New aerial circuits will be built on South College Avenue and Main Street. Two (2) circuit breakers will be replaced at Sandy Brae Substation and the SCADA system will continue to expand.

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

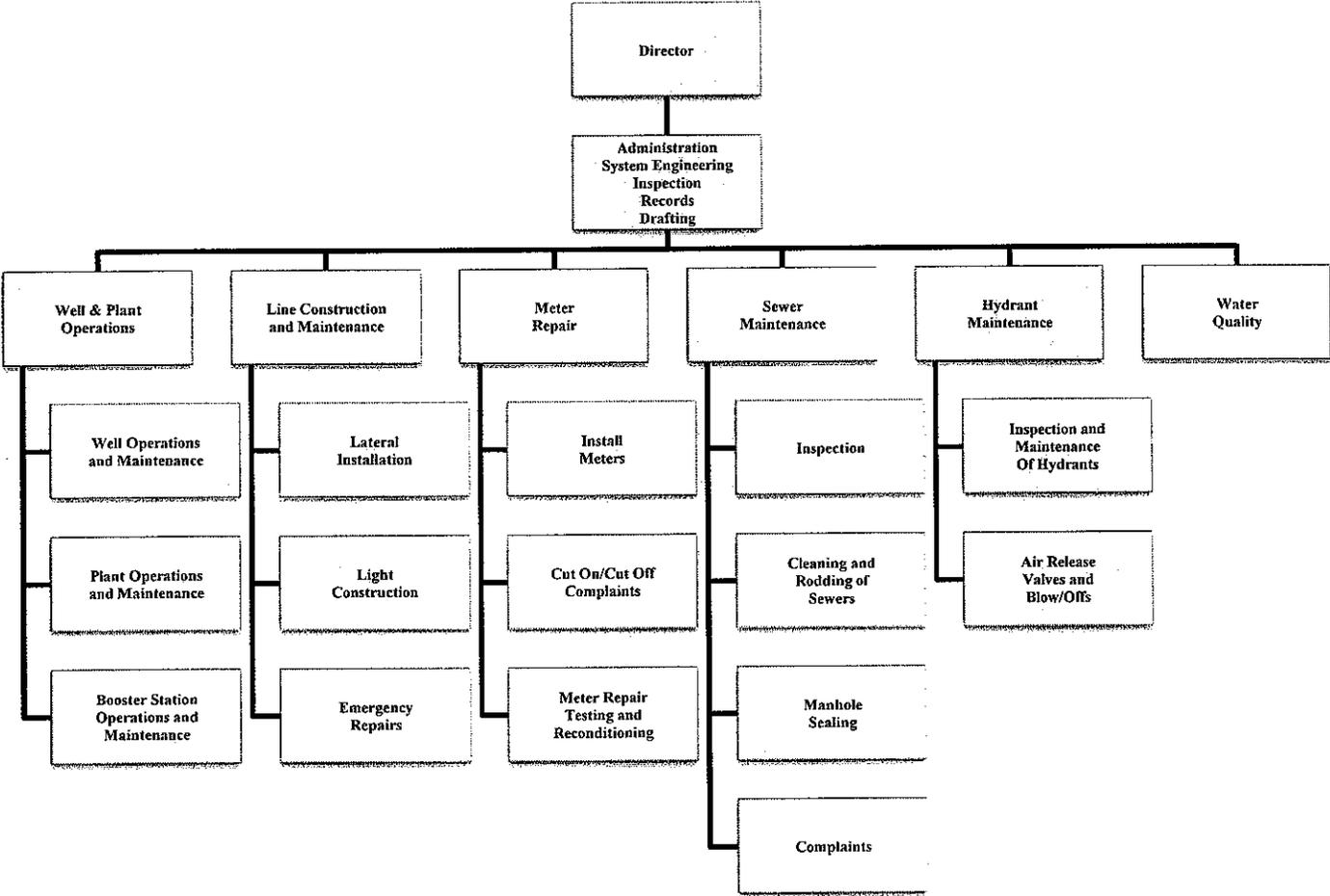
WATER FUND

Water Department

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
REVENUES						
Sale of Water	\$4,245,940	\$4,843,004	\$6,175,600	\$6,666,907	\$6,656,329	\$ 7,038,000
No. of Gallons (Thousands)	1,092,399	1,029,659	1,023,461	1,104,554	1,104,554	1,038,086
Penalties & Service Fees	39,500	33,152	99,947	36,330	55,300	44,000
Total	\$4,285,440	\$4,876,156	\$6,275,547	\$6,703,237	\$6,711,629	\$7,082,000
Less: Water Purchased	9,519	46,803	0	20,000	0	20,000
No. of Gallons (Thousands)	2,890	18,181	0	9,000	0	9,000
Gross Operating Revenue	\$4,275,921	\$4,829,353	\$6,275,547	\$6,683,237	\$6,711,629	\$7,062,000
OPERATING EXPENSES						
Personnel Services	\$1,708,430	\$1,720,704	\$1,610,318	\$1,778,337	\$1,711,724	\$1,828,066
Materials & Supplies	275,466	281,112	266,148	301,250	303,850	318,000
Contractual Services	479,750	329,274	410,840	515,290	549,810	507,222
Other Charges	1,451,058	1,467,022	1,433,786	1,505,280	1,506,316	1,402,230
Subtotal	\$3,914,704	\$3,798,112	\$3,721,092	\$4,100,157	\$4,071,700	\$4,055,518
Inter-Dept. Charges	491,721	427,003	732,720	748,985	756,571	798,509
Total Operating Expenses	\$4,406,425	\$4,225,115	\$4,453,812	\$4,849,142	\$4,828,271	\$4,854,027
Net Operating Margin	(\$130,504)	\$604,238	\$1,821,735	\$1,834,095	\$1,883,358	\$2,207,973

CITY OF NEWARK, DELAWARE

WATER AND WASTE WATER



**WATER DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011					2012						
		GRADE	STEP	ANNUAL			GRADE	STEP	ANNUAL				
				REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT			FT POS	REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	FT POS
WATER DIRECTOR	6020	31- I		106,796	0	106,796	1.0	31- I		106,796	0	106,796	1.0
WATER QUALITY ENG	6020	23- I		78,383	1,431	79,814	1.0	23- I		78,383	1,561	79,944	1.0
ASST. WATER DIRECTOR	6020	26- D		69,373	0	69,373	1.0	26- D		72,148	0	72,148	1.0
WATER SUPERVISOR	6200	17- I		62,673	3,495	66,168	1.0	17- I		62,673	3,598	66,271	1.0
WATER AND SEWER INSP	6210	14- G		54,133	1,694	55,827	1.0	14- G		54,483	1,783	56,266	1.0
SECRETARY I	6080	10- G		46,068	1,295	47,363	1.0	10- G		46,068	1,372	47,440	1.0
HEAVY EQ. OPER/MECH	6200	10- 5		52,608	1,559	54,167	1.0	10- 5		53,648	1,678	55,326	1.0
SEN WATER PLANT OP	6220	10- 5		52,958	3,204	56,162	1.0	10- 5		53,998	3,357	57,355	1.0
WATER MTR TECH	6200	10- 5		52,958	1,992	54,950	1.0	10- 5		53,998	2,120	56,118	1.0
WATER PLANT OP	6220	8- 5		48,549	2,774	51,323	1.0	8- 5		49,506	2,910	52,416	1.0
WATER PLANT OP	6220	8- 5		48,199	1,506	49,705	1.0	8- 5		49,506	1,617	51,123	1.0
WATER PLANT OP	6220	8- 5		47,549	0	47,549	1.0	8- 5		48,856	808	49,664	1.0
MAINTENANCE IV	6200	8- 5		48,199	1,268	49,467	1.0	8- 5		49,156	1,374	50,530	1.0
MAINTENANCE III	6200	6- 5		44,696	961	45,657	1.0	6- 5		45,569	1,055	46,624	1.0
EQUIP OPERATOR	6200	3- 5		41,621	0	41,621	1.0	3- 5		42,453	0	42,453	1.0
EQUIP OPERATOR	6200	3- 5		41,621	0	41,621	1.0	3- 5		42,453	0	42,453	1.0
EQUIP OPERATOR	6200	3- 5		41,621	0	41,621	1.0	3- 3		38,730	0	38,730	1.0
FULL TIME SUBTOTALS				938,065	21,177	959,182	17.0			948,424	23,232	971,656	17.0
OVERTIME	6620			125,000		125,000				140,000		140,000	
SHIFT DIFFERENTIAL	6621			525		525				1,000		1,000	
HOLIDAY PREMIUM	6622			9,250		9,250				12,000		12,000	
WEEKEND PREMIUM	6623			38,000		38,000				38,000		38,000	
OTHER SUBTOTALS				172,775	0	172,775	0.0			191,000	0	191,000	0.0
WATER DEPARTMENT TOTALS				1,110,780	21,177	1,131,957	17.0			1,139,424	23,232	1,162,656	17.0

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

WATER FUND

Expenditures:

Water Department

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6020 Supervisory	\$263,711	\$221,122	\$185,099	\$254,552	\$196,740	\$257,327
6030 Engineering/Technical	51,852	52,606	0	0	0	0
6080 Clerical	46,699	45,966	46,068	46,068	46,070	46,068
6200 Line Maintenance	427,344	415,723	390,972	385,997	384,750	388,680
6210 Inspectors	55,117	53,856	54,133	54,133	54,130	54,483
6220 Plant Operators	193,881	196,384	197,246	197,255	197,250	201,866
6570 Flex Pay	0	0	0	0	0	0
6580 Service Award	21,638	19,575	20,208	21,177	21,177	23,232
6590 Sick Pay	6,077	5,766	5,889	6,000	8,170	8,000
6620 Overtime	175,050	161,700	161,900	125,000	169,000	140,000
6621 Shift Differential	0	0	624	525	900	1,000
6622 Holiday Premium	0	0	9,462	9,250	12,000	12,000
6623 Weekend Premium	0	0	0	38,000	12,000	38,000
6920 Unemployment Comp. Ins.	4,333	5,408	4,840	5,730	5,200	5,800
6930 Social Security Taxes	90,038	88,175	79,196	87,050	82,412	89,560
6940 City Pension Plan	120,843	118,818	164,470	215,710	207,565	213,790
6950 Term Life Insurance	5,136	4,937	3,993	3,610	4,460	4,910
6960 Group Hospitalization Ins.	206,123	204,515	187,407	228,770	220,280	228,770
6961 Long-Term Disability Ins.	1,722	1,659	1,364	2,190	1,500	3,290
6962 Dental Insurance	13,016	13,326	12,672	22,360	13,180	25,710
6963 Flexible Spending Account	0	26	33	100	80	100
6965 Post-Employment Benefits	25,850	111,142	84,742	74,860	74,860	85,480
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$1,708,430	\$1,720,704	\$1,610,318	\$1,778,337	\$1,711,724	\$1,828,066

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

WATER FUND

Expenditures:

Water Department

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7080 Pumping Station Operation	\$65,425	\$55,290	\$55,893	\$53,000	\$53,000	\$54,500
7090 Treatment Plant Operation	73,620	91,674	103,481	95,000	111,000	120,000
7110 Safety Shoes and Supplies	4,626	1,828	4,510	3,500	3,500	3,500
7130 Tools, Field Sup., & Small Eq.	3,338	38,994	9,467	13,000	13,000	10,000
7140 Uniforms	1,935	3,095	2,509	2,750	2,750	3,000
7150 Office Supplies	2,575	1,332	1,539	2,000	11,000	8,000
7260 Line Maintenance	65,222	23,042	36,492	36,000	36,000	36,000
7270 Station Maintenance	3,268	708	1,182	5,000	3,500	4,000
7275 Reservoir Maintenance	0	0	6,088	15,000	5,000	9,000
7280 Treatment Plant Maintenance	28,447	21,066	10,159	30,000	20,000	20,000
7300 Machinery & Equipment Maint.	0	2,042	3	1,000	1,000	1,000
7320 Well Maintenance	248	228	4,188	5,000	4,000	4,000
7330 Meter Testing and Repairs	33,209	44,499	38,122	40,000	40,000	40,000
7430 House Service Maintenance	0	2,347	0	0	0	0
7440 Conservation Program	0	0	0	0	0	5,000
7540 Inventory Adjustment	(7,703)	(8,046)	(8,738)	0	0	0
7550 Miscellaneous Supplies	1,256	3,013	1,253	0	100	0
TOTAL MATERIALS & SUPPLIES	\$275,466	\$281,112	\$266,148	\$301,250	\$303,850	\$318,000

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8020 Advertising	\$6,175	\$262	\$2,203	\$6,500	\$5,750	\$6,000
8030 Casualty Insurance	103,830	86,857	96,207	94,460	94,460	99,972
8040 Merchant Fees and Discounts	7,659	5,307	38,727	36,730	60,000	65,000
8050 Telephone	5,301	5,170	5,160	5,350	5,350	5,500
8120 Outside Engineering	57,320	55,860	79,135	80,000	80,000	85,000
8130 Building & Equipment Rental	796	599	800	2,000	1,000	1,000
8260 Line Maintenance	116,123	86,646	41,496	100,000	100,000	100,000
8270 Station Maintenance	10,661	14,638	15,190	13,000	13,000	13,000
8275 Reservoir Maintenance	0	0	28,204	87,000	87,000	40,000
8280 Treatment Plant Maintenance	45,093	62,214	56,264	53,000	65,000	50,000
8300 Machinery & Equip. Maint.	37	1,168	768	750	750	750
8301 Computer System Maintenance	6,159	0	0	0	0	0
8310 Vehicle Maintenance	0	862	0	0	0	0
8320 Well Maintenance	6,661	1,550	37,645	34,000	34,000	34,000
8330 Meter Testing and Repairs	0	278	0	2,500	1,000	2,000
8440 Conservation Program	0	0	0	0	0	5,000
8480 Communication Equip. Maint.	667	445	0	0	0	0
8550 Misc. Contracted Services	113,268	7,418	9,041	0	2,500	0
TOTAL CONTRACTUAL SERVICES	\$479,750	\$329,274	\$410,840	\$515,290	\$549,810	\$507,222

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

WATER FUND

Expenditures:

Water Department

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9010 Bad Debt Expense	(\$77)	\$26,015	\$5,030	\$600	\$600	\$1,350
9020 Mileage & Small Bus. Expense	130	130	11	150	150	150
9040 Dues & Conference Expense	1,608	3,542	2,753	3,500	3,500	4,500
9051 Debt Service Principal	765,000	790,000	815,000	840,000	840,000	870,000
9052 Debt Service Interest	605,580	579,699	549,422	526,330	526,330	387,730
9060 Depreciation Expense	77,120	67,124	59,692	133,200	133,200	136,500
9070 Training	1,697	512	1,878	1,500	2,536	2,000
TOTAL OTHER CHARGES	\$1,451,058	\$1,467,022	\$1,433,786	\$1,505,280	\$1,506,316	\$1,402,230

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Vehicle and Equipment	\$109,229	\$82,380	\$97,017	\$106,759	\$118,971	\$111,788
Buildings and Grounds	12,432	12,831	5,958	8,700	10,495	11,223
Billings & Accounting	131,788	139,491	82,004	85,681	87,932	130,626
Printing and Reproduction	314	401	1,014	1,187	1,044	1,187
Warehousing	17,115	16,872	8,385	7,492	10,088	10,119
Electricity	276,200	248,000	259,717	249,867	249,867	247,316
Administrative Overhead	0	0	275,356	289,099	274,989	282,470
Other Indirect Charges	(55,357)	(72,972)	3,269	200	3,185	3,780
TOTAL INTER-DEPT. CHARGES	\$491,721	\$427,003	\$732,720	\$748,985	\$756,571	\$798,509

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

WATER FUND

Water Department

CAPITAL PROJECTS BUDGET	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9580 Consulting Fees	\$0	\$27,254	\$3,990	\$0	\$4,658	\$75,000
9620 Land & Land Improvement	17,958	0	0	0	0	0
9621 Building & Structures	0	29,190	0	0	0	0
9622 Machinery & Equipment	93,692	32,421	70,898	470,000	163,159	150,000
9623 Autos & Trucks	0	25,267	17,813	0	0	0
9730 CIP - Station Material	0	0	0	0	0	0
9740 CIP - Water Treat. Plant Mat'l	632,323	0	0	400,000	36,900	75,000
9750 CIP - Utility Svc Material	415	0	0	0	0	0
9760 CIP - Lines Material	6,919	17,139	0	10,500	2,256	260,500
9860 CIP - Lines Labor	2,278	4,153	0	0	0	0
9960 CIP - Lines Contractual	0	10,062	22,055	295,000	198,412	470,000
TOTAL CAPITAL PROJECTS BUDGET	\$753,585	\$145,486	\$114,756	\$1,175,500	\$405,385	\$1,030,500
CAPITAL PROJECT NUMBER & DESCRIPTION		GRANTS	CAPITAL RESERVES	CURRENT RESOURCES	EQUIPMENT REPLACEMENT	
W1101 Raceway Improvement/Dam Replacement		\$0	\$0	\$75,000	\$0	
W1103 Repairs to Concrete Tank		0	0	75,000	0	
W0806 Highfield Booster Station Rehab		0	0	100,000	0	
W0503 Well Restoration		0	0	25,000	0	
W0402 Fire Hydrant Replacements		0	0	10,500	0	
W0403 Water Tank Mixing Retrofit		0	0	90,000	0	
W0002 Alternative Disinfection Equipment		0	0	150,000	0	
W9308 Water Main Renovation Program		0	0	255,000	0	
W8605 Water Tank Maintenance		0	0	250,000	0	
WEQSF Equipment Replacement Program		0	0	0	100,000	
TOTAL WATER FUND		\$0	\$0	\$1,030,500	\$100,000	

Water and Waste Water Department Profile

The Water and Waste Water Department provides potable water and sanitary sewage collection services through the various program divisions described below:

Administration and Engineering

Administration and Engineering are responsible for the overall management and supervision of water and waste water operations. Functional areas of responsibility include the engineering and design of water and waste water facilities, supervising and inspecting construction projects, and planning capital improvements. Water and waste water construction specifications are prepared for bidding under this program. The program staff prepares reports and recommendations to the City Manager and City Council on facility improvements and maintains an active liaison with engineering consultants.

In addition to overseeing operations, the program staff manages and updates departmental records, computer programs, and water and wastewater base maps. Data on water and waste water operations is also collected and analyzed under this program. The Miss Utility program, which is designed to prevent damage by contractors to underground utilities, operates out of this program.

Significant accomplishments in 2011 include:

- Replacement of the pumps at the Bellevue Sewage Lift Station.
- Development of plans and specifications and project award for the replacement of the pumps and electrical controls at the Cooches Bridge Sewage Lift Station.
- Development of plans and specifications for the Flood Proofing of the Northwest Potable Water Booster Station on Delrem Drive utilizing a 75% Federal grant for the project.
- Completion of a project to replace two elevated sewer crossings over the Christina Creek utilizing a 75% federal matching grant.
- Initiated the first of several projects to clean and inspect the larger sanitary sewer lines throughout the City as part of a Sanitary Sewer Evaluation program.
- Completed the plans and specifications and initiated the process to receive permits for the construction of a 16" water main across the White Clay Creek.
- Incorporated the new water and sewer lines in Elkton Road into the City water and sewer system.
- Worked through complex property record documents to identify the parcels and owners necessary to secure easements to install the new water line on Brook Hill

Drive.

- Finalized the scope of work for and developed an RFP to install a Supervisory Control and Data Acquisition system (SCADA) for the water and waste water facilities.
- Conducted an exploratory pipe cleaning project to determine the feasibility of using this technique to rehabilitate unlined water main.
- Received and have put into use a new Back Hoe to replace vehicle 220.
- Received and put into use the Water Valve exerciser.
- Developed specifications for the replacement of Utility truck 202. For the price of the one truck we intend to purchase two smaller vehicles of similar capability so that we can deploy our work force in a more efficient manner.
- Started work on the analysis of options for the repair or replacement of the water intake Dam on the White Clay Creek.

In 2012 we plan to accomplish the following:

- Complete the installation of the new pumps and controls at the Cooches Bridge Sanitary Sewage Lift Station.
- Complete the flood proofing of the Northwest Potable Water Booster Station.
- Complete construction of the new water line on Brook Hill Drive.
- Complete construction on the new 16 inch water line across the White Clay Creek.
- Complete the reconstruction of the pressure sustaining station in Arbour Park.
- Install the SCADA system for the water and waste water facilities and begin to integrate the SCADA system into the system operation.
- Complete the investigation into the replacement of the Water Treatment Plant intake Dam.
- Clean the settling basins at the Newark Water Treatment Plant.
- Replace or reline water lines identified the prior year.
- Complete other miscellaneous projects on the Capital Improvement and General Operating Budget Preventative Maintenance Plans.

Wells, Plants, and Stations

This program manages the operation and maintenance of all equipment and facilities at eleven well sites, the Newark Water Treatment Plant, the South Well Field Treatment Plant, and six booster pumping stations. The Newark Water Treatment Plant can treat up to 5 million gallons a day while the South Well Field Treatment Plant can treat up to 3 million gallons per day. During 2009 56% of our water was produced at the Newark Water Treatment Plant, 1% was bought from United Water, and 43% was produced at our South Well Field Treatment Plant.

Significant accomplishments in 2011 include:

- Maintained treatment plant equipment so that we could consistently produce a high

quality drinking water.

- Performed routine maintenance on pumps, motors, and associated equipment instruments.
- Troubleshoot and remedy random problems as they develop.
- Recommend to the Water Quality Engineer general maintenance and capital improvements to improve system operation.
- Participated in development of the SCADA system.
- Assisted in the development of an effective warehousing system to track and store spare parts.

In 2012 we plan to accomplish the following:

- Continue to operate and maintain the treatment plants in an exemplary manner.
- The operators will assist with the installation and integration of the SCADA system into the daily operation of the water system.
- With the operators assistance, we will identify system improvements that can be implemented through the Capital or Operating budget process.

Water Distribution

The water distribution system provides water services to approximately 34,600 customers including approximately 28,547 Newark residents. More than 1.3 billion gallons of water is pumped through 162 miles of pipe annually to serve 8,266 water service connections. In addition, the City services 1,251 commercial and industrial accounts.

The water distribution program is responsible for installing, repairing and maintaining water lines, hydrants meters, and valves, performing and assisting with maintenance activities at the water treatment plants and waste water facilities, and performing operation and maintenance activities associated with the reservoir.

The goals of the water distribution program are to maintain and repair water lines, meters and hydrants to distribute treated water to all residents and customers at adequate volumes and pressures.

Significant accomplishments in 2011 include:

- Took delivery of, learned to operate, and have begun to utilize in daily operations a valve exerciser that has already allowed us to restore to operation a valve that we could not turn by hand.
- Performed routine and unplanned flushing of the water system to restore and maintain finished water quality throughout the water system.
- Utilized the water leak correlators to locate water leaks reducing the areas that need to be restored.
- Effectively used contractors to quickly repair sidewalks and perform other maintenance tasks beyond our ability to schedule and perform efficiently so that we

can focus on water system maintenance.

- Continue the practice of providing outstanding service to the citizens of Newark through rapid response to requests for water related services.
- Performed maintenance activities in the early morning hours when doing so will cause less disruption to our customers.

In 2012 we plan to accomplish the following:

- Focus our flushing operations in areas of concern using techniques that will maximize the effectiveness our efforts.
- Replace meters that have exceeded their useful life.
- As time allows develop an effective meter testing program.

Waste Water

More than 2.2 billion gallons of sewage is transported annually through the City's 93 miles of sewer collection lines. The sanitary sewer system operates on a gravity system. With the help of two primary pumping stations at Cooches Bridge and Silverbrook, sewage which originates from the City flows to and through the New Castle County system and is delivered to the Wilmington Regional Waste Water Treatment Facility.

The waste water program is responsible for maintaining the sanitary sewer system and distribution lines. We perform preventive maintenance in sewer mains and laterals within the City right-of-way using a variety of methods including rodding, flushing and chemical root control.

The goals of the waste water program are to provide superior sewage collection, maintain sewer mains and laterals, prevent stoppages through preventive maintenance activities, and reduce inflow and infiltration.

Significant accomplishments in 2011 include:

- The replacement of pumps and motors at the Bellevue Road sewage lift station.
- We eliminated several structural problems in manholes that have previously required regular maintenance.

In 2012 we plan to accomplish the following:

- Replace the pumps and motors at the Cooches Bridge sewage lift station.
- Identify several more regular maintenance locations that can be corrected.
- As time allows, and in coordination with the building department, work on the development of a Fat Oil and Grease (FOG) program.

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

SEWER FUND

Sewer Department

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
REVENUES						
Sewer Service Charge	\$4,520,742	\$4,155,257	\$5,505,785	\$5,376,287	\$ 5,741,247	\$ 5,927,305
No. of Gallons (Thousands)	954,058	821,570	819,731	810,977	836,761	844,641
Penalties & Service Fees	13,157	12,609	20,744	14,680	27,161	16,700
Total	\$4,533,899	\$4,167,866	\$5,526,529	\$5,390,967	\$5,768,408	\$5,944,005
Less: County Sewer Charge	3,602,344	3,311,200	3,692,586	3,209,205	3,508,298	3,646,127
No. of Gallons (Thousands)	967,267	838,736	867,358	914,291	861,612	857,936
Gross Operating Revenue	\$931,555	\$856,666	\$1,833,943	\$2,181,762	\$2,260,110	\$2,297,878
OPERATING EXPENSES						
Personnel Services	\$0	\$0	\$158,588	\$161,182	\$129,869	\$165,818
Materials & Supplies	21,989	11,561	18,383	16,100	11,100	13,250
Contractual Services	75,272	108,808	137,367	180,140	166,890	197,586
Other Charges	304	6,027	2,729	4,000	4,050	4,020
Subtotal	\$97,565	\$126,396	\$317,067	\$361,422	\$311,909	\$380,674
Inter-Dept. Charges	203,164	216,423	219,169	236,211	232,393	247,747
Total Operating Expenses	\$300,729	\$342,819	\$536,236	\$597,633	\$544,302	\$628,421
Net Operating Margin	\$630,826	\$513,847	\$1,297,707	\$1,584,129	\$1,715,808	\$1,669,457

**SEWER DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011					2012				
		GRADE	STEP	ANNUAL			GRADE	STEP	ANNUAL		
				REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT			FT POS	REGULAR RATE	SERVICE AWARD
MAINTENANCE IV	6200	8- 5	47,899	792	48,691	1.0	8- 5	48,856	889	49,745	1.0
EQUIP OPERATOR	6200	3- 5	41,621	0	41,621	1.0	3- 5	42,453	0	42,453	1.0
FULL TIME SUBTOTALS			89,520	792	90,312	2.0		91,309	889	92,198	2.0
OVERTIME	6620		6,000		6,000			8,000		8,000	
SHIFT DIFFERENTIAL	6621		0		0			50		50	
OTHER SUBTOTALS			6,000	0	6,000	0.0		8,050	0	8,050	0.0
SEWER DEPARTMENT TOTALS			95,520	792	96,312	2.0		99,359	889	100,248	2.0

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

SEWER FUND

Expenditures:

Sewer Department

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6200 Line Maintenance	\$0	\$0	\$88,842	\$89,520	\$69,490	\$91,309
6580 Service Award	0	0	0	792	792	889
6590 Sick Pay	0	0	939	1,000	244	500
6620 Overtime	0	0	12,870	6,000	8,000	8,000
6621 Shift Differential	0	0	86	0	50	50
6920 Unemployment Comp. Ins.	0	0	546	670	600	680
6930 Social Security Taxes	0	0	7,794	7,440	6,007	7,710
6940 City Pension Plan	0	0	15,432	20,240	19,476	20,060
6950 Term Life Insurance	0	0	444	420	360	390
6960 Group Hospitalization Ins.	0	0	20,823	27,800	17,470	27,800
6961 Long-Term Disability Ins.	0	0	151	270	130	410
6962 Dental Insurance	0	0	0	0	220	0
6965 Post-Employment Benefits	0	0	10,661	7,030	7,030	8,020
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$0	\$0	\$158,588	\$161,182	\$129,869	\$165,818

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7110 Safety Shoes and Supplies	\$0	\$262	\$0	\$800	\$800	\$800
7130 Tools, Field Sup., & Small Eq.	11,658	754	2,458	4,000	3,000	4,000
7140 Uniforms	502	427	141	300	300	350
7260 Line Maintenance	9,074	6,996	12,371	6,000	6,000	6,100
7270 Station Maintenance	721	41	1,167	5,000	1,000	2,000
7300 Machinery & Equipment Maint.	0	0	0	0	0	0
7540 Inventory Adjustment	(3)	3,081	2,246	0	0	0
7550 Miscellaneous Supplies	37	0	0	0	0	0
TOTAL MATERIALS & SUPPLIES	\$21,989	\$11,561	\$18,383	\$16,100	\$11,100	\$13,250

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

SEWER FUND

Expenditures:

Sewer Department

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8030 Casualty Insurance	\$4,943	\$1,119	\$103	\$1,290	\$1,290	\$3,886
8040 Merchant Fees and Discounts	8,103	5,598	31,815	32,650	50,000	53,000
8050 Telephone	563	550	563	1,200	600	700
8120 Outside Engineering	10,530	20,361	1,680	30,000	30,000	30,000
8260 Line Maintenance	34,834	70,024	92,815	100,000	75,000	100,000
8270 Station Maintenance	6,695	10,985	10,383	15,000	10,000	10,000
8301 Computer System Maintenance	9,159	0	0	0	0	0
8550 Misc. Contracted Services	445	171	8	0	0	0
TOTAL CONTRACTUAL SERVICES	\$75,272	\$108,808	\$137,367	\$180,140	\$166,890	\$197,586

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9010 Bad Debt Expense	\$0	\$6,027	\$1,436	\$300	\$300	\$1,120
9060 Depreciation Expense	304	0	1,293	3,700	3,700	2,600
9070 Training	0	0	0	0	50	300
TOTAL OTHER CHARGES	\$304	\$6,027	\$2,729	\$4,000	\$4,050	\$4,020

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Vehicle and Equipment	\$0	\$7,996	\$441	\$570	\$301	\$287
Buildings and Grounds	5,738	5,922	2,651	3,871	4,669	4,993
Billings & Accounting	92,252	97,644	79,713	83,208	85,632	99,299
Printing and Reproduction	157	201	0	0	0	0
Warehousing	11,409	11,247	834	1,038	1,409	1,413
Electricity	14,100	14,100	17,517	16,267	16,267	16,616
Administrative Overhead	0	0	112,750	120,957	119,977	119,269
Other Indirect Charges	79,508	79,313	5,263	10,300	4,138	5,870
TOTAL INTER-DEPT. CHARGES	\$203,164	\$216,423	\$219,169	\$236,211	\$232,393	\$247,747

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

SEWER FUND

Sewer Department

CAPITAL PROJECTS BUDGET	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9580 Consulting Fees	\$0	\$11,415	\$227,143	\$500,000	\$529,936	\$250,000
9620 Land & Land Improvement	0	0	0	0	0	0
9622 Machinery & Equipment	0	0	25,857	0	0	0
9760 CIP - Lines Material	0	0	7,230	75,000	191,148	0
9860 CIP - Lines Labor	0	942	0	0	0	0
9960 CIP - Lines & Streets Contractual	52,767	142,084	14,516	0	83,434	0
TOTAL CAPITAL PROJECTS BUDGET	\$52,767	\$154,441	\$274,746	\$575,000	\$804,518	\$250,000
CAPITAL PROJECT NUMBER & DESCRIPTION	<u>GRANTS</u>	<u>CAPITAL RESERVES</u>	<u>OTHER SOURCES</u>	<u>CURRENT RESOURCES</u>	<u>EQUIPMENT REPLACEMENT</u>	
S0904 Sanitary Sewer Study	\$0	\$0	\$0	\$250,000	\$0	
SEQSF Equipment Replacement Program	0	0	0	0	0	
TOTAL SEWER FUND	\$0	\$0	\$0	\$250,000	\$0	

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

PARKING FUND

Planning Department-Parking Division

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
REVENUE						
Parking Lot Revenues	<u>\$807,394</u>	<u>\$892,380</u>	<u>\$1,100,800</u>	<u>\$1,080,000</u>	<u>\$1,432,300</u>	<u>\$1,337,790</u>
OPERATING EXPENSES						
Personnel Services	\$412,773	\$445,528	\$481,512	\$522,911	\$524,542	\$521,322
Materials and Supplies	28,820	47,964	37,798	43,255	43,255	42,720
Contractual Services	118,327	128,456	124,610	147,733	164,363	166,130
Other Charges	<u>48,746</u>	<u>49,445</u>	<u>48,769</u>	<u>35,375</u>	<u>35,325</u>	<u>31,525</u>
Subtotal	\$608,666	\$671,393	\$692,689	\$749,274	\$767,485	\$761,697
Inter-Dept. Charges	<u>31,818</u>	<u>32,414</u>	<u>27,025</u>	<u>30,170</u>	<u>28,805</u>	<u>61,291</u>
Total Operating Expenses	<u>\$640,484</u>	<u>\$703,807</u>	<u>\$719,714</u>	<u>\$779,444</u>	<u>\$796,290</u>	<u>\$822,988</u>

**PARKING DIVISION
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011				2012							
		GRADE	STEP	ANNUAL			GRADE	STEP	ANNUAL				
				REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT			FT POS	REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	FT POS
PARKING ADMINISTRATOR	6020	19-	D	57,021	0	57,021	1.0	19-	D	59,302	0	59,302	1.0
PARKING SUPERINTENDENT	6020	5-	I	37,039	0	37,039	1.0	15-	I	45,064	0	45,064	1.0
CUSTOMER SERV CLK I	6040	8-	G	42,619	845	43,464	1.0	10-	B	37,577	0	37,577	1.0
MAINTENANCE IV	6230	8-	5	48,506	0	48,506	1.0	8-	5	47,549	0	47,549	1.0
FULL TIME SUBTOTALS				185,185	845	186,030	4.0			189,492	0	189,492	4.0
PARKING ATTENDANTS	6600			163,298		163,298				159,940		159,940	
MAINTENANCE WORKER	6230	E		34,000		34,000	0.5	E		34,000		34,000	0.5
OVERTIME	6620			12,000		12,000				7,000		7,000	
OTHER SUBTOTALS				209,298	0	209,298	0.5			200,940	0	200,940	0.5
PARKING DIVISION TOTALS				394,483	845	395,328	4.5			390,432	0	390,432	4.5

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

PARKING FUND

Expenditures:

Planning Department-Parking Division

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
PERSONNEL SERVICES						
6020 Supervisory	\$88,673	\$88,534	\$90,904	\$94,060	\$87,980	\$104,366
6040 Accounting	39,788	40,862	42,616	42,619	50,700	37,577
6230 Maintenance Workers	37,838	44,672	78,510	81,549	72,130	81,549
6570 Flex Pay	0	0	0	0	0	0
6580 Service Award	0	1,603	1,563	845	1,550	0
6590 Sick Pay	822	863	1,311	1,500	969	1,500
6600 Part-Time	154,087	160,821	141,213	163,298	176,950	159,940
6620 Overtime	11,251	9,532	11,814	12,000	7,770	7,000
6920 Unemployment Comp. Ins.	2,712	4,569	4,832	4,720	4,300	5,120
6930 Social Security Taxes	25,400	26,474	28,033	30,280	30,330	29,980
6940 City Pension Plan	18,074	17,764	32,452	42,570	40,963	42,190
6950 Term Life Insurance	823	893	924	930	900	990
6960 Group Hospitalization Ins.	26,194	28,514	29,519	31,460	31,670	31,460
6961 Long-Term Disability Ins.	304	331	341	330	330	500
6962 Dental Insurance	2,947	3,463	3,251	1,980	3,230	2,280
6965 Post-Employment Benefits	3,860	16,633	14,229	14,770	14,770	16,870
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$412,773	\$445,528	\$481,512	\$522,911	\$524,542	\$521,322

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
MATERIALS AND SUPPLIES						
7110 Safety Shoes and Supplies	\$180	\$90	\$180	\$180	\$180	\$270
7130 Tools, Field Supplies, Small Equip	3,886	4,235	6,523	4,000	4,000	4,000
7140 Uniforms	1,180	1,097	905	1,000	1,000	1,000
7150 Office Supplies	2,582	1,344	2,458	2,500	2,500	2,500
7180 Billing & Collection Supplies (1)	16,894	18,663	16,549	18,000	18,000	19,500
7250 Building & Grounds Maintenance	2,241	1,027	736	4,725	4,725	2,600
7300 Mach & Equip Maintenance	1,857	21,322	10,350	12,350	12,350	12,350
7550 Miscellaneous Supplies	0	186	97	500	500	500
TOTAL MATERIALS & SUPPLIES	\$28,820	\$47,964	\$37,798	\$43,255	\$43,255	\$42,720

(1) Includes Marketing for Parking Validation Program

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

PARKING FUND

Expenditures:

Planning Department-Parking Division

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8020 Advertising/Signage (1)	\$373	\$0	\$170	\$1,000	\$1,000	\$1,000
8030 Casualty Insurance	7,259	4,674	5,761	6,900	6,900	8,035
8040 Merchant Fees and Discounts	1,443	27,068	28,096	26,370	33,000	35,000
8050 Telephone	2,939	2,979	2,486	2,840	2,840	2,840
8130 Building & Equipment Rental	64,443	63,879	56,440	68,083	68,083	70,125
8230 Janitorial Service	0	0	0	4,000	4,000	4,740
8250 Building & Grounds	3,990	297	490	1,540	1,540	1,540
8300 Mach. & Equip. Maint.	33,435	25,488	27,682	32,000	42,000	35,350
8550 Misc. Contracted Services	4,445	4,071	3,485	5,000	5,000	7,500
TOTAL CONTRACTUAL SERVICES	\$118,327	\$128,456	\$124,610	\$147,733	\$164,363	\$166,130
(1) New trail blazing and lot location signs re: branding.						

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9020 Mileage & Small Bus. Expense	\$175	\$0	\$0	\$50	\$0	\$0
9040 Dues & Conference Expense	2,946	4,418	3,584	4,125	4,125	4,125
9060 Depreciation Expense	45,560	45,027	44,550	31,000	31,000	27,200
9070 Training	65	0	635	200	200	200
TOTAL OTHER CHARGES	\$48,746	\$49,445	\$48,769	\$35,375	\$35,325	\$31,525

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Vehicles and Equipment	\$5,790	\$5,789	\$6,083	\$7,845	\$6,066	\$5,705
Buildings and Grounds	8,926	9,212	3,031	4,425	5,339	5,709
Billings & Accounting	0	0	0	0	0	33,077
Printing and Reproduction	0	0	0	0	0	0
Electricity	16,900	17,500	17,600	17,400	17,400	16,800
Other Indirect Expenses	202	(87)	311	500	0	0
TOTAL INTER-DEPT. CHARGES	\$31,818	\$32,414	\$27,025	\$30,170	\$28,805	\$61,291

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

PARKING FUND

Planning Department-Parking Division

CAPITAL PROJECTS BUDGET	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9580 Capital Project Consulting Fees	\$0	\$0	\$0	\$0	\$0	\$0
9620 Land & Land Improvement	0	0	110,775	40,000	38,630	0
9622 Machinery & Equipment	5,861	0	0	0	0	0
9623 Autos and Trucks	11,436	0	0	0	0	0
TOTAL CAPITAL PROJECTS BUDGET	\$17,297	\$0	\$110,775	\$40,000	\$38,630	\$0
CAPITAL PROJECT NUMBER & DESCRIPTION			OTHER SOURCES	CURRENT RESOURCES	EQUIPMENT REPLACEMENT	
V1201 More Park System-Lot 3			\$3,460,247	\$0	\$0	
VEQSF Equipment Replacement Program			0	0	0	
TOTAL PARKING FUND			\$3,460,247	\$0	\$0	

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

MAINTENANCE FUND

Public Works -- Maintenance Division

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
OPERATING EXPENSES						
Personnel Services	\$454,887	\$493,365	\$472,103	\$484,022	\$492,167	\$499,077
Materials and Supplies	756,448	608,306	677,578	735,340	713,725	730,200
Contractual Services	200,733	180,282	176,207	266,080	238,526	248,478
Other Charges	15,472	13,318	12,524	13,000	13,000	9,000
Subtotal	\$1,427,540	\$1,295,271	\$1,338,412	\$1,498,442	\$1,457,418	\$1,486,755
Inter-Dept. Charges	(1,427,540)	(1,295,271)	(1,338,412)	(1,498,442)	(1,457,418)	(1,486,755)
Total Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$0

**MAINTENANCE DEPARTMENT
2012 ESTIMATED WAGE AND SALARY BUDGET**

POSITION	BUDGET ACCT	2011					2012				
		GRADE STEP	ANNUAL			FT POS	GRADE STEP	ANNUAL			FT POS
			REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT			REGULAR RATE	SERVICE AWARD	TOTAL AMOUNT	
CHIEF MECHANIC	6020	17- I	62,673	2,981	65,654	1.0	17- I	62,673	3,084	65,757	1.0
SENIOR MECHANIC	6250	13- 5	56,468	1,029	57,497	1.0	13- 5	57,592	1,145	58,737	1.0
MECHANIC II	6250	11- 5	53,477	0	53,477	1.0	11- 5	54,538	0	54,538	1.0
MECHANIC II	6250	11- 5	53,477	0	53,477	1.0	11- 5	54,888	0	54,888	1.0
MECHANIC II	6250	11- 5	53,477	0	53,477	1.0	11- 5	54,538	0	54,538	1.0
FULL TIME SUBTOTALS			279,572	4,010	283,582	5.0		284,229	4,228	288,457	5.0
OVERTIME	6620		20,000		20,000			24,000		24,000	
OTHER SUBTOTALS			20,000	0	20,000	0.0		24,000	0	24,000	0.0
MAINTENANCE DEPARTMENT TOTALS			299,572	4,010	303,582	5.0		308,229	4,228	312,457	5.0

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

MAINTENANCE FUND

Expenditures:

Public Works -- Maintenance Division

PERSONNEL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6020 Supervisory	\$64,445	\$62,673	\$62,673	\$62,673	\$62,670	\$62,673
6230 Maintenance Workers	47,622	36,275	0	0	0	0
6250 Mechanics	203,754	211,801	216,670	216,899	217,360	221,556
6570 Flex Pay	0	0	0	0	0	0
6580 Service Award	4,752	4,992	3,813	4,010	4,010	4,228
6590 Sick Pay	2,523	3,047	3,823	3,200	3,768	3,900
6620 Overtime	9,806	14,951	22,501	20,000	28,300	24,000
6881 Tool Allowance	0	0	0	0	330	500
6920 Unemployment Comp. Ins.	1,507	1,710	1,517	1,690	1,650	1,710
6930 Social Security Taxes	25,361	25,330	23,346	23,470	22,730	24,240
6940 City Pension Plan	37,760	37,128	49,492	64,900	62,449	64,320
6950 Term Life Insurance	1,578	1,663	1,463	1,460	1,480	1,620
6960 Group Hospitalization Ins.	43,367	54,313	53,372	55,740	61,040	55,740
6961 Long-Term Disability Ins.	551	572	480	830	480	1,250
6962 Dental Insurance	3,781	4,226	3,260	6,630	3,380	7,620
6965 Post-Employment Benefits	8,080	34,684	29,693	22,520	22,520	25,720
6970 Workmens Compensation Ins.	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	\$454,887	\$493,365	\$472,103	\$484,022	\$492,167	\$499,077

MATERIALS AND SUPPLIES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
7020 Heating Fuel	\$4,502	\$7,622	\$10,657	\$7,000	\$8,000	\$8,000
7060 Tire & Tire Repair Expense	56,556	67,902	61,442	60,000	55,000	60,000
7070 Gasoline, Oil, Coolant, Etc.	533,480	313,633	389,249	450,000	450,000	450,000
7110 Safety Shoes & Supplies	840	1,097	937	1,000	900	1,000
7130 Tools, Field Sup., & Small Eq.	6,878	7,632	12,617	15,600	10,000	13,000
7140 Uniforms	1,598	1,630	1,306	1,540	1,500	1,500
7150 Office Supplies	318	391	205	400	200	400
7230 Janitorial Supplies	15,748	15,200	19,641	22,500	17,000	19,000
7250 Buildings and Grounds Maint.	11,046	14,751	300	0	75	0
7300 Machinery & Equip. Maintenance	1,524	609	1,228	2,000	750	2,000
7310 Vehicle Maintenance	123,605	176,922	179,723	175,000	170,000	175,000
7550 Miscellaneous Supplies	267	336	273	300	300	300
7870 Railroad Station Maintenance	86	581	0	0	0	0
TOTAL MATERIALS & SUPPLIES	\$756,448	\$608,306	\$677,578	\$735,340	\$713,725	\$730,200

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

MAINTENANCE FUND

Expenditures:

Public Works -- Maintenance Division

CONTRACTUAL SERVICES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8030 Casualty Insurance	\$47,983	\$39,543	\$47,916	\$44,540	\$44,540	\$44,548
8050 Telephone	1,077	1,106	628	1,200	600	800
8230 Janitorial Service	32,643	33,455	32,888	66,640	66,640	68,000
8250 Buildings and Grounds Maint.	57,879	70,510	51,502	67,300	70,000	58,230
8300 Machinery & Equip. Maintenance	872	1,792	801	4,000	1,000	2,500
8310 Vehicle Maintenance	52,524	29,225	40,165	50,000	55,000	50,000
8311 Vehicle Accidents	5,176	2,619	331	0	746	0
8480 Communication Equip	59	105	0	100	0	100
8550 Misc. Contracted Services	295	0	25	300	0	300
8870 Railroad Station Maintenance	2,225	1,927	1,951	32,000	0	24,000
TOTAL CONTRACTUAL SERVICES	\$200,733	\$180,282	\$176,207	\$266,080	\$238,526	\$248,478

OTHER CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9020 Mileage & Small Bus. Expense	\$0	\$5	\$0	\$0	\$0	\$0
9060 Depreciation Expense	13,344	11,925	10,256	11,000	11,000	7,000
9070 Training	2,128	1,388	2,268	2,000	2,000	2,000
TOTAL OTHER CHARGES	\$15,472	\$13,318	\$12,524	\$13,000	\$13,000	\$9,000

INTER-DEPT. CHARGES	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
Vehicles and Equipment	(\$1,217,041)	(\$1,067,306)	(\$1,269,729)	(\$1,358,662)	(\$1,352,063)	(\$1,270,577)
Buildings and Grounds	(318,772)	(328,991)	(160,049)	(233,686)	(197,302)	(215,939)
Electricity	109,900	101,600	98,859	103,706	103,706	8,461
Other Indirect Charges	(1,627)	(574)	(7,493)	(9,800)	(11,759)	(8,700)
TOTAL INTER-DEPT. CHARGES	(\$1,427,540)	(\$1,295,271)	(\$1,338,412)	(\$1,498,442)	(\$1,457,418)	(\$1,486,755)

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

MAINTENANCE FUND

Public Works -- Maintenance Division

CAPITAL PROJECTS BUDGET	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
9580 Capital Project Consulting Fees	\$0	\$0	\$0	\$50,000	\$0	\$0
9621 Buildings & Structures	86,183	0	0	0	0	15,400
9622 Machinery & Equipment	0	0	10,810	0	0	0
TOTAL CAPITAL PROJECTS BUDGET	\$86,183	\$0	\$10,810	\$50,000	\$0	\$15,400
CAPITAL PROJECT NUMBER & DESCRIPTION		GRANTS	CAPITAL RESERVES	CURRENT RESOURCES	EQUIPMENT REPLACEMENT	
M1103 Train Station Repairs		\$72,600	\$0	\$15,400	\$0	
MEQSF Equipment Replacement Program		0	0	0	0	
TOTAL MAINTENANCE FUND		\$72,600	\$0	\$15,400	\$0	

Public Works Department Profile

The Public Works Department is responsible for the proper installation of new infrastructure and the maintenance of existing infrastructure through its program divisions described below:

Engineering

The Engineering Division is responsible for the review of new subdivision plans, stormwater management, contract administration, survey support, administration of our annual Sidewalk Program and administration of our annual Street Improvement Program.

In regards to stormwater management, the City is responsible for both the state-wide sediment and stormwater management and the national pollutant discharge elimination system (NPDES) Phase 2 stormwater quality program. The state-wide sediment and stormwater management, which began in July, 1991 was delegated by Delaware State to certified Public Works personnel for review of plans, construction inspection and maintenance of stormwater management facilities. The City, per federal mandate, has been listed as a City required to comply with the 1999 NPDES Phase 2 regulations, which deals strictly with the quality of stormwater. The review of stormwater plans and calculations is included in the review of new subdivision construction improvement plans. In 2010, thirty nine (39) plans were reviewed for subdivisions, commercial and U of D sites including stormwater management plans and calculations. We successfully completed all of our objectives listed in our NPDES permit.

For 2012, in addition to completing our objectives for our NPDES permit and reviewing new subdivision plans, the division will implement new stormwater regulations promulgated by the state.

In regards to subdivision inspection, inspection continued on forty five (45) subdivisions, commercial, U of D and new single family home construction.

Each year, the division takes one seventh of the City to inspect sidewalks and send out notifications to residents for repairs. The fifteenth year of the Sidewalk Maintenance Program was implemented.

Each year the division performs an annual street survey to compile the condition rating for all streets. In the past, we have prioritized repairs utilizing this rating on a worst-first criteria. We are in our second year of engaging a consulting engineer to feed our survey into an optimization software program which will split our available funds according to the most efficient repair including preventative, functional or structural maintenance. The long term utilization of this program will effectively utilize our funding,

increase our overall street rating and reduce the dollar value of our backlog of streets needing repair. It is our goal in 2012 to implement an annual street program including micro-resurfacing, 2" mill and overlays and complete 3½" mill and overlays.

In 2010, our Street Improvement Program included street and curb repair on Woodsman Drive, Delrem Drive, Windsor Drive, Vassar Drive, Briar Lane, Old Oak Road, Hullihen Court, Kells Avenue, White Chapel Drive, Adelene Avenue, West Park Place, as well as work on Parking Lots #1 and #3.

Per the Americans with Disabilities Act (ADA) a transition plan was established to bring all sidewalk accessibility into compliance within 20 years. This 20 year program is based on the completion of approximately 50 handicap ramps per year. Our second year of the program was successful in completing 45 ramps.

Refuse Division

The Refuse Division performs numerous services including regular trash collection, curbside recycling collection, bulk or special pick-up service, Green Wednesday yard waste collection, street sweeping, and transfer station operation. The curbside program and the Green Wednesday yard waste collection program were implemented in 2009. In the first full year of implementation of these 2 programs, 29% of single family household refuse was diverted amounting to 1820 tons and 834 tons was diverted in yard waste. The total amount of trash delivered to the Delaware Solid Waste Authority landfill amounted to 8,091 tons. Bulk and special pick-up collection is included in the above trash tonnage and was generated by 6,121 scheduled pick-ups throughout the year.

Per the Universal Recycling Law, we plan to implement a recycling program for multi-family housing in 2012.

Street Division

The Street Division is responsible for several operational tasks including minor repairs of streets and curbs, repair of city owned sidewalks, maintenance of the storm drainage system, cleaning of stormwater street grates, maintenance of the City's compost areas, the application of traffic control road markings and placement of traffic control signs, downtown sidewalk cleaning, leaf collection and snow plowing. In addition to the several tasks listed, this division routinely helps other departments and Public Works divisions as required.

The Street Division had a productive year repairing 11,336 s.f. of roadway, replacing 1,410 l.f. of curb, applying 4,600 l.f. of thermoplastic paint, completing 1 inside and outside cleaning of all 2,500± catch basins, completing 32 repairs of catch basins, collecting 7,992 c.y. of leaves, installing 240 new signs, 200 sign poles, 16 parking meters, placed 400 s.f. of sidewalk and completed 1 handicap ramp, applied crack seal

on 16,800 l.f. of street cracks, and expended 2,267 hours in snow removal. In addition, a bio-filtration pond was completed at the 896 leaf pile and an oil separator was installed at the vehicle wash area at the City Garage.

It is the division's goals to implement a sign retro-reflectivity transition plan per the new requirements of the Manual on Uniform Traffic Control Devices.

Maintenance Division

It is the task of this division to maintain all 215 vehicles or stationary equipment as well as administer all contractual maintenance work on our building facilities.

Based on a 40 day cycle for preventative maintenance on vehicles, this division serviced 1,168 vehicles/equipment on a regularly scheduled 40 day preventative maintenance program and 1,112 vehicle days of in-house and contracted out unscheduled maintenance, averaging 9 vehicles serviced per day. Vehicles were available for use 95.7% of the time compared to a national average of 90% for municipalities.

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

INSURANCE FUND

Expenditures:

Self Insurance

SELF INSURANCE	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
8162 Legal/Consulting Service	\$4,189	\$6,222	\$0	\$10,000	\$0	\$10,000
8891 Claims - Medical	20,714	20,604	38,068	25,000	15,000	25,000
8892 Claims - Property	0	0	0	0	0	0
8893 Claims - Disability	8,717	1,974	0	35,000	0	35,000
8894 Claims - Liability	14,876	13,925	5,710	0	59,124	100,000
8895 Claims - Permanent Impairment	142,416	0	43,164	75,000	66,156	75,000
TOTAL SELF-INSURANCE	<u>\$190,912</u>	<u>\$42,725</u>	<u>\$86,942</u>	<u>\$145,000</u>	<u>\$140,280</u>	<u>\$245,000</u>

**CITY OF NEWARK, DELAWARE
OPERATING BUDGET - 2012**

OTHER POST-EMPLOYMENT BENEFITS FUND

Expenditures:

Other Post-Employment Benefits

POST-EMPLOYMENT BENEFITS	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	PROJECTED 2011	BUDGET 2012
6960 Group Hospitalization Insurance	\$0	\$0	\$0	\$0	\$0	\$0
6991 Retiree Health Insurance	127,038	146,996	173,632	184,000	186,070	184,000
6992 Retiree/Spouse Health Insurance	46,577	54,971	66,751	72,000	63,000	72,000
6993 Spouse Only Health Insurance	0	0	0	0	0	0
6994 Retiree Dental Insurance	13,292	16,522	19,251	0	18,340	18,340
6995 Retiree Life Insurance	0	557	1,157	1,200	1,170	1,200
8930 OPEB Administrative Expense	0	1,241	3,148	0	4,800	5,000
8980 Actuary Expenses	0	23,108	0	25,000	25,000	0
TOTAL SELF-INSURANCE	\$186,907	\$243,395	\$263,939	\$282,200	\$298,380	\$280,540