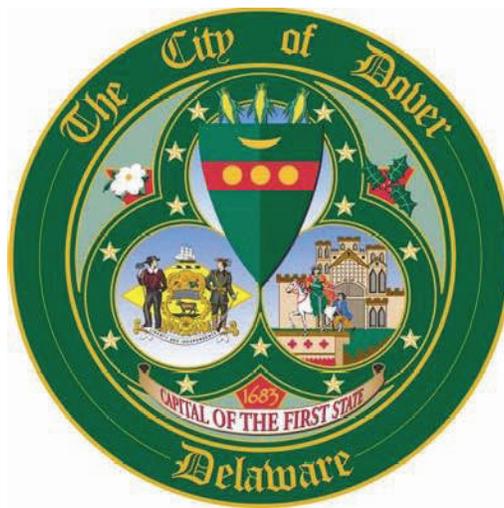


ANNUAL OPERATING BUDGET

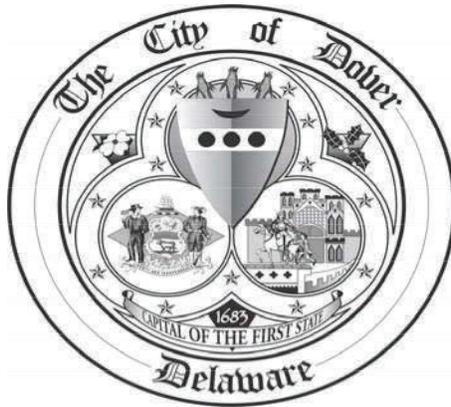
FOR FISCAL YEAR

JULY 1, 2019 - JUNE 30, 2020



***“COMMUNITY EXCELLENCE THROUGH QUALITY
SERVICE”***

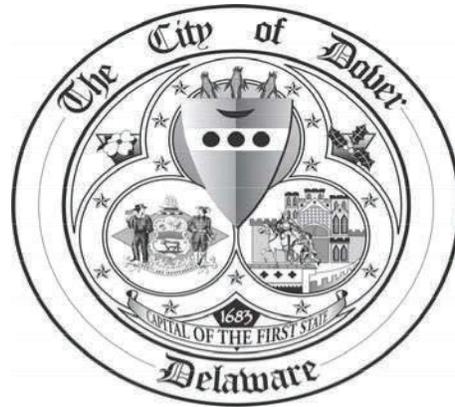
Published by:
***The City Manager’s Office
Donna S. Mitchell, City Manager***



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CITY OF DOVER VISION

The City of Dover is a place where people want to live! Through the team effort of its elected officials, employees, and citizens, Dover is a clean and safe community with a future of balanced growth and opportunity where all citizens are heard, enjoy a high quality of life, and diversity is valued.



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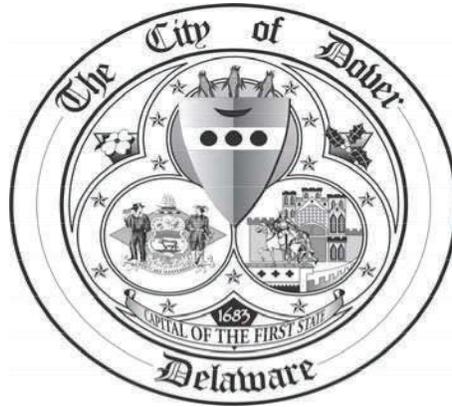
FY 2019 – 2020 Annual Operating Budget

With 2020 – 2024 Capital Investment Plans

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INTRODUCTION

THE FOLLOWING SUBSECTIONS ARE INCLUDED:

CITY MANAGER'S LETTER

HOW TO USE THIS BUDGET

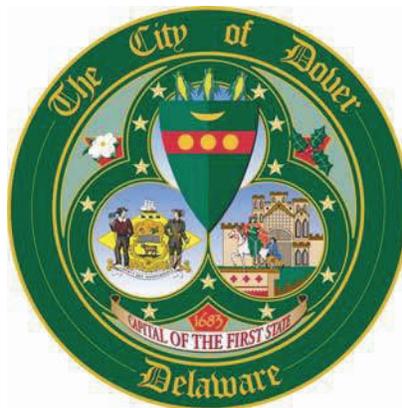
CITY OFFICIALS

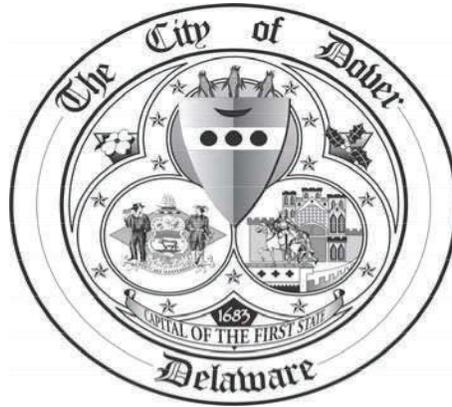
CONTACT INFORMATION

CITY ORGANIZATIONAL CHART

OPERATIONAL STRUCTURE

DOVER PROFILE





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July 1, 2019

Citizens of Dover
City of Dover
Dover, DE 19901

RE: Fiscal Year 2019-2020 Final Annual Operating Budget & Capital Investment Plans

Dear Citizens of Dover:

Presented hereafter is the approved Fiscal Year 2019-2020 City of Dover Budget for your consideration. The City staff provided a great deal of assistance in meeting the challenges we faced with the presentment of a balanced and policy compliant budget. The budget reflects our continued commitment to providing cost-effective, efficient, basic municipal services for our citizens, visitors and business community. The budget also provides more resources for enhanced public works maintenance, building inspections, and code enforcement activities. It also lays the groundwork to begin the discussion on a stormwater utility.

The budget meets the Council's policy of City operating expenditures not to exceed revenues. The budget recommendation includes use of prior year budget balance favorability to help fund capital project cost. This is a change to past policy of using these funds towards unfunded liabilities. The budget includes a property tax increase of \$.035 per \$100 of assessed value on taxable properties. The budget does not include City rate changes for sanitation, water, wastewater, or the electric rates. Once again, it includes a recommendation for a distribution of prior year excess earnings of \$2.8 million (-3.4% of revenue) through a power cost adjustment. The budget does include a passthrough of the Kent County Treatment rate increase of \$.23 per T/gallon or 10%.

The final FY-2020 budget includes pay increases in accordance with all four (4) collective bargaining agreements. Base pay increases for the non-bargaining employees within the city's workforce are also included. The total number of full-time personnel has been increased from 362 to 376 positions, an increase of fourteen (14) positions from the FY-2019 authorization. The additional staff will provide for a dedicated stormwater maintenance crew for the City storm water operations, as well as fill needs in the Human Resources, Grounds, Fleet and Police Departments. In addition, the final budget decreased the number of part-time personnel from 95 to 90. The total personnel budget across all funds will be approximately \$38.90 million dollars; this represents an increase of 4.1% over the FY-2019 budget of \$37.36 million dollars.

The City's capital budget has also been thoroughly reviewed. An increase in the General Fund capital budget of \$1.1 million is reflective of a sanitation truck, the HVAC replacements in three City buildings, stormwater improvements and building improvements. The Water and Wastewater capital budgets is down \$3.1 million from the prior year as a result of the Water Treatment Plant improvements being close to completion. The capital plans include improvements to the Puncheon Run Pump Station, US 13 Pump Station upgrade, SCADA equipment upgrades, and the continuation of the water quality and inflow/infiltration improvement programs. The Electric Fund capital plan includes HVAC improvements, a street light conversion to LED light program, and new development funds with no increase over the prior year's budget.

The final budget estimates total expenditures for operations and capital investments of \$148.1 million city-wide (excluding intrafund transfers and current year balances). The FY-2020 financial program represents an increase of 7.5% over the original FY-2018 financial program.

3-Year Budget Overview

TOTAL ANNUAL BUDGET PROGRAM			
	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020
Operating Budget	\$125,827,700	\$130,185,700	\$133,518,300
<i>Percent Change</i>	<i>0.7%</i>	<i>3.5%</i>	<i>2.6%</i>
Capital Investments	\$12,224,200	\$18,212,600	\$14,572,600
<i>Percent Change</i>	<i>1.1%</i>	<i>48.9%</i>	<i>-20.0%</i>
Total Financial Program	\$138,051,900	\$148,398,900	\$148,090,900
<i>Percent Change</i>	<i>-0.2%</i>	<i>7.5%</i>	<i>-0.2%</i>

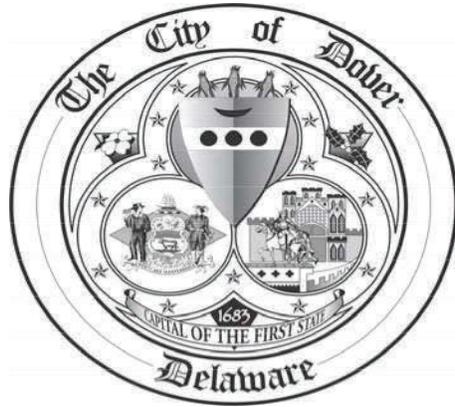
The final completion of this budget was the direct result of many hours of effort from staff. Special thanks are extended to the members of the "Budget Team." In addition, the Finance Department and Public Works Department staff contributed many hours of dedicated preparation for presentations of all financial information and budget alternatives. Our Department Heads also deserve credit for managerial oversight during challenging times.

Our City Council deserves acknowledgement for the considerable hours they dedicated to reviewing and scrutinizing the overall budget program. Trying to balance the needs of the citizens of Dover with the financial and human resources available is not an easy task. Lastly, my sincere appreciation and a warm thank you is extended to each of the DOVER city employees who work together every day to meet those needs.

Respectfully Submitted,



Donna S. Mitchell, CPA
City Manager
dmitchell@dover.de.us
(302) 736-7005



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HOW TO USE THIS BUDGET

The City of Dover budget document is intended to provide concise and reliable information to readers (Dover's citizens, the public, and other governmental entities) about the City's policies, financial plan, and operations. It includes information on Dover's objectives and budget for Fiscal Year 2020.

At the front of the budget is a Table of Contents that will aid the reader in finding specific information quickly and provide a summary of the major topics. The budget is divided into 10 major sections: Introduction, Budget Summary, Fund Summaries, Personnel Summary, Capital Investments Plan, Debt Service, General, Public Utilities Water & Wastewater, Public Utilities Electric, and Other Funds. Highlights of each section are as follows:

INTRODUCTION

The City Manager's letter to Council on Page 1 contains an overview of the budget. It discusses goals of the budget and highlights important issues by major fund and division summaries. The Introduction also includes a section on how to use the budget; a listing of elected and appointed officials; contact information; phone numbers; a citywide organizational chart; and the City operational structure. Readers can also find a profile on Dover's history, location, form of government, and demographic statistics.

BUDGET SUMMARY

In this section, all the funds are discussed in summary form. The Budget Summary begins by reviewing the budget process, calendar, budget procedures, financial policies and an All Funds Summary.

FUND SUMMARIES

A Fund Summary of each major fund which shows how revenues and expenditures are reported by fund, a self-balancing set of accounts designed to track specific revenues, and the uses of those revenues. Each fund's origin and purpose.

These explain and discuss, in more detail, the City's major funds and their contingencies. Funds presented in this section include: General Fund, General Capital Project Fund, Water Fund, Water Improvement and Extension Fund, Wastewater Fund, Wastewater Improvement and Extension Fund, Electric Revenue Fund, and Electric Improvement and Extension Fund.

PERSONNEL SUMMARY

This section provides a summary of the City's personnel, Overall Personnel Budget, and overtime trends.

CAPITAL INVESTMENTS PLAN (CIP)

Readers can find information on criteria, guidelines, and summary information on revenue sources and uses in this section. Highlights of Dover's CIP are identified, and a description of each project funded for Fiscal Year 2020 is included.

DEBT SERVICE

In this section, readers get an overview of the City's debt and the charter information on the subject. The City's Debt Policy is also included.

GENERAL, PUBLIC UTILITIES – WATER & WASTEWATER, and ELECTRIC

These sections of the budget are arranged by fund with the department listing beginning with Mayor, City Council, and City Manager. Thereafter, the departments are listed alphabetically within each fund. Departments are further categorized into divisions. Each department's budget detail begins with a description of the department vision and an overview of major programs, objectives and measures, and strategic objectives and measures, along with any budget recommendations and notes, if appropriate. A guideline to these pages follows in the next section on Page 8.

OTHER FUNDS

Readers can find information on the City's other funds. These funds are usually internal service funds (cost sharing funds that serve the major funds), trust funds (funds held by the City in a trustee capacity) and agency funds (funds that account for assets held by the City as an agent for another outside agency).

Readers are encouraged to contact the City with any comments or questions they might have regarding the budget. Inquiries may be addressed to the Assistant City Manager, P.O. Box 475, Dover, DE 19903-0475 or by telephone at (302) 736-7005.

City of Dover

ELECTED OFFICIALS

MAYOR

Honorable Robin R. Christiansen (6/14)

CITY COUNCIL

AT-LARGE

Councilman Timothy A. Slavin (5/13)

FIRST DISTRICT

Councilman Matthew J. Lindell (5/17)

Councilman Tanner Wm. Polce (5/17)

SECOND DISTRICT

Councilman William F. Hare (5/11)

Councilman Ralph L. Taylor, Jr. (5/19)

THIRD DISTRICT

Councilman Scott W. Cole (5/15)

Councilman Fred A. Neil (5/15)

FOURTH DISTRICT

Councilman David L. Anderson (5/11)

Councilman Roy Sudler, Jr. (5/15)

Send All Correspondence To:

City Clerk's Office

P.O. Box 475

Dover, DE 19903-0475

Phone: (302) 736-7008

Fax: (302) 736-5068

E-Mail: cityclerk@dover.de.us

PHONE NUMBERS

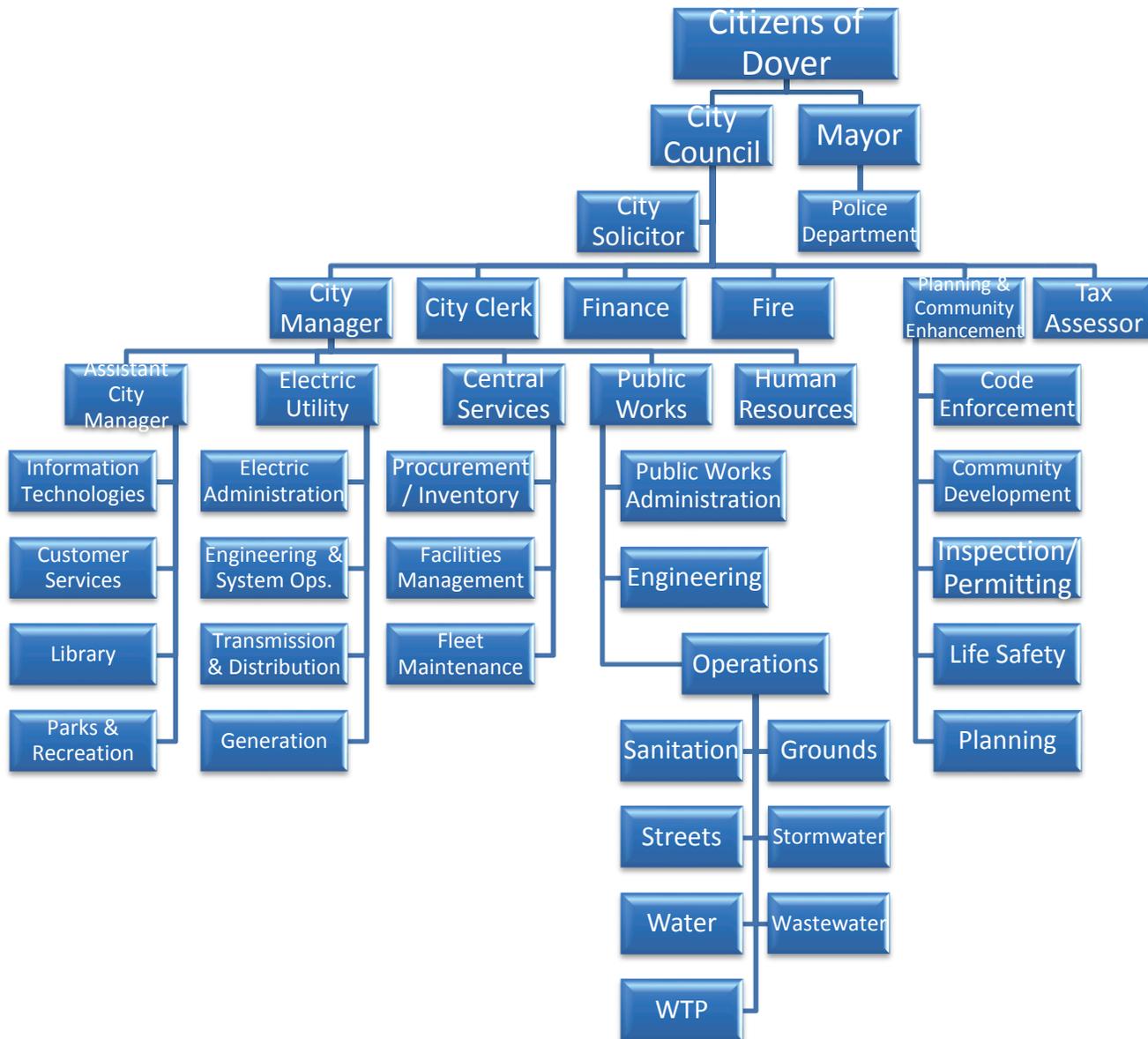
CITY OFFICES

Accounts Payable.....	736-7152	Police Department - Queen Street	
City Clerk.....	736-7008	Administration	736-7100
City Manager.....	736-7005	Complaints and Services.....	736-7111
Customer Services.....	736-7035		
Electric/Water/Sewer/Trash		Public Works	736-7025
Billing	736-7035	Administration	736-7025
Electric Emergencies/Trouble		Engineering	736-7025
Calls – 24 Hours	736-7086	Grounds	736-7025
Water/Sewer Utility		Streets	736-7025
Repair Service and After Hours		Trash/Brush/Bulk Pick-Up	736-7025
Weekends & Holidays	736-7060	Tax Assessor.....	736-7022
		Warehouse	736-7047
Electric		Water/Sewer Utility	
Administration	736-7070	Repair Service and After Hours,	
Engineering.....	736-7091	Weekends, Holidays.....	736-7060
Transmission and Distribution.....	736-7091		
Finance	736-7018	<u>FAX NUMBERS</u>	
Fire (non-emergency).....	736-7168	Central Services	736-7178
Human Resources.....	736-7073	City Clerk.....	736-5068
Information	736-7058	City Manager	736-7002
Library	736-7030	Customer Services	736-7193
Mayor	736-7005	Electric Admin	736-7081
Parks and Recreation.....	736-7050	Electric Dispatchers.....	736-5001
		Finance.....	760-4930
Planning & Inspections		Fire	736-7166
Code Enforcement	736-7010	Human Resources.....	736-7093
Fire Marshal	736-4457	Information Technology.....	672-1847
Inspections	736-7010	Library.....	736-5087
Planning	736-7196	Parks and Recreation.....	678-2674
		Planning and Inspections.....	736-4217
		Police.....	736-7157
		Power Plant	672-6330
		Public Works	736-7177
		Tax Assessor.....	736-4450

CITY OF DOVER

ORGANIZATIONAL CHART

JULY 1, 2020



OPERATIONAL STRUCTURE

Each operational fund is comprised of departments which are major organizational units of the City. Each department has overall management responsibility for one or more divisions. For all departments, a departmental vision; major programs, objectives, and measures; and strategic objectives and measures are presented. A line item listing of expenses is included along with a personnel summary and organization charts by functions and staffing.

The operational structure is included as a cross reference to depict relationships among programs, organizational units, and funds. The operational units by fund are listed in the table below.

FUND	DEPARTMENT	DIVISION/PROGRAM
GENERAL FUND	Mayor	Economic Development Community Development Efficient Operations
	City Council	Legislative, Policy, and Administration Fiduciary Community Interaction
	City Manager	Budget Preparation Department Management Project Development Emergency Preparedness
	Central Services	Warehouse and Purchasing Facilities Management Fleet Maintenance
	City Clerk	Administrative Support Codification Ombudsman Municipal Elections and Referenda
	Customer Services	Customer Service Billing Collections
	Finance	Treasury and Cash Management Financial Reporting Administration
	Fire	Fire Suppression and Rescue Response Fire Communications Fire Prevention
	Human Resources	Recruitment and Employment Employee Benefits Risk Management Employee and Labor Relations
	Information Technology	Support Programming Administration

FUND	DEPARTMENT	DIVISION/PROGRAM
GENERAL FUND	Parks and Recreation	Parks and Park Management Recreation Youth Intervention Program
	Library	Circulation Reference Services Programming
	Police	Core Law Enforcement Operational Support Services Administrative Support Services
	Planning and Inspections	Planning and Planning Services Property Maintenance Construction, Inspection, and Permit Administration Fire Marshal Community Development
	Public Works	Administration Engineering and Inspection Grounds - Grounds and Beautification Sanitation - Solid Waste Streets Stormwater
	Tax Assessor	Appraisal and Assessment Administration
WATER/WASTEWATER FUND	Public Utilities/Water & Wastewater	Water – Engineering & Inspection Water – Maintenance Water - Treatment Plant Wastewater – Engineering & Inspection Wastewater – Maintenance
ELECTRIC FUND	Public Utilities/Electric	Administration Transmission & Distribution Engineering System Operations & Energy Programs Power Supply Electric Generation

The budget includes other special funds which can be found in Other Funds.

DOVER PROFILE

The City of Dover is in Central Delaware in Kent County and is the capital of Delaware. Dover is approximately 90 miles south of Philadelphia, Pennsylvania and 90 miles east of Washington, D.C. While its population is significantly less than that of Wilmington, Delaware, Dover encompasses a larger area than any other city on the Del-Mar-Va Peninsula. In contrast to most major cities in the northeast United States, Dover is continuing to grow economically, in population, and in land area. The City has an estimated population of 37,790 and a total land area of approximately 23.74 square miles.

The City of Dover was founded in 1683 by William Penn. In 1717, it was officially laid out over an area of 125 acres by a commission of the Delaware General Assembly. It grew to nearly 1,000 acres in size by 1960.

Prodded by the need for better fire protection emphasized by several fire losses, the town began the establishment of a water system in 1881. Dover is fortunate to be located above an underground supply of water which has proved more than enough to meet its needs.

Electricity came to Dover about the year 1900 when the water plant became the Light and Water Plant with the installation of its first steam generating facilities. Current was initially supplied for street lighting, but by the year 1902, electricity was being produced and sold for commercial lighting. The electric generation and distribution system grew with the town and beyond. Today, Dover provides electricity to approximately 24,163 customers inside and outside City limits. North American Energy Services (NAES) manages the generation plant, and power is now purchased utilizing services from The Energy Authority (TEA). Customer sales are approximately \$82.6 million annually.

The greatest periods of expansion in Dover occurred in the years following World War I and World War II. Completion of the Dupont Highway throughout the length of Delaware in 1924 acted as a catalyst. Between 1925 and 1936, Dover's limits were extended and its infrastructure improved.

In 1937, the firm International Latex Corporation was the first major non-agricultural industry to Dover in 1937. It has since been a major source of employment in the area.

In the years immediately preceding World War II, the City of Dover acquired land for the construction of an airport. This land was developed and activated as Dover Air Force Base during World War II. Following the war, personnel at the base was reduced to a housekeeping unit until reactivated by the Military Air Transport Service in 1954. Since that time, it has been developed into one of the largest military air freight terminals in the world.

Dover was first incorporated in 1829 under a charter granted by the General Assembly. After 1929, Dover was named a city, and administration of all departments of government came under the City Manager. The only exception was the police department which was placed under the direction of the Mayor. Today, the City Council appoints the City Manager, City Clerk/Alderman, City Controller/Treasurer, City Solicitor, City Planner, Fire Marshal, Building Inspector, and Tax Assessor who all report directly to Council. The Mayor continues to appoint the Chief of Police. An organizational chart is included in the Introduction section of the budget on Page 7.

Dover's governing body is composed of a full-time mayor and nine council members, with one council member elected by Council to serve as Council president. Council members are elected from four council districts and serve staggered four-year terms. One member of Council and the Mayor are elected at-large and serve four-year terms. The Council is responsible for all matters of policy and is also the authority for levying taxes, securing revenues, authorizing expenditures of City funds, and incurring City debts.

Various committees of the Council study and recommend actions to the full Council. These committees are made up of Council members and citizen members but must be chaired by a Council member. The committees currently are: Legislative, Finance, and Administration Committee; Utility Committee; Safety Advisory and Transportation Committee; and Parks, Recreation, and Community Enhancement Committee.

CITY GOVERNMENT

The City of Dover municipal government consists of the offices of the Mayor, City Council, and City Manager as well as 14 operating departments, each responsible for providing a variety of services to the citizens that live here. They include: Central Services; City Clerk; Customer Services; Finance; Fire; Human Resources; Information Technology; Parks, Recreation, and Library; Planning, Inspections & Community Development; Police; Tax Assessor; and Public Utilities – Water, Wastewater & Electric.

MAYOR

The Mayor is the executive and chief elected official of the City of Dover. In general, the Mayor is the elected representative of the citizens of Dover. The Mayor appoints the Chief of Police and is responsible for the Police Department. The Mayor effectively represents the citizens of Dover; corresponds and works with staff and elected officials of the City in order to maintain and address issues and concerns with priority given to protecting the quality of life that we love and enjoy; maintains and builds communications with citizens, the business community, neighborhood civic associations, and elected officials of the City, county, state, and national levels to establish goals for the betterment of the community; promotes the economic and social interests of the City and the general welfare of its citizens; and serves as an ex-officio member of all committees.

CITY COUNCIL

The nine City Council members are the elected representatives of the citizens of Dover. The City Council is responsible for appointing the City Manager, City Solicitor, City Clerk, Finance Director, Planning and Inspections Director, Fire Chief, Fire Marshal, and Tax Assessor. City Council effectively represents the citizens of Dover; formulates and enacts public policy in response to current and anticipated needs within political, administrative, and fiscal constraints; provides community leadership as the legislative and policy-making body of the municipal government; supervises City administration; and oversees citizen boards and commissions.

CITY MANAGER

The City Manager's office is the management leader for all City Manager departments (Central Services; Customer Services; Electric; Human Resources; Information Technology; Parks, Recreation, and Library; and Public Services/Public Works) and provides administrative support to all departments. The City Manager's office coordinates City government activities; receives and responds to citizens' complaints, inquiries, and requests; monitors Capital Investments Projects; provides administrative support to Council and Council committees; coordinates City legal work through the City Solicitor; and works at the pleasure of Council. The City Manager's office is also responsible for coordinating, preparing, and publishing the City's Capital Investments Plan, the annual budget, and the biennial revenue manual.

Emergency Preparedness became a function of the City Manager's Office in Fiscal Year 2013. Emergency Preparedness provides for emergency planning and preparation through developing and coordinating emergency response plans within the City; providing training to departments on the Emergency Operations Plan; and conducting exercises to test portions of the Plan.

CENTRAL SERVICES

The Central Services Department consists of the Central Services, Facilities Management, and Fleet Maintenance divisions. Central Services handles purchasing, warehousing, and issuing of supplies for all the City departments. Facilities Management maintains and cleans all City buildings. Fleet Maintenance handles the upkeep of City vehicles. Beginning Fiscal Year 1999, this function was provided through a combination of contracted and in-house service.

CITY CLERK

The City Clerk's office provides administrative support to the Mayor and Council, often acting as liaison between elected officials and their constituents to resolve concerns and answer questions. It maintains all official municipal records including agreements, easements, and transcripts of all Council and standing committee meetings. It serves as the depository for all funds received by the City with the Clerk acting in the capacity of Assistant Treasurer. This office coordinates and presides at all official elections and referendums and is responsible for maintaining official voter registration records.

CUSTOMER SERVICES

The Customer Services Department is composed of the Customer Service and Meter Reading divisions. Customer Service bills customers for utility services and taxes and receives payments. This area also handles delinquent collections and legal matters involving billing for all utilities and taxes. Meter Reading reads all water and electric meters.

FINANCE

The Finance Department provides the City Council with assistance in formulating policies and financial analyses. The Department oversees several of the City's key financial policies and monitors internal controls. The Finance Department coordinates and provides for the processing of all financial data in a timely, accurate, and cost-effective manner. The Department is responsible for debt management, pension fund management, investments, accounting, payroll, accounts payable, and the annual audit for all City Governmental and Business Type entities. This allows the Department to monitor budgetary requirements; to invest the City's funds for safety, liquidity, and yield; and to comply with all City, state, and federal laws.

FIRE

The Fire Department protects the lives and property of the citizens and visitors of the City of Dover by providing fire suppression and rescue services. The Department maintains a fire communications center which is staffed 24 hours a day. It also maintains a database system in which occupant and pre-plan information is entered. Our Fire Department is staffed by four paid dispatchers, one administrative assistant, and 100 volunteer firemen.

HUMAN RESOURCES

Human Resources leads and supports the City in maintaining a competent, capable work force and in creating a work environment that reflects respect for employees and promotes effective service delivery to citizens. The Department also assists the City management team in recruiting and selecting qualified employees and developing and increasing skills and capabilities of individuals and work groups through fostering teamwork, supporting cooperative labor relations, and training and skill assessment and development. The Department manages, evaluates, and controls fringe benefit programs; monitors and provides litigation support when required; and coordinates activities aimed at promoting employee morale and recognition. The Human Resources Department is responsible for the City's Safety Program and conducts safety meetings and site inspections; develops safety procedures; and coordinates the purchase and distribution of safety supplies and equipment. The Human Resources Director acts as chief spokesperson for all City of Dover contract negotiations.

INFORMATION TECHNOLOGY

Information Technology plans and manages the information technology in the City which is necessary to support efficient and effective services to citizens.

PARKS, RECREATION, AND LIBRARY

The Parks and Recreation Department provides a comprehensive recreational program and manages 329 acres of parks and open space at 30 different locations. The Parks and Recreation Director oversees the Library. The Library provides a wide variety of information and materials which help to fulfill the educational, informational, recreational, and cultural needs of its customers. Delaware Prevention Network (DPN), a program offered by the Department, is designed to educate Delaware's youth about the benefits of wellness and the negative consequences of substance abuse and violence. In addition, DPN further educates youth to reshape their leisure time, sharpen their drug/alcohol resistance and conflict resolution skills, and strengthen family relationships.

POLICE

The Police Department's role is to enforce local, state, and federal laws and to protect the citizens of Dover from crime and disorder. The Dover Police Department enforces parking ordinances and offers services of a patrol unit, criminal investigation unit, drug investigation section, youth services section, motorcycle patrol section, and marine patrol section. The Department provides crime prevention programs; establishes community watch groups; and provides control to victims of crimes or traffic accidents. An animal control section is available, and licenses and permits for bicycles, parades, public gatherings, and hunting are issued by the Dover Police Department.

PLANNING, INSPECTIONS, CODE ENFORCEMENT, FIRE MARSHAL & COMMUNITY DEVELOPMENT

Planning and Inspections insures orderly growth within the City today and in the future through Dover's Zoning Code, Subdivision Regulations, and Comprehensive Plan. The Department controls and monitors business activities through licensing businesses, trailers, mobile homes, multiple occupancy dwellings, charitable solicitors, peddling, handbills, food handling, code compliance with property maintenance, fire investigations, and construction projects. Community Development, through rehabilitation of existing structures, is also a function of this department.

PUBLIC WORKS

The Public Works Department consists of five operating divisions: Administration, Engineering and Inspection, Grounds, Sanitation, Streets, The Administration division functions as the coordinating arm of the Public Works Department. The Engineering and Inspection division seeks to ensure that all water, sanitary sewer, drainage, and transportation improvements are designed and constructed in accordance with accepted standards and specifications. In addition, this division is responsible for infrastructure inspection on all private developments throughout the City. The Grounds division maintains the grounds of all City-owned properties and rights-of-way by providing turf maintenance, tree care, flower beds throughout the City, yard repair assistance to other departments, and special holiday lighting of the downtown area. The Sanitation division is responsible for the collection, transportation, and disposal of all municipal solid waste. The Streets division performs routine and preventive maintenance on all streets, alleys, parking facilities, public signs, and pavement markings. The Public Works Director and Assistant Director also manage the Public Utilities – Water & Wastewater Divisions.

TAX ASSESSOR

The Tax Assessor's office maintains all the City's property tax records. This department discovers, lists, and appraises all real property in the City.

PUBLIC UTILITIES – WASTEWATER

The Wastewater Utility has two divisions: Engineering and Inspection and Wastewater Management. The Wastewater Management division operates and maintains the City's wastewater collection and transmission system which included 44 sanitary sewer pumping stations and more than 160 miles of underground pipe.

PUBLIC UTILITIES – WATER

The Water Utilities has three divisions: Water Engineering and Inspection, Water Management and Water Treatment Plant. The Water Management division operates and maintains a water distribution system which includes seven elevated storage tanks and more than 226 miles of varying diameter water mains. The Water Treatment Plant division operates and maintains the Long Point Road Water Treatment Plant along with 21 micro-treatment plants located at each of the deep well sites.

PUBLIC UTILITIES – ELECTRIC

The Electric Department has six divisions: Administration, Engineering, Transmission and Distribution, System Operation and Energy Programs, Power Supply and Power Generation. The Administration division coordinates the activities of the Department and provides administrative support for the other divisions. The Engineering division designs and develops the electric system and designs, operates, and maintains 15 substations with a combined capacity of 346 MW. The Department provides electric service to approximately 24,978 electric customers in a 75 square mile service area. The Transmission and Distribution division is responsible for the maintenance and repair of the system as well as restorations after interruptions of service.

The Electric Department is responsible for maintaining 43.19 miles of 69 KV transmission lines, 177.44 miles of overhead distribution lines and 296.36 miles of underground distribution lines. The Electric Department is also responsible for the planning and construction of new electric facilities to meet the ever-growing demands for electricity as the City of Dover continues to grow.

MAJOR INDUSTRIES

The Dover and Greater Dover Area economy are fueled by several nationally known companies such as Kraft/Heinz Foods; Procter & Gamble; Edgewell Personal Care Brands, (formerly Playtex) and many others. Dover Air Force Base, home to a fleet of 36 C-5 Galaxy transport airplanes, constitutes the largest aerial military port facility on the east coast. The base employs approximately 5,338 military and civilian personnel and is a major contributor to Dover and the Kent County economy.

Dover is the Capital City of Delaware and houses the State Legislative offices and employees. Dover is also home of four higher education institutions with Delaware State University, Delaware Technical and Community College, Wesley College, and Wilmington University.

DOVER AIR FORCE BASE

Located about five miles south of the capital city of Delaware, Dover Air Force Base is the home of the 436th Airlift Wing (AMC) and the 512th AW (AFRES Associate) – “The Dover Team.” Viewed from almost any angle, the impact of the air base on the Air Force mission and the landscape and economy of the Delmarva Peninsula is like the huge C-5 Galaxy airplanes flown by the wing’s four airlift squadrons – extremely far-reaching and impressive.

The base also operates the largest aerial port facility on the east coast and serves as a focal point for military cargo movement to Europe and the Middle East. The Port features a mechanized-computerized cargo handling arrangement which is one of only two that exist in the United States and which makes possible the processing of up to 1,200 tons of cargo during a 24-hour period.

The people at Dover Air Force Base are actively involved in a variety of off-base activities, and a strong base-community program provides a forum and a spirit for military and civilian cooperation at all levels. A fine and mutually beneficial relationship has always existed between air base personnel and the citizens of the peninsula, and prospects for an equally bright future light the horizon as the First State continues to prosper in the future.

KRAFT/HEINZ FOODS

Dover is the home of some of America's most famous convenience food products such as Jell-O Gelatin, Jell-O Puddings and Pie Fillings, Jell-O Cheesecake, Jell-O No-Bake Pies, Jell-O Americana Desserts, Baker's Coconut, Minute Tapioca, Dream Whip, Capri Sun, Kool-Aid, Tang, Stove Top Stuffing Mix, and Shake 'N Bake. All are "Produced with Pride" by the men and women of the Dover operation of Kraft Foods. Raw materials from around the world flow into the 121-acre site where they are processed in the 27-acre facility. The finished products are shipped to all 50 states, Canada, and the Middle East.

EDGEWELL PERSONAL CARE BRANDS

Playtex Products, Inc. manufactures such items as infant care products, feminine hygiene products, and various other personal care products.

PROCTER & GAMBLE

Procter & Gamble's manufacturing facility in west Dover encompasses approximately 300,000 square feet of operating and office space and is situated on approximately 80 acres. The Dover plant produces Pampers and Luvs disposable wet wipe paper products.

Procter & Gamble acquired the Dover facility from Kimberly-Clark and Scott Paper Company in 1996. The plant has been part of the Dover community since 1973.

ECONOMIC CONDITION AND FUTURE GROWTH

The City of Dover is distinguished as the dominant center of employment, commerce, educational opportunity, and cultural activity in Central Delaware. Economic growth appears to be occurring in Dover, as evidenced by the level of building permit activity and the high value of construction that has continued during this fiscal year.

Residential growth remains steady and major institutions and commercial entities continue to expand to meet the demands of the regional population and economy. The commercial corridor areas of U.S. Route 13, Bay Road, and DE Route 8 have continued to be the center of commerce in Dover. Significant new projects have commenced in the past year specifically to renovate and expand commercial services in the U.S. Route 13 corridor. Efforts to revitalize the traditional urban core of downtown Dover and its adjacent residential neighborhoods have continued through the efforts of multiple groups in the designated Downtown Development District area.

Total value of construction was estimated at \$159.8 million during fiscal year 2018. This significant increase from \$41.6 million in fiscal year 2017 is related to a large student housing project at Delaware State University and several other large commercial and office building projects. It is encouraging to see investment across all sectors and throughout the City. Building permits issued during this period total 2,528 permits which keeps pace with the previous year's permit levels. The City of Dover issued 4,345 Business Licenses in fiscal year 2018

Growth and development trends during fiscal year 2018 are further discussed and summarized below:

Population Growth

The 2010 U.S. Decennial Census, which was conducted in April 2010, found that 36,047 people reside in Dover. The Delaware Population Consortium estimates that the City of Dover's population as of October 25, 2018 was 37,790, a population increase of 4.8% over the decennial Census. Recent residential building permit numbers suggest that the current estimates may be low, not fully reflecting recent growth.

Residential Development

The City's growth in the residential sector is focused in two areas: the build-out of previously platted subdivisions and the development of new multi-family units as apartment complexes. Subdivision build-out is primarily one-family detached dwelling units with some townhouse unit construction. Construction continues in such existing developments as Clearview Meadow PND, Village of Westover Phase VI, Village of Cannon Mill PND, Patriot Village, and Seskinore. For multi-family (apartment units), the City is seeing the reconstruction/rehabilitation of existing complexes such as Liberty Court and Whatcoat Village. However, the increase in the apartment unit type is occurring in the on-going construction of new units in the developments of Tall Pines, Leander Lakes Apartments, Blue Hen Apartments Phase 2, The Arbors, and a fourth building at The Grande. These projects and others are expected to have a positive influence on the City's annual rate of growth.

Downtown Dover Redevelopment

Downtown revitalization continues to occur in both the commercial and residential sectors. Through the Downtown Development District designation, the work of the Downtown Dover Partnership, and the efforts of those involved in the Restoring Central Dover program, new businesses have opened on Loockerman Street and new owner-occupied housing is rapidly changing the appearance and appeal of formerly blighted areas. The City, NCALL, Habitat for Humanity and others are involved in street lighting initiatives, sponsoring Downtown events, and creating a much more positive image for Dover's historic central business district and the adjacent residential areas. After being named in 2015 as one of the initial Downtown Development Districts in the State, the City's Planning Office continues to make the Downtown

Dover Development District's various City incentives, the project cost rebates offered by the State (managed by the Delaware State Housing Authority), and the other incentives more widely known. In the fiscal year 2018 timeframe, seventeen (17) residential properties and four (4) commercial properties qualified for City incentives and are working to bring their development projects to life.

Retail/Commercial Development

Construction in the retail sector continues to show improvement during fiscal year 2018, particularly along the DuPont Highway/Route 13 corridor. The restaurants of Panera Bread and Longhorn Steakhouse constructed new buildings helping to redevelop a former 'big-box' retail site. Construction also began on the Capital Station site, a multi-building shopping complex, where the former Playtex industrial site was demolished, and Brownfield remediation activities were completed. Office building construction was also initiated along the Bay Road corridor and on North Street. The first commercial building of the Eden Hill Farm TND Neighborhood Commercial District saw occupancy by its first tenant, the new medical office of Nemours Pediatrics. Chesapeake Utilities/Eastern Shore Natural Gas also began construction of a Dover Campus on Energy Lane in the North Gate Center to consolidate and expand their headquarters offices and warehouse/work yard facilities

Institutional Development

The Dover economy is continuing to be well balanced with a solid mix of military, health, governmental, educational and industrial components. The health care sector saw the new skilled nursing facility of the Center at Eden Hill open on Banning Street and construction commence on the Post-Acute Medical Rehabilitation Hospital on McKee Road. Delaware State University began construction of a major student housing project of 600 beds to replace several aging dormitory buildings on its campus. Wesley College, Del-Tech and Wilmington University continue to show solid student enrollment growth.

Infrastructure

The City has several large water and sewer projects underway to upgrade pump stations, distribution and transmission mains. These projects will improve water quality and reduce the inflow/infiltration in our sewer system. The City continues to upgrade the electric transmission and distribution system with systematic upgrades to substations and the transfer of overhead distribution lines to underground lines in the electric territory subdivisions. The City has ongoing street and sidewalk rehabilitation programs and has completed several water and sewer improvement projects prior to street projects. Also, in this timeframe, the West Dover Connector project, now known as the POW-MIA Parkway was completed connecting North Street/Saulsbury Road to points south thus alleviating some of the thru traffic going through the Downtown area.

Summary

Dover remains a center for commerce, as evidenced by the retail expansions seen during fiscal years 2018 and 2019 as well as growth in commercial/retail, office and health care services and a renewed interest in the buildout of existing residential communities. Dover is well positioned to support continued growth and redevelopment; and the investment associated with the State's Downtown Development District program creates an optimistic future for the City of Dover.

SCHOOL DISTRICTS

Students in Dover and Kent County benefit from the small size of the districts and from the diverse, well-managed programs which are maintained with stable state support. A broad range of upper-level and advanced courses for high school students, plus programs for gifted children and for children with physical, mental, or emotional handicaps are available. The schools in Dover and Kent County are notable for their extracurricular activities, including athletics, the arts, Junior Achievement, and many others. Dover and Kent County schools' benefit from the state's overall high standards for education.

Students in Delaware must master basic skills in order to be promoted, and high school students must master the basic skills to qualify for a diploma. Dover and Kent County schools are governed by local boards of education. While the state provides most of the revenues, local boards have much input in deciding how these funds can best be used to meet the needs of the community.

CAESAR RODNEY SCHOOL DISTRICT

Portions of the Caesar Rodney School District are in the southern sections of the City of Dover. Included in the district are eight elementary schools, three middle schools, one high school, and one school for trainable and severely mentally disabled youngsters. A proud heritage and a highly competent staff contribute to a positive learning environment and high standards.

CAMPUS COMMUNITY SCHOOL

The Campus Community School is a state charter public school for grades 1-12. The school emphasizes learning through experience and experimentation, a discipline policy based on student accountability, and shared management through a team composed of parents, teachers, and the school administration.

CAPITAL SCHOOL DISTRICT

The Capital School District consists of seven elementary schools encompassing grades K through 4, one middle school for grades 5 and 6, one middle school for grades 7 and 8, one high school serving grades 9 through 12, and the Kent County Community School. Capital School District is a dynamic school district that includes experienced instructional and support staff and is led by an experienced administrative team and committed Board of Education.

HOLY CROSS SCHOOL

Besides its public schools, Dover is also served by Holy Cross Elementary School. The school covers grades Pre- K through 8. Holy Cross is approved by the State of Delaware and the Diocese of Wilmington. Holy Cross is a member of the National Catholic Educational Association and is Middle States Accredited.

POLYTECH SCHOOL DISTRICT

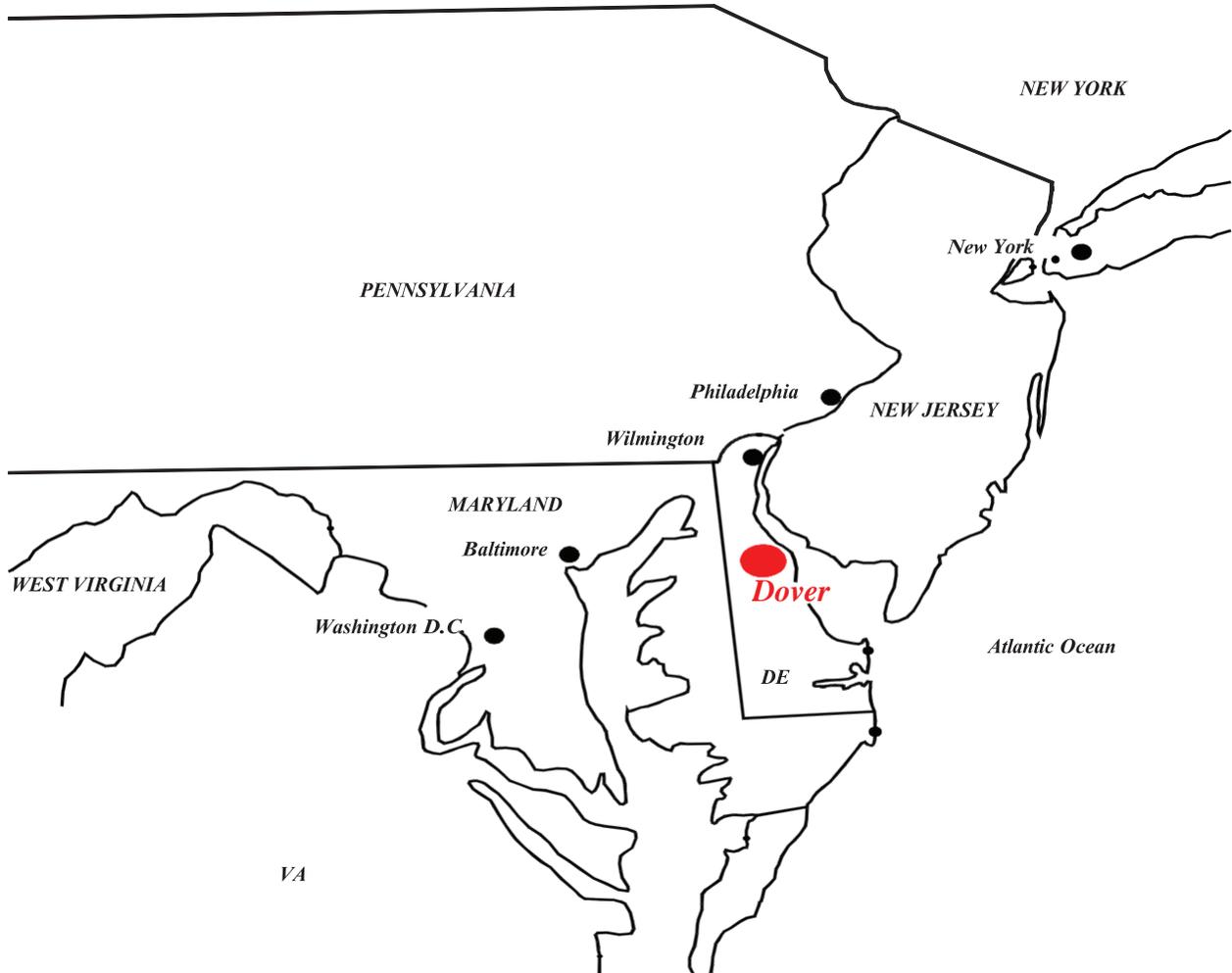
Students who live in Dover can choose to attend Polytech High School for grades 9 through 12. Polytech is a full-time comprehensive vocational-technical high school offering students preparation for college and/or the workplace. Polytech students graduate with an academic diploma, technical skills, and, in most cases, job experience.

MORE ON THE DOVER AREA

DID YOU KNOW ADVENTURE IS A COMMODITY OF KENT COUNTY? For instance, you can discover Delaware's farm and community life of days gone by at the **Delaware Agricultural Museum and Village**. Or search a hangar for planes that have flown in exotic parts of the world at the **Dover Air Mobility Command Museum**. Solve the mystery of who is buried at the **John Dickinson Plantation**. Explore the details of a building carefully restored from plans written in the 1700s at the **State House** in Dover. Imagine the beautiful paintings or decorative arts at the **Sewell C. Biggs Museum of American Art** in your own home. Hunt for unusual gifts or see the latest exhibit at the **Delaware State Visitor Center**. Investigate the predecessor of the boom box at the **Johnson Victrola Museum**. Unearth a wealth of information about Native Americans who lived in Delaware before anyone even wrote about history at the **Meeting House Gallery I**. Finally, experience Dover when Teddy Roosevelt was President at the **Meeting House Gallery II**. From plows to planes, old houses to old music, the Dover area has a wide variety of sites to explore. Start an adventure – visit the Museums of Greater Dover. For information about any of the museums listed above, contact the First State Heritage Park Welcome Center & Galleries at 744-9194.

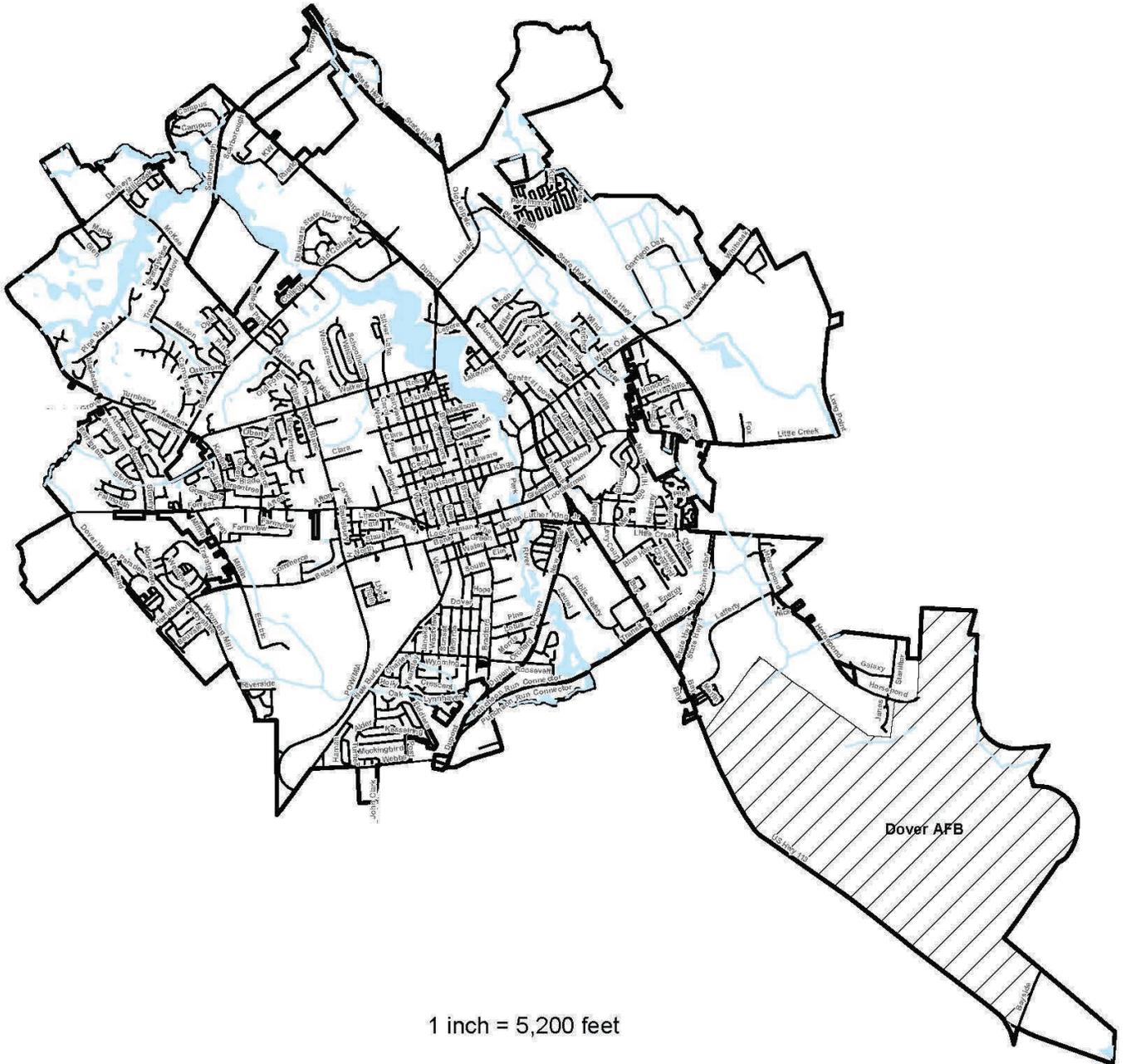
City of Dover

“Capital of the First State”



Delaware was the first to ratify the U.S. Constitution, thus becoming the “First State” in the new union. The City of Dover was founded in 1683 by William Penn.

Map of the City of Dover



1 inch = 5,200 feet

BUDGET SUMMARY

THE FOLLOWING SUBSECTIONS ARE INCLUDED:

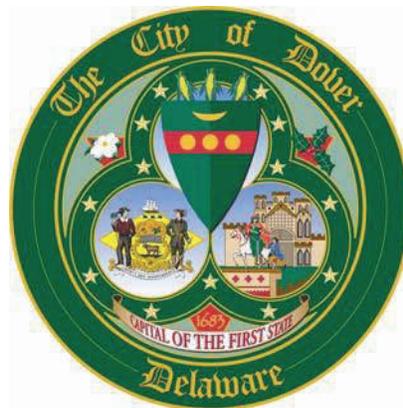
BUDGET PROCESS

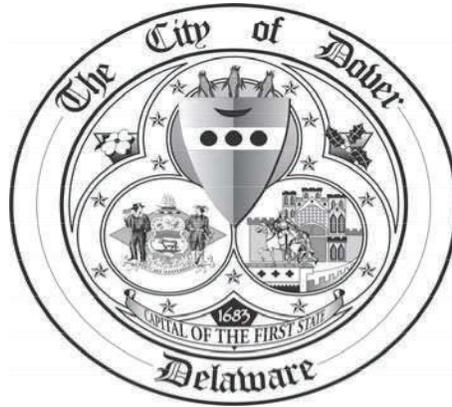
CALENDARS

BUDGET PROCEDURES

FINANCIAL POLICIES

ALL FUNDS SUMMARY





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BUDGET PROCESS

The budget process is conducted to comply with all charter mandates.

The City Charter mandates the following:

On or before the second Monday of May each year, the City Manager shall prepare and submit to the Council a budget presenting a financial plan for conducting the affairs of the City for the ensuing fiscal year. The total of proposed expenditures shall not exceed the total of anticipated income.

The budget shall include the following information:

- A detailed statement showing the expenses of conducting each department and office of the City for the current year and last preceding fiscal year
- A detailed estimate of the expenses of conducting each department and office of the City for the ensuing fiscal year with reasons for the increases and decreases recommended
- The value of supplies and materials on hand
- The amount of the debt of the City with a schedule of maturities of bond issues
- A statement showing the amount required for interest on the City debt and for paying off any bonds maturing during the year and the amount required for the sinking fund
- An itemized statement of all anticipated income of the City with a comparative statement of the amounts received by the City from each of the same or similar sources for the last preceding and current fiscal years
- An estimate of the amount of money to be received from taxes
- Other information as the City Manager may think desirable or as may be required by the Council

The Council shall, on or before the second Monday in July in each year, adopt a budget for the succeeding fiscal year. The Council shall, as far as possible, adhere to the budget so adopted in the making of appropriations.

The preparation of the budget begins with the establishment of goals and parameters through the City Manager's office. In November, the City Manager's Office distributes comprehensive budget instructions to department heads.

The City of Dover's method of budgeting has evolved from concepts of many budgeting methods. A line item form of budget is used to account for expenses and revenues. In recent years, the City has incorporated concepts of programmatic budgeting which focuses on programs performed. Programs are examined periodically for their relevance and effectiveness, a concept which comes from zero-based budgeting philosophy.

In April 2019, budget line items for both the current budget and proposed budget were reviewed with department heads to determine if service levels were to be maintained, improved, or reduced. Revenues were projected as accurately as possible in order to set priorities for proposed expenditures.

The Council will review the proposed budget in May 2019 and set June 10, 2019, for the Electric Public Hearing. Public comments on the budget were also sought on this date. The budget is made available on the City of Dover website at <https://www.cityofdover.com/public-documents>.

According to the ordinance, the proposed budget must go through two readings. After the budget's adoption, monthly financial reports are issued to monitor and control the budget during the fiscal year.

FISCAL 2019-2020

BUDGET CALENDAR*

BUDGET GUIDELINES	
9/21/2018	Budget Memo & Instructions to be distributed
10/8/18	Price guides for computer related items, cell phones, copier maintenance, State radio maintenance, janitorial, HVAC, uniforms, and life cycle replacements placed in the shared folder.
9/29/18 – 11/23/18	Submissions to PW by 9/29/18; Inspections completed 11/9/18; Vehicle inspections and recommendations completed; Submit to Finance and City Manager by 11/23/2018;
PERSONNEL	
10/31/18	Personnel changes or headcount request due to Human Resources
11/1/18 – 11/16/18	Personnel budget changes, including reclassifications are reviewed by the City Manager, Controller/Treasurer & Human Resources Director. Meetings held with Department Heads to discuss.
12/7/18	Personnel budget file, 'add pays' and instructions distributed (without benefits);
1/4/19	Completed personnel budget files due back to CMO; CMO to determine benefit rates; CMO enters personnel items into Munis. Department Narrative due.
1/7/19 – 1/25/19	City Manager & Human Resources review draft personnel budget.
REVENUES, EXPENSES & CIP	
9/24/18 – 12/21/18	Department's Revenue & Expense Budget Preparation and entry into H.T.E.; Lockout will occur on 12/21/18;
9/24/18 – 1/25/19	Departments' CIP budget preparation; Department entry into H.T.E. and Plan It completed and matches; Lockout for CIP will occur on 12/21/2018; All CIP support documentation submitted to Finance and City Manager by 1/25/2019;
3/4/19 – 3/22/19	Draft Budget Review meetings held with Department Heads
BUDGET SUMMARIES, ANALYTICS & FORECAST MODELS	
1/28/19 – 2/22/19	Draft Budget Summaries & Forecast Models Prepared
2/25/19 – 3/8/19	Draft Budget Summaries and historical trend review by City Manager & Controller
3/22/19 – 3/29/19	Revised Draft Budget & CIP prepared; Organization Charts due to City Manager;
COUNCIL & COMMITTEE PRESENTATIONS	
1/25/19	Council workshop to review budget goals and objectives
4/2/19	Continuation of Review of Draft CIP with Council Committees
4/15/19 – 5/23/19	Budget Communication Meetings with Commercial Customers & citizens
5/14/19	Final Draft Budget to Council & Electric Public Hearing Advertisement posted
5/29/19 – 5/31/19	Budget review meetings as needed; Standing Committee Members invited;
6/10/18	Electric Public Hearing & First Reading of Budget Ordinance
6/24/18	Second Reading of Budget Ordinance

*** All dates are tentative and subject to change.**

AMENDING THE BUDGET

There are two ways of amending any individual budget. Although the budget is presented as a line item budget, department heads are permitted to change the breakdown within the materials and supplies and administrative groups of accounts (20, 30) if the total budgeted for that department is not exceeded. Department heads are not authorized to re-appropriate salary or capital items.

Through budget ordinance, the City Manager has the authority to make interdepartmental transfers of up to five percent if financial policies are adhered.

Any re-budgeting of available fund balances must have the approval of the City Council.

BUDGET PROCEDURES

Budgets are prepared for the General Fund, Governmental Capital Projects Fund, Water Fund, Wastewater Fund, Water Capital Projects Fund, Wastewater Capital Projects Fund, Electric Revenue Fund, Electric Capital Projects Fund, Municipal Street Aid Fund, Housing Grant Funds, Workers Compensation Fund, Community Transportation Improvement, and Delaware Prevention Network (DPN) Grant.

The Governmental Capital Projects Fund is a section of the General Fund. This section is required by our financial policy. The separate budget for this fund covers the planning and control of only capital items for the General Fund. The Water Capital Projects Fund, Wastewater Capital Projects Fund, and Electric Capital Projects Fund are sections of each utility enterprise. These sections are required by bond resolutions. Separate budgets for these funds cover the planning and control of only capital items of the utilities.

Estimated ending budgetary balances provide the balancing amount for each budget. Acceptable budgetary balance guidelines were established by Council. The General Fund should maintain a minimum reserve in the budget balance of at least eight percent and no greater than 12 percent of the current year operating revenues for the General Fund, excluding the carry forward balance. Water and Wastewater Funds should maintain a minimum reserve in the budget balance of at least eight percent and no greater than 17 percent of the current year operating revenues for each of the Water and Wastewater Funds, excluding the carry forward balance. Electric Revenue Fund should maintain a minimum budget balance of at least twelve percent of the current year operating revenues for the Electric Revenue Fund, excluding the carry forward balance.

The City follows the practice of encumbrance accounting for the Governmental Fund types. Encumbrances represent commitments related to unperformed contracts for goods or services. The encumbrances outstanding at year ends are reported as reservations of fund balances and do not constitute expenditures or liabilities. The commitments will be honored during the subsequent year.

The City Council adopts the budget. The City Council also adopts revisions for major items throughout the year. The City Charter requires the City to adhere to the budget appropriations as adopted by City Council. Department managers may not amend the total department budget amounts. Budget ordinances give the City Council the authority to revise budget appropriations. Budget ordinances give the City Manager the authority to transfer amounts not exceeding five percent of the total departmental budget within departments and between departments within funds. This is the legal level of budgetary control. If expenditures exceed appropriations by less than five percent of the total department budget, no formal Council approval procedure is required by the City budget ordinance. However, the City Council reviews all departmental budget activity on a regular basis and must approve all over expenditures of appropriations or transfer of appropriated amounts. All unencumbered appropriations lapse at the end of the fiscal year.

CAPITAL INVESTMENTS PLAN AND BUDGET

The Capital Investments Plan is a five-year plan for the purchase of property, equipment, and public improvements that are of a permanent nature. The City proposes a five-year Capital Investments Plan annually. The capital investments budget is a one-year appropriation of expenditures from the Capital Investments Plan and is normally funded from bond proceeds, grants, and operating funds. Capital expenditures are those which are not a current expense and have a period of usefulness of at least five years. Such items include projects requiring debt obligation, acquisitions or lease of land, purchase of major equipment or vehicles, construction of buildings or facilities, and major improvements.

CRITERIA

Capital outlays are major projects undertaken by the City that generally fit within one or more of the following categories:

All projects requiring debt obligation or borrowing

Any acquisition or lease of land

Purchase of major equipment and vehicles ordered in excess of \$25,000 with a life expectancy of five years or more

Construction of new buildings or facilities including engineering, design, and other pre-construction costs with an estimated cost in excess of \$25,000

Major building improvements that are not routine expenses and that substantially enhance the value of a structure

Major equipment or furnishings required to furnish new buildings or other projects

Major projects that are generally not recurring on a "year in, year out" basis

Projects costing more than \$1,000 but less than \$25,000 are included with the operating budget (minor capital).

All vehicles requested for replacement were inspected by Fleet Maintenance staff. Each vehicle's brake system, fuel system, suspension, steering mechanism, coupling devices, and operating systems were checked for condition and rated good, fair, or poor. Repair estimates were also included if any of the vehicle systems required maintenance. Any vehicles with a rating of good or fair were not replaced.

BUDGET POLICY GUIDELINES

The City of Dover follows numerous policy guidelines when preparing the budget. The most significant guidelines follow:

The budget should be balanced with current revenues being equal to or greater than current expenditures/expenses. The following approaches are employed to balance the budget in order of priority: improve productivity, create new service fees, raise existing service fees based on the cost of services, eliminate programs, increase property taxes, and lastly, reduce or eliminate services.

The tax rate should be competitive with nearby cities and cities of comparable size. The rate should produce revenue adequate to pay for approved City services. Qualified senior citizens receive a \$50,000 exemption from assessed value.

The General Fund shall realize returns from the Enterprise Funds. The returns should not sacrifice improvements to the utilities. The budget includes transfers of \$10,000,000 from the Electric Fund and \$500,000 from both the Wastewater and Water Funds.

Contingency Funds shall be maintained in the General, Wastewater, Water, and Electric Funds. These contingencies should be adequate to handle unexpected expenditures/expenses. The General, Wastewater, and Water Funds should maintain an amount equal to at least two percent of the current year operating revenues. The Electric Revenue Fund should maintain an amount equal to at least one percent of the current year operating revenues. The City may only use monies in the contingency funds in times of unforeseen emergency expenditures.

Investments made by the City will address safety, liquidity, and yield. Interest earned from investment of available funds will be distributed to funds according to ownership of the invested funds. The City's investment policy authorizes investment of City funds in U.S. Government Securities, fully insured or fully collateralized Certificates of Deposit with federally insured institutions, the State investment pool, and Repurchase Agreements.

Utility rates are reviewed annually to ensure that they will generate revenues adequate to cover operating expenses, meet the legal requirements of bond covenants, and allow adequate capital replacement.

EXPLANATION OF FUNDS

The accounting policies of the City conform to generally accepted accounting principles as applicable to governments. The following is a summary of the more significant policies:

- Basis of Presentation - Fund Accounting

The accounts of the City are organized based on funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped into eight generic fund types and four broad fund categories as follows:

The City reports the following major governmental fund:

General Fund: The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

The City reports the following major proprietary funds:

Electric Revenue Fund: This fund incorporates all transactions related to the generation transmission and distribution of electricity. The Energy Authority (TEA) is contracted to manage the City's power procurement, and North American Energy Services (NAES) is contracted to operate and maintain Dover's power plant.

Wastewater Fund: This fund accounts for transactions related to wastewater services, including the payment of fees to Kent County for the treatment of sewage.

Water Fund: This fund accounts for transactions related to water services. The City also holds lease agreements with cell phone companies for equipment placed on City water towers.

The City reports the following non-major funds:

Internal Service Fund: The City has created one internal service fund to account for the activities related to self-insured Workers Compensation. Receipts are provided from contributions by the City's three major funds. Expenses are related to payment of claims, premiums, and administration costs. Actuarial analyses are completed triennially to insure enough reserves for claims for the Workers Compensation Fund.

Special Revenue Funds: These funds account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Fiduciary Funds: Fiduciary funds consist of trust and agency funds and are used to report assets held by the City in a trustee or agency capacity for others. These funds are, therefore, not available to support City programs.

The City is the trustee for the City's two pension plans, the Police Pension Fund and the Employee Pension Fund.

Agency funds are used to account for assets held by the City as an agent for individuals, private organizations, or other governments. The City has six agency funds: Dover Parking Authority, Library Consortium, Dover Arts Council, Downtown Dover Development Corporation, Main Street Dover, Inc., and Fourth of July Celebration Committee.

The City allocates the costs of certain governmental services to the costs of business-type activities (indirect expense allocation). These costs include allocated amounts of City management, centralized budgetary formulation and oversight, accounting financial reporting, information technology, payroll, procurement, contracting and oversight, investing and cash management, personnel services, etc. The allocations are charged to the business-type activities based on the use of these services. As a matter of policy, the costs of certain governmental functions are not allocated to the business-type activities such as public safety, library, recreation, permitting, inspections, streets, sanitation, community, and economic development.

Basis of Accounting

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made regardless of the measurement focus applied.

All Governmental Funds, Expendable Trusts, and Agency Funds are accounted for using the modified accrual basis of accounting. Their revenues are recognized when they become measurable and available as net current assets.

Revenues that are susceptible to accrual include property taxes and billable service charges. All other revenues are accounted for when they are received.

Property taxes are recognized in the fiscal period for which they are levied provided they are "available" – i.e., they are collected in the current period or are expected to be collected soon enough thereafter to be used to pay liabilities of the current period. The City considers all revenues reported in the government funds to be available if the revenues are collected with 60 days after year-end, except for trash collection, which has a 30-day collection period.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. The exception to this general rule is principal and interest on general long-term debt which is recognized when due. Also, claims and judgments and compensated absences are recognized as expenditures to the extent they have matured. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

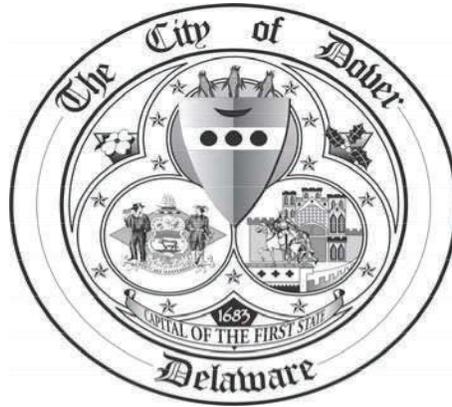
The government-wide financial statements as well as all proprietary and fiduciary trust funds are accounted for using the accrual basis of accounting and the economic resources measurement focus. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred.

BUDGETARY BASIS OF ACCOUNTING

The City prepares the budget for Governmental Fund types in which the expenditures are estimated based on liabilities for goods and services to be incurred during the fiscal year. Revenues for the General Fund are budgeted on a cash basis except for property taxes and billable services, which are on a modified accrual basis. Under the cash basis of budgeting transactions are recognized only when cash is received. Under modified accrual basis revenues are recorded when they are earned (whether cash is received at the time). The expenditures are accounted for when the purchase orders are issued. Encumbrances are established when purchase orders are issued and accounted for as a designation of fund balance at year-end. The budget is amended in the subsequent year for the outstanding encumbrances of the prior year.

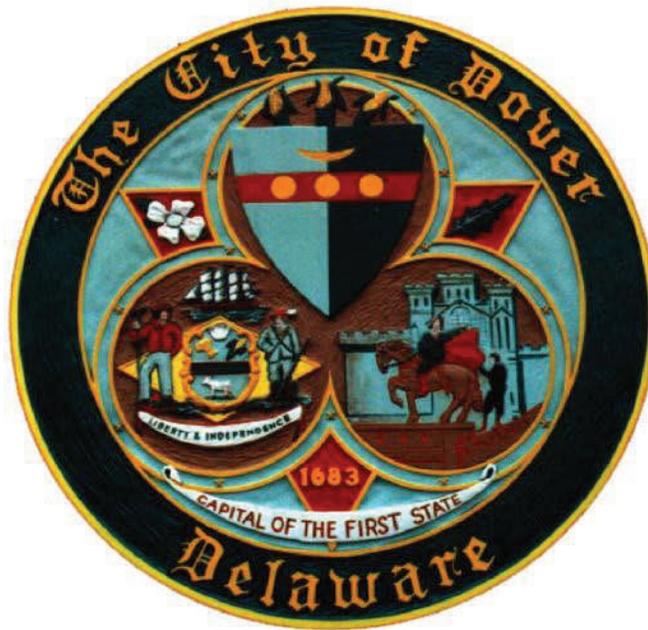
Budgets for the Electric Revenue Fund, Water/Wastewater Fund, and Internal Service Fund are prepared on an accrual basis. Revenues are recorded when they are earned, and expenditures are recorded when goods and services are received whether cash disbursements are made at the time or not. Budgets are prepared under the assumption that the principal redemption of long-term debt must be assumed by Enterprise Fund activity in conformity with the bond ordinance.

The budget is presented in this document in the legal budget format (non-GAAP) adopted by the City. Under this method: Capital outlays are considered expenditures; grants are considered as revenues and not contributions to capital; depreciation is not budgeted; debt service proceeds are considered to be revenues, not an increase in liabilities; debt payments are shown as expenditures rather than reductions of liabilities; proceeds from the sale of assets are considered revenue, however, the gain or loss is not.



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CITY OF DOVER FINANCIAL POLICIES



CITY OF DOVER, DELAWARE

FINANCIAL POLICIES

The purpose of these policies is to present a standardized set of principles that the City follows in managing its financial and budgetary affairs. These are general statements of policies, which represent long-standing principles, traditions, and practices that will be used to guide the City in maintaining financial stability. It will be the responsibility of the Finance Department to ensure the financial objectives of these policies are maintained.

Revenue Policy

1. The City will strive to maintain a broad and diversified revenue base that will equitably distribute the burden of supporting City services and will protect the City from short-term fluctuations in any one revenue source.
2. The City will actively support economic and industrial development recruitment and retention efforts to provide for a solid revenue base.
3. The City will maintain timely collection systems and implement necessary enforcement strategies to collect revenues from available sources.
4. The City will establish user fees and charges for services, when feasible, at levels related to the cost of providing the services. The City will review the fees and charges every three to five years to determine modifications needed to keep pace with the cost of providing the services. Property Tax Rates are set annually
5. The City will establish, when feasible, self-supporting enterprise funds and intergovernmental service funds in which a relationship between revenues and expenditures clearly exists.
6. The City will project current revenues on a conservative basis so the actual revenues will consistently meet or exceed budgeted revenues. Revenues greater or less than the original budget will flow through to the audited Ending Budget Balance.
7. The City will maintain a budgetary control system and will prepare reports, which compare actual revenues to budgeted amounts.
8. The City will limit the designation of General Fund revenues for specified purposes to maximize flexibility in budgeting and revenue utilization.
9. The City will review annually and revise, where necessary, its cost allocation formulas, i.e. internal service departments.
10. Upon satisfying all rate covenants the City will provide operating transfers to the General Fund. From the Water/Wastewater Utility no greater than \$1,000,000 and from the Electric Utility no greater than \$10,000,000.

Expenditure Policy

1. Basic and essential services provided by the City will receive first priority for funding, i.e. Public Safety & Health, Utilities, Streets, & Sanitation.
2. A report of the expenses of the Public Safety categories that have been identified will be presented to City Council two (2) times; once upon delivery of the proposed budget in May and the other upon the adoption of the budget in July. The report will map the revenues that have been identified to support the expenses, how much of a gap there is, and what the trend is for closing the gap over a 20 year period. The revenues will be the direct revenues of those programs and the Property Tax Revenue, excluding BID taxes.
3. The City will adopt a balanced budget, by fund, for all funds maintained by the City, in which total anticipated revenues must equal or exceed the budgeted expenditures for each fund. The Beginning Budget Balance will not be considered a revenue source.
4. The City will maintain a budgetary control system to ensure adherence to the original adopted budget and will prepare reports, which compare actual expenditures to budgeted amounts. Expenditures greater or less than the original adopted budget will flow through the audited Ending Budget Balance.
5. The City will restrict the use of appropriations as follows:
 - Funds appropriated for personnel expenses shall be restricted to use as personnel expenses; Any personnel savings at the end of each fiscal year will be re-appropriated in the next fiscal year to be transferred to the City's unfunded retirement liabilities;
 - Funds appropriated as capital expenses shall be restricted to use as capital expenses;
 - Funds appropriated as operating expenses shall be restricted to use as operating expenses;
 - All requests for additional personnel shall be accompanied with a five-year estimate on the costs of such position(s), including salaries and other employment costs (OEC's);
6. The City will refrain from budgeting revenues derived from infrequent and unanticipated transactions for ongoing expenses. These revenues will be set aside for asset replacement or as otherwise directed by Council.
7. The City will provide access to medical, dental, vision, life, AD & D, and short-term disability insurance for its employees. The cost for these benefits will be a shared responsibility between the City and its employees as outlined in the City Personnel Handbook or collective bargaining agreements
8. The City will provide access to medical and dental insurance for its retirees and their families. The cost for these benefits will be a shared responsibility between the City and its retirees as outlined in the City Personnel Handbook or collective bargaining agreements.
9. The City will provide access to appropriate retirement plans for its employees. The City will make contributions for eligible employees at the actuarial determined percentage defined for each of the respective retirement plans.

10. The City will establish an Other Post-Employment Benefit Fund (OPEB). The City will make contributions for eligible employees and retirees at the actuarial determined rates or percentages to fund future retiree medical benefits.

Debt Policy

1. The City will maintain a debt management policy and full disclosure on financial reports.
2. The City will maintain communications with bond rating agencies and continue to strive for improvements in the City's bond rating.
3. The City will adhere to its debt covenants.
4. The City will review its debt capacity every three (3) years.
5. The City will pay for all capital projects and capital improvements on a pay-as-you-go basis using current revenues if possible. If a project or improvement cannot be financed with current revenues, long-term debt or use of reserves will be recommended.
6. The City will refrain from issuing long-term debt for a period in excess of the expected useful life of the capital project.
7. The City will use special assessment revenue or other self-supporting bonds instead of general obligation bonds, when practical.
8. The City will seek refinancing of outstanding debt if it is determined that the City will benefit by reduced interest expense over the remaining life of the bonds.

Budget Balance/Reserve Policy – General Fund

1. The City will strive to maintain a minimum Budget Balance, of at least 8% and no greater than 12% of the current year operating revenues for the General Fund, excluding the carry forward balance. The purpose of the budget balance is to meet temporary fluctuations in cash flows and to provide a cushion for loss of revenues until operating changes can be implemented. If the final Budget Balance exceeds the amount as approved in the budget ordinance, such funds shall be used to provide for unfunded retirement liabilities or as otherwise designated by City Council. The City may use monies in the Budget Balance only in times of fiscal and economic hardship.
2. Once achieved, at no time should the City's budget balances fall below their specified percentages. If a shortfall occurs in the budget balance and immediately restoring the balances to the specified percentage would cause an extreme burden on the taxpayers, the budget balance may, with the City Council's approval, be restored to the specified percentage within one (1) year, but in any case, no longer than three (3) years.
3. The City will maintain a minimum reserve, in a contingency account, of at least \$700,000. The City may only use monies in the contingency accounts to cover emergencies of a non-recurring nature that are over and above the normal course of operations. Examples are uninsured losses,

storms or hurricane damages. The Contingency Reserve will not be used to balance the operating budget.

4. The total of the General Fund budget and contingency balances shall not exceed 17% (~ 2 months) of Budgeted Operating Revenues.
5. The City will create a Capital Asset Replacement account for Governmental Fund asset procurements. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. (Annual Depreciation is approximately \$2.5 million per year) The City will appropriate excess (amounts greater than budgeted) revenues to fund this account, or if the balance is less than the \$500,000 minimum, \$200,000 per annum until such time the minimum balance is replenished.
6. The City will create a General Capital Project Fund to account for all General Government asset procurements and projects. The City will provide operating fund transfers and/or debt proceeds for each fiscal year's Capital Investment Plan. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay as you go basis.

Budget Balance/Reserve Policy – Water/Wastewater Fund

1. The City will strive to maintain a minimum Budget Balance, of at least 8% and no greater than 17% (two months) of the current year operating revenues for each of the Water & Wastewater Utility Funds, excluding the carry forward balance. The purpose of the budget balance is to meet temporary fluctuations in cash flows and to provide a cushion for loss of revenues until operating changes can be implemented. If the final Budget Balance exceeds the amount as approved in the budget ordinance, such funds shall be used to provide for unfunded retirement liabilities or as otherwise designated by City Council. The City may use monies in the Budget Balance only in times of fiscal and economic hardship.
2. Once achieved, at no time should the City's budget balances fall below their specified percentages. If a shortfall occurs in the budget balance and immediately restoring the balances to the specified percentage would cause an extreme burden on the ratepayers, the budget balance may, with the City Council's approval, be restored to the specified percentage within one (1) year, but in any case, no longer than three (3) years.
3. The City will maintain a minimum reserve, in a contingency account, of at least \$250,000 for each the Water & Wastewater Fund. The City may only use monies in the contingency accounts to cover emergencies of a non-recurring nature that are over and above the normal course of operations. Examples are uninsured losses, storms or hurricane damages. The Contingency Reserve will not be used to balance the operating budget.
4. The total of the combined Water & Wastewater Fund budget and contingency balances shall not exceed 25% (3 months) of Budgeted Operating Revenues.
5. The City will maintain a Capital Asset Replacement account to cover replacement or procurement of assets of the utility. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. The City will maintain a minimum balance of \$500,000 for each utility for Capital Asset Replacements. The City will appropriate

excess revenues to fund this account, or if the balance is less than the minimum \$100,000 per annum for each utility until such time the minimum balance is achieved.

6. The City established by ordinance on December 17, 1996 the Wastewater Impact Fee Reserve to provide for future expansion of the City's wastewater system due to increased demand. The ordinance further provides for debt service payments attributed to wastewater expansion projects to be funded by the current year's collection of Impact Fees and the remainder to be deposited into the reserve account. The City shall maintain a minimum of 20% of wastewater revenues in the Impact Fee Reserve account. Amounts used to finance projects shall be replenished by the operating revenues of the Wastewater Fund over the succeeding seven years of any project completion.
7. The City established by ordinance on February 1, 2008 the Water Impact Fee Reserve to provide for future expansion of the City's water system due to increased demand. The ordinance further provides for debt service payments attributed to water system expansion projects to be funded by the current year's collection of Impact Fees and the remainder to be deposited into the reserve account. The City shall maintain a minimum of \$1.5 million of water revenues in the Impact Fee Reserve account. Amounts used to finance projects shall be replenished by the operating revenues of the Water Fund over the succeeding seven (7) years of any project completion.
8. The Water & Wastewater Improvement & Extension Fund budget balance shall be no less than \$200,000 of the current fiscal year's appropriation for water and wastewater projects to allow for project variances and change orders; a 10% contingency shall be included in project budgets greater than \$250,000 if the Department Head determines it to be appropriate. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay as you go basis. The City Manager shall make the necessary budget amendments in accordance with the City of Dover Purchasing & Budget Amendment Policies.

Budget Balance/Reserve Policy – Electric Revenue Fund

1. The City will strive to maintain a minimum Budget Balance, of at least 12% (45 days) of the current year operating revenues for the Electric Revenue Fund, excluding the carry forward balance and power cost adjustments. The purpose of the budget balance is to meet temporary fluctuations in cash flows and to provide a cushion for loss of revenues until operating changes can be implemented. If the final Budget Balance exceeds the amount as approved in the budget ordinance, such funds shall be used to provide for unfunded retirement liabilities or as otherwise designated by City Council. The City may use monies in the Budget Balance only in times of fiscal and economic hardship.
2. Once achieved, at no time should the City's budget balances fall below their specified percentages. If a shortfall occurs in the budget balance and immediately restoring the balances to the specified percentage would cause an extreme burden on the ratepayers, the budget balance may, with the City Council's approval, be restored to the specified percentage within one year, but in any case, no longer than three years.
3. The City will maintain a minimum reserve, in a contingency account, of at least \$750,000 for the Electric Revenue Fund. The City may only use monies in the contingency accounts to cover emergencies of a non-recurring nature that are over and above the normal course of operations.

Examples are uninsured losses, storms or hurricane damages. The Contingency Reserve will not be used to balance the operating budget.

4. The total of the combined Electric Revenue Fund budget and contingency balances shall not exceed 25% (3 months) of Budgeted Operating Revenues.
5. The City has established by bond covenant an account to cover insurance deductibles on the electric transmission and distribution system or the generating plants. The City shall maintain a minimum balance of \$750,000 to cover various deductibles.
6. Recognizing price fluctuations in the wholesale power markets the City has established a rate stabilization reserve. The purpose of using such a reserve is to level off the fluctuations in the wholesale power supply market and in turn provide stable rates to our customers. In those instances where the actual cost of power supply and generation are less/more than the budgeted cost of power supply and generation, the City will transfer the difference to/from the Rate Stabilization Reserve. The balance shall be maintained at a minimum of 10% not to exceed 20% of the purchase power cost in any given year. If the reserve balance exceeds the 20% maximum, a credit will be applied to the power cost adjustment.
7. The Electric Improvement & Extension Fund budget balance shall be no less than \$200,000 of the current fiscal year's appropriation for electric system projects to allow for project variances and change orders; a 10% contingency shall be included in project budgets greater than \$250,000 if the Department Head determines it to be appropriate. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay as you go basis. The City Manager shall make the necessary budget amendments in accordance with the City of Dover Purchasing & Budget Amendment Policies.
8. The City has established an account to provide for capital financing of Future Capacity or system expansion. The City shall maintain a balance equivalent to the value of 10% growth in capacity at any given time, or no less than \$10,000,000. Amounts used to finance projects shall be replenished by the operating revenues of the Electric Revenue Fund over the succeeding seven years of any project completion.
9. The City has established an account to provide for replacement or procurement of utility system assets, otherwise known as Depreciation Reserve. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. The City will maintain a minimum balance of \$10,000,000. The primary purpose of this account is to provide partial or all financing of major capital projects and minimize debt service payments. The account is also intended to cover unforeseen capital replacements due to equipment breakdowns, storms or hurricane damages. Amounts used to finance projects shall be replenished by the operating revenues of the Electric Revenue Fund over the succeeding seven (7) years of any project completion
10. The total of the combined Electric Revenue and Electric Improvement & Extension Fund budget and reserve balances shall be benchmarked at 50% Budgeted Operating Revenues. Operating Fund Budget Balance and Reserves shall be adjusted to appropriate levels through adjustments in the operating budget. Improvement & Extension Fund Budget Balance and Reserves shall be adjusted in accordance with the Capital Improvement Plan.

Investment and Cash Management Policy

1. The City will deposit all receipts on a timely basis in interest bearing accounts.
2. The City will strive to maximize the return on its investment portfolio without jeopardizing principal amounts.
3. The City will limit its investments to the types of securities provided for by Delaware statutes.
4. The City will diversify its investments by maturity date to protect against market fluctuations.
5. The City will purchase securities from qualified institutions based on competitive bids in an effort to obtain the highest available rates.
6. The City will maintain an Investment Policy based on prudent investment practices and will monitor all investment managers' compliance with policy objectives.

Capital Improvement Policy

1. The City will prepare and update, as needed a five-year Capital Improvements Program (CIP) which will provide for the orderly maintenance, replacement, and expansion of capital assets.
2. The CIP will identify long-range capital projects and capital improvements of all types, which will be coordinated with the annual operating budget to maintain full utilization of available revenue sources.
3. When preparing the CIP, the City will seek to identify all viable capital projects and capital improvements required during the subsequent five-year period. These projects and improvements will be prioritized by year and by funding source.
4. Every attempt will be made to match projects and improvements with available funding sources. Future operating costs and savings associated with a project or an improvement will also be given consideration in the establishment of priorities.
5. When appropriate, the City will seek Federal, State, and other funding to assist in financing capital projects and capital improvements.
6. The City will incorporate the reasonable findings and recommendations of other cities' Boards, Commissions, Committees, and Citizen Task Forces, as they relate to capital projects and improvements.
7. The City will seek input from the public by holding public hearings in relation to the establishment of projects and project priorities.

Financial Reporting Policy

1. The City's accounting system will maintain records in accordance with accounting standards and principles outlined by the Governmental Accounting Standards Board (GASB), Financial Accounting Standards Board (FASB), and the State of Delaware.
2. The City will employ an independent accounting firm to perform an annual audit of the City's finances and make the annual audit available to all required and interested parties.

3. The City will produce monthly and quarterly financial statements reporting the current periods' activity for all funds maintained by the City.
4. The City will prepare an annual budget document that provides a basic understanding of the City's planned financial operations for the coming fiscal year. Copies of the proposed and final budget will be made available to all interested parties and opportunities will be provided for citizen input prior to final decisions on the budget.
5. The City will place continued emphasis on review and maintenance of an accounting system which provides strong internal budgetary and accounting controls designed to provide reasonable assurance, but not absolute, assurance regarding:
 - (a) the safeguarding of assets against loss from unauthorized use or disposition and,
 - (b) the reliability of financial records for preparing financial statements and reports, and the maintaining accountability for assets.
6. The City will seek annual renewal of the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting.

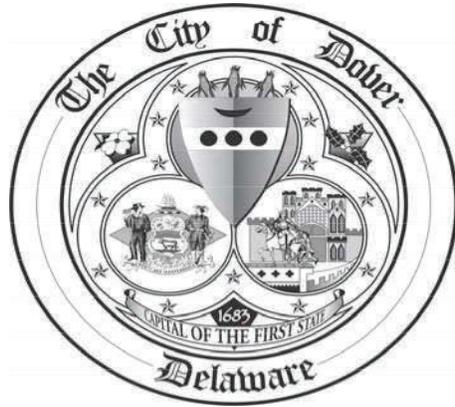
7.

Adoption:

Approval by City Council: January 28, 2002

Most recent amendments:

1. Amended by City Council on June 11, 2014
2. Amended by City Council on September 8, 2014
3. Amended by City Council on October 12, 2015



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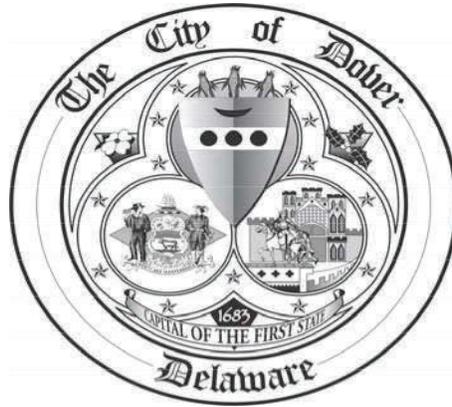
FY 2020 ANNUAL OPERATING BUDGET - DOVER, DELAWARE

**City of Dover
All Funds Summary
Fiscal 2020 Budget**

<u>Fund or Reserve Account</u>	<u>Beginning Balances</u>	<u>Revenues/ Transfers In</u>	<u>Expenses/ Transfers Out</u>	<u>Ending Balances</u>
1 <u>General Fund</u>				
2 Operating Fund	\$ 5,548,900	\$ 45,063,700	\$ (46,862,800)	\$ 3,749,800
3 Contingency Account	764,100	10,900	-	775,000
4 Capital Project Fund	304,300	4,904,000	(4,904,000)	304,300
5 Capital Asset Reserve	1,126,600	14,800	(172,000)	969,400
6 Parkland Reserve	54,000	500	-	54,500
7 Total General Fund	<u>7,797,900</u>	<u>49,993,900</u>	<u>(51,938,800)</u>	<u>5,853,000</u>
8 <u>Water Fund</u>				
9 Operating Fund	1,487,000	6,544,000	(7,179,600)	851,400
10 Contingency Account	257,600	2,000	-	259,600
11 I & E Fund	4,366,100	1,540,900	(1,520,100)	4,386,900
12 Capital Asset Reserve	539,700	4,100	-	543,800
13 Impact Fee Reserve	1,339,700	10,200	(30,900)	1,319,000
14 Total Water Fund	<u>7,990,100</u>	<u>8,101,200</u>	<u>(8,730,600)</u>	<u>7,360,700</u>
15 <u>Wastewater Fund</u>				
16 Operating Fund	1,038,700	9,276,800	(9,574,300)	741,200
17 Contingency Account	284,800	2,200	-	287,000
18 I & E Fund	1,110,700	1,557,800	(2,302,600)	365,900
19 Capital Asset Reserve	538,500	4,100	-	542,600
20 Impact Fee Reserve	3,979,400	30,200	(4,800)	4,004,800
21 Total Wastewater Fund	<u>6,952,100</u>	<u>10,871,100</u>	<u>(11,881,700)</u>	<u>5,941,500</u>
22 <u>Electric Fund</u>				
23 Operating Fund *	10,674,300	84,968,800	(84,715,400)	10,927,700
24 Contingency Account	890,200	14,200	-	904,400
25 Insurance Reserve	799,700	12,800	-	812,500
26 Rate Stabilization Reserve	16,280,500	260,500	-	16,541,000
27 I & E Fund	12,120,900	7,914,000	(6,816,000)	13,218,900
28 Depreciation Reserve	15,958,500	5,255,300	-	21,213,800
29 Future Capacity Reserve	13,618,500	217,900	-	13,836,400
30 Total Electric Fund	<u>70,342,600</u>	<u>98,643,500</u>	<u>(91,531,400)</u>	<u>77,454,700</u>
31 Less:				
32 Interfund Operating Transfers		(11,000,000)	11,000,000	
33 Capital and Reserve Transfers		(13,233,300)	13,233,300	
34 Interfund Allocations		5,749,900	(5,749,900)	
35 Subtotal Major Operating Funds	93,082,700	<u>149,126,300</u>	<u>(145,599,100)</u>	96,609,900
36 Workers Compensation	1,444,700	1,012,400	(724,000)	1,733,100
37 Community Transportation Fund	70,900	500,000	(550,000)	20,900
38 Police Grants	129,500	635,000	(685,000)	79,000
39 Library Grants	-	290,400	(290,400)	-
40 CDBG	2,500	288,700	(242,400)	48,800
41 Total All Funds & Reserves	<u>\$ 94,729,800</u>	<u>\$ 151,852,800</u>	<u>\$ (148,090,900)</u>	<u>\$ 98,491,700</u>

Notes: Special Revenue Funds with receipts that pass over to the General Fund are not individually included. These are Municipal Street Aid, Civil Traffic Penalties, and Transfer Taxes.

* The Electric Fund Revenues do not include the distribution of prior year's earnings \$2.8 million from the FY19 Beginning Budget Balance as rebated through a Power Cost Adjustment (PCA) credit;



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FUND SUMMARIES

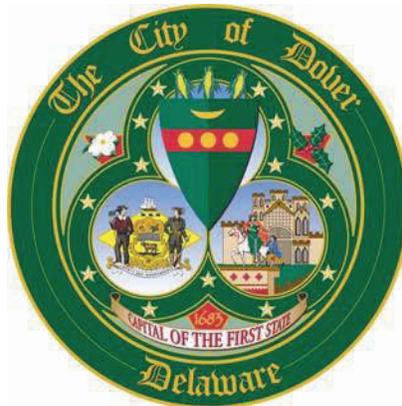
THE FOLLOWING SUBSECTIONS ARE INCLUDED:

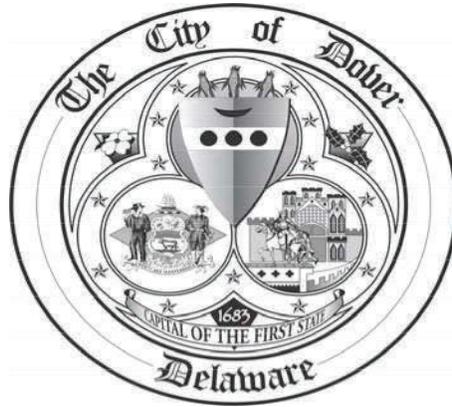
GENERAL FUND

WATER FUND

WASTEWATER FUND

ELECTRIC FUND





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City of Dover Fiscal Year 2020 Approved Budget

Budget Highlights & Discussion Points

May 29, 2019



The Vision

The City of Dover is a place where people want to live! Through the team effort of its elected officials, employees, and citizens, Dover is a clean and safe community, with a future of balanced growth and opportunity where all citizens are heard, enjoy a high quality of life, and diversity is valued.

The Vision

...Dover is a clean and safe community, ...enjoy a high quality of life...

This budget document reflects a spending plan for FY20, that reestablishes critical service levels and starts a path towards enhanced maintenance of our infrastructure to support the City's taxpayers and citizens beyond FY20.

- This budget increases staffing to revitalize programs in Divisions that have fallen below prior service levels and have areas that have been subject to deferred maintenance. Such as ditch maintenance, streets, stormwater culverts, catch basins, vegetation/tree maintenance, building inspections and code enforcement.
- This budget considers the growth of the City over the past twenty years and provides enhanced service levels to support the growth in population, environmental and labor regulations, infrastructure and land mass.
- This budget continues with long range plans to address our aging facilities with a path towards a building replacements, parking improvements, park improvements and to upgrade HVAC systems in City facilities.
- Kicks off the public discussion on a Stormwater Utility to address stormwater infrastructure maintenance and operational requirements as required by Federal and State regulations for water quality and stewardship over the assets.

Mission – Planning for the Future

- Create economic opportunities – three prongs
 - ❖ New Business
 - ❖ Existing Business
 - ❖ Citizens of Dover and local communities with quality jobs

- City buildings and infrastructure
 - ❖ Address space and energy efficiencies
 - ❖ Address code compliance for City structures
 - ❖ Create opportunities to reduce operating cost and centralize staff

- Quality of Life and Collaboration with Partners
 - ❖ Restore Central Dover
 - ❖ Safe streets and neighborhoods
 - ❖ Cadet Program & School Resource Officers
 - ❖ Park amenities for families
 - ❖ Create opportunities for home ownership and affordable housing

- Utilities
 - ❖ Continue to address water quality
 - ❖ Continue to address aging water & wastewater infrastructure
 - ❖ Develop a stormwater strategy
 - ❖ Opportunities for partnerships in new generation technologies and renewables

Executive Summary

- General Fund
 - ✓ Property Tax Increase \$.035; \$1,111,500 additional receipts
 - ✓ Several new positions recommended to enhance service levels and quality
 - ✓ Addresses our challenges as provided in the FY19 Budget Overview and the January 25, 2019 Council Workshop
 - ✓ Development of a Stormwater Utility for FY21 consideration
- Water Utility – separate Fund for FY20
 - ✓ No proposed rate changes for FY20
 - ✓ Cost of service and rate design proposed to determine future revenue requirements for operations and capital maintenance
 - ✓ To be implemented in FY21
- Wastewater Utility – separate Fund for FY20
 - ✓ No City of Dover proposed rate changes for FY20
 - ✓ Kent County Treatment fee increase \$.24 per T/gal (10.3%)
 - ✓ Cost of service and rate design proposed to determine future revenue requirements for operations and capital maintenance
 - ✓ To be implemented in FY21
- Electric Fund
 - ✓ Cost of service and rate design analysis refreshed with recent energy and capacity contracts and decommissioning of McKee 3 during FY20
 - ✓ Continuation of PCA Credit (\$.00382)

Policy Compliance

- Revenue Policy
 - #7 – The City will project current revenues on a conservative basis so the actual revenues will consistently meet or exceed budgeted revenues. Revenues greater or less than the original budget will flow through to the audited Ending Budget Balance.
- Expenditure Policy
 - #2 – The City will adopt a balanced budget, by fund, for all funds maintained by the City, in which total anticipated revenues must equal or exceed the budgeted expenditures. The Beginning Budget Balance will not be considered a revenue source.
- Budget Balance Policy – General Fund
 - #1 – The City will strive to maintain a minimum Budget Balance, of at least 8% and no greater than 12% of the current year operating revenues for the General Fund, excluding the carry forward balance. (8.33% = 1 month, 12% = 45 days)
- Budget Balance Policy – Water Fund
 - #1 – The City will strive to maintain a minimum Budget Balance, of at least 8% and no greater than 17% of the current year operating revenues for the Water Fund, excluding the carry forward balance. (17% = 2 months)
- Budget Balance Policy – Wastewater Fund
 - #1 – The City will strive to maintain a minimum Budget Balance, of at least 8% and no greater than 17% of the current year operating revenues for the Wastewater Fund, excluding the carry forward balance. (17% = 2 months)
- Budget Balance Policy – Electric Fund
 - #1 – The City will strive to maintain a minimum Budget Balance, of at least 12% of the current year operating revenues for the Electric Fund, excluding the carry forward balance.

Policy Compliance as Recommended

	General Fund	Water Utility	Wastewater Utility	Electric Fund *
Revenues	\$45,063,700	\$6,544,000	\$9,276,800	\$84,968,800
Expenses	(43,601,200)	(5,679,500)	(8,674,200)	(77,899,400)
Capital Fund Transfers	(3,261,600)	(1,500,000)	(900,000)	(6,816,000)
Surplus/(Deficit)	(\$1,799,100)	(\$635,500)	(\$297,400)	\$253,400
Ending Budget Balance	\$3,749,800	\$851,500	\$741,300	\$10,927,700
% of Revenue	8.3%	13.0%	8.0%	12.9%
Beginning Budget Balance	\$5,548,900	\$1,487,000	\$1,038,700	\$13,548,100
Less PCA Credit				(2,873,800)
Adjusted Beginning Budget Balance				\$10,674,300

Revenue Policy	✓	✓	✓	✓
Budget Balance Policy	✓	✓	✓	✓
Expenditure Policy	✓	✓	✓	✓

* The Electric Fund Revenue does not include the distribution of prior fiscal year earnings, The FY19 Beginning Budget Balance is reduced \$2.9 million to rebate prior year revenues through a Power Cost Adjustment (PCA) credit;

City of Dover
Recap of Budget Review - Major Funds
Fiscal Year 2019/2020

	<u>2018/19</u> <u>APPROVED</u>	<u>2019/20</u> <u>REQUESTED</u>	<u>2019/20</u> <u>RECOMMENDED</u>
Operating Budgets			
Expenditures less Capital Transfers			
General Fund	\$42,804,900	\$44,480,300	\$43,601,200
Water Fund	5,036,300	5,707,000	5,679,500
Wastewater Fund	7,307,300	8,674,200	8,674,200
Electric Revenue Fund	<u>73,581,400</u>	<u>73,351,400</u>	<u>72,899,400</u>
Total Operating Budgets	\$128,729,900	\$132,212,900	\$130,854,300
Capital Budgets			
General Fund	\$3,794,400	\$5,880,200	\$4,904,000
Water Fund	4,515,300	2,314,600	1,520,100
Wastewater Fund	2,505,200	2,477,600	2,302,600
Electric Revenue Fund	<u>6,897,700</u>	<u>7,626,000</u>	<u>6,816,000</u>
Total Capital Budgets Budgets	\$17,712,600	\$18,298,400	\$15,542,700
Grand Total Major Funds	<u>\$146,442,500</u>	<u>\$150,511,300</u>	<u>\$146,397,000</u>

**City of Dover
Major Rate & Fee Trends**

GENERAL FUND	Actual 2010/11	Actual 2011/12	Actual 2012/13	Actual 2013/14	Actual 2014/15	Actual 2015/16	Actual 2016/17	Actual 2017/18	Actual 2018/19	Proposed 2019/20
Property Tax Rate Approved	\$0.3378	\$0.3378	\$0.3378	\$0.3378	\$0.3378	\$0.4050	\$0.4050	\$0.4050	\$0.4050	\$0.4400
Proposed Property Tax Rate Increase						\$0.0551				\$0.0350
Trash Fees (in City)	\$11.70	\$11.70	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$21.00	\$21.00	\$21.00
Trash Fees (outside City)	\$42.75	\$42.75	\$42.75	\$42.75	\$42.75	\$42.75	\$42.75	\$54.00	\$0.00	\$0.00
Transfer from Electric Utility	8.0%	8.0%	\$8 million	\$8 million	\$10 million	\$10 million	\$10 million	\$10 million	\$10 million	\$10 million
% of Electric Fund Revenues			8.3%	9.6%	12.5%	12.2%	12.3%	12.2%	12.2%	11.8%
% of General Fund Revenues			22.3%	22.5%	25.7%	23.9%	23.7%	23.4%	23.4%	22.1%
Transfer from Water/Wastewater Utility	0.0%	4.5%	\$500,000	\$500,000	\$500,000	\$850,000	\$875,000	\$900,000	\$1,000,000	\$1,000,000
% of Water/Wastewater Fund Revenues			3.7%	3.6%	3.4%	5.7%	5.7%	5.8%	5.8%	6.3%
% of General Fund Revenues			1.4%	1.1%	1.3%	2.0%	2.1%	2.1%	2.1%	2.2%
WATER/WASTEWATER FUND										
Water per 1,000 gal	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
Water per 1,000 gal (Outside City)	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50
Water Customer Charge	\$1.25	\$1.25	\$1.25	\$1.25	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50
Wastewater per 1,000 gal. Charge	\$2.65	\$2.65	\$2.65	\$2.65	\$2.65	\$2.65	\$2.65	\$2.65	\$2.65	\$2.65
Wastewater per 1,000 gal (Outside City)	\$3.98	\$3.98	\$3.98	\$3.98	\$3.98	\$3.98	\$3.98	\$3.98	\$3.98	\$3.98
Wastewater Customer Charge	\$1.25	\$1.25	\$1.25	\$1.25	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50
Kent County Sewer Treatment Fee - Rate set by County	\$2.34	\$2.34	\$2.34	\$2.34	\$2.34	\$2.34	\$2.34	\$2.34	\$2.34	\$2.58
Kent County Sewer Adjustment (I & I flows)	\$1.05	\$1.05	\$1.05	\$1.05	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50
ELECTRIC FUND										
Residential Rates	\$0.1407	\$0.1364	\$0.1316	\$0.1204	\$0.1204	\$0.1203	\$0.1203	\$0.1203	\$0.1206	\$0.1206
Increase %	-3.0%	-3.1%	-3.5%	-8.5%	0.0%	-0.1%	0.0%	0.0%	0.2%	0.2%
Power Cost Adjustment							(\$0.00252)	(\$0.00855)	(\$0.00382)	(\$0.00382)
Electric Fund Customer Charge	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$7.50	\$7.50	\$7.50	\$8.46	\$8.46
Reconnect Fees	\$50 - \$100	\$50 - \$100	\$50 - \$100	\$50 - \$100	\$50 - \$100	\$50 - \$100	\$50 - \$100	\$50 - \$100	\$50 - \$100	\$50 - \$100
Return Check Fees	\$25	\$25	\$25	\$25	\$25	\$40	\$40	\$40	\$40	\$40

Major Operating Funds

Personnel

- Consideration given to staffing request
- Pay increases and progression steps in accordance with collective bargaining agreements; Non-Bargaining increases of 3% included
- No health care premium increase at the time of budget preparation
- Reduction in General Fund OPEB contributions – decreased overall budget \$1.1M
- Employee contract changes –
 - Education Assistance Request FY19 \$216,800 FY20 \$94,300
 - Vacation Sell Back Request FY19 \$348,600 FY20 \$17,900
 - In the past, these monies were budgeted in other employment expense, FY20 they are budgeted in the personnel budget. FY20 = \$112,200
- Retirement payouts are recommended to be absorbed by attrition and new hires put on hold until such time the budget will cover the position. Exceptions will be reviewed by the City Manager, Controller/Treasurer and Department Head.

Personnel Request

<u>REQUESTED STRATEGIC POSITIONS</u>			<u>RECOMMENDED STRATEGIC POSITIONS</u>		
<u>DEPARTMENT</u>	<u>POSITION</u>	<u>SALARY/BENEFITS</u>	<u>DEPARTMENT</u>	<u>POSITION</u>	<u>SALARY/BENEFITS</u>
GROUND	LABORER II STEP 1	\$ 50,900.00	GROUND	ARBORIST STEP 1	\$ 59,300.00
GROUND	ARBORIST STEP 1	\$ 59,300.00	CODE ENFORCEMENT	CE INSPECTOR I STEP 1	\$ 56,900.00
LIBRARY	LIBRARIAN I	\$ 60,300.00	INSPECTIONS	BLD INSPECTOR I STEP 1	\$ 56,900.00
	LESS: LIBRARY ASSISTANT	\$ (51,400.00)	STREETS	SW MOTOR EQUIPMENT OPERATOR I STEP 1	\$ 49,400.00
RECREATION	PLAYGROUND LEADER I (1)	\$ 10,500.00	STREETS	S MOTOR EQUIPMENT OPERATOR II STEP 1	\$ 54,000.00
RECREATION	PLAYGROUND LEADER I (2)	\$ 10,500.00	STREETS	SW MOTOR EQUIPMENT OPERATOR II STEP 1 (1)	\$ 54,000.00
LIFE SAFETY	LS INSPECTOR I STEP 1	\$ 56,900.00	STREETS	S SIGN/STREET PAINTER STEP 1	\$ 54,000.00
CODE ENFORCEMENT	CE INSPECTOR I STEP 1	\$ 56,900.00	STREETS	SW EQUIPMENT OPERATOR III STEP 1	\$ 57,200.00
PLANNING	PLANNER I	\$ 55,300.00	CITY MANAGER	GRANT WRITER	\$ 61,200.00
PLANNING	OFFICE ASSISTANT I	\$ 44,300.00	HUMAN RESOURCES	HUMAN RESOURCES COORDINATOR	\$ 73,200.00
INSPECTIONS	BLD INSPECTOR I STEP 1	\$ 56,900.00	MAYOR	ADMINISTRATIVE ASSISTANT	\$ 51,000.00
STREETS	SW MOTOR EQUIPMENT OPERATOR I STEP 1	\$ 49,400.00	POLICE CIVILIAN	SEU ADMIN ASSISTANT	\$ 49,800.00
STREETS	S MOTOR EQUIPMENT OPERATOR II STEP 1	\$ 54,000.00	PW ADMIN	MOTOR EQUIPMENT OPERATOR II STEP 1 (1)	\$ 51,400.00
STREETS	SW MOTOR EQUIPMENT OPERATOR II STEP 1 (1)	\$ 54,000.00			
STREETS	SW MOTOR EQUIPMENT OPERATOR II STEP 1 (2)	\$ 54,000.00	Count = 13		\$ 728,300.00
STREETS	S SIGN/STREET PAINTER STEP 1	\$ 54,000.00			
STREETS	SW EQUIPMENT OPERATOR III STEP 1	\$ 57,200.00			
SANITATION	SAN MOTOR EQUIPMENT OPERATOR III STEP 1	\$ 57,800.00			
CITY MANAGER	GRANT WRITER	\$ 61,200.00			
HUMAN RESOURCES	HUMAN RESOURCES COORDINATOR	\$ 73,200.00			
MAYOR	ADMINISTRATIVE ASSISTANT	\$ 51,000.00			
POLICE CIVILIAN	SEU ADMIN ASSISTANT	\$ 49,800.00			
POLICE	(1) PD OFFICERS	\$ 73,300.00			
POLICE	(2) PD OFFICERS	\$ 73,300.00			
POLICE	(3) PD OFFICERS	\$ 73,300.00			
POLICE	(4) PD OFFICERS	\$ 73,300.00			
PW ADMIN	SW MOTOR EQUIPMENT OPERATOR I STEP 1	\$ 51,400.00			
Count = 24		\$ 1,370,600.00			

Personnel Budget Summary

Fiscal Year 2019/2020 Recommended Budget Personnel Recap

	Budget Fiscal Year 2018/2019	Base Budget Fiscal Year 2019/2020	Requested Fiscal Year 2019/2020	Recommended Fiscal Year 2019/2020	FY18/19 vs. FY19/20	% Change
Base Pay	\$ 21,756,000	\$ 22,911,100	\$ 24,278,300	\$ 23,462,100	\$ 1,706,100	7.8%
Overtime	909,200	988,900	1,021,600	995,100	85,900	9.4%
Part-time Labor	825,000	808,800	858,500	839,100	14,100	1.7%
Total Labor Cost	23,490,200	24,708,800	26,158,400	25,296,300	1,806,100	7.7%
FICA	1,792,100	1,888,800	2,000,200	1,934,100	142,000	7.9%
Medical	4,367,400	4,463,300	4,912,100	4,625,500	258,100	5.9%
Life & Disability Ins.	98,200	105,800	113,600	109,100	10,900	11.1%
Worker's Compensation	917,300	974,300	1,019,200	989,900	72,600	7.9%
Education Assistance	-	119,900	94,300	94,300	94,300	n/a
Pension	4,398,300	4,613,700	4,725,300	4,661,600	263,300	6.0%
OPEB	2,296,500	1,153,100	1,227,700	1,184,200	(1,112,300)	-48.4%
Total Benefit Cost	13,869,800	13,318,900	14,092,400	13,598,700	(271,100)	-2.0%
Total Personnel Cost	\$ 37,360,000	\$ 38,027,700	\$ 40,250,800	\$ 38,895,000	\$ 1,535,000	4.1%
Increase over FY19		\$ 667,700	\$ 2,890,800	* \$ 1,535,000		

* Of the Recommended Budget is approximately \$719,900 for new positions with the remainder being pay increases or 3.3% of the Base Pay increase

By Fund

General Fund	\$ 29,506,700	\$ 29,718,400	\$ 31,941,500	\$ 30,585,700
Water & Wastewater Utilities	2,752,300	3,004,900	3,004,900	3,004,900
Electric Fund Utility	4,981,000	5,210,900	5,210,900	5,210,900
Grant Funds	120,000	93,500	93,500	93,500
	\$ 37,360,000	\$ 38,027,700	\$ 40,250,800	\$ 38,895,000

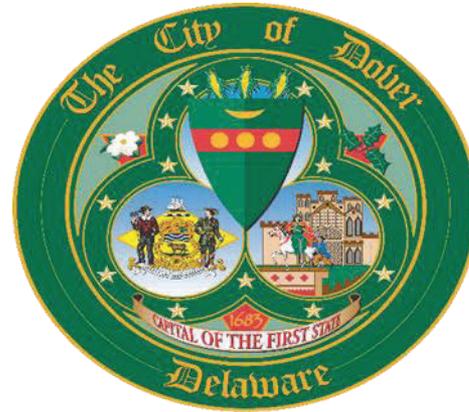
By Fund Increase over FY19

General Fund	\$ 211,700	\$ 2,434,800	* \$ 1,079,000
Water & Wastewater Utilities	\$ 252,600	\$ 252,600	\$ 252,600
Electric Fund Utility	\$ 229,900	\$ 229,900	\$ 229,900
Grant Funds	\$ (26,500)	\$ (26,500)	\$ (26,500)

* Included in the General Fund Recommended Budget is \$402,800 of personnel cost related to the Stormwater Division

Major Fund Highlights

Fiscal Year 2019/2020 Budget Hearing
May 29, 2019



City of Dover Budget Fiscal Year 2019-2020

General Fund

General Fund

Public Safety, General & Community Services

Police * Fire * Life Safety * Code Enforcement
Planning * Public Inspections * Library * Recreation
Streets * Stormwater * Sanitation * Tax Assessor

Support Services for all City Operations

Mayor * City Council * City Clerk * City Manager
Finance * Customer Service * Human Resources
Information Technology * Procurement & Inventory
Public Works Administration * Grounds
Facilities Management * Fleet Maintenance

General Fund Revenues

- Revenue increased as compared to the FY19 Original Budget
 - \$1,084,200 or 2.5%
- Major increases affecting revenues
 - Property Tax increase at \$.035, \$1,111,500
 - Property Tax increase related to new construction \$211,300
 - Interfund Service Receipts \$109,800
 - Court of Chancery Fees \$35,500
 - Transfer Taxes \$65,700
 - Civil Traffic Penalties \$35,900
 - Police Extra Duty \$55,000 *(Corresponding increase in expense)*
- Major decreases affecting revenues
 - Fines & Police Revenues \$174,200
 - Kent County Book Reimbursement \$25,000
 - Permits and Inspections \$245,000
 - Franchise Fees \$40,600
 - Rent & Investment Income \$36,700
 - Grants \$46,000

General Fund Expenditures

- Expense increase over FY19 Original Budget
 - \$1,044,100 or 2.3%
- Major increases/(decreases) affecting expenditures
(see Division summaries for details)
 - Transfer to the Capital Project Fund \$247,800
 - Includes \$936,000 Street Program
 - No FY19 General Fund Street Program due to PWII Clean Up
 - Wages & Benefits \$1,079,000
 - Added positions and new Stormwater Division
 - Tax Assessor – Reassessment Contract \$150,000
 - Recreation – Temp Help hours and contractual service
 - Life Safety – Decrease in Ambulance Services (\$130,000)
 - Police – Wages & Benefits \$501,500
 - Streets – Decrease (\$598,500) transfer to Stormwater (see wages & benefits)
 - Stormwater – Increase \$859,000 for new Division (see wages & benefits)
 - Public Works/Engineering – Silver Lake Emergency Action Plan \$175,700
 - Fleet Maintenance – Adjusted to cover Police Vehicles and creation of Supervisor position approved during FY19 \$218,700
 - Customer Service (\$129,600) staff reduction
 - Other Employment Expenses (\$500,000) Reduction in vacation sell back & payouts
 - Uncollectible Receivable Write Offs – (\$100,000) Reserve balance sufficient
 - Transfer to Capital Project Fund \$247,800

Property Taxes

PROPERTY ASSESSMENT PROJECTION

2015 BASE YEAR

TAXABLE ASSESSED VALUE AS OF JANUARY 9 2019		\$ 3,210,031,900
Annual Appeals (Exemption Requests that have been submitted)	Estimate Only	(6,172,900)
Annual Appeals Estimate of Appeals (will have a better estimate by end of April 2019-when appeals are filed)	Estimate Only	(8,000,000)
Added Assessment (Supplemental Bill for April plus open permits)	Estimate Only	2,000,000
Senior Citizen/Disability Exemption (approx 425 approved; revenue loss \$89,100-based on .405/\$100 tax rate)	Estimate Only	(22,000,000)
TOTAL TAXABLE ASSESSED VALUE		\$ 3,175,859,000

BID ASSESSMENTS

BID1	\$42,512,800
BID2	\$69,841,400
BID3	\$41,864,100

CITY OF DOVER PROJECTED PROPERTY TAX RECEIPTS ACCRUAL METHOD OF ACCOUNTING 7/01/19 - 6/30/20

Using a tax of \$0.440 per \$100 of assessment, the estimated gross 7/01/19 billing will be:	\$ 13,973,700.00
Penalties	70,000.00
Estimated Quarterly Billing	<u>28,000.00</u>

PROJECTED PROPERTY TAX RECEIPT SUBTOTAL **\$ 14,071,700.00**

PROJECTED BID RECEIPT TOTAL

<u>Pay In Lieu of Taxes</u>	
Luther Towers; State of Delaware; Milford Housing; Delaware State Housing; Dover Housing Authority; Whatcoat Village; Del State Housing (Liberty Court)	525,000.00

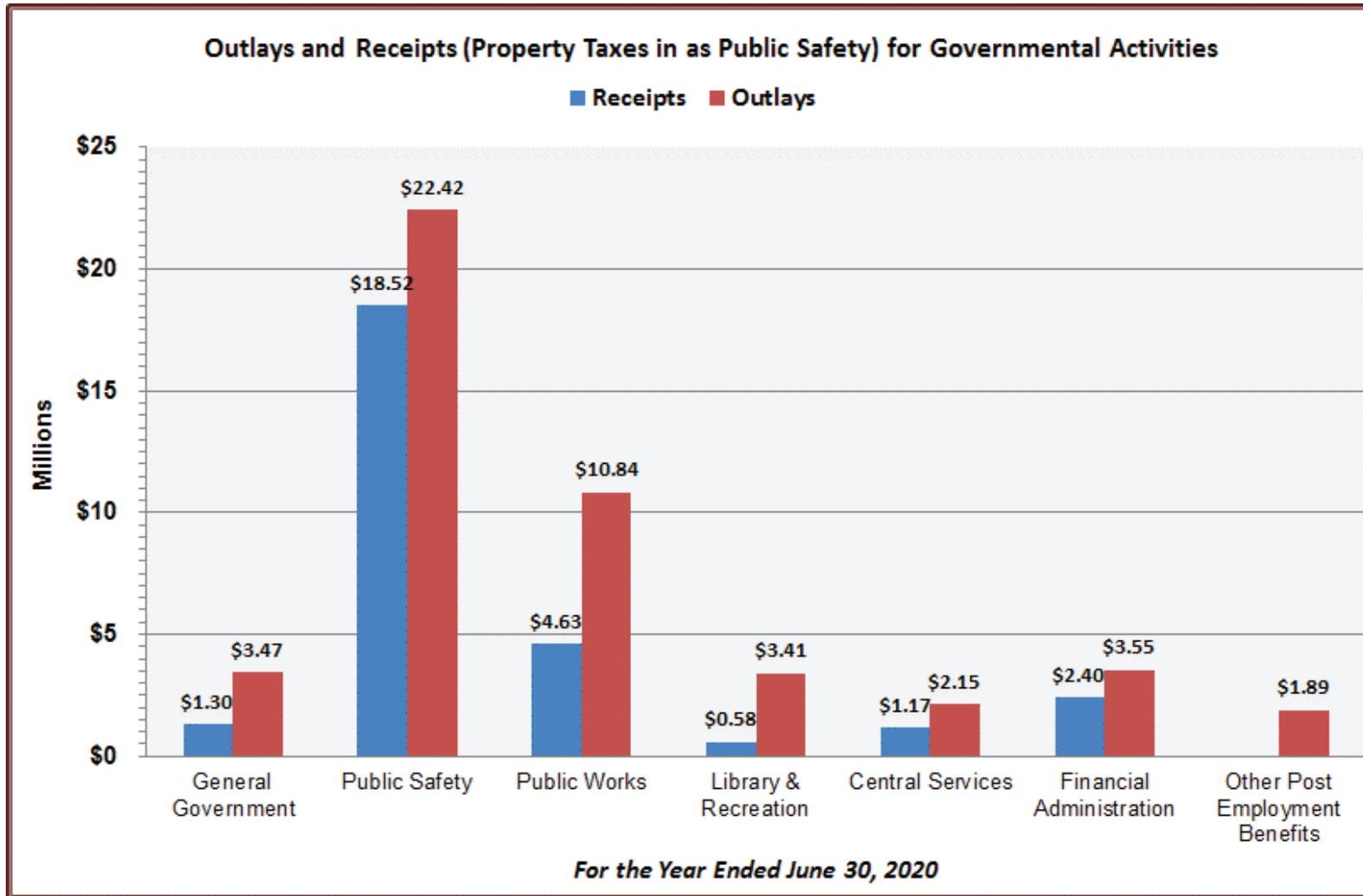
PROJECTED PROPERTY TAX RECEIPTS FOR FY 2017 **\$ 14,596,700.00**

\$0.01 of tax \$ 317,585.90

**Municipal
Tax Assessment and Calculation Survey
5/2/2019**

Municipality	Assessed Value of all taxable property within incorporated limits	Average Residential Assessed Value	Tax Billing for Average Residential Assessed Value	Tax Rate	Comments	Dover Proposed Tax Rate
						\$0.44
Dagsboro	\$47,365,622	\$77,776.06	\$472.06	.56 per \$100/Assessed value (100%)	We utilize our own tax assessor - not county values - each year those properties that are improved will be reassessed	\$342.21
Delaware City	\$65,708,018	\$48,000.00	\$523.20	1.19 per \$100 of assessed value		\$211.20
Dover	\$3,260,797,900	\$141,500.00	\$573.08	.405 per \$100/Assessed Value (100%)	Taxable property = all property - exemptions and farm land. (senior citizen/disability exemptions and Abatements have not been subtracted from this number) Last City Wide Reassessment was 2015	\$622.60
Elsmere	\$118,595,709	\$42,395.49	\$447.95 base tax \$347.32 Mill Rate for a total of \$795.27	A base tax of 447.95 is applied then a Mill Tax of .875 per 100	New Castle County Assessed value is used. Last re-assessment was in 1983.	\$186.54
Fenwick Island	\$36,463,440	\$40,888.00	\$815.48	\$1.92/\$100 assessed value	Assessed value = 50% Appraised Value. Last Assessment was 1976. New assessment is underway. Preliminary estimate for total assessed value is \$401,346,520. No formal or informal appeals have been made.	\$179.91
Georgetown	\$50,694,823	\$16,950.00	\$537.32	\$3.17 per \$100/Assessed value	Sussex County assessed value is used. The assessment is 50% of a 1974 appraised value.	\$74.58
Harrington	\$102,740,450	\$59,500.00	\$630.70	1.06 per \$100/Assessed value (100%)	Kent County assessed value is used. Last assessment for Kent County was 1987.	\$261.80
Henlopen Acres	\$13,719,926	\$59,028.63	\$1,546.55	2.62 per \$100/Assessed Value	Based on Sussex County Assessment	\$259.73
Laurel	\$38,572,892	\$19,500.00	\$550.00	2.87 per \$100/Assessed Value	Sussex County Tax Assessment 1974	\$85.80
Milford	\$1,087,030,059	\$95,666.60	\$440.07	.46 per \$100/Assessed Value (100%)	Charter requires city wide reassessment every 10 years; last performed FY12 therefore current values are based on FY12; Quarterly assessments performed when there are qualifying property changes.	\$420.93
Millville	\$100,151,800	\$50,302.26	\$251.52	\$0.50 per \$100 of Sussex County's Assessed Value	As of 5/1/19 for our FY '20. Sussex County's Assessed values are used. Includes both improved and unimproved properties.	\$221.33
Newark	\$861,694,282	\$74,648.00	\$600.32	\$0.8042 per \$100/Assessed value	As of 4/1/2019. Tax rate effective 7/1/2019. Based on New Castle County property assessments from 1983. Gross assessment is \$1,563,660,720. 45% of Newark gross assessment is exempt.	\$328.45
New Castle	\$290,188,550	\$43,804.00	\$525.64	\$1.20 per \$100/assessed value	New Castle County value is used. Last re-assessment was in 1983	\$192.74
Newport	\$55,416,136	\$38,000.00	\$405.00	\$1.0712 per \$100/Assessed Value	We use NCC assessment rolls. NCC tax rolls note exemptions that we do not count, so taxable property figure is loosely accurate.	\$167.20
Ocean View	\$866,057,908	\$497,483.00	\$641.93	\$0.2478 per \$100 of Assessed Value	1. OV Charter requires a full reassessment every 5 years - current property taxes are based on an assessment done in late 2017. 2. Residential value includes both improved and unimproved properties.	\$2,188.93
Selbyville	\$32,400,868	\$16,500.00	\$305.25	\$1.85 per \$100/Assessed value	Sussex County assessed value is used. The assessment is 50% of a 1974 appraised value.	\$72.60
Smyrna	\$1,070,841,344	\$170,000.00	\$714.00	.42 per \$100/Assessed value (100%)	Smyrna, last assessment was 2006.	\$748.00
South Bethany	\$40,259,950	\$30,356.02	\$394.63	\$1.30 per \$100/Assessed Value	Sussex County Assessment - 1974	\$133.57

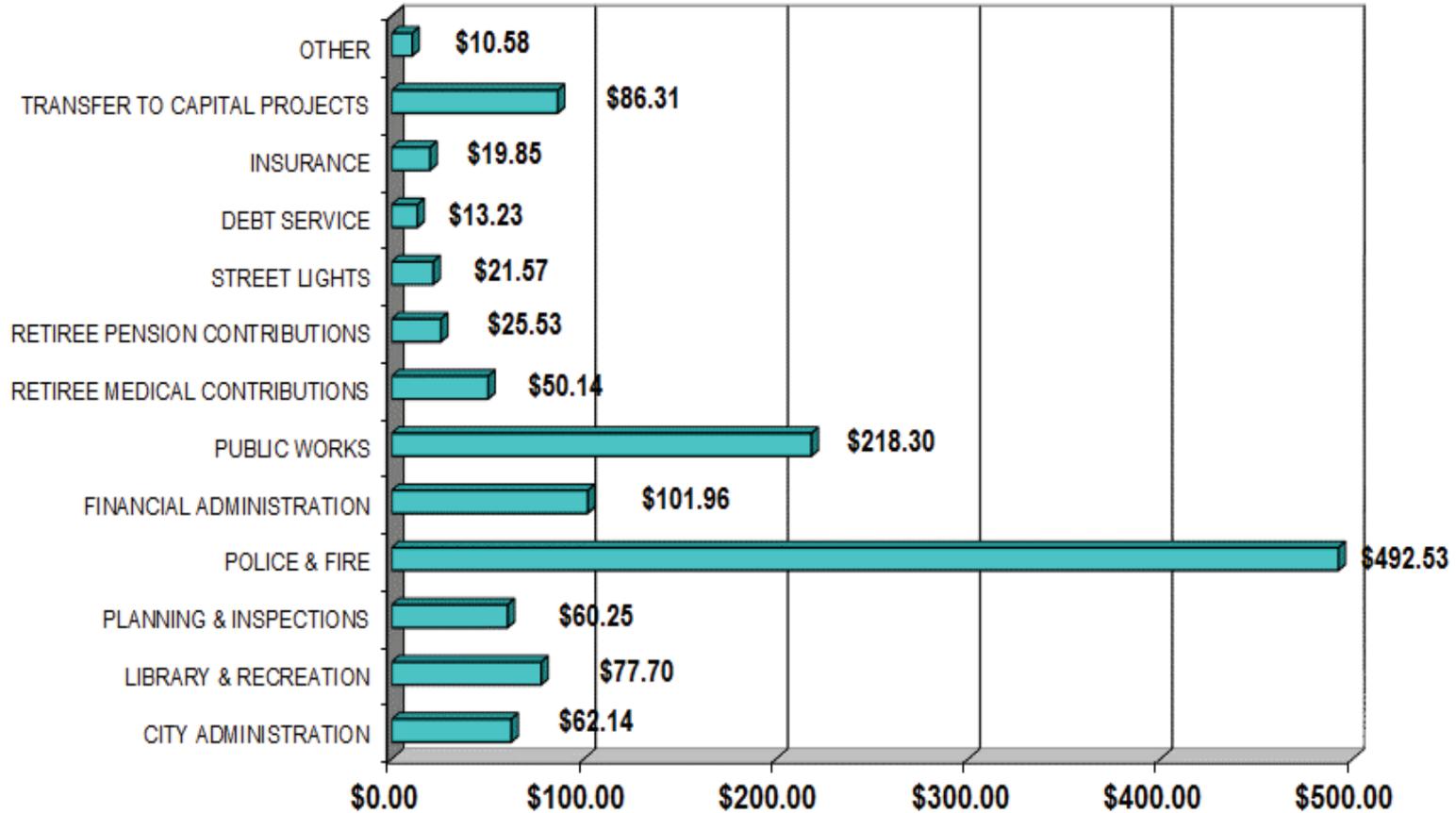
FY20 Proposed Budget - General Fund Program Receipts & Expenditures



FY 2020 ANNUAL OPERATING BUDGET - DOVER, DELAWARE

PROJECTED COST PER CAPITA BY FUNCTION

Fiscal Year 2019-2020



Total per capita based on population estimate of 37,790 = \$1,240.08

General Fund

Capital Investment Plan

Fiscal Year 2020 - 2024

City of Dover, Delaware
FY 2020 Capital Investment Plan - General Fund Revised
 FY 20 thru FY 24

FUNDING SOURCE SUMMARY

Source	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Capital Asset Reserve	172,000					172,000
General Fund	3,261,600	5,929,300	4,139,000	3,849,500	3,459,800	20,639,200
Other (Loan)	1,228,600					1,228,600
Police Grant	13,800					13,800
State Grant	228,000	35,000	73,000			336,000
GRAND TOTAL	4,904,000	5,964,300	4,212,000	3,849,500	3,459,800	22,389,600

City of Dover, Delaware
FY 2020 Capital Investment Plan - General Fund Revised
 FY 20 thru FY 24

PROJECTS BY DEPARTMENT

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Facilities Management								
2020 City Hall Improvements	FC2001	n/a	782,000					782,000
William Street truck rail	FC2002	n/a	2,000					2,000
2021 City Hall Improvements	FC2102	n/a		160,500				160,500
2022 City Hall Improvements	FC2201	n/a			60,000			60,000
Facilities Management Total			784,000	160,500	60,000			1,004,500
Fire/Robbins Hose								
Fire Station II roof	FR2002	4	31,000					31,000
Fire Station II HVAC	FR2003	2	36,800					36,800
Fire Station 2 Improvements	FS2001	6	40,000					40,000
Fire/Robbins Hose Total			107,800					107,800
Information Technology								
Network Infrastructure	IT1801	2	21,600	21,600	21,600			64,800
Server Lifecycle	IT1900	3	24,000	40,000				64,000
Information Technology Total			45,600	61,600	21,600			128,800
Parks and Recreation								
Schutte Park Land Improvements	PR1402	1	75,000	75,000	75,000	75,000		300,000
Dover Park - Master Plan	PR1701	1	125,000	125,000	125,000	125,000		500,000
Park and Playground Improvement Program	PR1800	3	66,000		66,000			132,000
Small Park Improvements	PR1801	4	15,000	15,000	15,000			45,000
Silver Lake Park - Master Plan&Plan Implementation	PR2000	1		70,000	80,000			150,000
Dover Park - Can-Do Playground	PR2002	n/a	195,000					195,000
2021 Dover Park Improvements	PR2100	n/a		310,000				310,000
Parks and Recreation Total			476,000	595,000	361,000	200,000		1,632,000

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Police								
Police Station 2nd Floor Tile Replacement	PD2001	1	23,300					23,300
PD Warehouse HVAC (for 2nd Floor Evidence Room)	PD2002	2	19,000					19,000
Police Station Chiller Replacement	PD2004	4	228,600					228,600
PD Communications Center Alarm Panel Replacement	PD2005	3	136,700					136,700
Police Station 1st Floor Tile Replacement	PD2101	1		36,400				36,400
PD Cooling Station Tower & Pump Replacement	PD2103	3		319,300				319,300
Police Total			407,600	355,700				763,300
Procurement & Inventory								
2020 Warehouse Improvements	CS2001	2	390,000					390,000
2021 Warehouse Improvements	CS2101	4		15,000				15,000
2022 Warehouse Improvements	CS2201	6			70,000			70,000
Procurement & Inventory Total			390,000	15,000	70,000			475,000
Public Works - Stormwater								
Miscellaneous Emergency Storm Sewer Repairs	ST2002	2	76,000	79,000	82,000	85,000	88,000	410,000
Mirror Lake Drainage Basin Improvements	ST2004	4	75,000		350,000			425,000
East Lake Garden Drainage Basin Improvements	ST2005	5	80,000		500,000			580,000
West Street Flooding Improvements	ST2006	5	14,000	60,000		600,000		674,000
Bradford Street Drainage Basin Improvements	ST2103	3		1,200,000				1,200,000
Persimmon Park Place Basin Improvements	ST2104	4		900,000				900,000
Water Street Flooding Improvements	ST2206	6			14,000	60,000		74,000
The Greens of Dover/Lampighter Ln Stormwater Imp	ST2305	5				16,000	65,000	81,000
Lynnhaven Drive Flooding Improvements	ST2405	5					18,000	18,000
Public Works - Stormwater Total			245,000	2,239,000	946,000	761,000	171,000	4,362,000
Public Works - Streets								
Street, Concrete and Alley Program	ST2001	1	936,000	936,000	1,168,000	1,200,000	1,240,000	5,480,000
Streets truck barn doors	ST2101	6		20,000				20,000
Public Works - Streets Total			936,000	956,000	1,168,000	1,200,000	1,240,000	5,500,000
GRAND TOTAL			3,392,000	4,382,800	2,626,600	2,161,000	1,411,000	13,973,400

City of Dover, Delaware
FY 2020 Capital Investment Plan - General Fund Revised
 FY 20 thru FY 24

PROJECTS BY DEPARTMENT

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Code Enforcement								
2002 Dodge 1500 Pick Up	20Veh# 18	n/a	18,600					18,600
2020 Strategic Automobile	20Veh# XXX	n/a	18,600					18,600
2007 Dodge Pick Up	21Veh# 17	n/a		17,000				17,000
Code Enforcement Total			37,200	17,000				54,200
Facilities Management								
2005 Ford F150 #433	21Veh#433	n/a		32,200				32,200
Facilities Management Total				32,200				32,200
Fire/Robbins Hose								
Engine 7 - 1997 Pierce Dash Pumper	FR1800	1	77,700	77,700	77,700	77,700	77,700	388,500
Fire Rescue/Pumper Truck #1	FR2000	1	95,600	95,600	95,600	95,600	95,600	478,000
Engine 3 - 2003 Pierce Lance Pumper	FR2201	1			76,100	76,100	76,100	228,300
Engine 6 - 2003 Pierce Lance Pumper	FR2202	1			76,800	76,800	76,800	230,400
Engine 4 - 2005 Pierce Lance Pumper	FR2300	1				78,600	78,600	157,200
Fire/Robbins Hose Total			173,300	173,300	326,200	404,800	404,800	1,482,400
Fleet Maintenance								
2001 Dodge Ram 1500 #131	20Veh #131	n/a	21,600					21,600
2003 Chevrolet 1500HD Flat Bed #119	21Veh#119	n/a		60,000				60,000
Fleet Maintenance Total			21,600	60,000				81,600
Life Safety (Fire Marshal)								
2012 Dodge Durango	20Veh# 12	n/a	48,900					48,900
Life Safety (Fire Marshal) Total			48,900					48,900

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Permtting and Inspections								
2020 Strategic Automobile	20Veh# XYX	n/a	18,600					18,600
2001 Dodge Pick Up	21Veh# 19	n/a		17,000				17,000
2001 Dodge Pick Up	21Veh# 22	n/a		17,000				17,000
Permtting and Inspections Total			18,600	34,000				52,600

Police								
2010 Dodge Charger PPV (209)	20 Veh#209	n/a	52,800					52,800
2013 Dodge Charger PPV (216)	20 Veh#216	n/a	52,500					52,500
2008 Ford Fusion Admin (230)	20 Veh#230	n/a	27,200					27,200
2010 Ford Fusion Admin (235)	20 Veh#235	n/a	27,200					27,200
2011 Ford Fusion Admin (240)	20 Veh#240	n/a	27,200					27,200
2013 Dodge Charger PPV (250)	20 Veh#250	n/a	52,500					52,500
2007 Ford Fusion Admin (261)	20 Veh#261	n/a	27,200					27,200
2008 Ford Fusion (274)	20 Veh#274	n/a	27,200					27,200
2012 Dodge Charger PPV (276)	20 Veh#276	n/a	52,500					52,500
2014 Dodge Charger (201)	21 Veh#201	n/a		24,300				24,300
2013 Dodge Charger Admin (204)	21 Veh#204	n/a		33,000				33,000
2012 Dodge Charger PPV (205)	21 Veh#205	n/a		24,300				24,300
2000 Ford Taurus (210)	21 Veh#210	n/a		24,300				24,300
2011 Chev Silverado (215)	21 Veh#215	n/a		18,600				18,600
2012 Chevy Tahoe PPV (223)	21 Veh#223	n/a		33,000				33,000
2014 Dodge Charger PPV (232)	21 Veh#232	n/a		24,300				24,300
2013 Dodge Charger PPV (236)	21 Veh#236	n/a		33,000				33,000
2014 Dodge Charger PPV (241)	21 Veh#241	n/a		33,000				33,000
2014 Dodge Charger PPV (264)	21 Veh#264	n/a		33,000				33,000
2009 Harley FLHTP (266)	21 Veh#266	n/a		23,900				23,900
2013 Dodge Charger PPV (269)	21 Veh#269	n/a		33,000				33,000
2014 Dodge Charger PPV (282)	21 Veh#282	n/a		24,300				24,300
2014 Dodge Charger PPV (283)	21 Veh#283	n/a		24,300				24,300
2016 Dodge Charger (202)	22 Veh#202	n/a			33,000			33,000
2014 Dodge Charger PPV (219)	22 Veh#219	n/a			33,000			33,000
2014 Dodge Charger PPV (220)	22 Veh#220	n/a			33,000			33,000
2015 Chevy Tahoe PPV (229)	22 Veh#229	n/a			33,000			33,000
2017 Ford F150 Crew Cab 4x4 SS (239)	22 Veh#239	n/a			22,400			22,400
2014 Dodge Charger PPV (242)	22 Veh#242	n/a			33,000			33,000
2014 Dodge Charger Admin (243)	22 Veh#243	n/a			33,000			33,000
2014 Dodge Charger PPV (263)	22 Veh#263	n/a			33,000			33,000
2014 Dodge Charger PPV (265)	22 Veh#265	n/a			33,000			33,000
2011 Harley FLHTP (267)	22 Veh#267	n/a			23,900			23,900

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total	
2014 Dodge Charger PPV (284)	22 Veh#284	n/a			33,000			33,000	
2011 Ford Fusion Admin (286)	22 Veh#286	n/a			24,300			24,300	
2012 Ford Fusion Admin (287)	22 Veh#287	n/a			24,300			24,300	
2015 Chevy Tahoe PPV (293)	22 Veh#293	n/a			33,000			33,000	
2017 Harley FLHTP (211)	23 Veh#211	n/a				23,900		23,900	
2016 Dodge Charger (212)	23 Veh#212	n/a				33,000		33,000	
2016 Dodge Charger (213)	23 Veh#213	n/a				33,000		33,000	
2016 Dodge Charger (224)	23 Veh#224	n/a				33,000		33,000	
2011 Chevy Tahoe PPV (226)	23 Veh#226	n/a				33,000		33,000	
2016 Dodge Charger (228)	23 Veh#228	n/a				33,000		33,000	
2017 Harley FLHTP (244)	23 Veh#244	n/a				23,900		23,900	
2016 Ford F150 4WD (245)	23 Veh#245	n/a				20,500		20,500	
2014 Dodge Charger Admin (249)	23 Veh#249	n/a				33,000		33,000	
2016 Harley FLHTP (256)	23 Veh#256	n/a				23,900		23,900	
2015 Harley FLHTP (268)	23 Veh#268	n/a				23,900		23,900	
2016 Dodge Charger (271)	23 Veh#271	n/a				33,000		33,000	
2016 Dodge Charger (275)	23 Veh#275	n/a				33,000		33,000	
2014 Dodge Charger (290)	23 Veh#290	n/a				33,000		33,000	
1998 Ford E250 (207)	24 Veh#207	n/a					70,000	70,000	
1996 Ford E350 (246)	24 Veh#246	n/a					95,000	95,000	
2012 Ford E550 (247)	24 Veh#247	n/a					240,000	240,000	
2016 Dodge Charger (253)	24 Veh#253	n/a					33,000	33,000	
2016 Dodge Charger (254)	24 Veh#254	n/a					33,000	33,000	
2015 Dodge Charger (278)	24 Veh#278	n/a					33,000	33,000	
2007 Ford Crown Victoria (280)	24 Veh#280	n/a					33,000	33,000	
1999 Ford E250 (281)	24 Veh#281	n/a					70,000	70,000	
2017 Dodge Charger (288)	24 Veh#288	n/a					33,000	33,000	
2017 Dodge Charger (289)	24 Veh#289	n/a					33,000	33,000	
2009 Chev C55 (294)	24 Veh#294	n/a					24,300	24,300	
2005 Ford E250 (295)	24 Veh#295	n/a					22,000	22,000	
2002 Dodge Ram 1500 (296)	24 Veh#296	n/a					20,500	20,500	
2001 Ford E450 SD ctwy (298)	24 Veh#298	n/a					125,000	125,000	
Police Officer Body Worn Cameras	PD2102	2		144,300				144,300	
Police Total				346,300	530,600	424,900	413,100	864,800	2,579,700
Public Works - Engineering									
2008 Ford F150 Pick-Up (420)	21 Veh#420	1			34,000			34,000	
Public Works - Engineering Total				34,000				34,000	
Public Works - Grounds									

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
2006 Kubota Mower #581	20Veh#581	n/a	39,400					39,400
2009 Toro Mower #561	20Veh#561	n/a	68,000					68,000
2001 Dodge Ram 2500 Truck #580	20Veh#580	n/a	21,000					21,000
1994 Vermeer Chipper #588	21Veh#588	n/a		89,000				89,000
2012 Toro Mower #562	21Veh#562	n/a		62,000				62,000
2010 Torob Zero Turn Mower w/bager	22Veh#563	n/a			12,000			12,000
1987 Case Tractor w/mower	22Veh#571	n/a			40,000			40,000
1991 Vermeer 1250 Chipper #456	23Veh#456	n/a				25,000		25,000
2011 Ford F350 1 ton Dump Truck #577	23Veh#577	n/a				45,000		45,000
2009 International Bucket Truck #556	24Veh#556	n/a					170,000	170,000
Public Works - Grounds Total			128,400	151,000	52,000	70,000	170,000	571,400
Public Works - Sanitation								
2003 Peterbilt Automated Trash Truck #444	20Veh#444	1	287,200					287,200
2008 Intn't Rear Loader (445)	21Veh# 445	2		179,300				179,300
2011 Peterbilt Automated Trash Truck #450	21Veh#450	n/a		295,900				295,900
2009 International Bulk Trash Truck #446	22Veh# 446	2			177,500			177,500
2014 Peterbilt Automated Trash Truck #442	22Veh#442	1			304,800			304,800
2015 Peterbilt Automated Trash Truck #443	23Veh#443	1				314,000		314,000
2012 Kenworth Bulk Trash Truck #447	23Veh#447	2				182,800		182,800
2016 Peterbilt Automated Trash Truck #450	24Veh#450	n/a					323,500	323,500
Public Works - Sanitation Total			287,200	475,200	482,300	496,800	323,500	2,065,000
Public Works - Stormwater								
Storm Water Proposed Vehicle	20Veh#XXX	3	40,000					40,000
2002 Old Dominion Leaf Vac #361	21Veh#361	1	80,000					80,000
2006 Sterling Vac Track #350	22Veh#350	1			300,000			300,000
2009 Old Dominion Leaf Vac #363	23 Veh#363	n/a				76,500		76,500
2001 Int'l Dump Truck (322)	23Veh# 322	2				150,800		150,800
2006 Old Dominion Leaf Vac #365	23Veh#365	n/a				76,500		76,500
2006 International Sweeper #356	24Veh#356	n/a					285,700	285,700
Public Works - Stormwater Total			120,000		300,000	303,800	285,700	1,009,500
Public Works - Streets								
1992 International Dump Truck (326)	19Veh# 326	1	144,700					144,700
2002 Case Loader #316	21Veh#316	2	185,800					185,800
Public Works - Streets Total			330,500					330,500

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Public Works Admin								
2008 Ford F150 #440	21Veh# 440	n/a		32,200				32,200
2008 Toyota Camry Hybrid #669	21Veh# 669	n/a		42,000				42,000
Public Works Admin Total				74,200				74,200
GRAND TOTAL			1,512,000	1,581,500	1,585,400	1,688,500	2,048,800	8,416,200

Parks & Recreation

Update on Master Plans & Maintenance Crew Activities

City Parks & Open Space

- Acorn Farms Open Space
- Bicentennial Playground
- City Hall Plaza
- Constitution Park
- Continental Park
- Dover Park
- Dover Street Park
- Fox Hall Open Space
- The Green
- The Hamlet Open Space
- The Hamlet Park
- Heatherfield East Park
- Holden Park
- Kent Road & Rt. 8 Open Space
- Kirkwood Street Park
- Mallard Pond Park
- Mary Street Park
- Mayfair Park
- Memorial Park
- Millcreek Park
- Orville Myers Park
- Richardson Park
- Saulsbury Park
- Schutte Park
- Silver Lake Park
- Turner Drive Park
- Westfield Park
- Westwind Meadows
- Williams Park
- Woodbrook Park

Note – Mowing and litter collection will still be performed by Grounds Division

Schutte Park Master Plan - 2017

- Capital Investment Plan \$9,217,000
 - Phase I 2018 - \$3,897,000
 - Parking lot, trail construction, trail lighting, tree planting, and stormwater management facilities
 - Phase II 2019 - \$2,793,000
 - Athletic turf fields and additional lighting around the fields
 - Phase III 2021 - \$1,863,000
 - Additional parking lot and trail improvements, addition of a new bathroom facility
 - Phase IV 2023 - \$664,000
 - Skate park and pavilion improvements based on available construction data and size of skate park

Dover Park Master Plan - 2018

FINAL PREFERRED CONCEPT - DOVER PARK CAPITAL IMPROVEMENT LIST				
Phase 1 (0-5 yrs.)				
Phase	Quantity	Improvement	Approximate Unit Cost	Total Cost
Pathways, Trails, and Circulation				
1	0.75 Miles	Asphalt Paved Trail	\$45,000 per 1/4 mile	\$135,000
1	0.25 Miles	Gravel/crushed stone trail (8' wide)	\$15,000 per 1/4 mile	\$30,000
1	5	Park Entrance Enhancements	\$7,000 each	\$35,000
sub-total				\$200,000
Athletic Facilities				
1	3	Resurface Tennis Courts	\$10,000 each	\$30,000
1	2	Resurface Basketball Courts	\$10,000 each	\$20,000
sub-total				\$50,000
Vegetation Management				
1	6	Clearing Undergrowth	\$8,000 per acre	\$60,000
1	5	Remove Large Specimen Trees	\$3,000 each	\$15,000
sub-total				\$75,000
Park Security				
1	3	Security Cameras	\$7,500 camera + \$7,500 pole	\$45,000
sub-total				\$45,000
Total Improvements				\$370,000
Estimated Engineering costs (15%)				\$60,000
5 year maintenance costs (includes current costs)				\$70,000
Approximate Phase I Cost				\$500,000

Menu of Potential Additional Improvements	
Splash Pad (accommodates 20-30 Kids)	\$250,000
Can-Do Playground	\$195,000
Indoor Classroom with Restrooms	\$165,000
Linear Skate Obstacles (1000 SF)	\$65,000
Nature Play Area	\$40,000
Community Garden (with fence)	\$35,000
Park benches (10)	\$20,000
Pond Enhancement/Enjoyment Area	\$20,000
Wildlife enhancements (i.e. birdhouses, bat boxes, view scopes)	\$6,000
Fix and Maintain Frisbee Golf Course	\$6,000

Anticipated Available Funding Phase 1	
FY 2018-2019	\$140,000
FY 2019-2020	\$125,000
FY 2020-2021	\$125,000
FY 2021-2022	\$125,000
FY 2022-2023	\$125,000
total	\$640,000

Dover Park Master Plan – 2018

HIGH PRIORITY FACILITIES

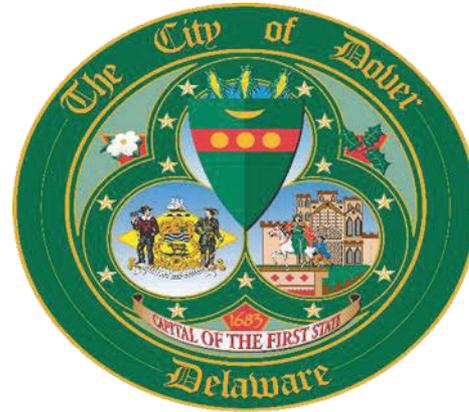
Short Term (0-5 years) Element Sections	
Element	Description
Paved Loop Trail System	Public feedback favored a loop trail system but there was concern for the amount of asphalt trails and disturbance within the wooded areas. For the final concept, an ADA accessible asphalt loop trail was selected with crushed stone/gravel secondary connection trails. The asphalt trail from the main entrance to the existing playground was eliminated, the main trail in the evergreen forest was moved along the perimeter to minimize forest impacts, and the alignment within the hardwood forest was adjusted to use the existing abandoned asphalt area and avoid crossing the ditch. Potential for bicycle racks, fitness stations, benches, etc. to be added along trail and at intersections.
Resurface Existing Courts	Public feedback encouraged preserving and enhancing existing facilities within the park. Resurface and repaint existing tennis courts (3) and basketball courts (2). Repaint tennis court lines to include pickleball. Repair or replace broken nets, if any.
Park Entrances and Enhancements	Due to the amount of vegetation clearing for a new parking lot and an asphalt trail from Acorn Lane and the park currently having adequate parking, the parking lot addition was not selected for final design. A pedestrian access point and crushed/stone trail was selected to provide access from Acorn Lane to minimize environmental impacts. Similar trail treatments were selected for access points from Mapleton Square and Manchester Square. Trim and remove of vegetation around entrances and on fencing to improve visibility to park. Replace main entrance sign. Add smaller park signs for all other entrances.
Vegetation Management	This action is a top priority for safety and better utilization of the park. Thinning of undergrowth and clearing of invasive vegetation near the existing entrances, all proposed entrances, along proposed trails and through the middle of the park to improve user visibility.
Security Camera	At least three security cameras funded, placed and monitored by Dover Police Department.

Parks – Capital Investment Plan

		<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>Total</u>
Project							
Schutte Park - Master Plan	PR1402	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Dover Park - Master Plan	PR1701	125,000	125,000	125,000	125,000	-	500,000
Park & Playground Improvement Program	PR2001	66,000	-	66,000	-	66,000	198,000
Small Park Improvements	PR2003	15,000	15,000	15,000	15,000	15,000	75,000
Dover Park - Can Do Park	PR2002	195,000	-	-	-	-	195,000
Dover Park - Splash Pad & Bathrooms	PR2100	-	310,000	-	-	-	310,000
Silver Lake Park - Master Plan	PR2101	-	70,000	80,000	-	-	150,000
Total Project Cost		\$476,000	\$595,000	\$361,000	\$215,000	\$156,000	\$1,803,000
Funding Sources							
General Fund		\$248,000	\$250,000	\$288,000	\$215,000	\$123,000	\$1,124,000
Parkland Reserve		-	-	-	-	-	-
State Grant		33,000	35,000	73,000	-	33,000	174,000
Grants & Donations		195,000	310,000	-	-	-	505,000
Total Funding Sources		\$476,000	\$595,000	\$361,000	\$215,000	\$156,000	\$1,803,000

Discussion Items

- Recreation Needs Assessment approved in August 2015
 - Surveys received = 506
- Schutte Park Master Plan
 - Developed by in-house staff throughout 2016, including a public workshop on July 20, 2016
- Dover Park Master Plan
 - Surveys received = 34 (*27% in walking distance*)
 - Optional Amenities
 - Prioritization and funding of park improvements
- Dog Parks



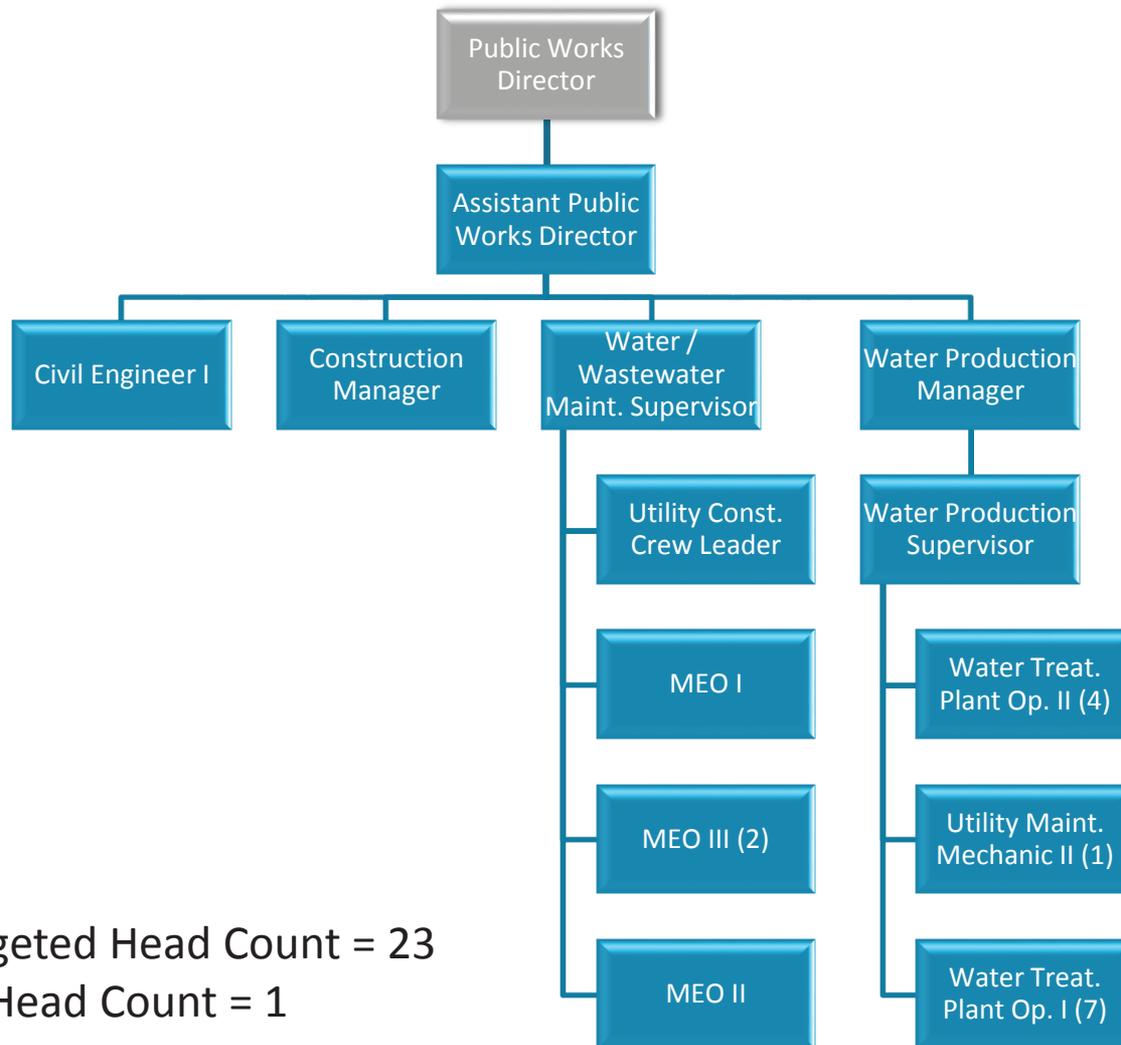
City of Dover Budget Workshop Fiscal Year 2019-2020

Water & Wastewater Funds

Water Fund Operations

- Accomplishments in FY19
 - Completed Water / Wastewater Rate Study.
 - Established and filled Water Production Manager position.
 - Established and filled Assistant Public Works Director position.
 - Filled all vacancies within Water Fund Divisions.
 - Completed Lead & Copper Rule sampling and reporting.
 - Completed Delaware Drinking Water Needs Assessment System Report.
- Accomplishments planned in FY20
 - Increase head count by one (1) for additional Civil Engineer I.
 - Completion of Unregulated Contaminant Monitoring Rule Phase 5 sampling and reporting.
 - Completion of integrating water meters geospatially into GIS.
 - Completion of allocation permit renewal through DNREC.
 - Integration of new billing and work order system with Tyler Munis.

DPW Water Fund Org Chart



Total Budgeted Head Count = 23
Strategic Head Count = 1

Water Fund Budget

- Revenue decrease over FY19 Original Budget \$236,800 or -3.5%
- Expense increase over FY19 Original Budget \$343,200 or 5.0%
- Major increases/(decreases) affecting revenues
 - Water/Wastewater Service fees (\$366,600) due to lower usage
 - Impact Fee increase \$120,000 based on average trend of permits
- Major increases/(decreases) affecting expenses
 - Transfer of Assistant Public Works Director from the General Fund Budget to the Water Fund
 - Increase in materials and supplies for chemicals and well house repairs
 - Increase in contractual services for Water Tank painting
 - Increased debt service attributed to funding projects with State Revolving Fund loans \$239,500
 - Interfund Services \$170,300 attributed to allocations
 - Capital Project Appropriation reduction (\$300,000)

Planning for the future - Water

- Implementation of cost of service rates and modeling
 - Public workshops July – December 2019, with proposed changes presented to City Council in January 2020. (Tentative timing)
- Customer Service enhancements
 - Advance Metering Infrastructure (AMI)
 - Roll out of new billing system with Tyler Munis
 - Continue water quality improvements with flushing program and water main replacements
- Capacity improvements
 - Evaluating future well installation
 - Denney's Road Water Tower

Water Capital Investment Plan

CAPITAL PROJECTS	Revised 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	5 Yr Projctd Total
<u>Water, Water Construction & Water Treatment</u>							
Vehicles & Equipment - Water	\$ 160,800	\$ 70,300	\$ 267,300	\$ 115,000	\$ 64,400	\$ -	\$ 517,000
Meter Reading - Radio Read Meters (Split W/WW 50%)	-	-	350,000	350,000	-	-	700,000
Economic Develop Prog	25,000	-	-	-	-	-	-
N. State Street Water Main Replacement	90,000	-	-	-	-	-	-
Denney's Road (Water Tower?) - Design	-	-	84,000	1,495,000	1,495,000	-	3,074,000
Bulk Water Station - William Street	42,400	-	-	-	-	-	-
Future Well Installation	-	-	687,000	687,000	-	-	1,374,000
Wellhead Redevelopment	90,000	75,000	75,000	75,000	75,000	75,000	375,000
Water Quality Improvements	294,900	773,000	1,050,000	1,092,000	980,000	1,264,800	5,159,800
Emergency Repairs - line breaks	88,000	85,000	85,000	85,000	85,000	85,000	425,000
Treatment Plant Improvements	6,468,200	516,800	-	-	-	-	516,800
Total Water	\$ 7,259,300	\$ 1,520,100	\$ 2,598,300	\$ 3,899,000	\$ 2,699,400	\$ 1,424,800	\$ 12,141,600

FUNDING SOURCES	Revised 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	5 Yr Projctd Total
I & E Fund Budget Balance - Water	\$ 5,672,600	\$ 4,298,700	\$ 4,319,500	\$ 3,260,200	\$ 1,909,900	\$ 1,954,700	
Transfer from Operating Fund - Water	1,800,000	1,500,000	800,000	1,000,000	1,200,000	1,500,000	6,000,000
Transfer from Impact Fee Reserve - Water	40,400	30,900	729,000	43,700	39,200	50,600	893,400
State Loan Fund - Water	4,000,000	-	-	1,495,000	1,495,000	-	2,990,000
Interest Income - Water	45,000	10,000	10,000	10,000	10,000	10,000	50,000
Total Funding Sources - Water	\$ 5,885,400	\$ 1,540,900	\$ 1,539,000	\$ 2,548,700	\$ 2,744,200	\$ 1,560,600	\$ 9,933,400
Water - Ending Budget Balance	\$ 4,298,700	\$ 4,319,500	\$ 3,260,200	\$ 1,909,900	\$ 1,954,700	\$ 2,090,500	

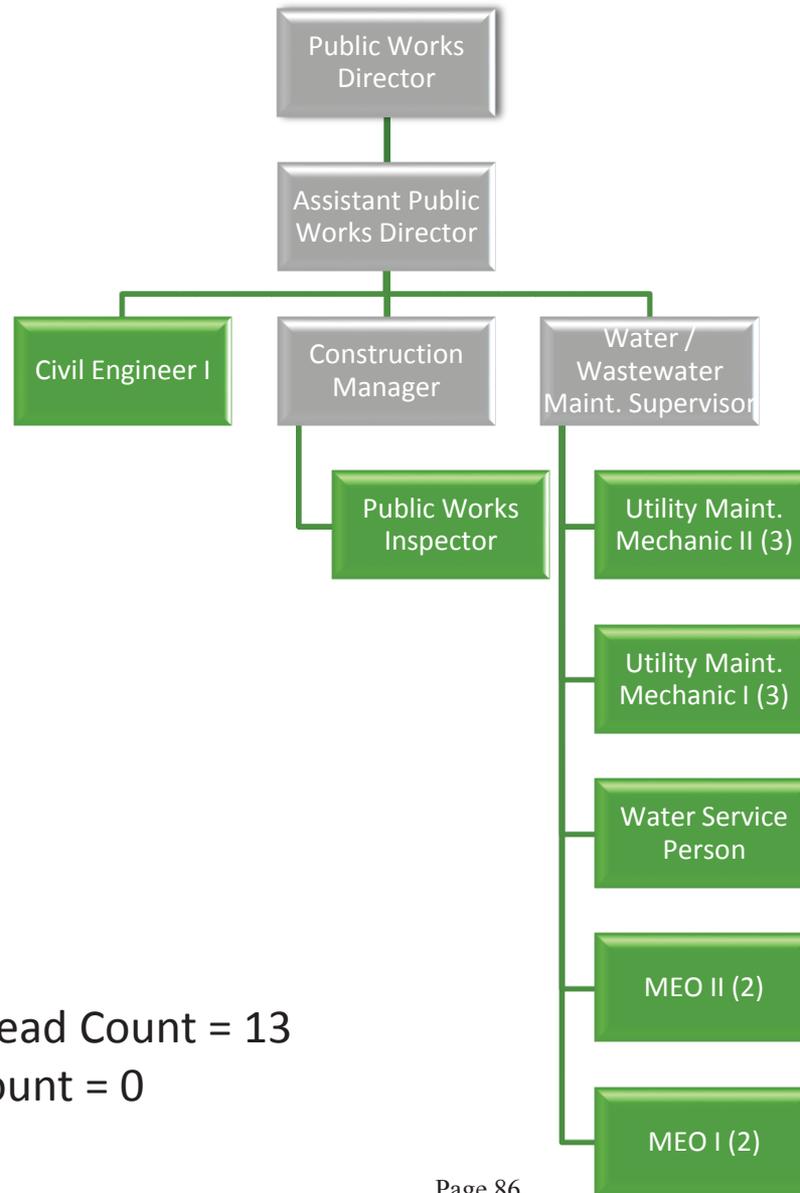
Water Fund Forecast

	Revised 2019	Projection 2020	Projection 2021	Projection 2022	Projection 2023	Projection 2024
Net Income - Water						
Water Fees	\$ 5,463,000	\$ 5,530,800	\$ 5,558,500	\$ 5,586,300	\$ 5,614,200	\$ 5,642,300
Miscellaneous Income - Water	407,000	433,200	441,700	450,200	458,900	467,500
Impact Fees - Water	620,600	570,000	570,000	570,000	570,000	570,000
Total Revenue	6,490,600	6,534,000	6,570,200	6,606,500	6,643,100	6,679,800
Operating Expenses - Water	(3,975,700)	(4,385,200)	(4,507,300)	(4,633,400)	(4,762,700)	(4,896,500)
Operating Transfers - Out	(649,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Total Operating Expenses	(4,624,700)	(4,885,200)	(5,007,300)	(5,133,400)	(5,262,700)	(5,396,500)
Operating Income	1,865,900	1,648,800	1,562,900	1,473,100	1,380,400	1,283,300
Non-Oper. Rev. - Interest on Operating	15,000	10,000	10,000	10,000	10,000	10,000
Non-Oper. Rev. - Interest on Reserves	16,400	16,300	16,100	10,800	10,500	10,200
Income Available For Debt Service	1,897,300	1,675,100	1,589,000	1,493,900	1,400,900	1,303,500
Interest for Long-Term Debt	(154,200)	(222,700)	(208,500)	(193,900)	(238,100)	(220,200)
Cash From Operations	1,743,100	1,452,400	1,380,500	1,300,000	1,162,800	1,083,300
Depreciation Expense	(1,483,100)	(1,581,100)	(1,746,000)	(1,924,400)	(2,061,500)	(2,152,700)
Net Income (\$)	\$ 260,000	\$ (128,700)	\$ (365,500)	\$ (624,400)	\$ (898,700)	\$ (1,069,400)
Debt Service Coverage						
Income Avail. for Debt Service	\$ 1,897,300	\$ 1,675,100	\$ 1,589,000	\$ 1,493,900	\$ 1,400,900	\$ 1,303,500
Total Debt Service	\$ 520,500	\$ 760,000	\$ 762,800	\$ 761,800	\$ 942,700	\$ 944,700
Debt Service Coverage Ratio	3.65	2.20	2.08	1.96	1.49	1.38
Transfer to I & E Fund - Water	\$ 1,800,000	\$ 1,649,000	\$ 800,000	\$ 1,000,000	\$ 1,200,000	\$ 1,500,000
Transfer to Impact Fee Reserve - Water	100,100	-	-	-	-	-
Reinvestment of Reserve Interest	16,400	16,300	16,100	10,800	10,500	10,200
Debt Service Principal	366,300	537,300	554,300	567,900	704,600	724,500
Total Cash Budget Requirements	2,282,800	2,202,600	1,370,400	1,578,700	1,915,100	2,234,700
Net Positive/(Negative Cash)	\$ (539,700)	\$ (750,200)	\$ 10,100	\$ (278,700)	\$ (752,300)	\$ (1,151,400)

Wastewater Fund Operations

- Accomplishments in FY19
 - Completed Water / Wastewater Rate Study.
 - Established and filled Assistant Public Works Director position.
 - Completed additional Pump Station Mechanic training.
 - Completed Pump Station Maintenance Program evaluation.
 - Completed Delaware Wastewater Study System Report.
- Accomplishments planned in FY20
 - Fill all vacancies within Wastewater Fund Divisions.
 - Continuation of sanitary sewer main video inspection and evaluation.
 - Evaluation of jet truck program locations and frequency.
 - Upgrade of SCADA hardware at pump stations.
 - Integration of new billing and work order system with Tyler Munis.

DPW Wastewater Fund Org Chart



Total Budgeted Head Count = 13
Strategic Head Count = 0

Wastewater Fund Budget

- Revenue decrease over FY19 Original Budget \$569,000 or 6.5%
- Expense increase over FY19 Original Budget \$466,900 or 5.1%
- Major increases/(decreases) affecting revenues
 - Kent County Treatment fees \$447,700 due to rate increase
 - Impact Fee increase \$60,000 based on average trend of permits
- Major increases/(decreases) affecting expenses
 - Increase in wages and benefit expenses
 - Increase in materials and supplies for pump stations and safety
 - Increase in electricity for pump stations due to increased run hours and new pump stations
 - Increased debt service attributed to funding projects with State Revolving Fund loans \$61,300
 - Interfund Services (\$122,600) attributed to allocations
 - Capital Project Appropriation reduction (\$900,000)
 - *In order to balance the budget, the decrease in the Capital appropriation was necessary to offset the increase in County Treatment fees*

Planning for the future - Wastewater

- Implementation of cost of service rates and modeling
 - Public workshops July – December 2019, with proposed changes presented to City Council in January 2020. (Tentative timing)
- Customer Service enhancements
 - Advance Metering Infrastructure (AMI)
 - Roll out of new billing system with Tyler Munis
 - Continue inflow & infiltration improvements with relining program and sewer main replacements
- Capacity improvements
 - Continuation of pump station replacements and upgrades
- Technology updates to SCADA equipment and systems

Wastewater Capital Investment Plan

CAPITAL PROJECTS	Revised 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	5 Yr Projctd Total
Wastewater							
Vehicles & Equipment - Wastewater	\$ -	\$ 43,200	\$ 168,000	\$ 310,400	\$ 427,200	\$ 42,000	\$ 990,800
Sanitary Sewer Video Kit	-	166,000	-	-	-	-	166,000
Meter Reading - Radio Read Meters (Split W/WWW 50%)	-	-	350,000	350,000	-	-	700,000
Economic Develop Prog	25,000	-	-	-	-	-	-
Tar Ditch Interceptor Upgrade (Meeting House Branch)	250,000	-	-	-	-	-	-
Tumberly Pump Station	-	-	14,000	67,000	-	600,000	681,000
DelTech Pump Station Replacement	402,300	-	-	-	-	-	-
Lepore Road Sanitary Sewer upgrade	-	-	50,000	-	317,000	-	367,000
Sliver Lake Pump Station Replacement	489,500	-	-	-	-	-	-
Walker Woods Pump Station Replacement	563,200	-	-	-	-	-	-
College Road Pump Station Replacement	-	12,000	65,000	-	580,000	-	657,000
Heatherfield Pump Station Replacement	-	-	-	16,000	69,000	-	85,000
Cedar Chase Pump Station Replacement	-	-	-	-	18,000	71,000	89,000
Laurel Drive Pump Station Replacement	-	-	-	-	-	20,000	20,000
Puncheon Run Pump Station Upgrade/Repair	70,000	643,000	-	-	-	-	643,000
US Rt. 113 East PS # 7 Repair - Controller	43,400	280,400	-	-	-	-	280,400
SCADA Equipment & Technology Upgrade	-	308,000	-	-	-	-	308,000
Location/Pump Station to be Determined							
Inflow/Infiltration Removal/System Improvements	639,700	750,000	770,000	800,000	830,000	850,000	4,000,000
Misc. Sewer System Improvements	155,000	100,000	100,000	100,000	100,000	100,000	500,000
Total Wastewater	\$ 2,638,100	\$ 2,302,600	\$ 1,517,000	\$ 1,643,400	\$ 2,341,200	\$ 1,683,000	\$ 9,487,200

FUNDING SOURCES	Revised 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	5 Yr Projctd Total
I & E Fund Budget Balance - Wastewater	\$ 1,148,800	\$ 1,110,700	\$ 365,900	\$ 390,500	\$ 490,300	\$ 175,900	
Transfer from Operating Fund - Wastewater	1,100,000	900,000	1,500,000	1,700,000	1,750,000	1,800,000	7,650,000
Transfer from Impact Fee Reserve - Wastewater	421,100	4,800	31,600	33,200	266,800	192,000	528,400
State Loan Fund - Wastewater	1,033,900	643,000	-	-	-	-	643,000
Interest Income - Wastewater	45,000	10,000	10,000	10,000	10,000	10,000	50,000
Total Funding Sources - Wastewater	\$ 2,600,000	\$ 1,557,800	\$ 1,541,600	\$ 1,743,200	\$ 2,026,800	\$ 2,002,000	\$ 8,871,400
Total Sources of Funds (incl. Budget Balances)	\$ 15,306,800	\$ 8,508,100	\$ 7,766,000	\$ 7,942,600	\$ 7,171,200	\$ 5,693,200	
Wastewater - Ending Budget Balance	\$ 1,110,700	\$ 365,900	\$ 390,500	\$ 490,300	\$ 175,900	\$ 494,900	

Wastewater Fund Forecast

	Revised 2019	Projection 2020	Projection 2021	Projection 2022	Projection 2023	Projection 2024
Net Income - Wastewater						
Wastewater Fees	\$ 3,794,600	\$ 3,654,700	\$ 3,673,000	\$ 3,691,400	\$ 3,709,900	\$ 3,728,400
Treatment Fees - Kent County	2,970,000	3,267,000	3,332,300	3,398,900	3,466,900	3,536,200
Groundwater Inflow Adjustment	1,901,200	1,841,900	1,920,300	1,929,900	1,939,500	1,949,200
Miscellaneous Income - Wastewater	6,300	23,200	23,200	23,400	23,500	23,500
Impact Fees - Wastewater	574,200	480,000	480,000	480,000	480,000	480,000
Total Revenue	9,246,300	9,266,800	9,428,800	9,523,600	9,619,800	9,717,300
Treatment Expense - Kent County	(4,627,300)	(5,101,900)	(5,203,900)	(5,308,000)	(5,414,200)	(5,522,500)
Operating Expenses - Wastewater	(2,402,100)	(2,365,600)	(2,418,200)	(2,487,700)	(2,559,400)	(2,633,100)
Operating Transfers - Out	(649,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Total Operating Expenses	(7,678,400)	(7,967,500)	(8,122,100)	(8,295,700)	(8,473,600)	(8,655,600)
Operating Income	1,567,900	1,299,300	1,306,700	1,227,900	1,146,200	1,061,700
Non-Oper. Rev. - Interest on Operating	15,000	10,000	10,000	10,000	10,001	10,002
Non-Oper. Rev. - Interest on Reserves	39,400	36,500	36,700	36,800	36,800	35,000
Income Available For Debt Service	1,622,300	1,345,800	1,353,400	1,274,700	1,193,001	1,106,702
Interest for Long-Term Debt	(152,500)	(161,300)	(161,700)	(149,900)	(137,800)	(132,100)
Cash From Operations	1,469,800	1,184,500	1,191,700	1,124,800	1,055,201	974,602
Depreciation Expense	(1,277,200)	(1,390,600)	(1,504,200)	(1,647,400)	(1,832,400)	(1,934,200)
Net Income (\$)	\$ 192,600	\$ (206,100)	\$ (312,500)	\$ (522,600)	\$ (777,199)	\$ (959,598)
Debt Service Coverage						
Income Avail. for Debt Service	\$ 1,622,300	\$ 1,345,800	\$ 1,353,400	\$ 1,274,700	\$ 1,193,001	\$ 1,106,702
Total Debt Service	\$ 611,200	\$ 672,500	\$ 659,900	\$ 659,500	\$ 659,000	\$ 682,700
Debt Service Coverage Ratio	2.65	2.00	2.05	1.93	1.81	1.62
Transfer to I & E Fund - Wastewater	\$ 1,100,000	\$ 1,049,000	\$ 1,500,000	\$ 1,700,000	\$ 1,750,000	\$ 1,800,000
Reinvestment of Reserve Interest	39,400	36,500	36,700	36,800	36,800	35,000
Debt Service Principal	458,700	511,200	498,200	509,600	521,200	550,600
Total Cash Budget Requirements	\$ 1,598,100	\$ 1,596,700	\$ 2,034,900	\$ 2,246,400	\$ 2,308,000	\$ 2,385,601
Net Positive/(Negative Cash)	\$ (128,300)	\$ (412,200)	\$ (843,200)	\$ (1,121,600)	\$ (1,252,799)	\$ (1,410,999)



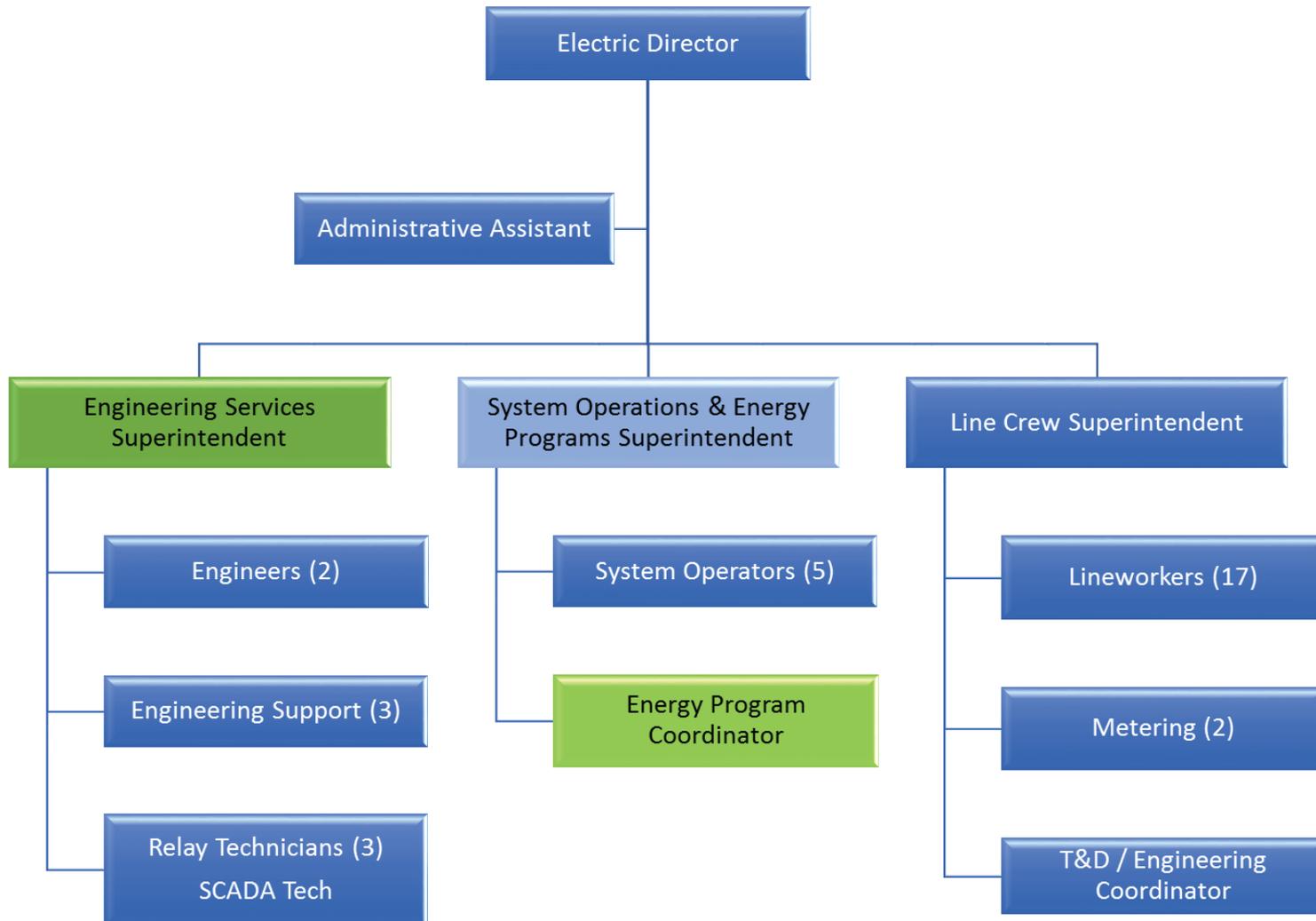
City of Dover Budget Workshop Fiscal Year 2019-2020

Electric Revenue Fund

Electric Fund Operations

- Accomplishments in FY19
 - Completed RFP for energy and capacity.
 - Entered into long-term contracts for energy and capacity in conjunction with the recommendations of the integrated resource plan.
 - Completed Organizational & Benchmarking Study by Avant Energy.
 - Filled Electric Director position.
 - Completion of the street light audit and photovoltaics.
- Accomplishments planned in FY20
 - Budget includes organizational structure as recommended in the Avant Energy report. Total staff remains the same as FY19.
 - Provide a more customer centric approach to our business model with outreach and programs geared toward energy efficiency and large customers.
 - Renewable energy RFP. Recommendation to increase renewable energy resources.
 - Incorporating results of the FY19 audited street light inventory into the City's GIS and billings systems.
 - Roll out of LED lighting program.
 - Action Plan for the decommissioning of McKee #3, currently estimated at \$10 million.
 - Integration of new billing system with Tyler Munis

Organization Chart



Electric Fund Budget

- Revenue increase over FY19 Original Budget \$1,525,900 or 1.8%
 - *Exclusive of revenue reduction for PPA credit (\$2.8) million or -3.4%*
 - *No rate changes; Maintains the FY19 PPA Credit (\$.00382)*
 - *Plans to update the cost of service model in FY20, in advance of FY21 Budget preparation*
- Expense increase over FY19 Original Budget \$2,234,000 or 2.7%
- Major increases/(decreases) affecting revenues
 - Customer sales increase \$1,493,800
- Major increases/(decreases) affecting expenses
 - Power Supply (\$178,900)
 - *Please note we hedge as far out as 5 years, we won't see the favorable results of recent power supply purchases for a couple of years*
 - Generation (\$685,300)
 - Wages & Benefits \$229,900
 - Operating expenses increased \$201,400 due to increased repairs at Weyandt Hall safety materials, contractual services, and training, conference and travel
 - Contractual and legal expenses related to the Renewable RFP \$50,000
 - Internal service allocations \$37,400
 - Capital Project Appropriation \$416,000
 - Transfers to other accounts as follows
 - Transfer to Depreciation Reserve \$2.5 million in light of decommissioning McKee #3 and dismantling of Power Plant.

Planning for the Future

- Integrated Resource Plan
 - Generation Plants - Challenges
 - Unit 3 McKee decommissioning and plant dismantling
 - *(to be added to Capital Investment Plan in FY21)*
 - *Extraordinary loss to be recognized for write off of Unit 3 in Financial Statements*
 - Future Capacity
 - Purchase Power Agreements
 - Structure as long-term or short-term as is done for energy
 - Joint Ownership in generation
 - Public Private Partnership (P3)
 - Solar Energy or other renewable options (e.g. Wind)
 - RFP posted
 - Batteries
 - Customer & System Enhancements
 - LED street lights
 - Advance Metering Infrastructure (AMI)
 - Substations
 - DAFB Replacement & Consolidation
 - Garrison Oak Business & Technical Park
 - *(to be added to Capital Investment Plan when need arises)*

Electric Capital Investment Plan

CAPITAL PROJECTS	Revised 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	FY20 - FY24 Total
Electric Engineering Projects							
Small Cell Wireless Pole Replacement	\$ -	\$ 25,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ 85,000
Cross Arm Cut Out Replacement	-	43,000	-	-	-	-	43,000
Substation Battery Replacement	-	27,000	-	-	-	-	27,000
Clearview Meadows Tiepoint	-	148,000	-	-	-	-	148,000
McKee Run Plant Alternate Power	27,000	-	-	-	-	-	-
Townpoint Distribution Upgrades	507,000	-	-	-	-	-	-
Distribution System Upgrades - Unidentified	35,000	-	-	-	-	-	-
Substation Relay Upgrade	120,100	30,000	30,000	30,000	-	-	90,000
Lighting Project and Rehabilitation - LED	1,378,000	2,300,000	1,190,000	-	-	-	3,490,000
Transmission Line Maintenance Program	50,000	50,000	50,000	50,000	50,000	50,000	250,000
College Road Consolidation	-	110,000	-	-	-	-	110,000
Garrison Oak Substation	50,000	-	-	-	-	-	-
Distribution Capacitors - Overhead	25,000	25,000	25,000	-	-	-	50,000
Distribution Capacitors - Underground	25,000	25,000	25,000	-	-	-	50,000
Fault Indicators	-	10,000	-	-	-	-	10,000
69kv Substation Cable Replacement North Street	100,000	-	-	-	-	-	-
Dover Air Force Base Substation Consolidation	-	-	7,000,000	-	-	-	7,000,000
Advanced Metering Infrastructure (AMI)	-	500,000	1,500,000	1,500,000	1,500,000	1,500,000	6,500,000
Vehicles, Trucks, & Equipment	75,500	-	30,000	-	-	-	30,000
Subtotal Electric Engineering Division	\$ 2,392,600	\$ 3,293,000	\$ 9,880,000	\$ 1,610,000	\$ 1,550,000	\$ 1,550,000	\$ 17,883,000
Electric Transmission & Distribution Projects							
New Developments - UG Transformers	\$ 350,000	\$ 285,000	\$ 285,000	\$ 285,000	\$ 285,000	\$ 285,000	\$ 1,425,000
New Developments - UG Conductors/Devices	500,000	513,000	513,000	513,000	513,000	513,000	2,565,000
Meter Replacements & System upgrades	-	52,000	52,000	52,000	52,000	52,000	260,000
Economic Development Projects	50,000	-	-	-	-	-	-
Vehicles, Trucks, & Equipment	483,000	405,000	410,000	480,000	-	-	1,295,000
Subtotal Electric Transmission Division	\$ 1,383,000	\$ 1,255,000	\$ 1,260,000	\$ 1,330,000	\$ 850,000	\$ 850,000	\$ 5,545,000
Electric Generation Projects							
McKee Run & VanSant Preservation of Structures	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unit 3 Boiler Systems	515,000	60,000	60,000	-	-	-	120,000
Unit 3 Auxillary System Components	261,000	-	-	-	-	-	-
Unit 3 Turbine Outage - Inspections & Repairs	125,000	-	-	-	-	-	-
Unit 3 Turbine Repairs - Intercept Valves	438,000	-	-	-	-	-	-
VanSant Major Overhaul & Inspection	82,000	-	-	-	-	-	-
VanSant Component replacements	-	55,000	35,000	-	-	-	90,000
VanSant Fire Suppression System Upgrade	30,000	-	-	-	-	-	-
Safety & Compliance Improvements	132,000	-	-	-	-	-	-
Subtotal Electric Generation Division	\$ 1,658,000	\$ 115,000	\$ 95,000	\$ -	\$ -	\$ -	\$ 210,000

Electric Capital Investment Plan

CAPITAL PROJECTS	Revised 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	FY20 - FY24 Total
Electric Administration Projects							
Electric Administration Building Improvements	\$ -	\$ 318,000	\$ 19,000	\$ 128,000	\$ -	\$ -	\$465,000
Weyandt Hall Building Improvements	-	1,325,200	-	-	-	-	1,325,200
Subtotal Electric Administration Division	\$ -	\$ 1,643,200	\$ 19,000	\$ 128,000	\$ -	\$ -	\$ 1,790,200
Electric Metering Division							
Vehicles, Trucks, & Equipment	-	21,800	-	-	-	-	21,800
Subtotal Electric Administration Division	\$ -	\$ 21,800	\$ -	\$ -	\$ -	\$ -	\$ 21,800
ERP Consulting and Systems	1,027,200	488,000	-	-	-	-	488,000
Total Electric Improvements	\$ 6,460,800	\$ 6,816,000	\$ 11,254,000	\$ 3,068,000	\$ 2,400,000	\$ 2,400,000	\$ 25,938,000

	Revised 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	FY20 - FY24 Total
Funding Sources							
Electric I & E Fund Beginning Budget Balance	\$ 11,123,900	\$ 12,120,900	\$ 13,262,800	\$ 7,621,000	\$ 10,074,900	\$ 13,236,100	
Transfer from Operating Fund	6,400,000	6,816,000	5,000,000	5,000,000	5,000,000	5,000,000	26,816,000
Transfer from Other Funds - ERP	498,000	548,000	-	-	-	-	548,000
General Service Billing	450,000	400,000	400,000	400,000	400,000	400,000	2,000,000
Interest Earnings	109,800	193,900	212,200	121,900	161,200	211,800	901,000
Total Funding Sources	7,457,800	7,957,900	5,612,200	5,521,900	5,561,200	5,611,800	30,265,000
Total Beginning Balance & Funding Sources	\$ 18,581,700	\$ 20,078,800	\$ 18,875,000	\$ 13,142,900	\$ 15,636,100	\$ 18,847,900	
Electric I & E Fund Ending Budget Balance	\$ 12,120,900	\$ 13,262,800	\$ 7,621,000	\$ 10,074,900	\$ 13,236,100	\$ 16,447,900	

Electric Fund Forecast

	Revised 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024
Net Income						
Revenue from Current Electric Rates	\$ 82,607,300	\$ 82,686,400	\$ 83,231,900	\$ 83,788,300	\$ 82,983,400	\$ 82,983,400
Utility Tax	1,320,700	1,322,000	1,330,800	1,339,700	1,326,400	1,326,400
Miscellaneous Receipts	1,208,800	1,165,400	1,167,000	1,169,000	1,266,000	1,268,000
Total Operating Revenue	85,136,800	85,173,800	85,729,700	86,297,000	85,575,800	85,577,800
Power Supply & Production	(48,350,100)	(47,485,900)	(47,590,000)	(53,435,300)	(53,554,000)	(54,915,500)
Operating Expenses	(13,880,000)	(14,245,800)	(14,297,600)	(14,687,401)	(15,068,502)	(15,476,803)
Operating Transfers - Out	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)
Total Operating Expenses	(72,230,100)	(71,731,700)	(71,887,600)	(78,122,701)	(78,622,502)	(80,392,303)
Operating Income	12,906,700	13,442,100	13,842,100	8,174,299	6,953,298	5,185,497
Non-Oper. Rev. - Interest on Operating	304,800	388,900	374,200	285,000	323,000	373,600
Non-Oper. Rev. - Interest on Reserves	709,400	760,700	824,200	808,500	792,600	776,600
Income Available For Debt Service	13,920,900	14,591,700	15,040,500	9,267,799	8,068,899	6,335,699
Interest on Long-Term Debt	(819,700)	(629,500)	(593,600)	(553,500)	(511,300)	(467,000)
Cash From Operations	13,101,200	13,962,200	14,446,900	8,714,299	7,557,599	5,868,699
Other Non-Operating Income, Loss, & Transfers						
Distributor of Earnings - PCA Credit	(2,877,400)	(2,873,800)	(2,890,000)	(2,906,500)	(2,906,500)	(2,906,500)
Depreciation Expense	(6,045,300)	(6,406,800)	(6,801,600)	(7,105,100)	(7,258,200)	(7,382,587)
Net Income	\$ 4,178,500	\$ 4,681,600	\$ 4,755,300	\$ (1,297,301)	\$ (2,607,101)	\$ (4,420,388)

The above forecast has not been adjusted for future generation cost in concert with the decommissioning of Unit 3 as included in power supply and production for Fiscal Year 2022 – Fiscal Year 2024.

Electric Debt Coverage

	Revised 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024
Debt Service Coverage						
Income Avail. for Debt Service	\$ 13,920,900	\$ 14,591,700	\$ 15,040,500	\$ 9,267,799	\$ 8,068,899	\$ 6,335,699
Total Debt Service	\$ 1,584,700	\$ 1,379,500	\$ 1,378,600	\$ 1,373,500	\$ 1,376,300	\$ 1,377,000
Debt Service Coverage Ratio	8.78	10.58	10.91	6.75	5.86	4.60
Debt Service Coverage Requirement	1.25	2.25	1.25	2.25	3.25	4.25
<i>Debt Service Coverage Requirement Status</i>	<i>Met</i>	<i>Met</i>	<i>Met</i>	<i>Met</i>	<i>Met</i>	<i>Met</i>



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Stormwater Utility Recommendation

Municipal Separate Storm Sewer Systems (MS4)

- Urban stormwater runoff is commonly transported through Municipal Separate Storm Sewer Systems (MS4s), and is often discharged, untreated, into local waterbodies.
- As the City of Dover is the owner / operator of most of the storm sewer system within city limits, the City is required to have a National Pollutant Discharge Elimination System (NPDES) permit, as well as develop a storm sewer management program, to prevent harmful pollutants from being washed and dumped into our MS4. The Program Administrator is the Planner to insure stormwater is managed through the land use and development ordinances. Public Works staff is responsible for the operations of the storm sewer systems.
- The City of Dover is a Phase II permit holder. DNREC issued the first cycle of Phase II MS4 permits in 2003 and requires regulated small MS4s in urbanized areas (populations under 100,000) to obtain NPDES permit coverage for their stormwater discharges.

Permit and Budget Components

- Key components included in the permit required Stormwater Pollution Prevention and Management Program, and within the budget, are as follows:
- Current Requirements:
 - Public Education and Public Interaction (public education and outreach program to increase knowledge and change behavior)
 - Illicit Discharge Detection and Elimination (IDDE) Program and Inventory Collection (program to detect and eliminate prohibited discharge and to develop/maintain system inventory)
 - Stormwater Management During Construction (partnership with KCD for program to control the quantity and quality of stormwater runoff during construction)
 - Post Construction Stormwater Controls (program to control the quantity and quality of stormwater runoff after construction)
 - Pollution Prevention and Good Housekeeping (program to prevent and/or minimize pollutant discharges from City of Dover operations)
- Forthcoming Requirements with Future Permit Revision:
 - Total Maximum Daily Load (TMDL) Reduction (program to test for pollutants and address pollutant sources)
 - Performance Monitoring Plan (program to monitor performance of stormwater related best management practices)

Stormwater Feasibility Study

- Stormwater Feasibility Study completed by AECOM in Fiscal Year 2016
- Study results presented to the Utility Committee on July 12, 2016
- The 2016 Study included the City taking over the responsibilities of the Kent Conservation District and built the cost of service around those parameters. Our proposal is to maintain the partnership we have with KCD.
- Services provided by KCD
 - Design reviews
 - Works with the City on inspections and maintenance of City facilities; Disposes of debris collected through their maintenance efforts;

City of Dover Storm Sewer System Assets & Services

- Assets*
 - 146 miles Storm Sewer Pipes
 - 7,125 Catch Basins / Inlets
 - 975 Outlets
 - 880 Manholes
 - 181 Junction Boxes
 - 21 City Maintained Stormwater Management Ponds
 - 227 Ditches / Swales
 - Tax Ditches – White Oak and McKee
- Leaf Collection
- Street Sweeping

* An inventory of the City's storm sewer system assets is currently underway and will be complete December 31, 2019.

Stormwater - Current Challenges

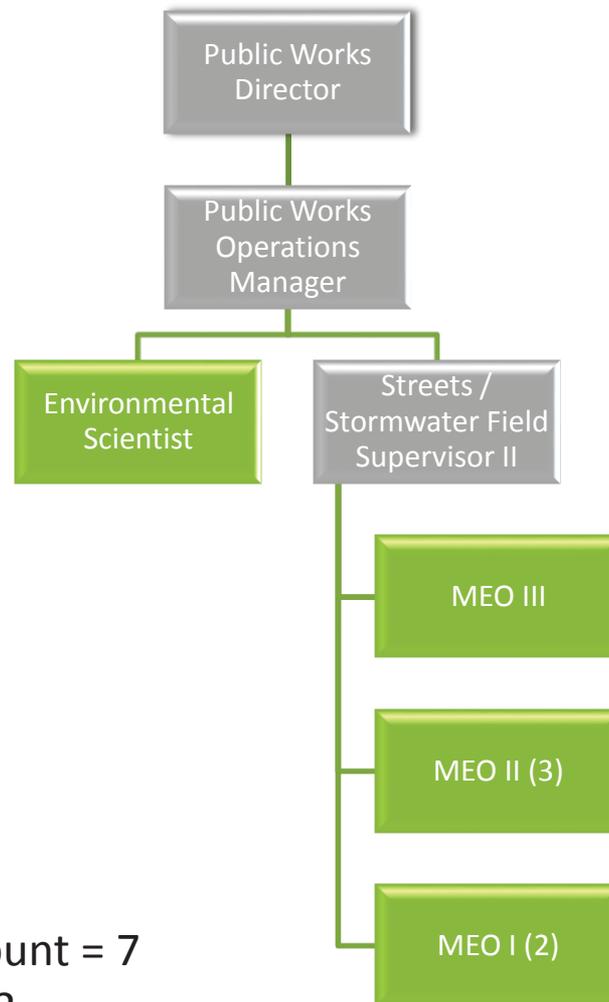
- The Federal and State requirements have created challenges for all local governments with the biggest impact on the General Fund Budgets –
 - Ability to provide for funds needed to maintain City facilities and capital investments
 - HVAC replacements and repairs in several City buildings; air quality
 - Reduced or zero dollars for street repaving and maintenance
 - Cost increases associated with the proper disposal of street debris to mitigate watershed contamination
- Operating challenges –
 - Meeting House Branch VCA with DNREC – FY19 Project
 - Maintenance of tax ditches and Silver Lake and the Dam
 - Stormwater retention pond inspections and maintenance – responsibility of both the City and HOA's
 - Flooding issue mitigation in downtown Dover and several developments
 - Projected annual cost \$2.0 million - \$2.5 million with capital improvements to start
 - Maintain as a General Fund program would require continued property tax increases for cost of service.

Stormwater Drainage Concerns – Monitoring

Either Raised by Constituents or flagged by staff

- Meeting House Branch Improvements – DNREC VCA
- 13 Freedom Drive
- 196 Mifflin Road
- 102/108 Meeting House Lane
- 440 Northdown Drive
- Fulton Street (West of Railroad)
- Heatherfield Development
- Madison Avenue/Pennsylvania Avenue
- Winged Foot Court
- Puncheon Run Basin – vegetation management
- Saulsbury Road
- Sunset Drive
- Woodburn Circle
- Slaughter Street
- Reed & Bradford Street Flooding
- Bay Tree stormwater improvements
 - *Currently working on application to FEMA for a revised LOMR*
- Stoney Creek stormwater improvements
- Tax Ditches – State College & White Oak Road

DPW Stormwater Fund Org Chart



Total Budgeted Head Count = 7
Strategic Head Count = 3

Stormwater

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	-	-	402,800	0%
MATERIALS & SUPPLIES	-	-	148,100	0%
ADMINISTRATIVE EXPENDITURES	-	-	308,100	0%
OPERATING EXPENDITURES	-	-	859,000	0%
CAPITAL OUTLAY	-	-	365,000	0%
TOTAL EXPENDITURES	\$ -	\$ -	\$ 1,224,000	0%

Highlights:

Personnel would include 7 workers in total: 3 MEO's (Strategic Personnel), 3 MEO's moved over from Streets, & an Engineer moved over from Public Works.

Materials and Supplies will be made up of expenses previously budgeted as part of Streets.

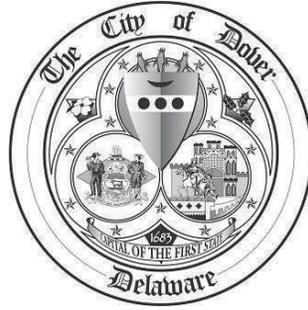
Administrative expenses will entail previous Street Division duties: ditch cleanout and/or maintenance, street sweeping, & leaf mulch disposal.

Capital Outlay would consist of a new truck, a new leaf vac, emergency storm water repairs, Mirror lake/East Lake Garden drainage basin improvements, & West Street flooding improvements.

Stormwater Capital Investment Plan

Department	Project #		FY 20	FY 21	FY 22	FY 23	FY 24	Total
Public Works - Stormwater								
Storm Water Proposed Vehicle	20Veh#XXX		40,000					40,000
2002 Old Dominion Leaf Vac #361	21Veh#361		80,000					80,000
2006 Sterling Vac Track #350	22Veh#350				300,000			300,000
2009 Old Dominion Leaf Vac #363	23 Veh#363					76,500		76,500
2001 Int'l Dump Truck (322)	23Veh# 322					150,800		150,800
2006 Old Dominion Leaf Vac #365	23Veh#365					76,500		76,500
2006 International Sweeper #356	24Veh#356						285,700	285,700
Miscellaneous Emergency Storm Sewer Repairs	ST2002		76,000	79,000	82,000	85,000	88,000	410,000
Mirror Lake Drainage Basin Improvements	ST2004		75,000		350,000			425,000
East Lake Garden Drainage Basin Improvements	ST2005		80,000		500,000			580,000
West Street Flooding Improvements	ST2006		14,000	60,000		600,000		674,000
Bradford Street Drainage Basin Improvements	ST2103			1,200,000				1,200,000
Persimmon Park Place Basin Improvements	ST2104			900,000				900,000
Water Street Flooding Improvements	ST2206				14,000	60,000		74,000
The Greens of Dover/Lamplighter Ln Stormwater Imp	ST2305					16,000	65,000	81,000
Lynnhaven Drive Flooding Improvements	ST2405						18,000	18,000
Public Works - Stormwater Total			365,000	2,239,000	1,246,000	1,064,800	456,700	5,371,500

Final Discussion and Wrap-Up

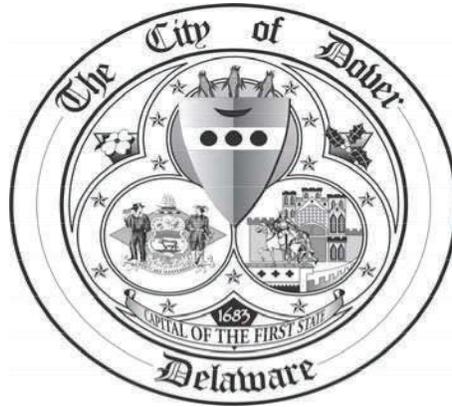


GENERAL FUND

The General Fund contains a sub-fund for capital projects which is separately budgeted.

The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

Population Served 37,790
Business Licenses over 4,300
Dover Employment – All Industries 66,465
Total General Fund FTE's 294
Dover Police Officers 101
Land Area 23.74 square miles
Total Miles of Streets 170
Sidewalks 12.48 miles
Trees 2,265
City Parks and Open Space Areas 30
Mowing 378.68 Acres
Flowers – 65 Beds, 77 Baskets, 18 Planters
Ballfield Maintenance & Litter Collection
City Building Maintenance
Sanitation Customers – 10,701
Total Solid Waste Collection – Over 14,000 tons



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**GENERAL FUND
CASH RECEIPT SUMMARY**

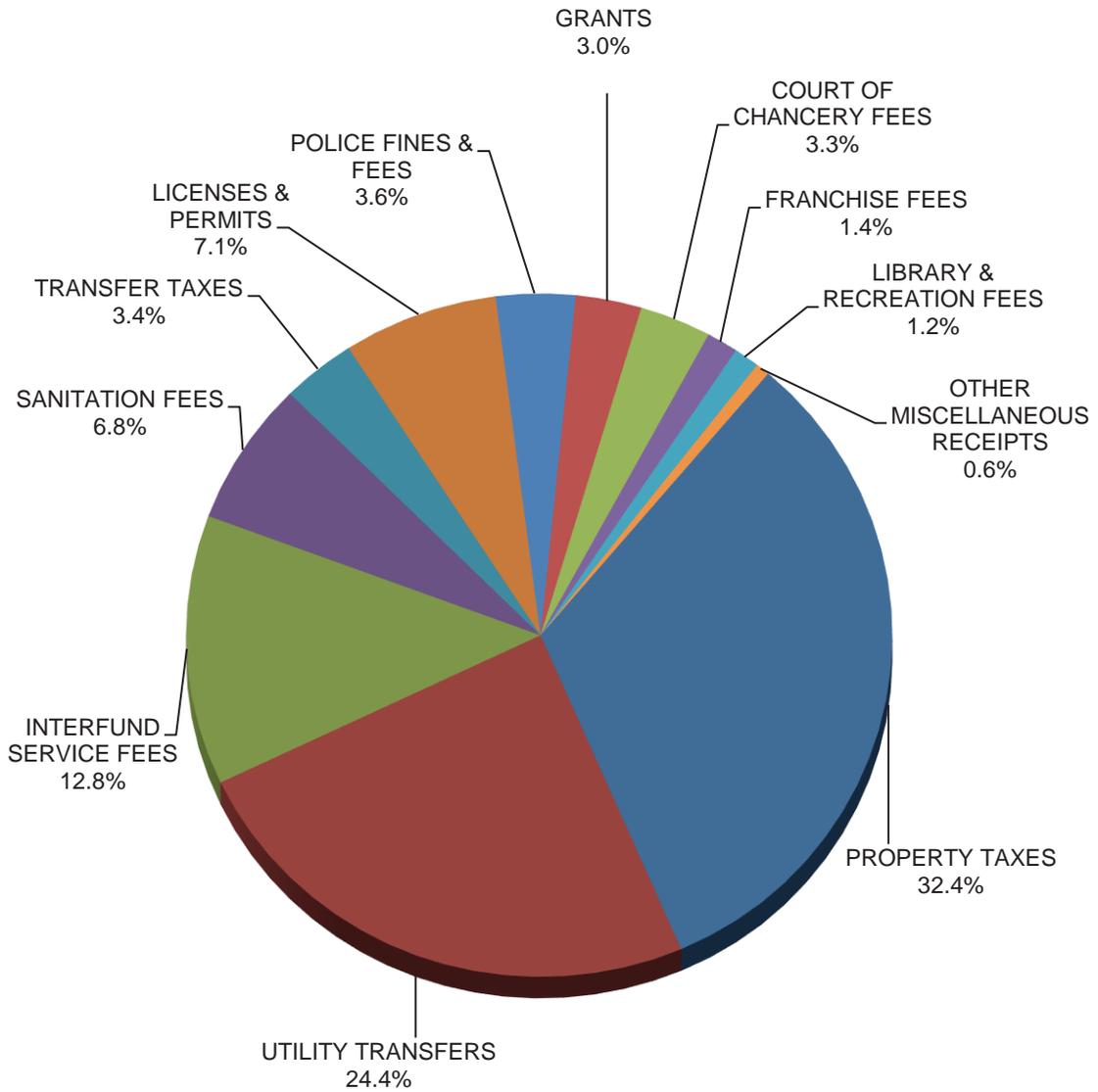
	2017/18 ACTUAL	2018/19 ORIGINAL APPROVED	2018/19 PROJECTED	2019/20 REQUESTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	% CHG FY20 VS FY19 VS
1 BEGINNING BALANCE	6,072,200	5,399,700	8,239,400	5,548,900	5,548,900	149,200	2.8%
2 FINES AND POLICE REVENUE	613,090	751,600	578,800	577,400	577,400	(174,200)	-23.2%
3 LIBRARY REVENUES	117,178	100,000	122,100	109,800	109,800	9,800	9.8%
4 KENT COUNTY BOOK REIMBURSEMENT	274,930	300,000	277,000	275,000	275,000	(25,000)	-8.3%
5 BUSINESS LICENSES	1,473,259	1,470,000	1,440,000	1,470,000	1,470,000	-	0.0%
6 PERMITS AND OTHER FEES	2,255,258	1,969,000	1,630,400	1,724,000	1,724,000	(245,000)	-12.4%
7 MISCELLANEOUS CHARGES	83,217	57,000	60,100	70,000	70,000	13,000	22.8%
8 POLICE EXTRA DUTY	517,798	510,000	539,100	520,100	520,100	10,100	2.0%
9 PROPERTY TAXES	13,065,098	13,274,400	13,440,300	13,485,200	14,596,700	1,322,300	10.0%
10 RECREATION REVENUE	137,914	150,000	144,500	144,500	144,500	(5,500)	-3.7%
11 FRANCHISE FEE	656,325	685,600	637,200	645,000	645,000	(40,600)	-5.9%
12 SANITATION FEES	3,133,360	3,095,400	3,064,600	3,076,600	3,076,600	(18,800)	-0.6%
13 RENT REVENUE - GARRISON FARM	98,034	97,900	100,400	98,000	98,000	100	0.1%
14 COURT OF CHANCERY FEES	1,496,520	1,439,500	1,526,000	1,475,000	1,475,000	35,500	2.5%
15 INVESTMENT INCOME	201,978	137,900	119,300	120,000	120,000	(17,900)	-13.0%
16 RECEIPTS SUBTOTAL	24,123,959	24,038,300	23,679,800	23,790,600	24,902,100	863,800	3.6%
17 INTERFUND SERVICE RECEIPTS							
18 INTERFUND SERVICE RECEIPTS WATER	836,428	882,300	882,300	1,052,700	1,067,800	185,500	21.0%
19 INTERFUND SERVICE RECEIPTS WASTEWATER	836,428	882,300	882,300	759,800	769,200	(113,100)	
20 INTERFUND SERVICE RECEIPTS ELECTRIC	3,539,575	3,875,500	3,875,500	3,894,300	3,912,900	37,400	1.0%
21 INTERFUND SERVICE RECEIPTS SUBTOTAL	5,212,432	5,640,100	5,640,100	5,706,800	5,749,900	109,800	1.9%
22 GRANTS:							
23 POLICE RELATED/EXTRA DUTY	123,140	90,000	60,000	145,000	145,000	55,000	61.1%
24 POLICE PENSION GRANT	481,840	466,000	466,000	445,000	445,000	(21,000)	-4.5%
25 GREEN ENERGY GRANT	98,500	98,500	98,500	98,500	98,500	-	0.0%
26 MISC GRANT REVENUE	2,000	25,000	-	-	-	(25,000)	-100.0%
27 CABLE FRANCHISE GRANT	2,482	-	-	-	-	-	0.0%
27 GRANTS SUBTOTAL	707,962	679,500	624,500	688,500	688,500	9,000	1.3%
28 TRANSFERS FROM:							
29 TRANSFER TAX	2,023,143	1,459,300	1,586,700	1,525,000	1,525,000	65,700	4.5%
30 MUNICIPAL STREET AID	666,079	665,300	803,700	665,300	665,300	-	0.0%
31 CIVIL TRAFFIC PENALTIES	508,045	497,000	532,900	532,900	532,900	35,900	7.2%
32 WATER/WASTEWATER	900,000	1,000,000	1,000,000	1,000,000	1,000,000	-	0.0%
33 ELECTRIC	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	-	0.0%
34 OTHER RESERVES	-	-	-	-	-	-	0.0%
34 TRANSFERS FROM SUBTOTAL	14,097,267	13,621,600	13,923,300	13,723,200	13,723,200	101,600	0.7%
35 TOTAL REVENUES	44,141,620	43,979,500	43,867,700	43,909,100	45,063,700	1,084,200	2.5%
36 TOTAL BEGINNING BALANCE & REVENUE	50,213,820	49,379,200	52,107,100	49,458,000	50,612,600	1,233,400	2.5%

**GENERAL FUND
EXPENSE SUMMARY**

	2017/18 ACTUAL	2018/19 ORIGINAL APPROVED	2018/19 PROJECTED	2019/20 REQUESTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	% CHG FY20 VS FY19 VS
1 DEPARTMENT EXPENSES:							
2 CITY CLERK	380,060	442,500	454,500	432,600	432,600	(9,900)	-2.2%
3 COUNCIL	112,166	144,800	144,800	157,700	157,700	12,900	8.9%
4 TAX ASSESSOR	237,671	244,500	246,900	448,200	398,200	153,700	62.9%
5 FIRE	767,468	789,800	1,006,700	763,700	763,700	(26,100)	-3.3%
6 GROUNDS MAINTENANCE	1,007,439	1,195,000	1,195,000	1,321,300	1,269,500	74,500	6.2%
7 LIBRARY	1,680,176	1,767,400	1,781,100	1,788,700	1,779,800	12,400	0.7%
8 RECREATION	748,020	1,000,600	1,015,700	1,182,100	1,156,600	156,000	15.6%
9 LIFE SAFETY	462,967	504,200	513,400	441,900	381,500	(122,700)	-24.3%
10 CODE ENFORCEMENT	415,016	610,500	618,500	618,500	680,200	69,700	11.4%
11 PLANNING	538,419	568,200	572,700	677,000	570,400	2,200	0.4%
12 INSPECTIONS	591,796	568,100	570,100	644,700	644,700	76,600	13.5%
13 POLICE	16,202,320	16,737,500	16,951,200	17,779,400	17,183,900	446,400	2.7%
14 POLICE EXTRA DUTY	552,061	600,000	600,000	665,100	665,100	65,100	10.9%
15 STREETS	1,005,848	1,409,100	1,368,700	1,626,300	810,600	(598,500)	-42.5%
16 STORMWATER	-	-	-	-	859,000	859,000	0.0%
17 SANITATION	2,362,937	2,475,200	2,479,700	2,490,600	2,432,400	(42,800)	-1.7%
18 CITY MANAGER	760,963	1,005,200	1,013,700	1,006,600	1,007,900	2,700	0.3%
19 INFORMATION TECHNOLOGY	726,290	731,000	750,500	747,000	747,000	16,000	2.2%
20 FINANCE	944,141	946,200	949,700	935,800	935,800	(10,400)	-1.1%
21 PUBLIC WORKS - ADMINISTRATION	717,385	720,800	720,800	750,400	802,300	81,500	11.3%
22 FACILITIES MANAGEMENT	640,333	652,900	653,100	646,400	655,700	2,800	0.4%
23 PUBLIC WORKS - ENGINEERING	263,930	277,600	279,600	450,000	368,800	91,200	32.9%
24 PROCUREMENT & INVENTORY	615,390	726,000	726,000	684,400	684,400	(41,600)	-5.7%
25 FLEET MAINTENANCE	841,439	832,500	882,500	1,051,200	1,051,200	218,700	26.3%
26 CUSTOMER SERVICE	1,028,360	1,197,100	1,199,500	1,067,500	1,067,500	(129,600)	-10.8%
27 HUMAN RESOURCES	435,336	485,600	541,200	523,300	523,300	37,700	7.8%
28 MAYOR	125,004	173,700	173,700	173,700	226,900	53,200	30.6%
29 DEPARTMENT SUBTOTALS	34,162,935	36,806,000	37,409,300	39,135,800	38,256,700	1,450,700	3.9%
30 OTHER EXPENDITURES:							
31 DEBT SERVICE	460,810	500,000	500,000	500,000	500,000	-	0.0%
32 CONTRIBUTION TO DDP	150,000	150,000	150,000	150,000	150,000	-	0.0%
33 MISCELLANEOUS GRANT RELATED EXP	1,930	25,000	25,000	-	-	(25,000)	-100.0%
34 INSURANCE	704,561	735,000	735,000	750,000	750,000	15,000	2.0%
35 RETIREES HEALTH CARE	2,063,000	1,894,900	1,894,900	1,894,900	1,894,900	-	0.0%
36 OTHER EMPLOYMENT EXPENSES	-	500,000	216,000	-	-	(500,000)	-100.0%
37 BANK & CREDIT CARD FEES	19,008	28,000	20,000	20,000	20,000	(8,000)	-28.6%
38 UNCOLLECTIBLES - TRASH AND OTHER	100,000	100,000	100,000	-	-	(100,000)	-100.0%
39 STREET LIGHTS	803,924	815,000	815,000	815,000	815,000	-	0.0%
39 OTHER EXPENSE SUBTOTAL	4,303,233	4,747,900	4,455,900	4,129,900	4,129,900	(618,000)	-13.0%
40 TRANSFERS							
41 TRANSFER TO CAPITAL ASSET RESERVE	214,700	-	-	-	-	-	0.0%
42 TRANSFER TO CAPITAL FUND - PROJECTS	1,368,700	3,013,800	3,432,000	5,880,200	3,261,600	247,800	8.2%
43 APPROP. TO THE POLICE PENSION FUND	811,500	585,000	585,000	519,600	519,600	(65,400)	-11.2%
44 APPROP. POLICE PENSION - STATE GRANT	481,840	466,000	466,000	445,000	445,000	(21,000)	-4.5%
45 APPROP. TO THE GENERAL PENSION FUND	619,000	-	-	-	-	-	0.0%
46 TRANSFER TO ELECTRIC I & E FUND	-	200,000	200,000	250,000	250,000	50,000	25.0%
47 TRANSFER TO OTHER/CABLE FRANCHISE RESV	2,482	-	-	-	-	-	0.0%
48 TRANSFER TO INVENTORY WRITE-OFFS	10,000	-	10,000	-	-	-	0.0%
49 TRANSFERS SUBTOTAL	3,508,222	4,264,800	4,693,000	7,094,800	4,476,200	211,400	5.0%
50 TOTAL EXPENDITURES	41,974,389	45,818,700	46,558,200	50,360,500	46,862,800	1,044,100	2.3%
51 BUDGET BALANCE	8,239,431	3,560,500	5,548,900	(902,500)	3,749,800	189,300	5.3%
52 TOTAL BUDGET BALANCE & EXPENDITURES	50,213,820	49,379,200	52,107,100	49,458,000	50,612,600	1,233,400	2.5%
53 EXCEEDS/(REMAINS)TO MEET REQUIREMENT	4,708,100	42,100	2,039,500	(4,415,200)	144,700		

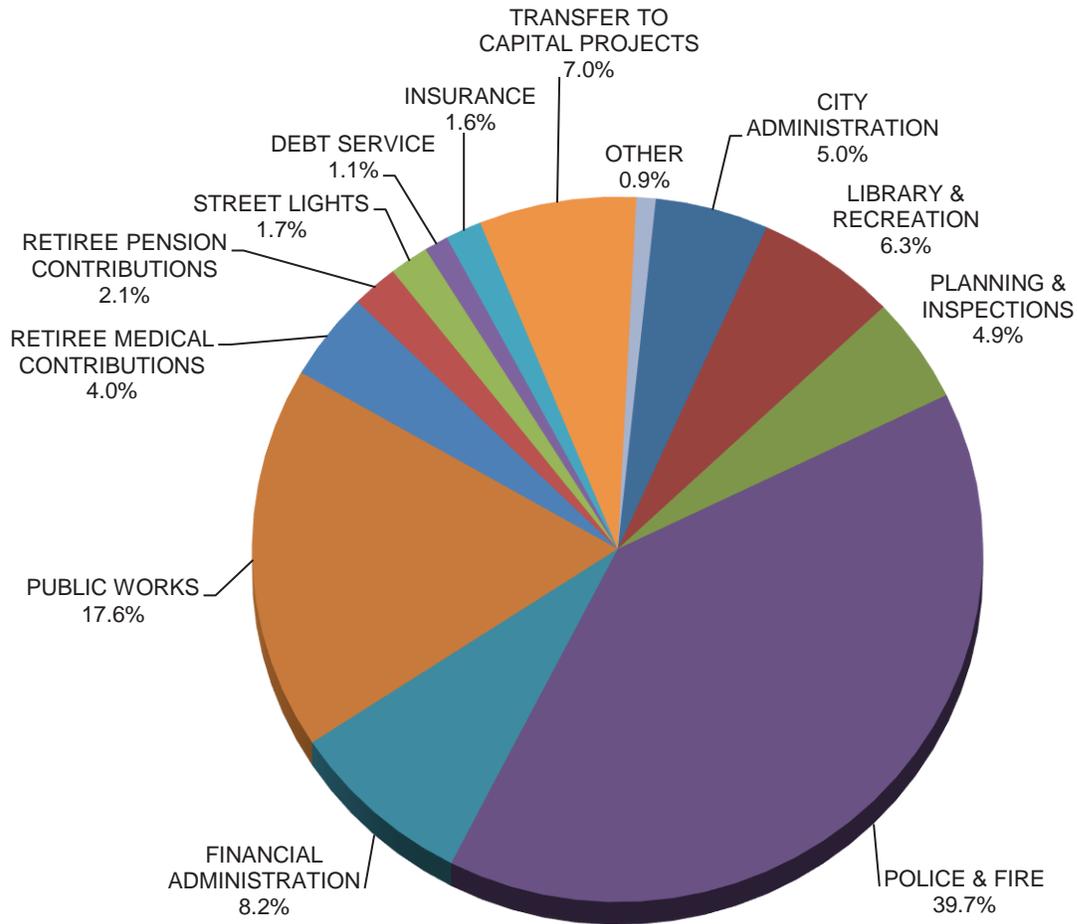
	2017/18 ACTUAL	2018/19 ORIGINAL APPROVED	2018/19 PROJECTED	2019/20 REQUESTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	POLICY
54 RESERVE BALANCES							
55 CONTINGENCY	743,600	760,000	764,100	751,300	775,000	15,000	\$700K

Fiscal Year 2019/2020 General Fund Revenue



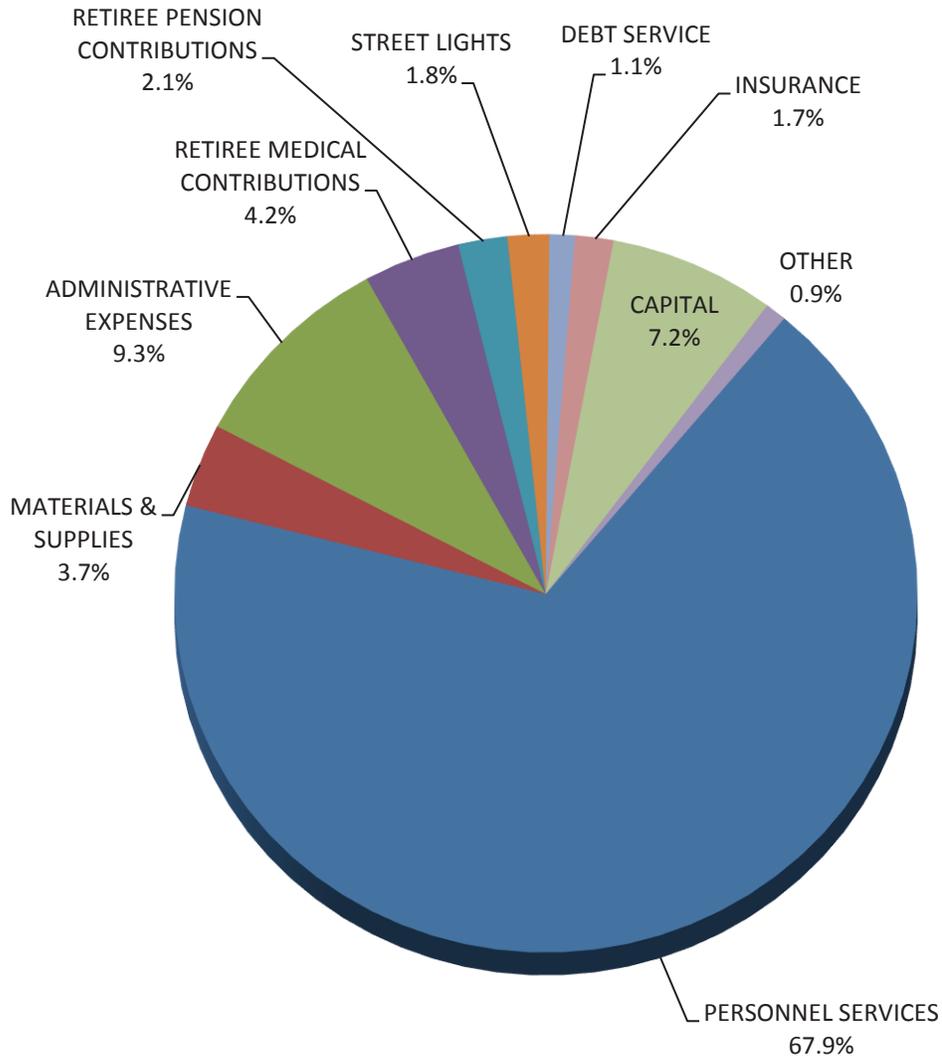
Fiscal Year 2019/2020 General Fund Expenditures

By Major Function



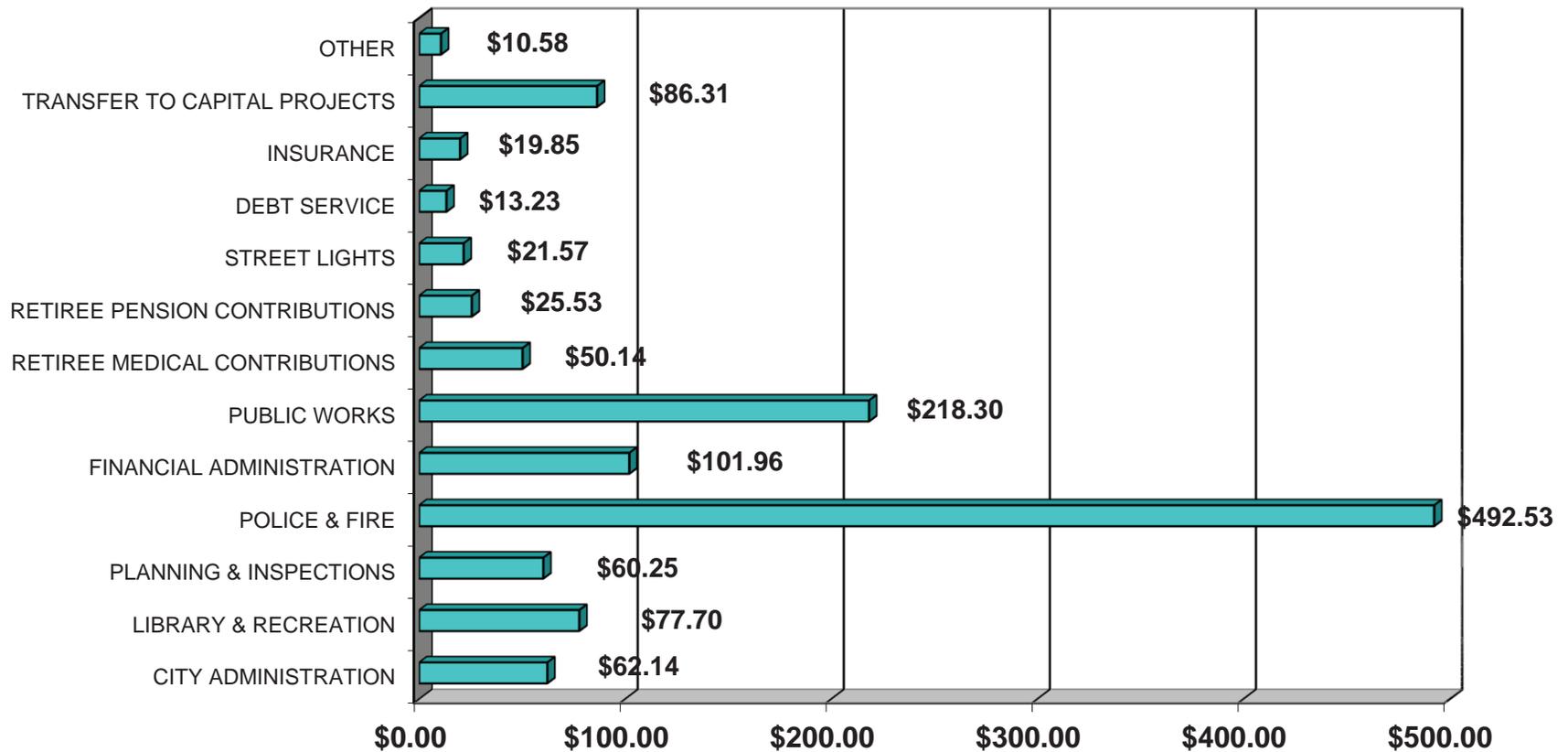
Several General Fund Departments service all City operations. The General Fund bills the utility funds services provided. The receipts are reported as revenue in the General Fund and not netted against the expenditures.

Fiscal Year 2019/2020 General Fund Expenditures By Expenditure Category



FY 2020 ANNUAL OPERATING BUDGET - DOVER, DELAWARE

PROJECTED COST PER CAPITA BY FUNCTION Fiscal Year 2019-2020

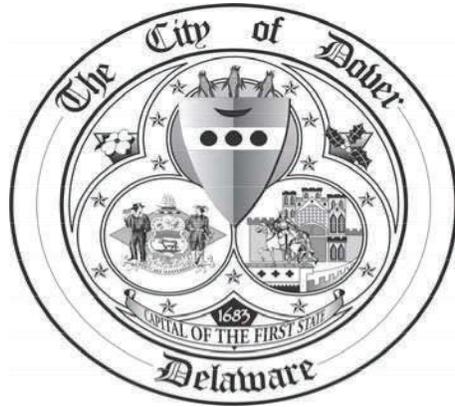


Total per capita based on population estimate of 37,790 = \$1,240.08

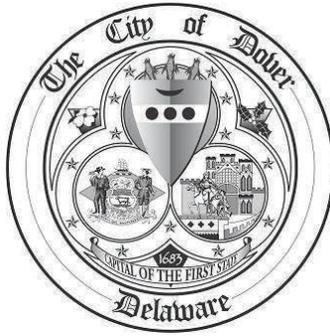
GOVERNMENTAL CAPITAL PROJECTS FUND SUMMARY

	2017/18 ACTUAL	2018/19 ORIGINAL APPROVED	2018/19 PROJECTED	2019/20 REQUESTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	% CHG FY20 VS FY19 VS
1 BEGINNING BALANCE - PROJECTS	1,637,200	521,700	1,415,200	521,700	304,300	(217,400)	-41.7%
2 REVENUES							
3 STATE GRANTS - Other	-	-	-	-	241,800	241,800	0.0%
4 BUDGET BOND/BANK PROCEEDS	-	-	-	-	1,228,600	1,228,600	0.0%
4 INCOME FROM SALE OF ASSETS	82,983	-	19,500	-	-	-	0.0%
5 MISCELLANEOUS RECEIPTS	62,410	-	-	-	-	-	0.0%
6 INTEREST EARNINGS	19,331	-	-	-	-	-	0.0%
7 TRANSFER FROM GENERAL FUND	1,368,700	3,013,800	3,432,000	5,880,200	3,261,600	247,800	8.2%
8 TRANSFER FROM PARKLAND RESERVE	19,235	80,000	301,700	-	-	(80,000)	-100.0%
9 TRANSFER FROM CAPITAL ASSET RESERVE	300,702	388,800	388,800	-	172,000	(216,800)	-55.8%
10 SUBTOTAL CAPITAL PROJECT FUNDING SOURCES	1,853,361	3,482,600	4,142,000	5,880,200	4,904,000	1,421,400	40.8%
11 TOTAL FUNDING SOURCES	1,853,361	3,482,600	4,142,000	5,880,200	4,904,000	1,421,400	40.8%
12 TOTAL BEGINNING BALANCE & FUNDING SOURCES	3,490,561	4,004,300	5,557,200	6,401,900	5,208,300	1,204,000	30.1%
13 EXPENDITURES							
14 CITY CLERK	156,188	-	-	-	-	-	0.0%
16 FIRE	145,614	222,500	216,900	281,100	281,100	58,600	26.3%
17 GROUNDS	-	188,000	250,500	128,400	128,400	(59,600)	-31.7%
19 RECREATION	73,593	536,100	755,600	281,000	476,000	(60,100)	-11.2%
20 LIFE SAFETY	-	-	-	48,900	48,900	48,900	0.0%
21 CODE ENFORCEMENT	-	-	-	37,200	37,200	37,200	0.0%
23 INSPECTIONS	-	-	-	-	18,600	18,600	0.0%
20 POLICE	313,323	512,000	602,300	943,000	753,900	241,900	47.2%
21 STREETS	1,228,366	2,215,000	2,844,000	2,622,200	1,266,500	(948,500)	-42.8%
22 STORMWATER	-	-	-	-	365,000	365,000	0.0%
23 SANITATION	39,994	34,400	452,600	287,200	287,200	252,800	734.9%
24 CITY MANAGER	-	-	19,500	-	-	-	0.0%
25 INFORMATION TECHNOLOGY	56,404	57,600	57,600	45,600	45,600	(12,000)	-20.8%
26 FACILITIES MANAGEMENT	28,993	28,800	53,900	784,000	784,000	755,200	2622.2%
27 PROCUREMENT & INVENTORY	-	-	-	390,000	390,000	390,000	0.0%
28 FLEET MAINTENANCE	-	-	-	31,600	21,600	21,600	0.0%
29 DEPARTMENT SUBTOTAL	2,042,473	3,794,400	5,252,900	5,880,200	4,904,000	1,109,600	29.2%
30 TRANSFERS & MISCELLANEOUS EXPENSES							
31 TRANSFER TO PARKLAND RESERVE	32,848	-	-	-	-	-	0.0%
33 TRANSFERS & MISCELLANEOUS SUBTOTAL	32,848	-	-	-	-	-	0.0%
34 TOTAL EXPENDITURES	2,075,322	3,794,400	5,252,900	5,880,200	4,904,000	1,109,600	29.2%
35 BUDGET BALANCE	1,415,240	209,900	304,300	521,700	304,300	94,400	45.0%
36 TOTAL BUDGET BALANCE & EXPENDITURES	3,490,561	4,004,300	5,557,200	6,401,900	5,208,300	1,204,000	30.1%

	2017/18 ACTUAL	ORIGINAL APPROVED	2018/19 PROJECTED	2019/20 REQUESTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	POLICY
37 RESERVE BALANCES							
38 CAPITAL ASSET RESERVE	1,515,400	999,600	1,126,600	1,126,600	969,400	(30,200)	Min \$500K
39 PARKLAND/RECREATION	355,700	53,900	54,000	54,000	54,500	600	N/A



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ENTERPRISE FUNDS

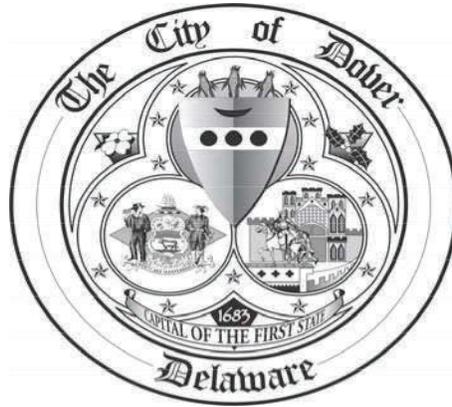
The following schedules pertaining to the major enterprise funds.

WASTEWATER FUND

The Wastewater Fund accounts for all operating activity of the Wastewater Utility. This includes service revenues, investment earnings on operating accounts, direct and indirect operating expenses, sewerage treatment fees, debt service, and transfers to other funds and the Improvement and Extension Fund.

The Wastewater Improvement and Extension Fund is used to account for all capital project and equipment purchases. The City utilizes revenue and expenditure accounts to record capital project receipts, transfers from the operating fund, and project costs.

Number of Metered Customers 12,729
Pump Stations 44
Sanitary Sewer Mains 192 miles
Laterals 12,000 +
Wastewater Discharge 1.746 million gallons
Average Day Gallons 3.353 billion
Gallons not billable 523 million
Total Wastewater FTE's 13



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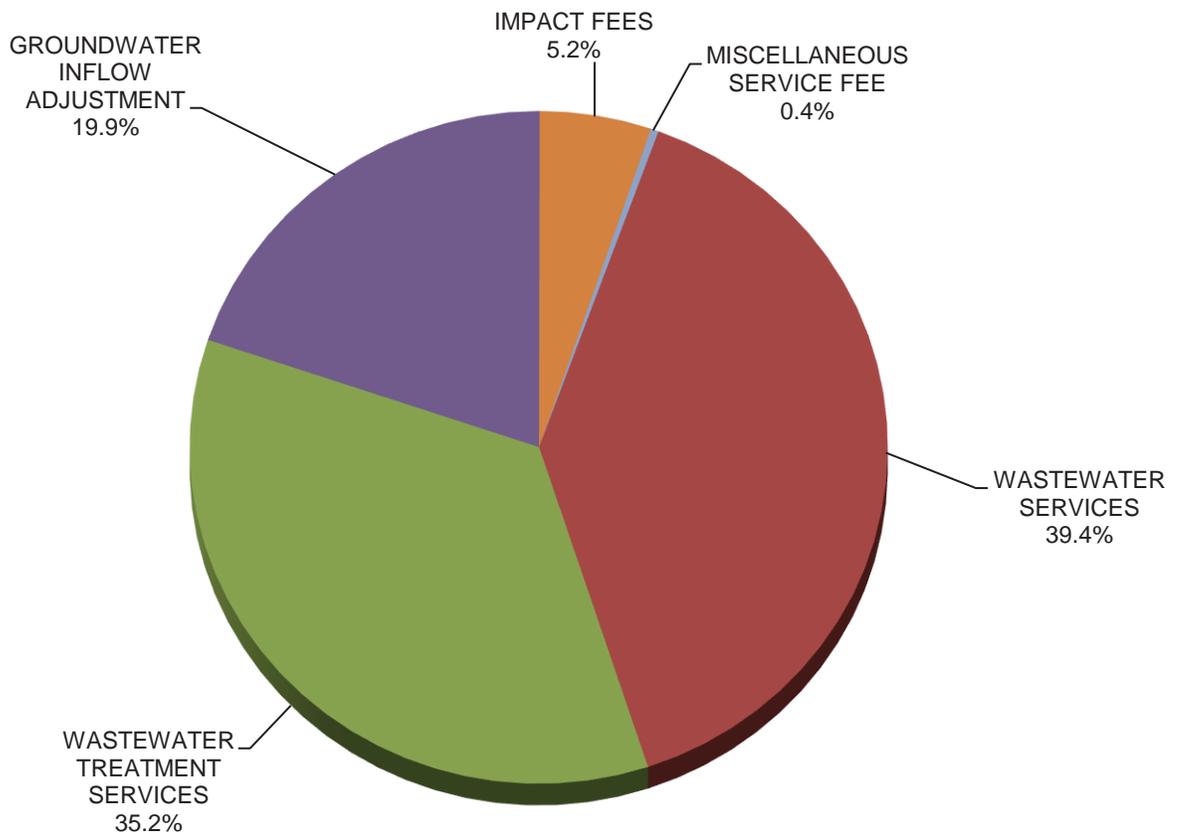
WASTEWATER FUND SUMMARY

	2017/18 ACTUAL	2018/19 ORIGINAL APPROVED	2018/19 PROJECTED	2019/20 REQUESTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	% CHG FY20 VS FY19 VS
1 BEGINNING BALANCE - WASTEWATER	1,399,700	1,680,900	1,053,000	1,038,700	1,038,700	(642,200)	-38.2%
2 BASE REVENUE:							
3 WASTEWATER SERVICES	3,612,194	3,620,600	3,794,600	3,654,700	3,654,700	34,100	0.9%
4 WASTEWATER TREATMENT SERVICES	2,813,867	2,819,300	2,970,000	3,267,000	3,267,000	447,700	15.9%
5 GROUNDWATER INFLOW ADJUSTMENT	1,800,156	1,813,100	1,901,200	1,841,900	1,841,900	28,800	1.6%
6 WASTEWATER IMPACT FEES	962,684	420,000	574,200	380,000	480,000	60,000	14.3%
7 INTEREST - WASTEWATER	19,262	7,600	15,000	10,000	10,000	2,400	31.6%
8 MISCELLANEOUS SERVICE FEE	23,803	27,200	6,300	23,200	23,200	(4,000)	-14.7%
9 TOTAL REVENUES	9,231,966	8,707,800	9,261,300	9,176,800	9,276,800	569,000	6.5%
10 TOTAL BEGINNING BALANCE & REVENUES	10,631,666	10,388,700	10,314,300	10,215,500	10,315,500	(73,200)	-0.7%
11 DIRECT EXPENSES:							
12 ENGINEERING & INSPECTION	211,370	251,200	253,900	195,100	195,100	(56,100)	-22.3%
13 WASTEWATER MAINTENANCE	979,610	986,200	992,400	1,153,900	1,153,900	167,700	17.0%
14 DIRECT EXPENDITURE SUBTOTAL	1,190,980	1,237,400	1,246,300	1,349,000	1,349,000	111,600	9.0%
15 OTHER EXPENSES:							
16 DEBT SERVICE - WASTEWATER	607,389	611,200	611,200	672,500	672,500	61,300	10.0%
17 RETIREES HEALTH CARE	121,100	107,700	107,700	113,100	113,100	5,400	5.0%
18 OTHER EMPLOYMENT EXPENSES	-	15,000	2,100	-	-	(15,000)	-100.0%
19 OPEB UNFUNDED LIABILITY	-	20,700	20,700	-	-	(20,700)	-100.0%
20 KENT COUNTY TREATMENT CHARGE	3,985,933	3,750,000	4,627,300	5,101,900	5,101,900	1,351,900	36.1%
21 INTERFUND SERVICE FEES	836,428	882,300	882,300	759,800	759,800	(122,500)	-13.9%
22 BANK & CREDIT CARD FEES	14,103	14,000	14,000	14,000	14,000	-	0.0%
23 BOND ISSUANCE COSTS	-	20,000	15,000	15,000	15,000	(5,000)	-25.0%
24 OTHER EXPENSES SUBTOTAL	5,564,952	5,420,900	6,280,300	6,676,300	6,676,300	1,255,400	23.2%
25 TRANSFER TO:							
26 GENERAL FUND FROM WASTEWATER	400,000	500,000	500,000	500,000	500,000	-	0.0%
27 WASTEWATER IMP AND EXT	1,576,500	1,800,000	1,100,000	1,800,000	900,000	(900,000)	-50.0%
28 SEWER IMPACT FEE RESERVE	770,094	-	-	-	-	-	0.0%
29 ELECTRIC IMP AND EXT	-	149,000	149,000	149,000	149,000	-	0.0%
30 GENERAL EMPLOYEES PENSION	76,150	-	-	-	-	-	0.0%
31 TRANSFER TO SUBTOTAL	2,822,744	2,449,000	1,749,000	2,449,000	1,549,000	(900,000)	-36.7%
32 TOTAL EXPENSES	9,578,676	9,107,300	9,275,600	10,474,300	9,574,300	467,000	5.1%
33 BUDGET BALANCE WASTEWATER	1,052,990	1,281,400	1,038,700	(258,800)	741,200	(540,200)	-42.2%
34 TOTAL BUDGET BALANCES & EXPENSES	10,631,666	10,388,700	10,314,300	10,215,500	10,315,500	(73,200)	-0.7%
35 EXCEEDS/(REMAINS)TO MEET REQMNT	1,052,990	585,900	298,000	(992,000)	-		

	2017/18 ACTUAL	2018/19 ORIGINAL APPROVED	2018/19 PROJECTED	2019/20 REQUESTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	POLICY
36 RESERVE BALANCES							
38 CONTINGENCY - WATER/WASTEWATER	282,702	282,500	284,800	287,000	287,000	4,500	\$250K

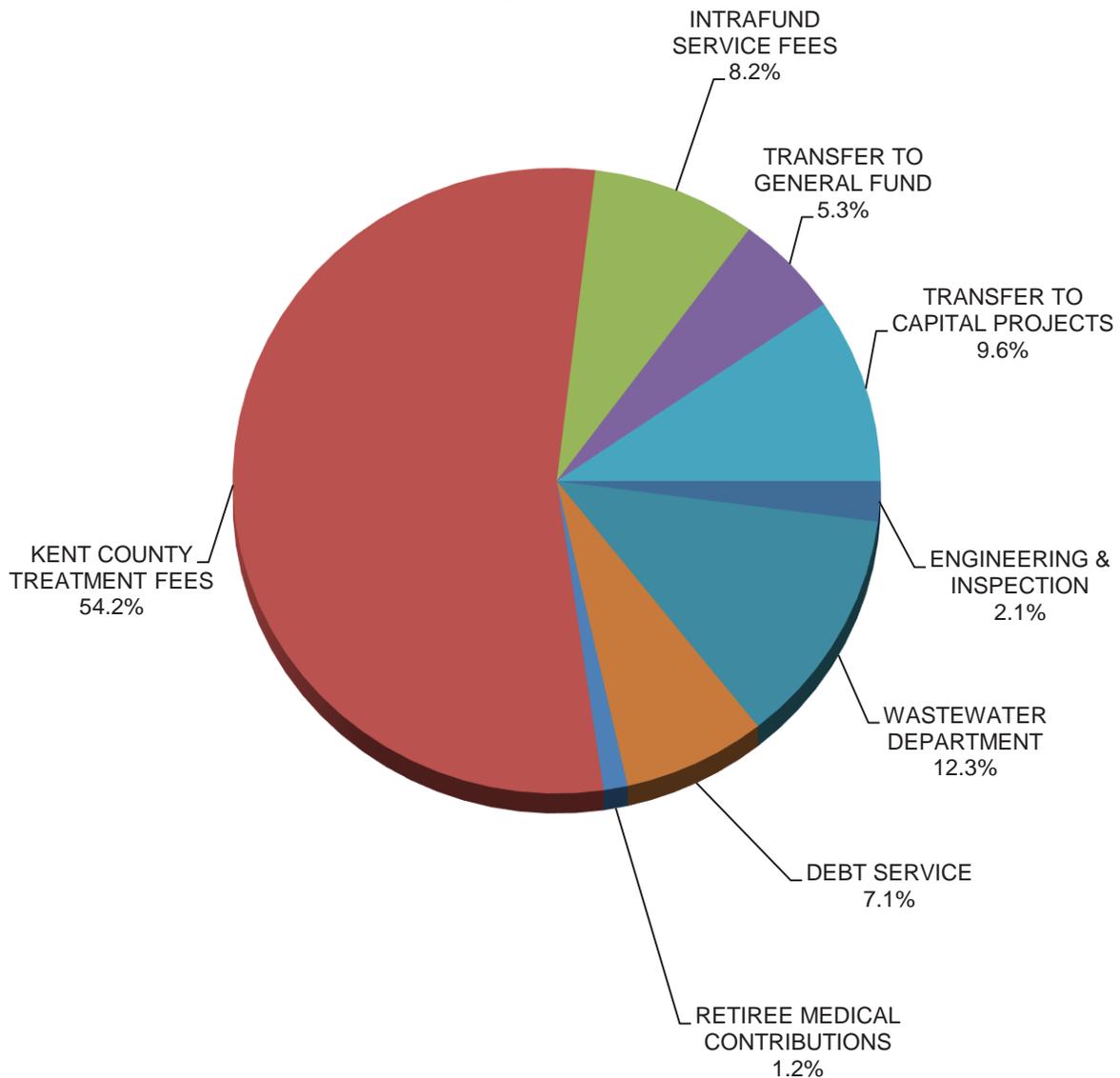
Fiscal Year 2019/2020 Wastewater Fund

Revenue

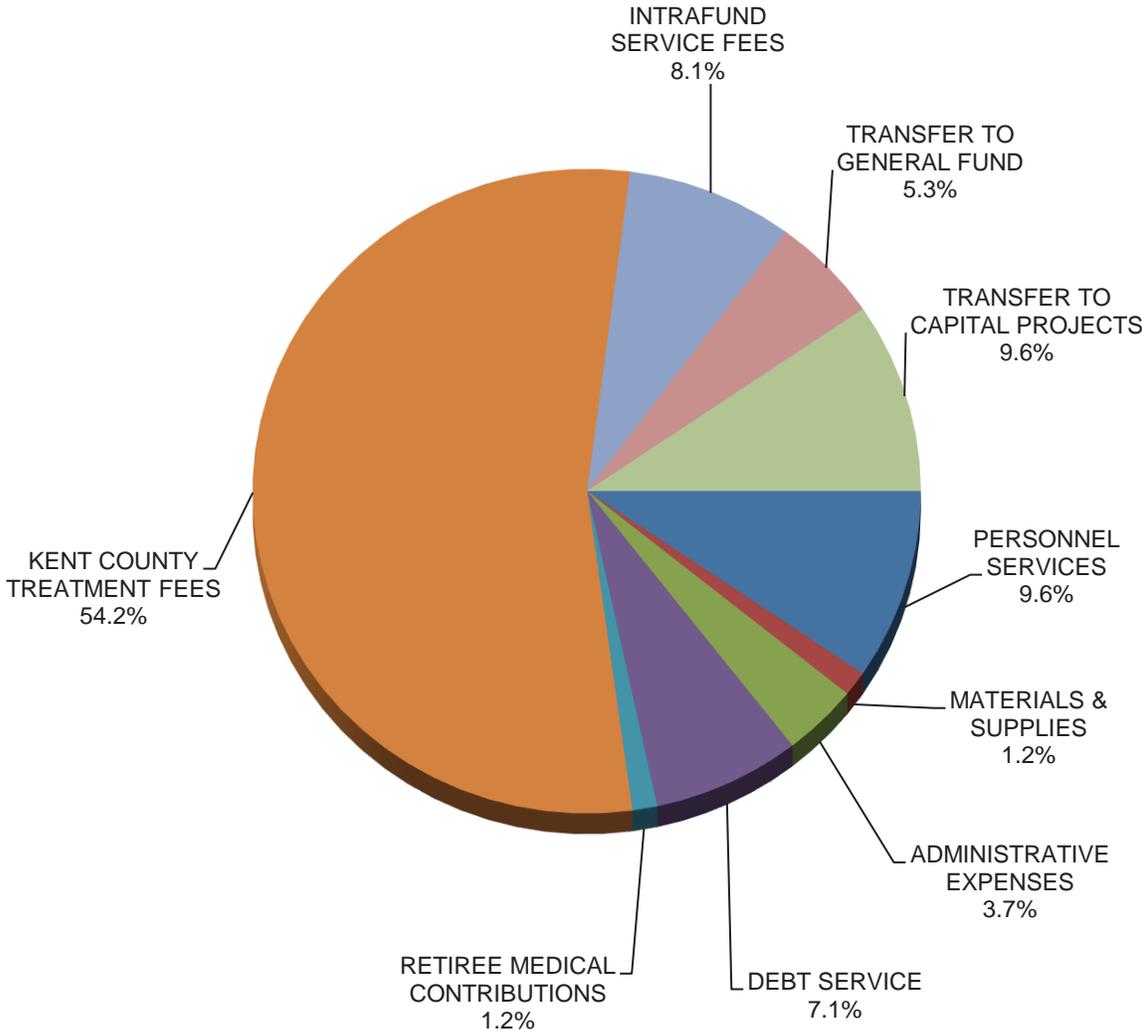


2019/2020 Budget Wastewater Fund Expenses

By Major Function



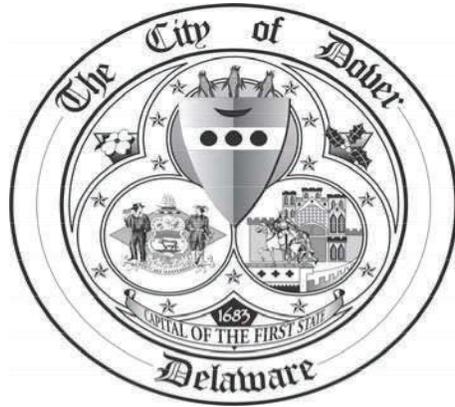
2019/2020 Budget Wastewater Fund Expenses By Expense Category



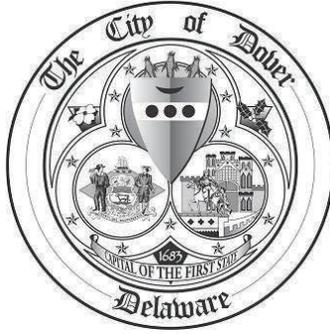
FY 2020 ANNUAL OPERATING BUDGET - DOVER, DELAWARE

WASTEWATER IMPROVEMENT & EXTENSION FUND SUMMARY

	2017/18	2018/19	2018/19 PROJECTED	2019/20 REQUESTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	% CHG FY20 VS FY19 VS
	ACTUAL	ORIGINAL APPROVED					
1 BEGINNING BALANCE - WASTEWATER	1,008,471	88,300	1,148,800	1,110,700	1,110,700	1,022,400	1157.9%
2 TOTAL BEGINNING BALANCES	1,008,471	88,300	1,148,800	1,110,700	1,110,700	1,022,400	1157.9%
3 REVENUES							
5 STATE LOAN FUND - WASTEWATER	-	1,033,900	1,033,900	-	643,000	(390,900)	-37.8%
7 TRANS FR OPERATING FUND - WW	1,576,500	1,800,000	1,100,000	1,800,000	900,000	(900,000)	-50.0%
9 TRANSFER FR WASTEWATER IMPACT FEE	-	421,100	421,100	4,800	4,800	(416,300)	-98.9%
10 PROCEEDS FROM SALE OF ASSETS	3,704	-	-	-	-	-	0.0%
11 INTEREST INCOME	51,163	45,000	45,000	10,000	10,000	(35,000)	-77.8%
12 MISCELLANEOUS RECEIPTS	16,175	-	-	-	-	-	0.0%
13 TOTAL REVENUES	1,647,542	3,300,000	2,600,000	1,814,800	1,557,800	(1,742,200)	-52.8%
14 TOTAL BEGINNING BALANCES & REVENUES	2,656,013	3,388,300	3,748,800	2,925,500	2,668,500	(719,800)	-21.2%
15 EXPENSES							
16 ENGINEERING & INSPECTION	-	-	-	-	-	-	0.0%
17 WASTEWATER MAINTENANCE	1,507,198	2,505,200	2,638,100	2,477,600	2,302,600	(202,600)	-8.1%
18 TOTAL EXPENSES	1,507,198	2,505,200	2,638,100	2,477,600	2,302,600	(202,600)	-8.1%
19 BUDGET BALANCE - WASTEWATER	1,148,815	883,100	1,110,700	447,900	365,900	(517,200)	-58.6%
20 TOTAL ENDING BUDGET BALANCES	1,148,815	883,100	1,110,700	447,900	365,900	(517,200)	-58.6%
21 TOTAL BUDGET BALANCES & EXPENSES	2,656,013	3,388,300	3,748,800	2,925,500	2,668,500	(719,800)	-21.2%
<hr/>							
	2017/18	2018/19	2018/19 PROJECTED	2019/20 REQUESTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	POLICY
	ACTUAL	ORIGINAL APPROVED					
22 RESERVE BALANCES							
23 CAPITAL ASSET RESERVE-WASTEWATER	518,354	534,000	538,500	542,600	542,600	8,600	MIN \$500K
24 IMPACT FEE RESERVE - WASTEWATER	3,075,416	4,464,200	3,979,400	4,004,800	4,004,800	(459,400)	20% of Rev.



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ENTERPRISE FUNDS

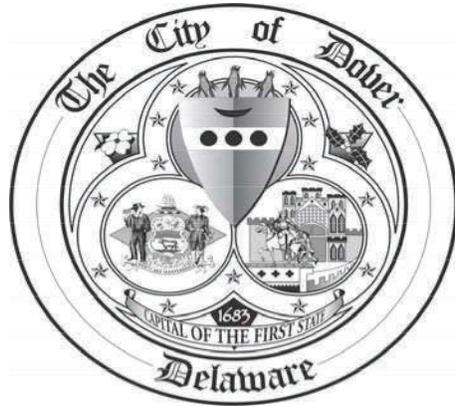
The following schedules pertaining to the major enterprise funds.

WATER FUND

The Water Fund accounts for all operating activity of the Water Utility. This includes service revenues, investment earnings on operating accounts, direct and indirect operating expenses, debt service, and transfers to other funds and the Improvement and Extension Fund. The City also holds lease agreements with cell phone companies for equipment placed on City water towers.

The Water/Wastewater Improvement and Extension Fund is used to account for all capital project and equipment purchases. The City utilizes revenue and expenditure accounts to record capital project receipts, transfers from the operating fund, and project costs.

Number of Metered Customers 12,729
Treatment Plant 1
Wells 21
Storage Towers 7
Water Mains 226 miles
Water Production 1.832 billion gallons
Average Daily Gallons 4.637 million
Gallons not billable 141 million
Total Water FTE's 23



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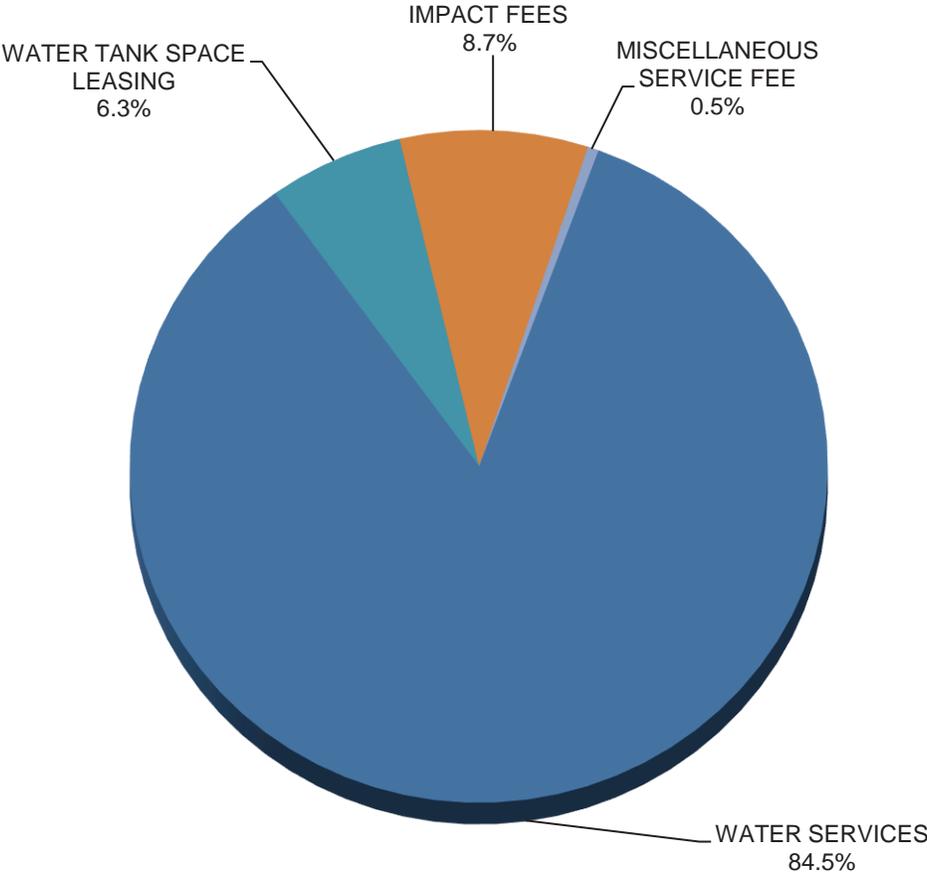
WATER FUND SUMMARY

	2017/18 ACTUAL	2018/19		2019/20 REQUESTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	% CHG FY20 VS FY19 VS
		ORIGINAL APPROVED	2018/19 PROJECTED				
1 BEGINNING BALANCE - WATER	1,680,473	1,991,200	1,912,800	1,487,000	1,487,000	(504,200)	-25.3%
2 BASE REVENUE:							
3 WATER SERVICES	5,584,474	5,897,400	5,463,000	5,530,800	5,530,800	(366,600)	-6.2%
4 WATER TANK SPACE LEASING	390,643	400,600	400,600	410,200	410,200	9,600	2.4%
5 WATER IMPACT FEES	1,069,673	450,000	620,600	420,000	570,000	120,000	26.7%
6 INTEREST - WATER	19,263	7,600	15,000	10,000	10,000	2,400	31.6%
7 MISCELLANEOUS SERVICE FEE	16,447	27,200	6,400	23,000	23,000	(4,200)	-15.4%
8 TOTAL REVENUES	7,080,500	6,782,800	6,505,600	6,394,000	6,544,000	(238,800)	-3.5%
9 TOTAL BEGINNING BALANCE & REVENUES	8,760,973	8,774,000	8,418,400	7,881,000	8,031,000	(743,000)	-8.5%
10 DIRECT EXPENSES:							
11 ENGINEERING & INSPECTION	211,370	251,200	253,900	371,400	371,400	120,200	47.9%
12 WATER MAINTENANCE	537,553	750,000	750,900	638,400	638,400	(111,600)	-14.9%
13 WATER TREATMENT PLANT	1,743,610	1,805,800	1,815,100	2,093,400	2,080,900	275,100	15.2%
14 DIRECT EXPENDITURE SUBTOTAL	2,492,533	2,807,000	2,819,900	3,103,200	3,090,700	283,700	10.1%
15 OTHER EXPENSES:							
16 DEBT SERVICE - WATER	524,593	520,500	520,500	760,000	760,000	239,500	46.0%
17 RETIREES HEALTH CARE	121,100	107,800	107,800	113,200	113,200	5,400	5.0%
18 OTHER EMPLOYMENT EXPENSES	-	15,000	2,100	-	-	(15,000)	-100.0%
19 OPEB UNFUNDED LIABILITY	-	20,700	20,700	-	-	(20,700)	-100.0%
20 INTERFUND SERVICE FEES	836,428	882,300	882,300	1,052,700	1,052,700	170,400	19.3%
21 BANK & CREDIT CARD FEES	14,103	14,000	14,000	14,000	14,000	-	0.0%
22 BOND ISSUANCE COSTS	-	20,000	15,000	15,000	-	(20,000)	-100.0%
23 OTHER EXPENSES SUBTOTAL	1,496,224	1,580,300	1,562,400	1,954,900	1,939,900	359,600	22.8%
24 TRANSFER TO:							
25 GENERAL FUND FROM WATER	500,000	500,000	500,000	500,000	500,000	-	0.0%
26 WATER IMP AND EXT	1,576,500	1,800,000	1,800,000	1,800,000	1,500,000	(300,000)	-16.7%
27 WATER IMPACT FEE RESERVE	706,720	-	100,100	-	-	-	0.0%
28 ELECTRIC IMP AND EXT	-	149,000	149,000	149,000	149,000	-	0.0%
29 GENERAL EMPLOYEES PENSION	76,150	-	-	-	-	-	0.0%
30 TRANSFER TO SUBTOTAL	2,859,370	2,449,000	2,549,100	2,449,000	2,149,000	(300,000)	-12.2%
31 TOTAL EXPENSES	6,848,128	6,836,300	6,931,400	7,507,100	7,179,600	343,300	5.0%
32 BUDGET BALANCE WATER	1,912,846	1,937,700	1,487,000	373,900	851,400	(1,086,300)	-56.1%
33 TOTAL BUDGET BALANCES & EXPENSES	8,760,973	8,774,000	8,418,400	7,881,000	8,031,000	(743,000)	-8.5%
34 EXCEEDS/(REMAINS)TO MEET REQMNT	1,912,846	1,395,100	966,500	(136,700)	328,800		

	2017/18 ACTUAL	2018/19		2019/20 REQUESTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	POLICY
		ORIGINAL APPROVED	2018/19 PROJECTED				
35 RESERVE BALANCES							
36 CONTINGENCY - WATER	255,717	255,500	257,600	259,600	259,600	4,100	\$250K

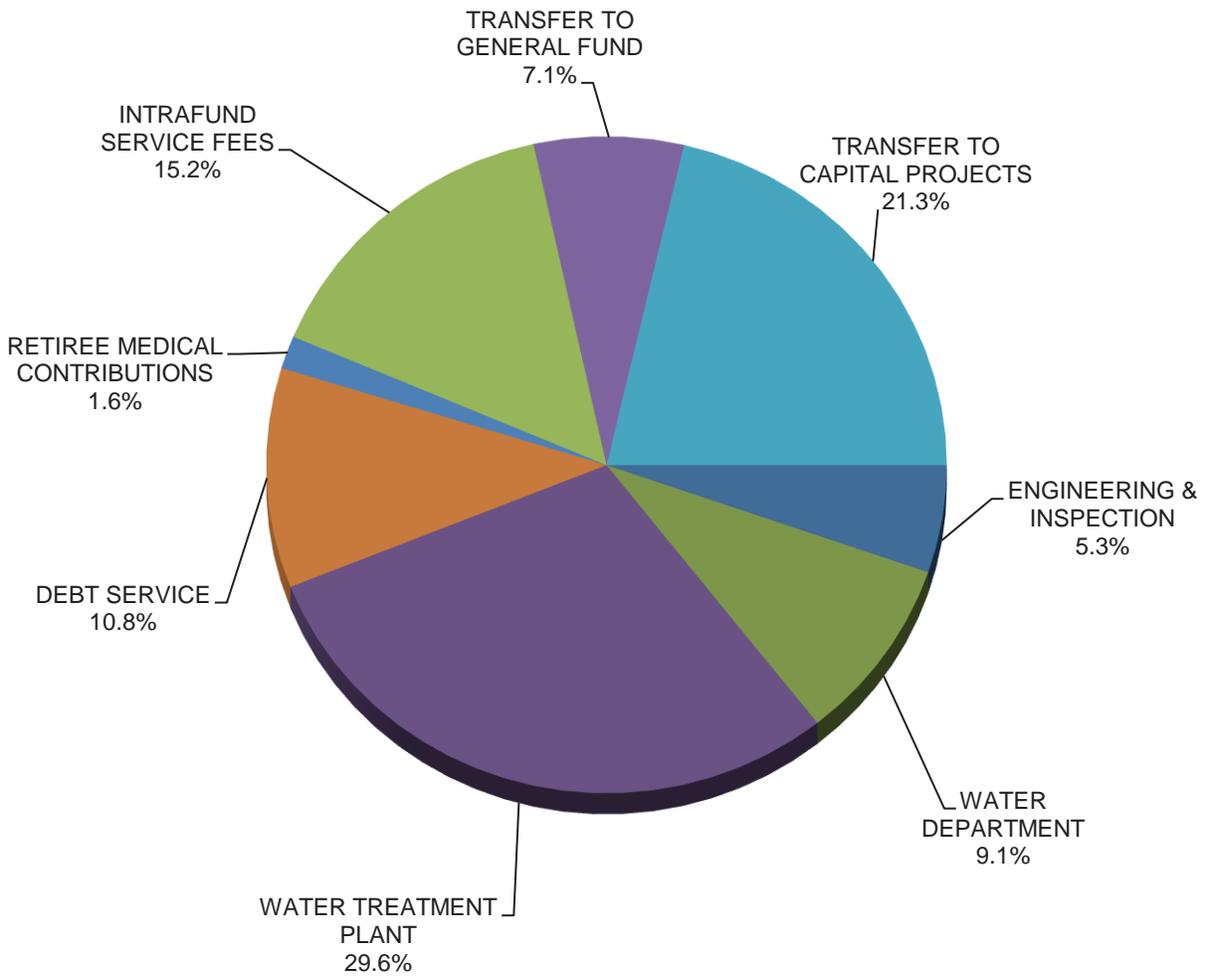
Fiscal Year 2019/2020 Water Fund

Revenue

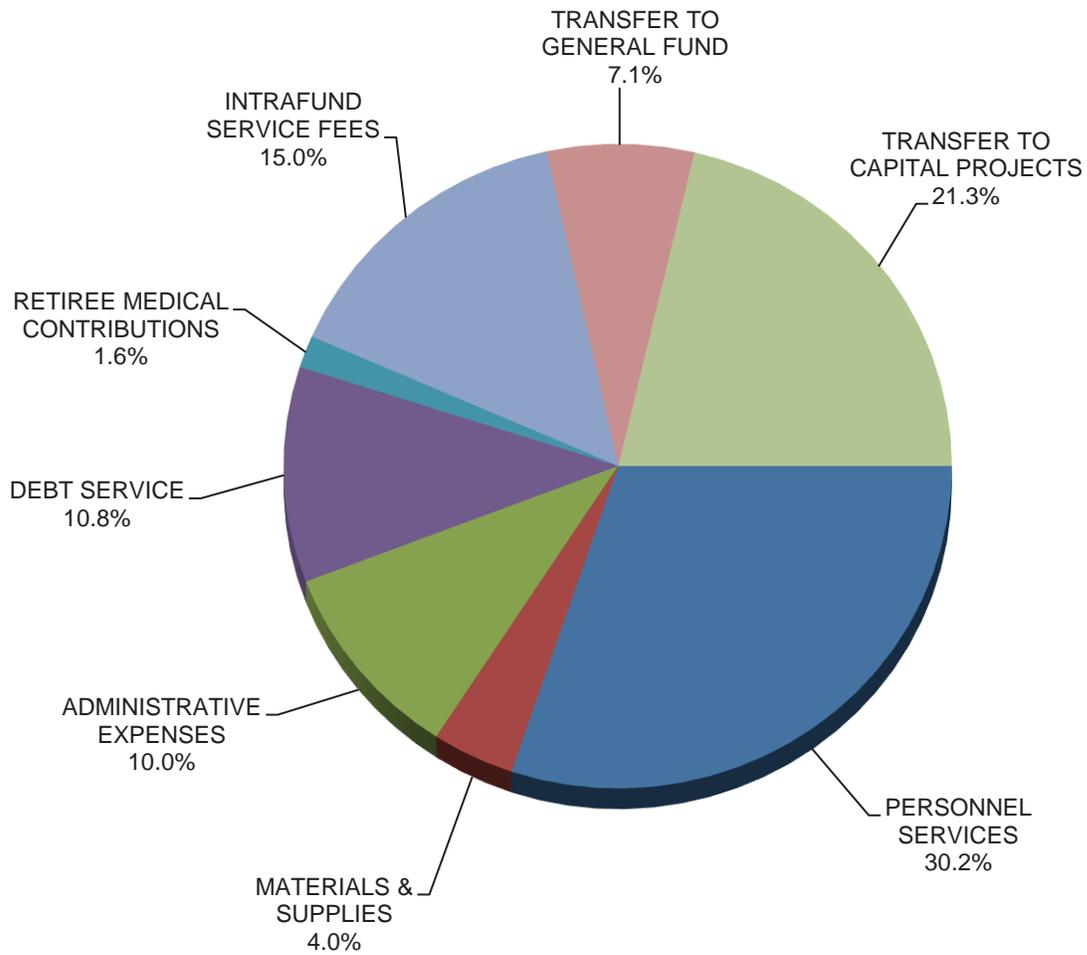


2019/2020 Budget Water Fund Expenses

By Major Function

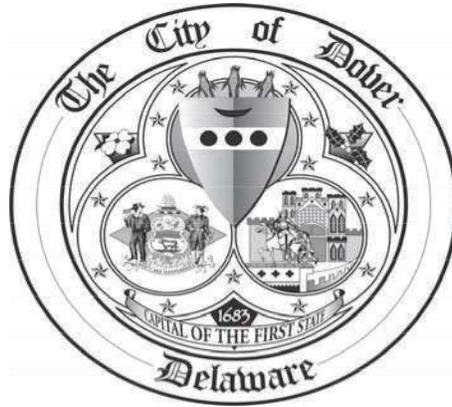


2019/2020 Budget Water Fund Expenses By Expense Category

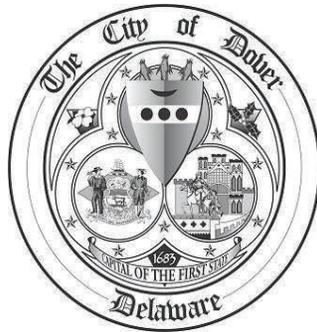


WATER IMPROVEMENT & EXTENSION FUND SUMMARY

	2017/18 ACTUAL	2018/19		2019/20 REQUESTED	2019/20 APPROVED	\$ DIFFERENCE		% CHG		
		ORIGINAL APPROVED	2018/19 PROJECTED			FY20 VS FY19 BUDGET	FY20 VS FY19 VS	FY20 VS POLICY		
1 BEGINNING BALANCE - WATER	4,836,082	2,275,200	5,672,600	4,366,100	4,366,100	2,090,900		91.9%		
2 REVENUES										
3 STATE LOAN FUND - WATER	-	4,000,000	4,000,000	-	-	(4,000,000)		-100.0%		
4 TRANS FR OPERATING FUND - WATER	1,576,500	1,800,000	1,800,000	1,800,000	1,500,000	(300,000)		-16.7%		
5 TRANSFER FR WATER IMPACT FEE	-	40,400	40,400	30,900	30,900	(9,500)		-23.5%		
6 PROCEEDS FROM SALE OF ASSETS	3,704	-	-	-	-	-		0.0%		
7 INTEREST INCOME	51,163	45,000	45,000	10,000	10,000	(35,000)		-77.8%		
8 MISCELLANEOUS RECEIPTS	16,175	-	-	-	-	-		0.0%		
9 TOTAL REVENUES	1,647,542	5,885,400	5,885,400	1,840,900	1,540,900	(4,344,500)		-73.8%		
10 TOTAL BEGINNING BALANCES & REVENUES	6,483,624	8,160,600	11,558,000	6,207,000	5,907,000	(2,253,600)		-27.6%		
11 EXPENSES										
12 ENGINEERING & INSPECTION	-	-	-	-	-	-		0.0%		
13 WATER MAINTENANCE	795,947	515,300	723,700	1,754,900	960,400	445,100		86.4%		
14 WATER TREATMENT PLANT	15,113	4,000,000	6,468,200	559,700	559,700	(3,440,300)		-86.0%		
15 TOTAL EXPENSES	811,060	4,515,300	7,191,900	2,314,600	1,520,100	(2,995,200)		-66.3%		
16 BUDGET BALANCE - WATER	5,672,564	3,645,300	4,366,100	3,892,400	4,386,900	741,600		20.3%		
17 TOTAL ENDING BUDGET BALANCES	5,672,564	3,645,300	4,366,100	3,892,400	4,386,900	741,600		20.3%		
18 TOTAL BUDGET BALANCES & EXPENSES	6,483,624	8,160,600	11,558,000	6,207,000	5,907,000	(2,253,600)		-27.6%		
<hr/>										
19 RESERVE BALANCES										
20 CAPITAL ASSET RESERVE-WATER	519,543	535,200	539,700	543,800	543,800	8,600	MIN \$500K			
21 IMPACT FEE RESERVE - WATER	434,156	622,100	1,339,700	1,319,000	1,319,000	696,900	20% of Rev.			



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ENTERPRISE FUNDS

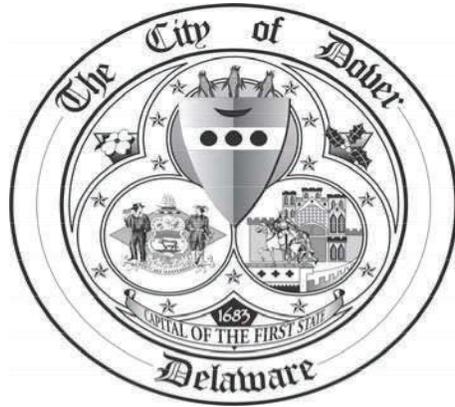
The following schedules pertaining to the major enterprise funds.

ELECTRIC REVENUE FUND

The Electric Revenue Fund accounts for all operating activity of the electric utility. This includes service revenues, investment earnings on operating accounts, direct and indirect operating expenses, purchased power cost, debt service, and transfers to other funds and the Improvement and Extension Fund.

The Electric Improvement and Extension Fund is used to account for all capital project and equipment purchases. The City utilizes revenue and expenditure accounts to record capital project receipts, transfers from the operating fund, and project costs.

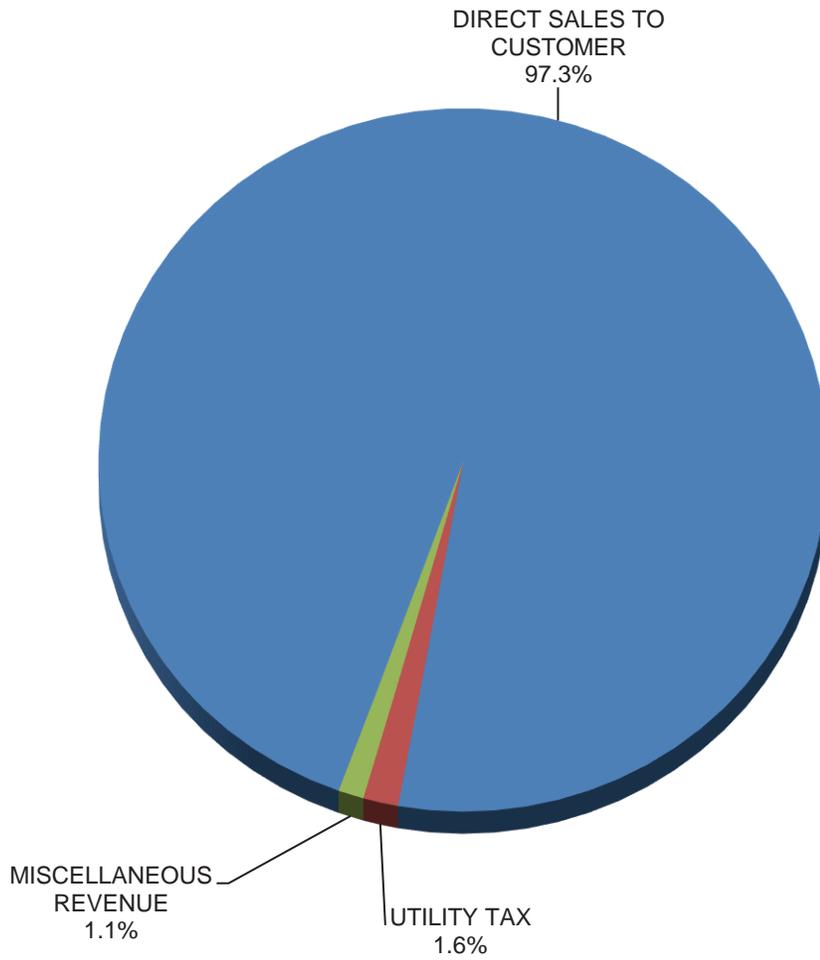
Average Number of Metered Customers 25,011
Total kWh Sales 742.2 million kilowatts
High Peak Load 162.87 megawatts
Miles of Service Area 74.8 sq. miles
Miles of Distribution Line 470.5
Transmission Line 43 miles
Substations 14
Total Electric FTE's 46



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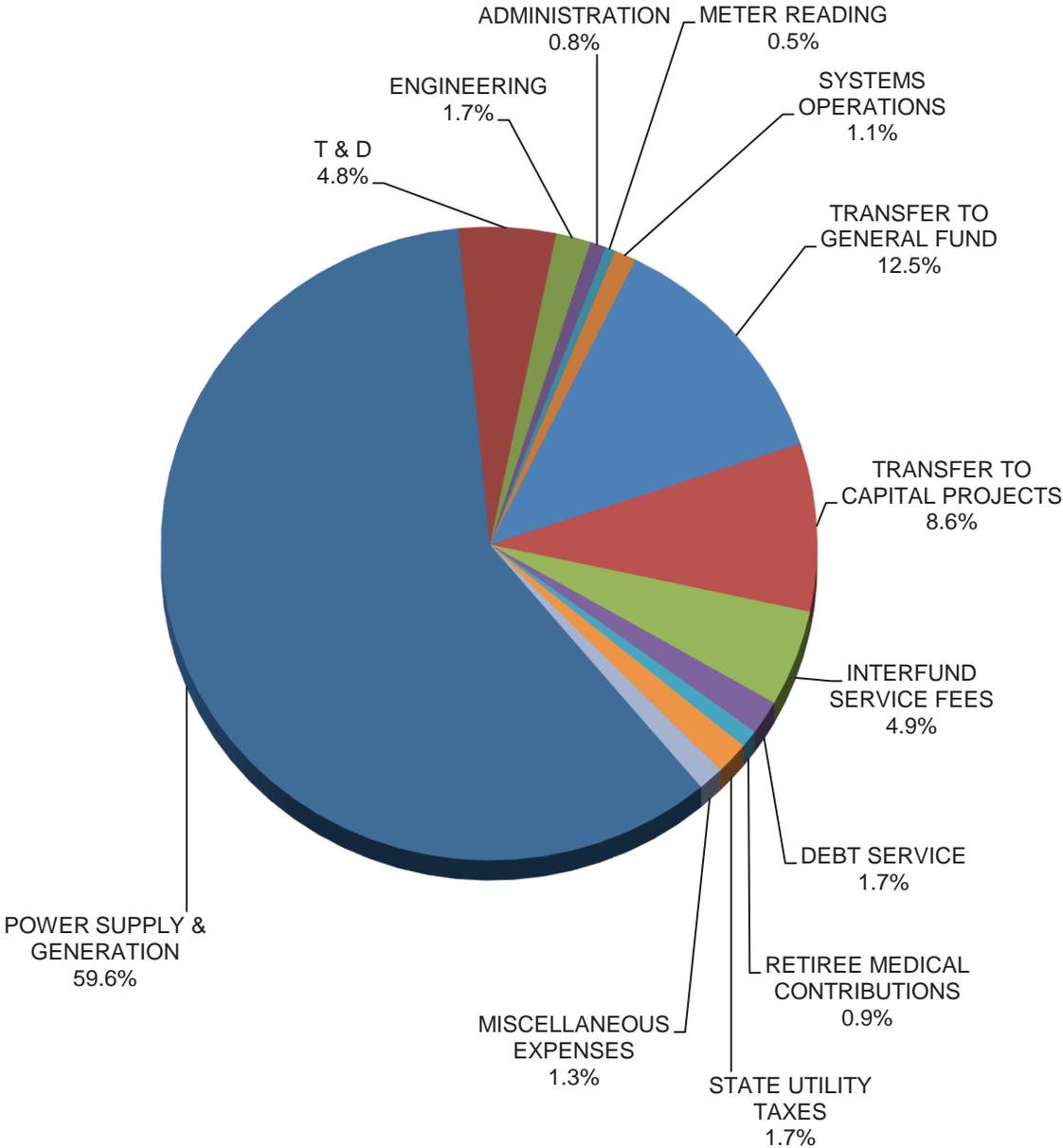
Electric Fund Fiscal Year 2019/2020

Revenue

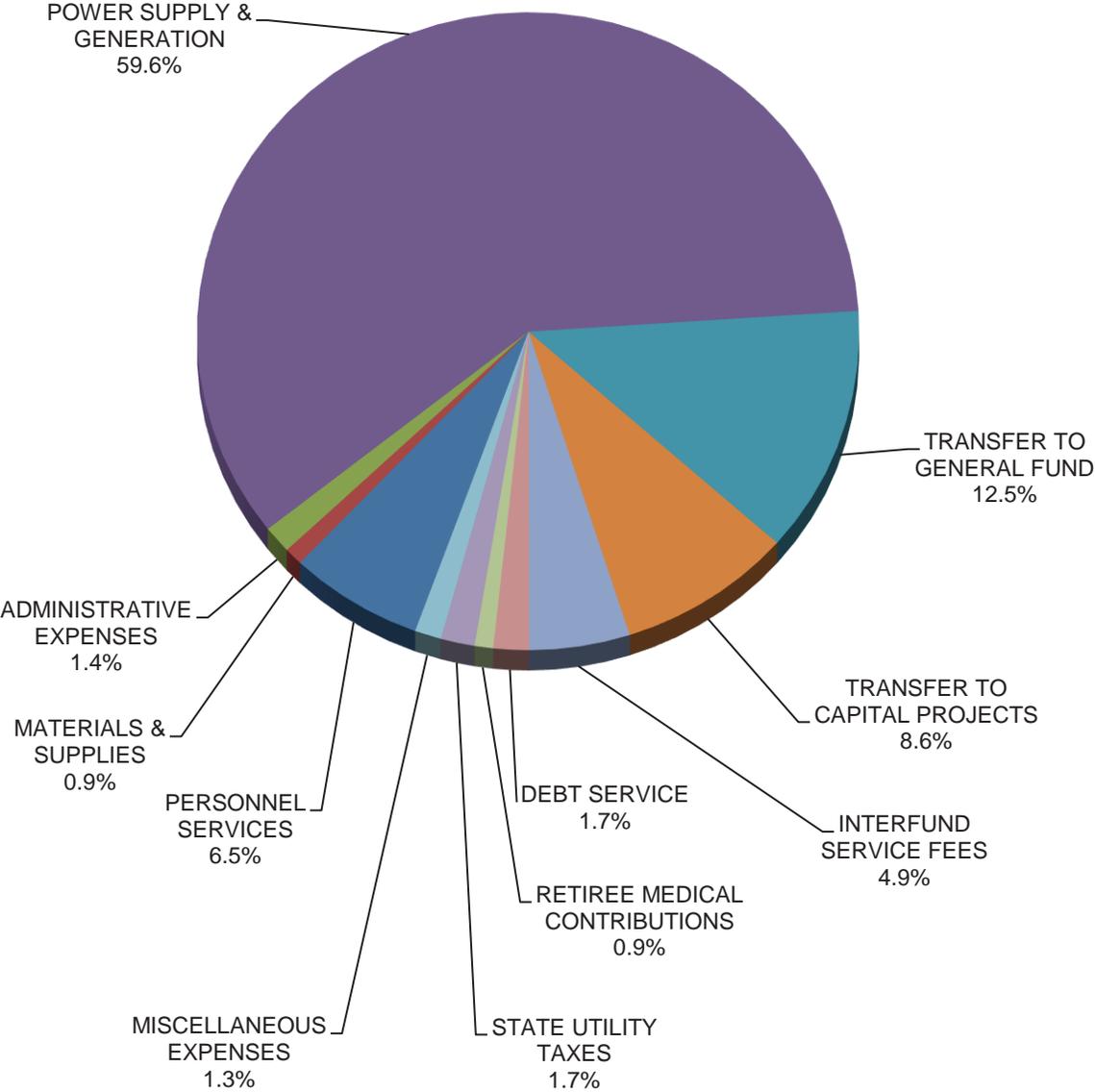


FY 2020 ANNUAL OPERATING BUDGET - DOVER, DELAWARE

**Electric Fund
Fiscal Year 2019/2020
Expense by Major Function**

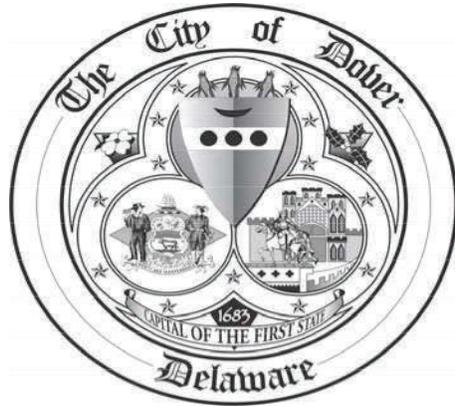


Electric Fund Fiscal Year 2019/2020 Expense by Category



ELECTRIC IMPROVEMENT & EXTENSION FUND SUMMARY

	2017/18	2018/19	2018/19 PROJECTED	2019/20 REQUESTED	2019/20 APPROVED	\$ DIFFERENCE	% CHG
	ACTUAL	ORIGINAL APPROVED				FY20 VS FY19 BUDGET	FY20 VS FY19 VS
1 BEGINNING BALANCE	10,365,652	8,332,100	11,123,900	12,120,900	12,120,900	3,788,800	45.5%
2 REVENUES							
3 TRANSFER FROM ELECTRIC	5,000,000	6,400,000	6,400,000	7,626,000	6,816,000	416,000	6.5%
4 TRANSFER FROM WATER/WASTEWATER	-	298,000	298,000	298,000	298,000	-	0.0%
5 TRANSFER FROM GENERAL FUND	-	200,000	200,000	250,000	250,000	50,000	25.0%
6 GENERAL SERVICE BILLING	351,993	450,000	450,000	400,000	400,000	(50,000)	-11.1%
8 INCOME FROM SALE OF ASSETS	2,365	-	-	-	-	-	0.0%
9 INTEREST EARNINGS	135,117	109,800	109,800	150,000	150,000	40,200	36.6%
10 TOTAL REVENUES	5,489,475	7,457,800	7,457,800	8,724,000	7,914,000	456,200	6.1%
11 TOTALS	15,855,127	15,789,900	18,581,700	20,844,900	20,034,900	4,245,000	26.9%
12 EXPENSES							
13 ELECTRIC ADMINISTRATION	-	1,175,200	-	1,643,200	1,643,200	468,000	39.8%
14 ELECTRIC GENERATION	2,150,352	1,546,000	1,658,000	115,000	115,000	(1,431,000)	-92.6%
15 TRANSMISSION AND DISTRIBUTION	956,760	1,383,000	1,383,000	1,290,000	1,255,000	(128,000)	-9.3%
16 ELECTRICAL ENGINEERING	655,508	2,245,500	2,392,600	4,068,000	3,293,000	1,047,500	46.6%
17 METER READING	35,986	-	-	21,800	21,800	21,800	0.0%
18 ERP SYSTEM	932,631	548,000	1,027,200	488,000	488,000	(60,000)	-10.9%
19 TOTAL EXPENSES	4,731,237	6,897,700	6,460,800	7,626,000	6,816,000	(81,700)	-1.2%
20 BUDGET BALANCE	11,123,890	8,892,200	12,120,900	13,218,900	13,218,900	4,326,700	48.7%
21 TOTAL BUDGET BALANCE & EXPENSES	15,855,127	15,789,900	18,581,700	20,844,900	20,034,900	4,245,000	26.9%
	2017/18	2018/19	2018/19 PROJECTED	2019/20 REQUESTED	2019/20 APPROVED	\$ DIFFERENCE	
	ACTUAL	ORIGINAL APPROVED				FY20 VS FY19 BUDGET	POLICY
22 RESERVE BALANCES							
23 DEPRECIATION RESERVE	13,246,600	13,173,700	15,958,500	21,213,800	21,213,800	8,040,100	Min \$10M
24 FUTURE CAPACITY RESERVE	13,404,000	13,330,200	13,618,500	13,836,400	13,836,400	506,200	Min \$10M



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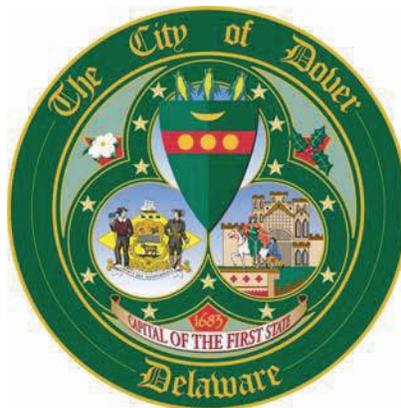
PERSONNEL SUMMARY

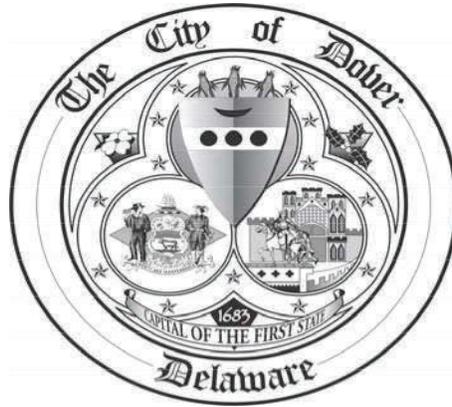
THE FOLLOWING SUBSECTIONS ARE INCLUDED:

PERSONNEL TABLE

PERSONNEL COST SUMMARY

OVERTIME TRENDS





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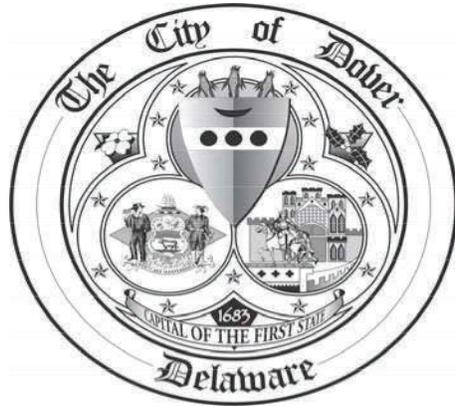
FY 2020 ANNUAL OPERATING BUDGET - DOVER, DELAWARE

City of Dover
Fiscal Year 2020 Budget
Personnel Table

DEPT/DIVISION	2017-2018 BUDGET	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	CHANGE
CITY CLERK	4.0	4.0	4.0	4.0	0.0
CITY MANAGER	5.0	5.0	5.0	5.0	0.0
CODE ENFORCEMENT	5.0	5.0	5.0	5.0	0.0
CUSTOMER SERVICES	16.0	16.0	16.0	16.0	0.0
FACILITIES MAINTENANCE	5.0	5.0	5.0	5.0	0.0
FINANCE	8.0	8.0	8.0	8.0	0.0
FIRE DEPARTMENT	5.0	5.0	5.0	5.0	0.0
FLEET MAINTENANCE	6.0	6.0	7.0	7.0	1.0
GROUNDS	13.0	13.0	15.0	14.0	1.0
HUMAN RESOURCES	3.0	3.0	4.0	4.0	1.0
INFORMATION TECHNOLOGY	4.0	4.0	4.0	4.0	0.0
INSPECTIONS	6.0	6.0	7.0	7.0	1.0
LIBRARY	13.0	13.0	14.0	14.0	1.0
LIFE SAFETY	3.0	3.0	4.0	4.0	1.0
MAYOR	1.0	1.0	2.0	2.0	1.0
PARKS AND RECREATION	5.0	9.0	9.0	9.0	0.0
PLANNING	6.0	6.0	8.0	6.0	0.0
POLICE - TOTAL*	134.0	134.0	139.0	135.0	1.0
PROCUREMENT AND INVENTORY	3.0	5.0	5.0	4.0	(1.0)
PUBLIC WORKS - ADMINISTRATION	6.0	6.0	7.0	7.0	1.0
PUBLIC WORKS - ENGINEERING	3.0	3.0	3.0	2.0	(1.0)
SANITATION	10.0	10.0	11.0	10.0	0.0
STREETS	8.0	8.0	14.0	7.0	(1.0)
STORMWATER	0.0	0.0	0.0	7.0	7.0
TAX ASSESSOR	3.0	3.0	3.0	3.0	0.0
GENERAL FUND AND CDBG TOTAL	275.0	281.0	304.0	294.0	13.0
ELECTRIC ADMINISTRATION	5.0	3.0	2.0	2.0	(1.0)
ELECTRIC SYSTEM OPERATIONS	5.0	5.0	7.0	7.0	2.0
ELECTRIC ENGINEERING	10.0	10.0	10.0	10.0	0.0
ELECTRIC T & D	24.0	24.0	23.0	23.0	(1.0)
METER READING - CUSTOMER SERVICE	4.0	4.0	4.0	4.0	0.0
ELECTRIC FUND TOTAL	48.0	46.0	46.0	46.0	0.0
WATER ENGINEERING	5.0	5.0	3.0	3.0	(2.0)
WASTEWATER ENGINEERING	0.0	0.0	2.0	2.0	2.0
WATER MAINTENANCE	6.0	7.0	6.0	6.0	(1.0)
WASTEWATER MAINTENANCE	11.0	10.0	11.0	11.0	1.0
WATER TREATMENT PLANT	13.0	13.0	14.0	14.0	1.0
WATER/WASTEWATER FUNDS TOTAL	35.0	35.0	36.0	36.0	1.0
TOTAL FULL-TIME PERSONNEL	358.0	362.0	386.0	376.0	14.0

*101 Officers; 33 Civilians - 134 Total Employees

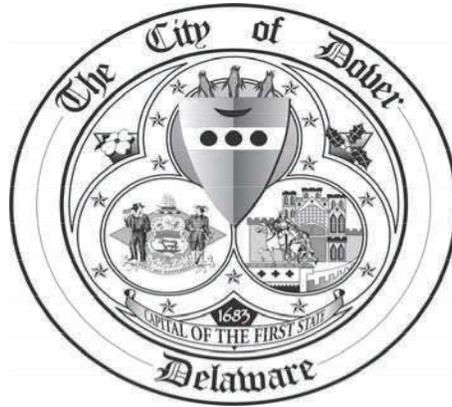
DEPT/DIVISION	2017-2018 BUDGET	2018-2019 BUDGET	2019-2020 PROPOSED	2019-2020 APPROVED	CHANGE
PART-TIME PERSONNEL					
CITY CLERK	0.0	1.0	1.0	1.0	0.0
CITY COUNCIL COMMITTEES	17.0	17.0	17.0	17.0	0.0
CITY MANAGER	0.0	0.0	0.0	0.0	0.0
PLANNING COMMISSION	14.0	14.0	14.0	14.0	0.0
FIRE (5 On Call Dispatchers)	5.0	5.0	6.0	6.0	1.0
PARKS AND RECREATION	14.0	14.0	14.0	14.0	0.0
LIBRARY	21.0	22.0	17.0	17.0	(5.0)
POLICE CADET PROGRAM	5.0	5.0	9.0	9.0	4.0
PROCUREMENT AND INVENTORY	1.0	1.0	1.0	1.0	0.0
CUSTOMER SERVICES	2.0	2.0	0.0	0.0	(2.0)
METER READING - CUSTOMER SERVICE	1.0	1.0	0.0	0.0	(1.0)
HUMAN RESOURCES	0.0	2.0	1.0	1.0	(1.0)
ELECTRIC ENGINEERING	1.0	0.0	0.0	0.0	0.0
SUBSTANCE ABUSE GRANT	10.0	10.0	10.0	10.0	0.0
POLICE CADET - GRANT	1.0	1.0	0.0	0.0	(1.0)
TOTAL PART-TIME PERSONNEL	92.0	95.0	90.0	90.0	(5.0)
TOTAL PERSONNEL	450.0	457.0	476.0	466.0	9.0



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FY 2020 ANNUAL OPERATING BUDGET - DOVER, DELAWARE

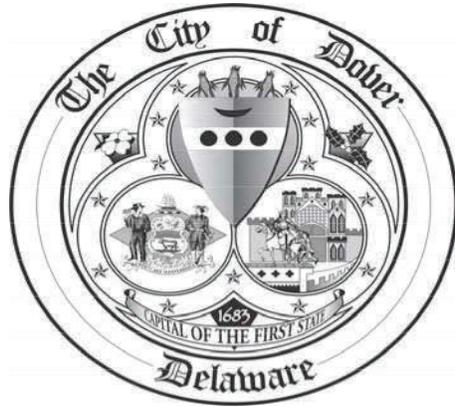
City of Dover 2019-2020 Approved Total City Personnel by Fund							
Division Title	Base Pay 10-11	Bonus/Allow./SD On Call 10-11	Overtime 10-12	Part Time/Temp 10-13	Total Wages	Total Benefits	Total Personnel
City Clerk	\$ 231,400	\$ -	\$ -	\$ 5,200	\$ 236,600	\$ 146,500	\$ 383,100
City Council	-	-	-	84,300	84,300	6,700	91,000
Assessor	140,800	-	-	-	140,800	68,700	209,500
Fire	211,600	5,100	35,000	30,000	281,700	119,400	401,100
Grounds	561,000	2,200	14,000	-	577,200	444,400	1,021,600
Library	686,500	-	-	296,100	982,600	500,800	1,483,400
Recreation	470,600	400	1,300	152,100	624,400	230,500	854,900
Life Safety	151,000	9,600	8,000	-	168,600	61,100	229,700
Code Enforcement	280,800	700	4,400	-	285,900	207,500	493,400
Planning	409,900	(25,000)	4,000	15,000	403,900	130,500	534,400
Building Inspections	338,100	600	4,800	-	343,500	272,800	616,300
Civilian Police	1,608,500	32,700	85,000	162,900	1,889,100	1,062,500	2,951,600
Law Enforcement	7,934,300	191,800	470,000	-	8,596,100	4,522,700	13,118,800
Police Extra Duty	584,300	-	-	-	584,300	80,800	665,100
Streets	290,200	3,000	10,600	-	303,800	241,300	545,100
Stormwater	260,500	900	3,400	-	264,800	138,000	402,800
Sanitation	401,200	1,300	18,200	-	420,700	318,300	739,000
City Manager	463,500	-	5,000	-	468,500	221,300	689,800
Information Technology	264,300	-	-	-	264,300	188,500	452,800
Finance	478,900	-	-	-	478,900	257,200	736,100
Public Works Admin	441,200	300	-	-	441,500	325,700	767,200
Facilities	240,200	1,200	3,800	-	245,200	215,100	460,300
Public Works Engineering	108,700	300	-	-	109,000	51,200	160,200
Procurement & Inventory	255,300	-	1,000	-	256,300	131,900	388,200
Fleet Maintenance	336,500	3,300	5,400	-	345,200	251,400	596,600
Customer Service	648,000	-	-	-	648,000	361,800	1,009,800
Human Resources	244,500	-	-	18,100	262,600	174,700	437,300
Mayor	77,100	-	-	-	77,100	31,200	108,300
Total General Fund	\$ 18,118,900	\$ 228,400	\$ 673,900	\$ 763,700	\$ 19,784,900	\$ 10,762,500	\$ 30,547,400
Division Title	Base Pay 10-11	Bonus/Allow./SD On Call 10-11	Overtime 10-12	Part Time/Temp 10-13	Total Wages	Total Benefits	Total Personnel
Water Engineering	\$ 224,900	\$ 600	\$ -	\$ -	\$ 225,500	\$ 114,400	\$ 339,900
Wastewater Engineering	108,500	300	-	-	108,800	56,200	165,000
Water Maintenance	281,500	7,400	14,800	-	303,700	204,500	508,200
Wastewater Maintenance	426,300	15,500	30,400	-	472,200	264,700	736,900
Water Treatment	720,400	5,800	67,500	-	793,700	492,200	1,285,900
Total Water/Wastewater Fund	\$ 1,761,600	\$ 29,600	\$ 112,700	\$ -	\$ 1,903,900	\$ 1,132,000	\$ 3,035,900
Division Title	Base Pay 10-11	Bonus/Allow./SD On Call 10-11	Overtime 10-12	Part Time/Temp 10-13	Total Wages	Total Benefits	Total Personnel
T & D	\$ 1,645,900	\$ 48,000	\$ 101,100	\$ -	\$ 1,795,000	\$ 940,400	\$ 2,735,400
Engineering	691,000	15,400	6,900	11,900	725,200	328,700	1,053,900
Administration	171,400	-	-	-	171,400	37,700	209,100
Meter Reading	194,600	9,400	19,200	-	223,200	143,500	366,700
System Operators	518,400	4,500	81,300	-	604,200	248,900	853,100
Total Electric Fund	\$ 3,221,300	\$ 77,300	\$ 208,500	\$ 11,900	\$ 3,519,000	\$ 1,699,200	\$ 5,218,200
Division Title	Base Pay 10-11	Bonus/Allow./SD On Call 10-11	Overtime 10-12	Part Time/Temp 10-13	Total Wages	Total Benefits	Total Personnel
CDBG	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000
Substance Abuse Grant	-	-	-	63,500	63,500	5,000	68,500
Total Grant Funds	\$ -	\$ 25,000	\$ -	\$ 63,500	\$ 88,500	\$ 5,000	\$ 93,500
GRAND TOTAL	\$ 23,101,800	\$ 360,300	\$ 995,100	\$ 839,100	\$ 25,296,300	\$ 13,598,700	\$ 38,895,000



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CITY OF DOVER
OVERTIME COMPARISON
FISCAL YEAR 2017 THROUGH 2020

DEPARTMENT	2017				2018				2019 THROUGH APRIL				2020
	Orig. Budget	Actual	Variance	% To Date	Orig. Budget	Actual	Variance	% To Date	Orig. Budget	Actual	Variance	% To Date	Proposed
FIRE	43,000	32,776	10,224	76.2%	35,000	32,223	2,777	92.1%	35,000	25,879	9,121	73.9%	35,000
GROUNDINGS	12,200	7,853	4,347	64.4%	10,000	11,347	(1,347)	113.5%	11,600	4,276	7,324	36.9%	14,000
PARKS & RECREATION	1,600	2,213	(613)	138.3%	1,600	1,688	(88)	105.5%	1,600	608	992	38.0%	1,300
LIBRARY	3,700	3,762	(62)	101.7%	-	345	(345)	---	-	2,045	(2,045)	---	-
LIFE SAFETY	8,000	4,904	3,096	61.3%	8,000	3,983	4,017	49.8%	8,000	2,857	5,143	35.7%	8,000
CODE ENFORCEMENT	2,500	2,795	(295)	111.8%	2,500	2,709	(209)	108.4%	2,500	1,851	649	74.0%	4,400
PLANNING	1,000	3,361	(2,361)	336.1%	1,000	4,520	(3,520)	452.0%	1,000	6,025	(5,025)	602.5%	4,000
PUBLIC INSPECTIONS	2,000	3,648	(1,648)	182.4%	2,000	3,731	(1,731)	186.6%	2,000	2,992	(992)	149.6%	4,800
POLICE CIVILIAN	70,900	83,100	(12,200)	117.2%	69,200	92,034	(22,834)	133.0%	80,000	86,734	(6,734)	108.4%	85,000
POLICE LAW ENFORCEMENT	450,600	417,675	32,925	92.7%	460,000	402,953	57,047	87.6%	450,000	435,908	14,092	96.9%	470,000
STREET	7,900	4,732	3,168	59.9%	7,900	5,863	2,037	74.2%	7,900	4,428	3,472	56.1%	10,600
STORMWATER	-	-	-	0.0%	-	-	-	0.0%	-	-	-	0.0%	3,400
SANITATION	17,500	14,389	3,111	82.2%	17,500	16,993	507	97.1%	17,500	8,089	9,411	46.2%	18,200
CITY MANAGER	2,000	658	1,342	32.9%	1,500	3,805	(2,305)	253.7%	1,500	402	1,098	26.8%	5,000
FINANCE	-	-	-	---	-	39	(39)	---	-	-	-	---	-
PW ADMINISTRATION	-	209	(209)	---	-	-	-	---	-	-	-	---	-
FACILITIES MANAGEMENT	6,400	2,394	4,006	37.4%	6,400	5,319	1,081	83.1%	6,400	960	5,440	15.0%	3,800
PROCUREMENT & INVENTORY	1,000	1,195	(195)	119.5%	1,000	1,890	(890)	189.0%	1,000	358	642	35.8%	-
PW ENGINEERING	500	1,825	(1,325)	365.1%	500	502	(2)	100.3%	500	-	500	-	1,000
VEHICLE MAINTENANCE	6,700	4,928	1,772	73.5%	6,700	6,568	132	98.0%	5,900	2,960	2,940	50.2%	5,400
CUSTOMER SERVICES	-	226	(226)	---	-	-	-	---	-	-	-	---	-
WATER ENGINEERING	1,500	-	1,500	0.0%	500	330	170	66.0%	500	206	294	41.2%	-
WATER	12,000	10,161	1,839	84.7%	12,000	7,737	4,263	64.5%	14,400	11,380	3,020	79.0%	14,800
WASTE-WATER	25,000	21,711	3,289	86.8%	25,000	42,575	(17,575)	170.3%	22,600	23,747	(1,147)	105.1%	30,400
WATER TREATMENT PLANT	30,000	47,191	(17,191)	157.3%	30,000	50,584	(20,584)	168.6%	30,000	49,960	(19,960)	166.5%	67,500
TRANSMISSION/DISTRIBUTION	106,800	125,875	(19,075)	117.9%	106,800	125,478	(18,678)	117.5%	106,800	80,515	26,285	75.4%	101,100
ELECTRIC ENGINEERING	11,100	4,020	7,080	36.2%	10,000	5,451	4,549	54.5%	10,000	3,970	6,030	39.7%	6,900
ELECTRIC METERING	19,100	16,229	2,871	85.0%	19,100	17,472	1,628	91.5%	19,100	12,674	6,426	66.4%	19,200
ELECTRIC SYSTEMS OPERATIONS	72,900	85,260	(12,360)	117.0%	72,900	85,576	(12,676)	117.4%	72,900	102,635	(29,735)	140.8%	81,300
TOTAL	915,900	903,091	12,809	98.6%	907,100	931,714	(24,614)	102.7%	908,700	871,459	37,241	95.9%	995,100
ELECTRIC PLANT OPERATIONS	185,500	233,939	(48,439)	126.1%	185,500	214,376	(28,876)	115.6%	263,800	168,840	94,960	64.0%	185,500
POLICE EXTRA DUTY	689,800	609,839	79,961	88.4%	492,000	489,864	2,136	99.6%	527,200	274,766	252,434	52.1%	560,000



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CAPITAL INVESTMENTS PLAN

THE FOLLOWING SUBSECTIONS ARE INCLUDED:

INTRODUCTION

REVENUE SOURCES AND FUNDS

TOTAL CITY SUMMARY

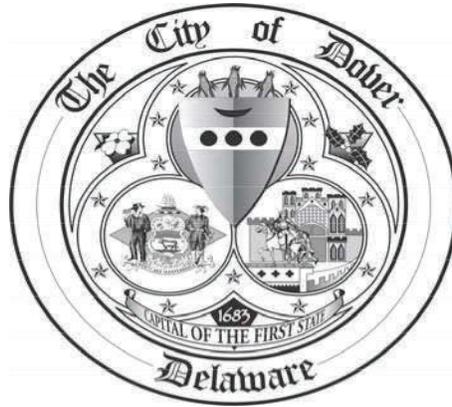
GENERAL

PUBLIC UTILITES WATER

PUBLIC UTILITES WASTEWATER

VEHICLE REPLACEMENTS





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CAPITAL INVESTMENT PLANS

Revenue Sources & Funds

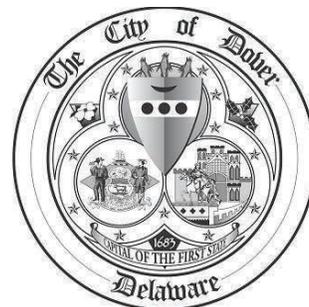
Total City Summary

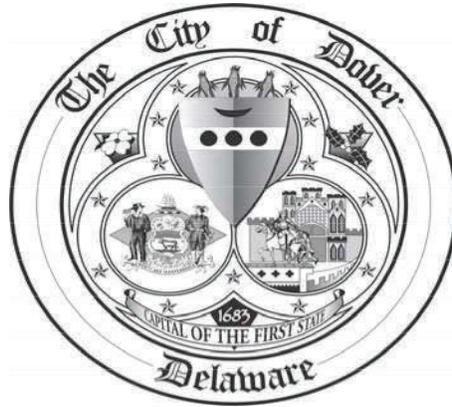
General Fund

Wastewater & Water Fund

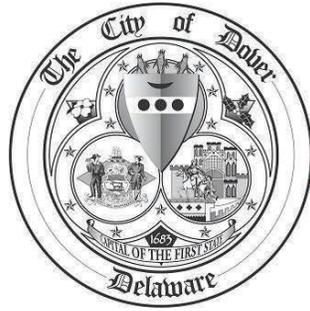
Electric Fund

Vehicle Replacements

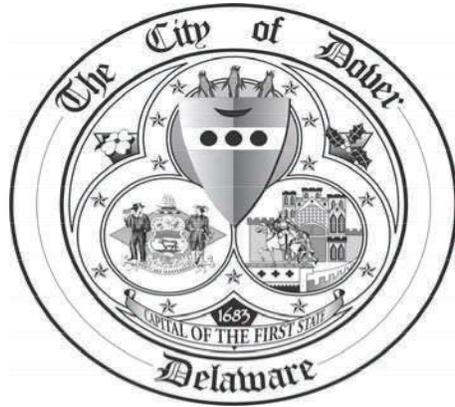




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CITY SUMMARY

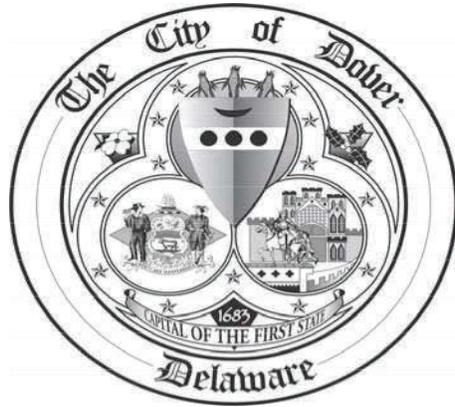


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City of Dover, Delaware
FY 2020 Capital Investment Plan
FY 20 thru FY 24

FUNDING SOURCE SUMMARY

Source	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Capital Asset Reserve	172,000					172,000
DE Sewer Revolving Loan Fund	643,000					643,000
DE Water Revolving Loan Fund			1,495,000	1,495,000		2,990,000
Developer Contribution	400,000	400,000	400,000	400,000	400,000	2,000,000
Electric Revenue	5,928,000	10,854,000	2,668,000	2,000,000	2,000,000	23,450,000
General Fund	3,511,600	5,929,300	4,139,000	3,849,500	3,459,800	20,889,200
Impact Fee Reserve	35,700	760,600	76,900	306,000	242,600	1,421,800
Other (Loan)	1,228,600					1,228,600
Police Grant	13,800					13,800
State Grant	228,000	35,000	73,000			336,000
Water/Wastewater Fund	3,442,000	3,354,700	3,970,500	3,239,600	2,865,200	16,872,000
GRAND TOTAL	15,602,700	21,333,600	12,822,400	11,290,100	8,967,600	70,016,400

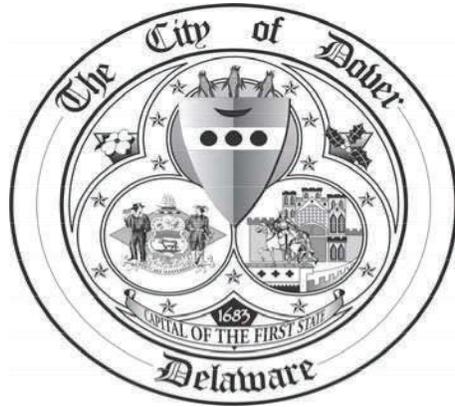


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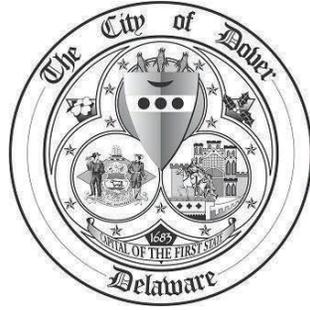
City of Dover, Delaware
FY 2020 Capital Investment Plan
FY 20 thru FY 24

DEPARTMENT SUMMARY

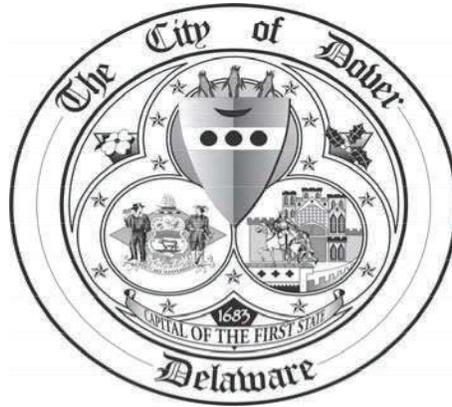
Department	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Code Enforcement	37,200	17,000				54,200
Electric Admin	1,643,200	19,000	128,000			1,790,200
Electric Engineering	3,293,000	9,880,000	1,610,000	1,550,000	1,550,000	17,883,000
Electric Meter Reading	21,800					21,800
Electric T & D	1,255,000	1,260,000	1,330,000	850,000	850,000	5,545,000
Facilities Management	784,000	192,700	60,000			1,036,700
Finance	488,000					488,000
Fire/Robbins Hose	281,100	173,300	326,200	404,800	404,800	1,590,200
Fleet Maintenance	21,600	60,000				81,600
Information Technology	45,600	61,600	21,600			128,800
Life Safety (Fire Marshal)	48,900					48,900
Parks and Recreation	476,000	595,000	361,000	200,000		1,632,000
Permtting and Inspections	18,600	34,000				52,600
Police	753,900	886,300	424,900	413,100	864,800	3,343,000
Power Plant	115,000	95,000				210,000
Procurement & Inventory	390,000	15,000	70,000			475,000
Public Works - Engineering		34,000				34,000
Public Works - Grounds	128,400	151,000	52,000	70,000	170,000	571,400
Public Works - Sanitation	287,200	475,200	482,300	496,800	323,500	2,065,000
Public Works - Stormwater	365,000	2,239,000	1,246,000	1,064,800	456,700	5,371,500
Public Works - Streets	1,266,500	956,000	1,168,000	1,200,000	1,240,000	5,830,500
Public Works Admin		74,200				74,200
Wastewater Engineering			29,800	39,200		69,000
Wastewater Management	2,302,600	1,517,000	1,613,600	2,302,000	1,683,000	9,418,200
Water Engineering				24,400		24,400
Water Management	960,400	2,543,600	3,868,000	2,635,000	1,424,800	11,431,800
Water Treatment Plant	559,700	54,700	31,000	40,000		685,400
TOTAL	15,542,700	21,333,600	12,822,400	11,290,100	8,967,600	69,956,400



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GENERAL FUND



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City of Dover, Delaware
FY 2020 Capital Investment Plan

FY 20 thru FY 24

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Capital Asset Reserve								
2020 Warehouse Improvements	CS2001	2	90,000					90,000
2020 City Hall Improvements	FC2001	n/a	82,000					82,000
Capital Asset Reserve Total			172,000					172,000
General Fund								
2021 Warehouse Improvements	CS2101	4		15,000				15,000
2022 Warehouse Improvements	CS2201	6			70,000			70,000
William Street truck rail	FC2002	n/a	2,000					2,000
2021 City Hall Improvements	FC2102	n/a		160,500				160,500
2022 City Hall Improvements	FC2201	n/a			60,000			60,000
Fire Station II roof	FR2002	4	31,000					31,000
Fire Station II HVAC	FR2003	2	36,800					36,800
Fire Station 2 Improvements	FS2001	6	40,000					40,000
Police Station 2nd Floor Tile Replacement	PD2001	1	23,300					23,300
PD Warehouse HVAC (for 2nd Floor Evidence Room)	PD2002	2	19,000					19,000
PD Communications Center Alarm Panel Replacement	PD2005	3	136,700					136,700
Police Station 1st Floor Tile Replacement	PD2101	1		36,400				36,400
PD Cooling Station Tower & Pump Replacement	PD2103	3		319,300				319,300
Schutte Park Land Improvements	PR1402	1	75,000	75,000	75,000	75,000		300,000
Dover Park - Master Plan	PR1701	1	125,000	125,000	125,000	125,000		500,000
Park and Playground Improvement Program	PR1800	3	33,000		33,000			66,000
Small Park Improvements	PR1801	4	15,000	15,000	15,000			45,000
Silver Lake Park - Master Plan&Plan Implementation	PR2000	1		35,000	40,000			75,000
2021 Dover Park Improvements	PR2100	n/a		310,000				310,000
Street, Concrete and Alley Program	ST2001	1	936,000	936,000	1,168,000	1,200,000	1,240,000	5,480,000
Miscellaneous Emergency Storm Sewer Repairs	ST2002	2	76,000	79,000	82,000	85,000	88,000	410,000
Mirror Lake Drainage Basin Improvements	ST2004	4	75,000		350,000			425,000
East Lake Garden Drainage Basin Improvements	ST2005	5	80,000		500,000			580,000
West Street Flooding Improvements	ST2006	5	14,000	60,000		600,000		674,000
Streets truck barn doors	ST2101	6		20,000				20,000
Bradford Street Drainage Basin Improvements	ST2103	3		1,200,000				1,200,000
Persimmon Park Place Basin Improvements	ST2104	4		900,000				900,000
Water Street Flooding Improvements	ST2206	6			14,000	60,000		74,000
The Greens of Dover/Lamplighter Ln Stormwater Imp	ST2305	5				16,000	65,000	81,000
Lynnhaven Drive Flooding Improvements	ST2405	5					18,000	18,000
General Fund Total			1,717,800	4,286,200	2,532,000	2,161,000	1,411,000	12,108,000
Other (Loan)								
2020 Warehouse Improvements	CS2001	2	300,000					300,000
2020 City Hall Improvements	FC2001	n/a	700,000					700,000
Police Station Chiller Replacement	PD2004	4	228,600					228,600
Other (Loan) Total			1,228,600					1,228,600

Source	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
State Grant								
Park and Playground Improvement Program	PR1800	3	33,000		33,000			66,000
Silver Lake Park - Master Plan&Plan Implementation	PR2000	1		35,000	40,000			75,000
Dover Park - Can-Do Playground	PR2002	n/a	195,000					195,000
State Grant Total			228,000	35,000	73,000			336,000
GRAND TOTAL			3,346,400	4,321,200	2,605,000	2,161,000	1,411,000	13,844,600

City of Dover, Delaware
FY 2020 Capital Investment Plan - General Fund Revised
 FY 20 thru FY 24

PROJECTS BY DEPARTMENT

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Facilities Management								
2020 City Hall Improvements	FC2001	n/a	782,000					782,000
William Street truck rail	FC2002	n/a	2,000					2,000
2021 City Hall Improvements	FC2102	n/a		160,500				160,500
2022 City Hall Improvements	FC2201	n/a			60,000			60,000
Facilities Management Total			784,000	160,500	60,000			1,004,500
Fire/Robbins Hose								
Fire Station II roof	FR2002	4	31,000					31,000
Fire Station II HVAC	FR2003	2	36,800					36,800
Fire Station 2 Improvements	FS2001	6	40,000					40,000
Fire/Robbins Hose Total			107,800					107,800
Parks and Recreation								
Schutte Park Land Improvements	PR1402	1	75,000	75,000	75,000	75,000		300,000
Dover Park - Master Plan	PR1701	1	125,000	125,000	125,000	125,000		500,000
Park and Playground Improvement Program	PR1800	3	66,000		66,000			132,000
Small Park Improvements	PR1801	4	15,000	15,000	15,000			45,000
Silver Lake Park - Master Plan&Plan Implementation	PR2000	1		70,000	80,000			150,000
Dover Park - Can-Do Playground	PR2002	n/a	195,000					195,000
2021 Dover Park Improvements	PR2100	n/a		310,000				310,000
Parks and Recreation Total			476,000	595,000	361,000	200,000		1,632,000
Police								
Police Station 2nd Floor Tile Replacement	PD2001	1	23,300					23,300
PD Warehouse HVAC (for 2nd Floor Evidence Room)	PD2002	2	19,000					19,000
Police Station Chiller Replacement	PD2004	4	228,600					228,600
PD Communications Center Alarm Panel Replacement	PD2005	3	136,700					136,700
Police Station 1st Floor Tile Replacement	PD2101	1		36,400				36,400
PD Cooling Station Tower & Pump Replacement	PD2103	3		319,300				319,300
Police Total			407,600	355,700				763,300
Procurement & Inventory								
2020 Warehouse Improvements	CS2001	2	390,000					390,000
2021 Warehouse Improvements	CS2101	4		15,000				15,000
2022 Warehouse Improvements	CS2201	6			70,000			70,000
Procurement & Inventory Total			390,000	15,000	70,000			475,000
Public Works - Stormwater								
Miscellaneous Emergency Storm Sewer Repairs	ST2002	2	76,000	79,000	82,000	85,000	88,000	410,000
Mirror Lake Drainage Basin Improvements	ST2004	4	75,000		350,000			425,000
East Lake Garden Drainage Basin Improvements	ST2005	5	80,000		500,000			580,000

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
West Street Flooding Improvements	ST2006	5	14,000	60,000		600,000		674,000
Bradford Street Drainage Basin Improvements	ST2103	3		1,200,000				1,200,000
Persimmon Park Place Basin Improvements	ST2104	4		900,000				900,000
Water Street Flooding Improvements	ST2206	6			14,000	60,000		74,000
The Greens of Dover/Lamplighter Ln Stormwater Imp	ST2305	5				16,000	65,000	81,000
Lynnhaven Drive Flooding Improvements	ST2405	5					18,000	18,000
Public Works - Stormwater Total			245,000	2,239,000	946,000	761,000	171,000	4,362,000
Public Works - Streets								
Street, Concrete and Alley Program	ST2001	1	936,000	936,000	1,168,000	1,200,000	1,240,000	5,480,000
Streets truck barn doors	ST2101	6		20,000				20,000
Public Works - Streets Total			936,000	956,000	1,168,000	1,200,000	1,240,000	5,500,000
GRAND TOTAL			3,346,400	4,321,200	2,605,000	2,161,000	1,411,000	13,844,600

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

Department Facilities Management

City of Dover, Delaware

Contact

Project #	FC2001
Project Name	2020 City Hall Improvements

Type Maintenance

Useful Life 25 - 30 years

Category General

Priority n/a

Status Active

New Project: No

Account Number:

Time-Line: FY20

Total Project Cost: \$782,000

Description	Total Project Cost:
- Replace cedar shingles.....	\$70,000
- Replace rain gutters.....	\$5,000
- Replace/repaint all exterior trim as needed.....	\$2,000
- Replace exit signs in City Hall.....	\$5,000
- Replace all HVAC components to include;duct work, air hanlers, controls, chillers, heat pumps, boilers/furnace, etc.....	\$700,000

Justification

- The first story cedar shingles are extremely aged and deteriorated to include material detaching from the roof.
- Gutters are deteriorated and showing signs of age. This should take place at the same time as shingle replacement.
- There is trim work that needs to be repainted due to fading and some wood is deteriorated due to weathering.
- It is required that all exit signs be illuminated and most are a glow style that have been determined to be hazardous. The old signes will have to be abated and new signes must be installed.
- The HVAC system is extremely outdated and non-efficient. Every year we have spent thousands of dollars to keep this system running and we are unable to operate it on an energy efficiency level due to the age of the system.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	782,000					782,000
Total	782,000					782,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Capital Asset Reserve	82,000					82,000
Other (Loan)	700,000					700,000
Total	782,000					782,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

Department Facilities Management

City of Dover, Delaware

Contact

Project #	FC2002
Project Name	William Street truck rail

Type Maintenance

Useful Life 25 - 30 years

Category General

Priority n/a

Status Active

New Project: No

Account Number:

Time-Line: 2020

Total Project Cost: \$2,000

Description

Replace truck rail

Justification

The truck rail used for block heater connections has deteriorated and is falling apart.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	2,000					2,000
Total	2,000					2,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund	2,000					2,000
Total	2,000					2,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

Department Facilities Management

City of Dover, Delaware

Contact

Project #	FC2102
Project Name	2021 City Hall Improvements

Type Maintenance

Useful Life 30+ years

Category General

Priority n/a

Status Active

New Project: No

Account Number:

Time-Line: 2021

Total Project Cost: \$160,500

Description	Total Project Cost:
- Refacing the mortar on chimneys for City Hall.....\$10,000	
- Replaceme City Hall elevator.....\$150,000	
- Replace HVAC Fencing.....\$500	

Justification
- Mortar is deteriorating and seperating from the brick which may cause future water leaks.
- The elevator is extreemly outdated and considered obsolete. Parts are becoming hard to find.
- The fencing that protects the HVAC outside units has deteriorated due to weathering.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance		160,500				160,500
Total		160,500				160,500

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund		160,500				160,500
Total		160,500				160,500

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

Department Facilities Management

City of Dover, Delaware

Contact

Project # FC2201
 Project Name 2022 City Hall Improvements

Type Maintenance

Useful Life 10-20 years

Category General

Priority n/a

Status Active

New Project: No

Account Number:

Time-Line: 2022

Total Project Cost: \$60,000

Description

- Replace all carpet and tile flooring.....\$40,000
- Replace all windows at City Hall.....\$20,000

Justification

- Carpet and tile are worn and discolored. Tile flooring is chipped and peeling up from thr floor.
- All windows are outdated and not energy efficient.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance			60,000			60,000
Total			60,000			60,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund			60,000			60,000
Total			60,000			60,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

Department Fire/Robbins Hose

City of Dover, Delaware

Contact

Project #	FR2002
Project Name	Fire Station II roof

Type Maintenance

Useful Life 25 - 30 years

Category General

Priority 4

Status Active

New Project: No

Account Number:

Time-Line: 2020

Total Project Cost: \$31,000

Description

Replace roof

Justification

The shingled roof has reached it's life expectancy and needs to be replaced

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	31,000					31,000
Total	31,000					31,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund	31,000					31,000
Total	31,000					31,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

Department Fire/Robbins Hose

City of Dover, Delaware

Contact

Project #	FR2003
Project Name	Fire Station II HVAC

Type Maintenance

Useful Life 25 - 30 years

Category General

Priority 2

Status Active

New Project: No

Account Number:

Time-Line: 2020

Total Project Cost: \$36,800

Description
Update HVAC system with duct heaters, add a return for the second floor, replace faulty insulation, and install controls.

Justification
There has been a humidity issue in the building causing mold and ventalation problems.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	36,800					36,800
Total	36,800					36,800

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund	36,800					36,800
Total	36,800					36,800

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

Department Fire/Robbins Hose

City of Dover, Delaware

Contact

Project #	FS2001
Project Name	Fire Station 2 Improvements

Type Maintenance
 Useful Life 15-20 years
 Category General
 Priority 6 --
 Status Active

New Project: No Account Number:
 Time-Line: 2020

Total Project Cost: \$40,000

Description	Total Project Cost
- Retape engine bay ceiling and paint.....	\$30,000
- Install attic fan and engine bay exhaust fan.....	\$10,000

Justification
- Sheetrock tape is pulling away from ceiling.
- The attic traps heat in the ceiling causing the HVAC system to work too hard and the same issue with the engine bay.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	40,000					40,000
Total	40,000					40,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund	40,000					40,000
Total	40,000					40,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Parks and Recreation

Contact Public Works Director

Project #	PR1402
Project Name	Schutte Park Land Improvements

Type Improvement

Useful Life 50 years

Category General

Priority 1

Status Active

New Project: No

Account Number: 147-1500-525.40-31

Time-Line: FY18-FY22

Total Project Cost: \$560,000

Description
The project completes the goal of developing multipurpose fields on the west side of the park and work on completing the multiuse pathway around the park's perimeter. It will also include other amenities that are consistent with the Recreation Needs Assessment and Schutte Park Master Plan.
FY20 Field Seeding.....\$49,000
FY20 Sidewalk along Wyoming Mill Rd. portion of park.....\$26,000

Justification
Currently, this donated area of land is unusable. There is a high demand for field space. Completing this project offers us the field space and walking trail that is badly needed.

Prior	Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
260,000	Construction/Maintenance	75,000	75,000	75,000	75,000		300,000
Total	Total	75,000	75,000	75,000	75,000		300,000

Prior	Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
260,000	General Fund	75,000	75,000	75,000	75,000		300,000
Total	Total	75,000	75,000	75,000	75,000		300,000

Budget Impact/Other

Budget Items	FY 20	FY 21	FY 22	FY 23	FY 24	Total	Future
Maintenance	5,000	5,000	5,000	5,000	5,000	25,000	5,000
Total	5,000	5,000	5,000	5,000	5,000	25,000	Total

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Parks and Recreation
 Contact Parks & Recreation Director
 Type Improvement
 Useful Life
 Category General
 Priority 1
 Status Active

Project # PR1701
 Project Name Dover Park - Master Plan

New Project: No Account Number: 147-1500-525.40-31
 Time-Line: FY19-FY23

Total Project Cost: \$700,000

Description

The Dover Park Master Plan was accepted by council in July of 2018. The plan addresses vegetation removal, lighting, walking paths, restrooms, splash pad, nature areas, Can Do Playground, and other amenities. Our projects are consistent with the Dover Park Master Plan and the Recreation Needs Assessment.

- FY20 Asphalt Trail (from playground to circle).....\$68,000
- FY20 Security Cameras.....\$45,000
- FY20 Parking lot expansion (near playground).....\$12,000

Justification

With the demolition of the old recreation center building and the concern about the need to improve access to recreation opportunities on the east side of Dover, the City Council allocated funds for improvements to Dover Park. The Recreation Needs Assessment identified a number of priorities and issues to be addressed. In order to appropriately allocate resources, a park plan that addresses the priorities and issues brought forth in the Recreation Needs Assessment is necessary. The planning process will include input from the public and address the phasing of improvements.

Prior	Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
200,000	Planning/Design	125,000	125,000	125,000	125,000		500,000
Total	Total	125,000	125,000	125,000	125,000		500,000

Prior	Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
200,000	General Fund	125,000	125,000	125,000	125,000		500,000
Total	Total	125,000	125,000	125,000	125,000		500,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Parks and Recreation

Contact Public Works Director

Project # PR1800
 Project Name Park and Playground Improvement Program

Type Improvement

Useful Life 10-15 years

Category General

Priority 3

Status Active

New Project: No

Account Number: 147-1500-525.40-31

Time-Line: FY19-FY20-FY22

Total Project Cost: \$132,000

Description

Under this project, the city would fund small capital improvements to parks citywide. This could also include improvements to pavilions, fencing, and other structures in the park that require investment over time but exceed the thresholds for non-capital projects.

- FY20 Replace playground surfacing in each playground area.....\$30,000
- FY20 Kyak luanch area at Silver Lake.....\$17,500
- FY20 Balance beam/Spring riders (at Silver Lake & Kirkwood St.).....\$18,500

Justification

As equipment ages it deteriorates and can become unsightly and/or unsafe. Replacement of dated equipment is important to ensure that our parks meet the needs of the population and provides a safe play environment.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	66,000		66,000			132,000
Total	66,000		66,000			132,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund	33,000		33,000			66,000
State Grant	33,000		33,000			66,000
Total	66,000		66,000			132,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Parks and Recreation
 Contact Parks & Recreation Director
 Type Improvement
 Useful Life 10-15 years
 Category General
 Priority 4
 Status Active

Project # PR1801
 Project Name Small Park Improvements

New Project: No Account Number: 147-1500-525.40-31
 Time-Line: FY19-FY20-FY22

Total Project Cost: \$93,000

Description
 Under this project, the City would fund small capital improvements in parks citywide. This could include improvements to pavilions, fencing and other structures in the park that require investment over time but exceed the thresholds for non-capital investments.

Justification
 There are a number of amenities in the City's park that deteriorate over time and require small capital investments to be safe and attractive. As our park investments age, we need to make sure that we are maintaining the properties, which may require small capital projects.

Prior	Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
48,000	Construction/Maintenance	15,000	15,000	15,000			45,000
Total	Total	15,000	15,000	15,000			45,000

Prior	Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
48,000	General Fund	15,000	15,000	15,000			45,000
Total	Total	15,000	15,000	15,000			45,000

Budget Impact/Other
 \$5K donated from Councilman Hosfelt toward Bicentennial Village Park for benches and other amenities (Discretionary funds FY2017)

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Parks and Recreation
 Contact Parks & Recreation Director
 Type Improvement
 Useful Life
 Category General
 Priority 1
 Status Active

Project # PR2000
 Project Name Silver Lake Park - Master Plan&Plan Implementation

New Project: No Account Number: 147-1500-525.40-31
 Time-Line: FY18-FY20

Total Project Cost: \$150,000

Description
 Hire a consultant to develop a master plan for Silver Lake Park that includes a vegetation management plan and lighting plan, and also addresses the needs identified in the Recreation Needs Assessment, including paths, restrooms, a splash pad, and other general park improvements such as parking lot improvements and delineation and preservation of the African American Cemetery on the property. The Silver Lake Commission and DNREC would be part of the planning process.

Justification
 The plan for Silver Lake Park needs to be updated based on current need as identified in the Recreation Needs Assessment.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Planning/Design		70,000	80,000			150,000
Total		70,000	80,000			150,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund		35,000	40,000			75,000
State Grant		35,000	40,000			75,000
Total		70,000	80,000			150,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Parks and Recreation
 Contact Parks & Recreation Director
 Type Improvement
 Useful Life
 Category General
 Priority n/a
 Status Active

Project # PR2002
 Project Name Dover Park - Can-Do Playground

New Project: No Account Number: 147-1500-525.40-31
 Time-Line: FY20

Total Project Cost: \$195,000

Description

Under this project, the city would fund a Can Do Playground at Dover Park. The Dover Park Master Plan and Recreation Needs Assessment call for a Can Do Playground to serve the needs of those with disabilities. There are no public offering similar in the Dover area. This would be a significant stride forward in making our community livable for all.

Justification

Provide those in our community who are not able to use standard playground equipment with recreational play equipment that safe and fun for those with disabilities both physical and intellectual. Public facilities do not exist now.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	195,000					195,000
Total	195,000					195,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
State Grant	195,000					195,000
Total	195,000					195,000

Budget Impact/Other

Once constructed would fall into the Park & Playground replacement schedule accordingly.

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Parks and Recreation
 Contact Parks & Recreation Director
 Type Improvement
 Useful Life
 Category General
 Priority n/a
 Status Active

Project # PR2100
 Project Name 2021 Dover Park Improvements

New Project: No Account Number: 147-1500-525.40-31
 Time-Line: FY21

Total Project Cost: \$310,000

Description

Under this project, the city would fund a Splash Pad at Dover Park. The Recreational Needs Assessment and the Dover Park Master Plan both call for a Splash Pad. This would apparatus that spray water from a variety of fund shapes and spouts. Putting this project in Dover Park offers not only the several surrounding neighborhoods the city as a whole would enjoy going over to Dover Park for an afternoon of water play.

- Splash Pad.....\$250,000
 - His/Hers Bathroom Complex.....\$60,000

Justification

Dover offers no area for children to have water play during the summer months. This would serve the needs of the whole community.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance		310,000				310,000
Total		310,000				310,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund		310,000				310,000
Total		310,000				310,000

Budget Impact/Other

Annual Operating:

- \$10K Electric and water
 - \$2K cleaning supplies

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

Department Police
 Contact Capt Spicer

City of Dover, Delaware

Project # PD2001
 Project Name Police Station 2nd Floor Tile Replacement

Type Improvement
 Useful Life 25+ years
 Category General
 Priority 1
 Status Active

New Project: Yes Account Number: 101-11-17-00-000-53031
 Time-Line: FY20

Total Project Cost: \$23,300

Description

The floor tiles in the Police Station are now over 20 years old in many areas of the building. Many individual tiles have been replaced over the years, but they are still wearing badly. In many areas on the second floor of the police station, the tiles are buckling and presenting a tripping/safety hazard, so the project needs to be started as soon as possible to prevent any personnel from having an accident. Paul Edwards, one of the most experienced and reliable flooring vendors in the local area, came in and reviewed the area affected and confirmed that the cause of the problem is a combination of the age of the tile and the presence of too much moisture under the tiles. The tile on the floor is a VCT type of tile and is wearing badly around the edges, so moisture from cleaning, stripping and waxing the tiles, penetrated between them over the years to cause the buckling. Although many of the tiles have been replaced over the years, the newer tiles aren't buckling as badly, but over time they will also fail. As a result, we are proposing to replace the tile flooring currently installed in all the hallway and common areas of the second floor, except for the bathrooms and the new hallway area outside of our computer rooms. The cost estimate provided by Paul Edwards includes the removal and replacement of the existing 12" x 12" tile with a newer type prefinished 18" x 18" tile that would not need to be waxed or stripped periodically. In addition the removal and replacement of the cove base is also included.

Justification

- 1.The tile flooring on the second floor is currently a tripping hazard for all employees.
- 2.Replacement of the tile would eliminate the possibility of any employee accidents and any associated workman's comp claims.
- 3.The area does not present a clean professional image for the station.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	23,300					23,300
Total	23,300					23,300

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund	23,300					23,300
Total	23,300					23,300

Budget Impact/Other

None.

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Police
 Contact Capt Spicer
 Type Improvement
 Useful Life 30 Years
 Category General
 Priority 2
 Status Active

Project # PD2002
 Project Name PD Warehouse HVAC (for 2nd Floor Evidence Room)

New Project: Yes Account Number: 101-11-17-00-000-54031
 Time-Line: FY20

Total Project Cost: \$19,000

Description

The Dover Police Department currently has no offsite storage for failover/redundant data, redundant/disaster recovery servers or backups. This means our police computer systems may be jeopardy in the case the systems in our main station are destroyed or damaged in an emergency/disaster situation. In order to execute the safe and secure storage of these items, the space must be fully compliant with Criminal Justice Information System (CJIS) standards and other federal information security requirements. We currently have space available that we could use for this purpose in our warehouse, which is located behind the Police Station, on Water Street. This location would be close enough to the Police Station for high-speed data access, but far enough away to allow for some level of disaster recovery. A much greater distance would be more desirable but far costlier to implement. We have no other options for off-site storage that can provide CJIS compliance as easily and cost effectively in the short term since it would also likely require monthly or yearly recurring expenses and make data less accessible when needed for recovery. The space that is available, located in a closet in the second floor evidence area of the police warehouse, will fill this need. However, the temperature in this space is currently not regulated because there is no heating, ventilation and air conditioning (HVAC) system functional in this space. Adding an HVAC unit for this space will ensure the area is suitable for the relocated computer equipment as well as the evidence already stored there. Our evidence will finally be in compliance with the humidity and temperature levels required by police accreditation standards, We have other HVAC units that service the first floor area located under the evidence storage area and the first bay of the building on the west end of the building, but those units are already at their maximum capacity serving the other areas. As a result, we need to add another HVAC unit to take care of the new area on the second floor. The estimate provided was obtained from our current building HVAC provider, who is Services Unlimited.

Justification

1. Will provide off site storage for backup of police computer systems as mandated by law enforcement and federal standards.
2. Existing space available presents the easiest and cheapest alternative for fulfilling this requirement.
3. Will bring evidence storage into compliance with police accreditation standards.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Miscellaneous	19,000					19,000
Total	19,000					19,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund	19,000					19,000
Total	19,000					19,000

Budget Impact/Other

None.

FY 2020 Capital Investment Plan

FY 20 thru FY 24

City of Dover, Delaware

Department Police
 Contact Capt Spicer
 Type Maintenance
 Useful Life 25+ years
 Category General
 Priority 4
 Status Active

Project # PD2004
 Project Name Police Station Chiller Replacement

New Project: Yes Account Number: 101-11-17-00-000-54031
 Time-Line: FY20

Total Project Cost: \$228,600

Description

The Police Station building was updated/expanded around 1996, so the building’s heating, ventilation and air-conditioning (HVAC) components are already over 20 years old. The chiller, cooling tower and condenser & chilled water pumps are key components of this system and work together to provide cool air for air-conditioning in the summer. The Chiller is the component that removes the heat from the building. A piped water loop runs through the building, picking up heat along the way, which is circulated though the chiller to be cooled—in a continuous loop called the chilled water loop. The heat removed by the chiller is rejected to the outside through a different piped water loop (called the condenser loop). This condenser water loop runs through the cooling tower, which uses evaporative cooling to cool this piped water and the chilled water pumps circulate it back to the chiller in a continuous loop. All are critical because providing air conditioning in the building is not possible without these two components working together properly. This equipment is nearing the end of its life cycle and many of the controllers on the chiller have already failed and had to be replaced. The chiller controllers regulate the temperatures in the HVAC system and provide communication between the chiller unit and the computer program that controls the whole system. The cost of this equipment was estimated by Service Unlimited, our HVAC maintenance service provider. In addition, Service Unlimited also recommended that both components be replaced at the same time because they work jointly together to provide for air-conditioning in the building during the warmer months. However, they are being requested separately in different years, due to the costs involved.

Justification

1. Air conditioning cannot be provided without this equipment functioning properly.
2. Planning ahead and scheduling the replacement of this equipment would cost less than having to replace it in an emergency situation.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	228,600					228,600
Total	228,600					228,600

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Other (Loan)	228,600					228,600
Total	228,600					228,600

Budget Impact/Other

Controller replacements were required during FY16 (\$12,702) and FY17 (\$6,282).

FY 2020 Capital Investment Plan

FY 20 thru FY 24

City of Dover, Delaware

Department Police
 Contact Capt Spicer
 Type Improvement
 Useful Life 30 Years
 Category General
 Priority 3
 Status Active

Project # PD2005
 Project Name PD Communications Center Alarm Panel Replacement

New Project: Yes Account Number: 10-11-17-00-000-53031
 Time-Line: FY20

Total Project Cost: \$136,700

Description

The alarm panel which provides threshold audio monitoring of the cell block, intercom communication with the cell block and control of the garage and cell block doors that is located in the communications center needs to be moved to the dispatchers' workstations. The current panel does not work properly because the technology of the panel is obsolete and cannot be integrated into the current dispatcher systems. It is also located on a wall in the room that is not easily monitored by the dispatchers because it is out of their line of sight. Although the panel's basic functions still work, its location also presents a safety hazard within the center since it is suspended from the ceiling by a strap and has been hanging by the strap in the center since we completed the emergency project to replace the floor in the room in FY15. The basic panel functions are mandatory to comply with physical building security standards for police facilities as set by the FBI, so it cannot be removed. As required, the communication center must have intercom communication with the cell block area and the capability to open the garage doors and unlock the cell block area doors remotely which may be needed to evacuate all personnel from the building, including prisoners in an emergency/disaster scenario. To provide the audio monitoring of the cell block, the cell block cameras will be upgraded to enhance the visual and audio monitoring of activity within the cell block. In addition, a feature to lock down the front lobby of the station in the event of an emergency situation will also be added. The estimate for these improvements was provided by Advantech, who is the current contract service provider for all our building access and monitoring cameras in our building and throughout the city. The costs Advantech submitted were surprisingly high. They outlined several options which fund each item separately. Following is the breakout of costs: alarm control panel base design (\$62,000) + Opt #1: Cost per workstation control (5 workstations at \$3750 each) + Opt #2 paging (\$2500) + Opt #3 HD Video (cell block video camera upgrade \$49,000) + Opt #4 front door lockdown (\$4450) = \$136,700 total

Justification

1. Required by federal mandate for physical security in police stations
 2. The current panel that is suspended from the ceiling by a strap does present safety concerns in the communication center. If it should come loose, a department employee could easily be hurt.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	136,700					136,700
Total	136,700					136,700

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund	136,700					136,700
Total	136,700					136,700

Budget Impact/Other

None.

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Police
 Contact Capt Spicer
 Type Improvement
 Useful Life 25 - 30 years
 Category General
 Priority 1
 Status Active

Project # PD2101
 Project Name Police Station 1st Floor Tile Replacement

New Project: Yes Account Number: 101-11-17-00-000-53031
 Time-Line: FY21

Total Project Cost: \$36,400

Description

This project is related to project PD2001 and continues the floor tile replacement project to include the first floor of the Police Station in FY21. The floor tiles in the Police Station are now over 20 years old in many areas of the building. Although the tile on first floor of the station is not in as bad condition as the second floor, it is also starting to buckle up in a few areas. Paul Edwards, one of the most experienced and reliable flooring vendors in the local area, came in and reviewed the area affected and confirmed that the cause of the problem is a combination of the age of the tile and the presence of too much moisture under the tiles. The tile on the floor is VCT type of tile and is wearing badly around the edges, so moisture from cleaning, stripping and waxing the tiles penetrated between them over the years and caused the buckling. Although many more tiles have been replaced on the first floor, as compared to the second floor over the years since it was initially installed in 1996, the newer tiles aren't buckling as badly, but over time they will also fail. As a result, we are proposing to replace the first floor tile flooring currently installed in all the hallway and common areas of the first floor, except for the bathrooms and the roll call area. The cost estimate provided by Paul Edwards includes the removal and replacement of the existing 12" x 12" tile with a newer type prefinished 18" x 18" tile that would not need to be waxed or stripped periodically. In addition the removal and replacement of the cove base is also included.

Justification

- 1.The tile flooring on the second floor is currently a tripping hazard for all employees.
- 2.Replacement of the tile would eliminate the possibility of any employee accidents and any associated workman's comp claims.
- 3.The area does not present a clean professional image for the station.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance		36,400				36,400
Total		36,400				36,400

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund		36,400				36,400
Total		36,400				36,400

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 thru FY 24

City of Dover, Delaware

Department Police
 Contact Capt Spicer
 Type Improvement
 Useful Life 25+ years
 Category General
 Priority 3
 Status Active

Project # PD2103
 Project Name PD Cooling Station Tower & Pump Replacement

New Project: Yes Account Number: 101-11-17-00-000-54031
 Time-Line: FY21

Total Project Cost: \$319,300

Description

The Police Station building was updated/expanded around 1996, so the building’s heating, ventilation and air-conditioning (HVAC) components are already over 20 years old. The chiller, cooling tower and condenser & chilled water pumps are key components of this system and work together to provide cool air for air-conditioning in the summer. The Chiller is the component that removes the heat from the building. A piped water loop runs through the building, picking up heat along the way, which is circulated though the chiller to be cooled—in a continuous loop called the chilled water loop. The heat removed by the chiller is rejected to the outside through a different piped water loop (called the condenser loop). This condenser water loop runs through the cooling tower, which uses evaporative cooling to cool this piped water and the chilled water pumps circulate it back to the chiller in a continuous loop. All are critical because providing air conditioning in the building is not possible without these two components working together properly. This equipment is nearing the end of its life cycle and many of the controllers on the chiller have already failed and had to be replaced. The chiller controllers regulate the temperatures in the HVAC system and provide communication between the chiller unit and the computer program that controls the whole system. The cost of this equipment was estimated by Service Unlimited, our HVAC maintenance service provider. In addition, Service Unlimited also recommended that both components be replaced at the same time because they work jointly together to provide for air-conditioning in the building during the warmer months. However, they are being requested separately in different years, due to the costs involved.

Justification

1. Air conditioning cannot be provided without this equipment functioning properly.
2. Planning ahead and scheduling the replacement of this equipment would cost less than having to replace it in an emergency situation.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance		319,300				319,300
Total		319,300				319,300

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund		319,300				319,300
Total		319,300				319,300

Budget Impact/Other

Controller replacements were required during FY16 (\$12,702) and FY17 (\$6,282).

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

Department Procurement & Inventory

City of Dover, Delaware

Contact

Project #	CS2001
Project Name	2020 Warehouse Improvements

Type Maintenance

Useful Life 25 - 30 years

Category General

Priority 2

Status Active

New Project: No

Account Number:

Time-Line: 2020

Total Project Cost: \$390,000

Description	Total Project Cost:
- Replace Warehouse shingled roof.....\$70,000	\$390,000
- Replace Warehouse rain gutters.....\$15,000	
- Replace HVAC system and all associated componets.....\$300,000	
- Replace Warehouse fuel island roof.....\$5,000	

Justification
-Shingles are aged and worn to the point that shingles are falling from the building.
- Rain gutters are deteriorating and have down spouts missing as well as large holes in the actual gutters.
- HVAC system has been regularly failig due to age and causing budgeting issues because of large repair bills.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	390,000					390,000
Total	390,000					390,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Capital Asset Reserve	90,000					90,000
Other (Loan)	300,000					300,000
Total	390,000					390,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Procurement & Inventory

Contact

Project #	CS2101
Project Name	2021 Warehouse Improvements

Type Maintenance

Useful Life 20-30 years

Category General

Priority 4

Status Active

New Project: No

Account Number:

Time-Line: 2021

Total Project Cost: \$15,000

Description

Replace all windows

Justification

All windows are not energy efficient and do not seal properly causing drafts.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance		15,000				15,000
Total		15,000				15,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund		15,000				15,000
Total		15,000				15,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

Department Procurement & Inventory

City of Dover, Delaware

Contact

Project #	CS2201
Project Name	2022 Warehouse Improvements

Type Maintenance

Useful Life 10-20 years

Category General

Priority 6 --

Status Active

New Project: No

Account Number:

Time-Line: 2022

Total Project Cost: \$70,000

Description	Total Project Cost:
- Paint building inside and out.....\$30,000	
- Replace all tile flooring.....\$20,000	
- Remodel all bathrooms.....\$20,000	

Justification
Paint on the outside of the building is peeling and inside surfaces are scuffed and worn.
Tile flooring is peeling up and deteriorating in several places.
All bathrooms must be made ADA compliant.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance			70,000			70,000
Total			70,000			70,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund			70,000			70,000
Total			70,000			70,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project # ST2002
 Project Name Miscellaneous Emergency Storm Sewer Repairs

Type Improvement

Useful Life 50-80

Category General

New Project: No

Account Number: 101-12-18-35-000-54031

Priority 2

Time-Line: FY20-24

Status Active

Total Project Cost: \$410,000

Description

This project will repair failing storm sewer infrastructure. The work will focus on emergency repair situations on City owned infrastructure. No specific locations for this work have been identified.

Justification

This project is necessary to address failing or deteriorated infrastructure in the City. If these repairs are not conducted, significant impacts to property, life and environment could arise. Delaying these repairs could result in road failure, sink holes and environmental impacts.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	76,000	79,000	82,000	85,000	88,000	410,000
Total	76,000	79,000	82,000	85,000	88,000	410,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund	76,000	79,000	82,000	85,000	88,000	410,000
Total	76,000	79,000	82,000	85,000	88,000	410,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

Department Public Works - Stormwater

City of Dover, Delaware

Contact Public Works Director

Project #	ST2004
Project Name	Mirror Lake Drainage Basin Improvements

Type Improvement

Useful Life 50 years

Category General

New Project: Yes

Account Number: 101-12-18-35-000-54031

Priority 4

Time-Line: FY20-22

Status Active

Total Project Cost: \$425,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure that is upstream of Mirror Lake, including the eastern portion of the Dover Library parking lot. This area consistently floods with a moderate rain event in the City. The feasibility study and the construction design will occur in FY20 and the construction is planned for FY22.

Justification

This will provide improved capacity and conveyance of stormwater from this area. Failure to improve this system will result in a future failure of the infrastructure and property damage.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Planning/Design	75,000					75,000
Construction/Maintenance			350,000			350,000
Total	75,000		350,000			425,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund	75,000		350,000			425,000
Total	75,000		350,000			425,000

Budget Impact/Other

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FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project # ST2005
 Project Name East Lake Garden Drainage Basin Improvements

Type Improvement

Useful Life 50 years

Category General

New Project: Yes

Account Number: 101-12-18-35-000-54031

Priority 5

Time-Line: FY20-22

Status Active

Total Project Cost: \$580,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure in the East Lake Garden development. This area consistently floods with a moderate rain event in the City. The feasibility study and the construction design will occur in FY20 and the construction is planned for FY22.

Justification

This will provide improved capacity and conveyance of stormwater from this area. Failure to improve this system will result in a future failure of the infrastructure and property damage.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Planning/Design	80,000					80,000
Construction/Maintenance			500,000			500,000
Total	80,000		500,000			580,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund	80,000		500,000			580,000
Total	80,000		500,000			580,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project # ST2006
 Project Name West Street Flooding Improvements

Type Improvement

Useful Life 50 years

Category General

New Project: Yes

Account Number: 101-12-18-35-000-54031

Priority 5

Time-Line: FY21-24

Status Active

Total Project Cost: \$674,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure that is within West Street, from Division Street to Mary Street. This area consistently floods with a moderate rain event in the City. The first year of design will be a feasibility study, while the second year of design will be construction design.

Justification

This will provide improved capacity and conveyance of stormwater from this area. Failure to improve this system will result in a future failure of the infrastructure and property damage.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Planning/Design	14,000	60,000				74,000
Construction/Maintenance				600,000		600,000
Total	14,000	60,000		600,000		674,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund	14,000	60,000		600,000		674,000
Total	14,000	60,000		600,000		674,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project #	ST2103
Project Name	Bradford Street Drainage Basin Improvements

Type Improvement

Useful Life 50 years

Category General

New Project: Yes

Account Number: 101-12-18-35-000-54031

Priority 3

Time-Line: FY21

Status Active

Total Project Cost: \$1,200,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure that is primarily located at the intersection of Bradford Street and Reed Street. This area consistently floods with a moderate rain event in the City. The design will be completed in FY19, the upgrades are scheduled for FY21.

Justification

This will provide improved capacity and conveyance of stormwater from this area. Failure to improve this system will result in a future failure of the infrastructure and property damage.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance		1,200,000				1,200,000
Total		1,200,000				1,200,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund		1,200,000				1,200,000
Total		1,200,000				1,200,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

Department Public Works - Stormwater

City of Dover, Delaware

Contact Public Works Director

Project #	ST2104
Project Name	Persimmon Park Place Basin Improvements

Type Improvement

Useful Life 50 years

Category General

New Project: Yes

Account Number: 101-12-18-35-000-54031

Priority 4

Time-Line: FY21

Status Active

Total Project Cost: \$900,000

Description

This project was initiated by the development constituents. Significant drainage issues occur throughout the Persimmon Park Place Development. Studies have been completed by consulting firms that indicate the existing infrastructure is not sufficient for proper drainage. Design is scheduled to be completed in FY19 and the construction is scheduled for FY21.

Justification

This will provide improved capacity and conveyance of stormwater from this area. Failure to improve this system will result in a future failure of the infrastructure and property damage.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance		900,000				900,000
Total		900,000				900,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund		900,000				900,000
Total		900,000				900,000

Budget Impact/Other

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FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Services Director

Project # ST2206
 Project Name Water Street Flooding Improvements

Type Improvement

Useful Life 50 years

Category General

New Project: Yes

Account Number: 101-12-18-35-000-54031

Priority 6 --

Time-Line: FY-22-23

Status Active

Total Project Cost: \$74,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure that is in Water Street, near the intersection of Governors Avenue. This area consistently floods with a moderate rain event in the City. The first year of design will be a feasibility study, while the second year of design will be construction design.

Justification

This will provide improved capacity and conveyance of stormwater from this area. Failure to improve this system will result in a future failure of the infrastructure and property damage.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Planning/Design			14,000	60,000		74,000
Total			14,000	60,000		74,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund			14,000	60,000		74,000
Total			14,000	60,000		74,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project # ST2305
 Project Name The Greens of Dover/Lamplighter Ln Stormwater Imp

Type Improvement

Useful Life 50 years

Category General

New Project: Yes

Account Number: 101-12-18-35-000-54031

Priority 5

Time-Line: FY23-24

Status Active

Total Project Cost: \$81,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure that is behind Lamplighter Lane, near the Greens of Dover. The existing forty-two inch (42") stormwater pipe has a temporary repair to handle the stormwater. The first year of design will be a feasibility study, while the second year of design will be construction design.

Justification

This will provide improved capacity and conveyance of stormwater from this area. Failure to improve this system will result in a future failure of the infrastructure and property damage.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Planning/Design				16,000	65,000	81,000
Total				16,000	65,000	81,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund				16,000	65,000	81,000
Total				16,000	65,000	81,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project # ST2405
 Project Name Lynnhaven Drive Flooding Improvements

Type Improvement

Useful Life 50 years

Category General

New Project: Yes

Account Number: 101-12-18-35-000-54031

Priority 5

Time-Line: FY24

Status Active

Total Project Cost: \$18,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure that is in Lynnhaven Drive. There is not enough existing infrastructure to handle the needs of the area. The first year of design will be a feasibility study.

Justification

This will provide improved capacity and conveyance of stormwater from this street. Failure to improve this system will result in continued flooding in the area.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Planning/Design					18,000	18,000
Total					18,000	18,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund					18,000	18,000
Total					18,000	18,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Public Works - Streets
 Contact Public Services Director
 Type Improvement
 Useful Life 20-25 years
 Category General
 Priority 1
 Status Active

Project # ST2001
 Project Name Street, Concrete and Alley Program

New Project: No Account Number: 101-12-18-35-000-54031
 Time-Line: FY20-FY24

Total Project Cost: \$5,480,000

Description

This project will rehabilitate approximately three to five percent (3-5%) of the street and alley network each year. The estimated capital maintenance costs are \$51 million over a 20-year planning horizon in Fiscal Year 2017 dollars. This estimate is based on the needs survey conducted by Public Works in Fiscal Year 2017. Continuous maintenance on these assets will prevent costlier reconstruction in the future. This project combines the former Street Resurfacing Program, the Alley Program and the Barrier Free Access Ramp Program. FY20 projects are as follows:

- Bicentennial Blvd. (Walker Road to End) - \$218,300
- Clara Street (Pear Street to Queen Street) - \$130,700
- Clara Street Ext. (Saulsbury Road to End) - \$52,000
- E. Water Street (River Road to New Castle Ave) - \$80,500
- Fairview Avenue (Walker Road to William St) - \$206,500
- Jerusalem Way (W. Loockerman St to North St) - \$56,300
- Lakewood Place (Walker Road to William St) - \$173,900
- Park Drive (E. Loockerman St to E. Division St) - \$94,300
- River Road (MLK Jr. Blvd to S. Dupont Hwy) - \$275,400
- St. American Avenue (E. Division St to Kings Hwy) - \$88,300
- William Street (N. State St to End) - \$296,900
- William Street Alley (Lakewood Pl. to Fairview Ave) - \$5,300

Justification

Replacement of deteriorated curbs, gutters, and sidewalks provides improved use, drainage, and the appearance of the pavement section. The Street, Concrete and Alley Program schedule is driven by funding and road ratings. Total street mileage is growing as more roads and alleys are dedicated for public maintenance due to growth. Additionally, this program promotes the interconnection of the sidewalk network to conform to ISTEA (Intermodal Surface Transportation Efficiency Act) and rehabilitates sidewalks that have root damage from City street trees. This program also facilitates compliance with the Americans with Disabilities Act as it relates to the pedestrian network as well as improving localized drainage issues.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	936,000	936,000	1,168,000	1,200,000	1,240,000	5,480,000
Total	936,000	936,000	1,168,000	1,200,000	1,240,000	5,480,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund	936,000	936,000	1,168,000	1,200,000	1,240,000	5,480,000
Total	936,000	936,000	1,168,000	1,200,000	1,240,000	5,480,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Public Works - Streets

Contact

Project # ST2101
 Project Name Streets truck barn doors

Type Maintenance

Useful Life 25 - 30 years

Category General

Priority 6 --

Status Active

New Project: No

Account Number:

Time-Line: 2021

Total Project Cost: \$20,000

Description

Install garage doors on truck barn

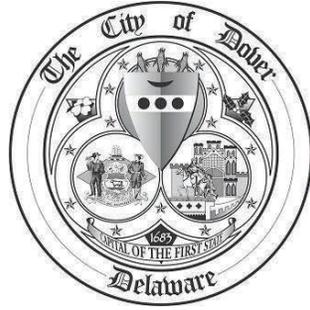
Justification

Doors will allow trucks that are temperature sensitive to be stored inside and we have had issues with pigeons roosting in the rafters. This has become an unsanitary issue with them defecating on equipment and supplies.

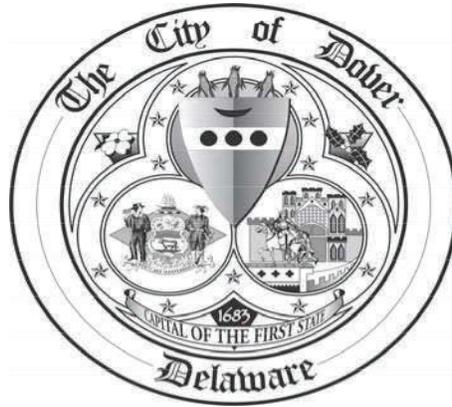
Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance		20,000				20,000
Total		20,000				20,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General Fund		20,000				20,000
Total		20,000				20,000

Budget Impact/Other



WASTEWATER & WATER FUNDS



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City of Dover, Delaware
FY 2020 Capital Investment Plan
FY 20 thru FY 24

FUNDING SOURCE SUMMARY

Source	FY 20	FY 21	FY 22	FY 23	FY 24	Total
DE Sewer Revolving Loan Fund	643,000					643,000
DE Water Revolving Loan Fund			1,495,000	1,495,000		2,990,000
Impact Fee Reserve	35,700	760,600	76,900	306,000	242,600	1,421,800
Water/Wastewater Fund	2,864,500	2,919,400	3,545,100	2,748,000	2,823,200	14,900,200
GRAND TOTAL	3,543,200	3,680,000	5,117,000	4,549,000	3,065,800	19,955,000

City of Dover, Delaware
FY 2020 Capital Investment Plan

FY 20 thru FY 24

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
DE Sewer Revolving Loan Fund								
Puncheon Run Pump Station Improvements	WW2003	3	643,000					643,000
DE Sewer Revolving Loan Fund Total			643,000					643,000
DE Water Revolving Loan Fund								
Denneys Road 1.0 Mg Elevated Water Storage Tank	WD2006	6			1,495,000	1,495,000		2,990,000
DE Water Revolving Loan Fund Total					1,495,000	1,495,000		2,990,000
Impact Fee Reserve								
Future Well Installation	WD2005	5		687,000				687,000
Water Quality Improvements	WQ2001	2	30,900	42,000	43,700	39,200	50,600	206,400
College Road Pump Station Replacement	WW2005	5	4,800	26,000		232,000		262,800
Turnberry Pump Station Replacement	WW2105	5		5,600	26,800		192,000	224,400
Heatherfield Pump Station Replacement	WW2204	4			6,400	27,600		34,000
Cedar Chase Pump Station Replacement	WW2305	5				7,200		7,200
Impact Fee Reserve Total			35,700	760,600	76,900	306,000	242,600	1,421,800
Water/Wastewater Fund								
Water Treatment Plant Process Improvements	WD1609	4	516,800					516,800
Wellhead Redevelopment Program	WD2001	1	75,000	75,000	75,000	75,000	75,000	375,000
Future Well Installation	WD2005	5			687,000			687,000
Denneys Road 1.0 Mg Elevated Water Storage Tank	WD2006	6		84,000				84,000
Meter Replacement Project	WD2100	n/a		350,000	350,000			700,000
Water Quality Improvements	WQ2001	2	742,100	1,008,000	1,048,300	940,800	1,214,200	4,953,400
Miscellaneous Emergency Water Repairs	WQ2002	3	85,000	85,000	85,000	85,000	85,000	425,000
Infow/Infiltration Removal	WW2001	1	750,000	770,000	800,000	830,000	850,000	4,000,000
Miscellaneous Emergency Sanitary Sewer Repairs	WW2002	2	100,000	100,000	100,000	100,000	100,000	500,000
US 13 East Pump Station #7 Repairs	WW2004	4	280,400					280,400
College Road Pump Station Replacement	WW2005	5	7,200	39,000		348,000		394,200
SCADA Equipment Technology Upgrade	WW2006	6	308,000					308,000
Meter Replacement Project	WW2100	n/a		350,000	350,000			700,000
Lepore Road Sanitary Sewer Upgrade	WW2104	4		50,000		317,000		367,000
Turnberry Pump Station Replacement	WW2105	5		8,400	40,200		408,000	456,600
Heatherfield Pump Station Replacement	WW2204	4			9,600	41,400		51,000
Cedar Chase Pump Station Replacement	WW2305	5				10,800	71,000	81,800
Laurel Drive Pump Station Replacement	WW2405	5					20,000	20,000
Water/Wastewater Fund Total			2,864,500	2,919,400	3,545,100	2,748,000	2,823,200	14,900,200
GRAND TOTAL			3,543,200	3,680,000	5,117,000	4,549,000	3,065,800	19,955,000

City of Dover, Delaware
FY 2020 Capital Investment Plan
 FY 20 thru FY 24

PROJECTS BY DEPARTMENT

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Wastewater Management								
Infow/Infiltration Removal	WW2001	1	750,000	770,000	800,000	830,000	850,000	4,000,000
Miscellaneous Emergency Sanitary Sewer Repairs	WW2002	2	100,000	100,000	100,000	100,000	100,000	500,000
Puncheon Run Pump Station Improvements	WW2003	3	643,000					643,000
US 13 East Pump Station #7 Repairs	WW2004	4	280,400					280,400
College Road Pump Station Replacement	WW2005	5	12,000	65,000		580,000		657,000
SCADA Equipment Technology Upgrade	WW2006	6	308,000					308,000
Meter Replacement Project	WW2100	n/a		350,000	350,000			700,000
Lepore Road Sanitary Sewer Upgrade	WW2104	4		50,000		317,000		367,000
Turnberry Pump Station Replacement	WW2105	5		14,000	67,000		600,000	681,000
Heatherfield Pump Station Replacement	WW2204	4			16,000	69,000		85,000
Cedar Chase Pump Station Replacement	WW2305	5				18,000	71,000	89,000
Laurel Drive Pump Station Replacement	WW2405	5					20,000	20,000
Wastewater Management Total			2,093,400	1,349,000	1,333,000	1,914,000	1,641,000	8,330,400
Water Management								
Wellhead Redevelopment Program	WD2001	1	75,000	75,000	75,000	75,000	75,000	375,000
Future Well Installation	WD2005	5		687,000	687,000			1,374,000
Denneys Road 1.0 Mg Elevated Water Storage Tank	WD2006	6		84,000	1,495,000	1,495,000		3,074,000
Meter Replacement Project	WD2100	n/a		350,000	350,000			700,000
Water Quality Improvements	WQ2001	2	773,000	1,050,000	1,092,000	980,000	1,264,800	5,159,800
Miscellaneous Emergency Water Repairs	WQ2002	3	85,000	85,000	85,000	85,000	85,000	425,000
Water Management Total			933,000	2,331,000	3,784,000	2,635,000	1,424,800	11,107,800
Water Treatment Plant								
Water Treatment Plant Process Improvements	WD1609	4	516,800					516,800
Water Treatment Plant Total			516,800					516,800
GRAND TOTAL			3,543,200	3,680,000	5,117,000	4,549,000	3,065,800	19,955,000

FY 2020 Capital Investment Plan

FY 20 thru FY 24

City of Dover, Delaware

Department Wastewater Management

Contact Public Works Director

Project # WW2001
 Project Name Infow/Infiltration Removal

Type Improvement

Useful Life 50-80

Category Water/Wastewater

New Project: No

Account Number: 403-41-69-99-000-54031

Priority 1

Time-Line: FY20-FY24

Status Active

Total Project Cost: \$4,000,000

Description

This project identifies and corrects areas in the sanitary sewer collection system that are deteriorating and allowing groundwater to enter the sanitary sewer system through cracked pipes and/or joints. Video investigations of the lines are performed by in-house crews to determine the condition of subject pipes which may also help with the identification of sump pumps and other illicit connections to the system which will have to be removed by individual property owners. Investigations are occurring systematically through the sewer basins to establish projects for the following year. Sanitary sewer lines are also being inspected in conjunction with water quality improvement project areas to determine main condition. Smoke testing, pipe relining and or replacement are to occur each year. The wet weather which was experienced in both 2003 and 2009/2010/2011, exemplified the fact that the aging and deteriorating sanitary sewer system allows groundwater and rain water to enter the system. This in turn results in higher treatment charges from Kent County. In FY 2011 a new groundwater inflow adjustment charge was established as a result. It is critical to continue making improvements on a regular and planned basis to improve the integrity of the wastewater system. Weather occurs in a cyclical fashion and discrepancies between fees collected and charges received will likely happen again when groundwater and precipitation levels rise. FY 20 projects include the relining of various sizes of pipes throughout the City and removal and replacement of various sizes of pipes. Locations are as follows:

- Rodney Village - \$452,000
- East Lake Gardens - \$181,200
- Fox Hall - \$23,200
- Orchard Ave - \$82,100
- Barrister Place - \$29,200
- Wyoming Avenue - \$42,300
- Towne Point - \$55,000

Justification

The wet weather experienced in both 2003 and 2009/2010/2011, highlighted the fact that we have an aging wastewater system that requires more attention to the condition of the old pipe network and more monitoring of illicit connections to the system. Inflow and infiltration are problems that all customers pay for since they are costs that are not assigned to an individual customer. Therefore, all customers are affected by expenses related to inflow and infiltration. Delaying or eliminating this project will result in continued higher treatment charges for wastewater flow to Kent County than is necessary. In addition, the reduction in available capacity in the City and county systems due to inflow and infiltration will reduce the capacity available for future growth.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	750,000	770,000	800,000	830,000	850,000	4,000,000
Total	750,000	770,000	800,000	830,000	850,000	4,000,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Water/Wastewater Fund	750,000	770,000	800,000	830,000	850,000	4,000,000
Total	750,000	770,000	800,000	830,000	850,000	4,000,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Wastewater Management

Contact Public Works Director

Project # **WW2002**
 Project Name **Miscellaneous Emergency Sanitary Sewer Repairs**

Type Improvement

Useful Life 50-80

Category Water/Wastewater

New Project: No

Account Number: 403-41-69-99-000-54031

Priority 2

Time-Line: FY20-FY24

Status Active

Total Project Cost: \$500,000

Description

This project will repair failing sanitary sewer infrastructure. The work will focus on emergency repair situations on City owned infrastructure. No specific locations for this work have been identified.

Justification

This project is necessary to address failing or deteriorated infrastructure in the City. If these repairs are not conducted, significant impacts to property, life and environment could arise. Delaying these repairs could result in road failure, sink holes and environmental contamination.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	100,000	100,000	100,000	100,000	100,000	500,000
Total	100,000	100,000	100,000	100,000	100,000	500,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Water/Wastewater Fund	100,000	100,000	100,000	100,000	100,000	500,000
Total	100,000	100,000	100,000	100,000	100,000	500,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Wastewater Management

Contact Public Works Director

Project #	WW2003
Project Name	Puncheon Run Pump Station Improvements

Type Improvement

Useful Life 20-25 years

Category Water/Wastewater

New Project: No

Account Number: 403-41-69-99-000-54031

Priority 3

Time-Line: FY20

Status Active

Total Project Cost: \$643,000

Description

This project, identified by staff, will replace a failing grit removal system that is located within the Puncheon Run Pump Station. The existing infrastructure is failing and is need of upgrades. Estimates provided by Pennoni Associates, Consulting Engineer.

Justification

Delaying these upgrades will reduce the efficiency of the pump station mentioned above, additionally, operational costs will continue to increase for the above mentioned pump stations.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	643,000					643,000
Total	643,000					643,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
DE Sewer Revolving Loan Fund	643,000					643,000
Total	643,000					643,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Wastewater Management

Contact Public Services Director

Project # WW2004
 Project Name US 13 East Pump Station #7 Repairs

Type Improvement

Useful Life 50-80

Category Water/Wastewater

New Project: No

Account Number: 403-41-69-99-000-54031

Priority 4

Time-Line: FY20

Status Active

Total Project Cost: \$280,400

Description

Staff identified several repairs needed for the US 13 East Pump Station #7, however, a full replacement is not necessary. The repairs include a replacement of an existing valve, a new by-pass connection and relining the existing wet well.

Justification

Delaying these upgrades will increase the probability of failure of electrical components and overall operation of the station, which could cause a sanitary sewer overflow.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	280,400					280,400
Total	280,400					280,400

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Water/Wastewater Fund	280,400					280,400
Total	280,400					280,400

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Wastewater Management

Contact Public Works Director

Project # WW2005
 Project Name College Road Pump Station Replacement

Type Improvement

Useful Life 20-25 years

Category Water/Wastewater

New Project: Yes

Account Number: 403-41-69-99-000-54031

Priority 5

Time-Line: FY20-FY21, FY23

Status Active

Total Project Cost: \$657,000

Description

This project calls for replacement of the Smith & Loveless package pumping station installed in 1987 in order to handle development in the area, as well as completely rehabilitate the wet well side of the pump station using a poly-triplex system liner. The station has exceeded its life expectancy of 20-25 years and is in need of a capacity upgrade to handle anticipated growth in the basin.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation, thus reducing pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable and replacement of equipment is costly. Feasibility study in FY20, construction design in FY21; construction in Fiscal 2023.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Planning/Design	12,000	65,000		580,000		657,000
Total	12,000	65,000		580,000		657,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Impact Fee Reserve	4,800	26,000		232,000		262,800
Water/Wastewater Fund	7,200	39,000		348,000		394,200
Total	12,000	65,000		580,000		657,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 thru FY 24

City of Dover, Delaware

Department Wastewater Management

Contact Public Works Director

Project # WW2006
 Project Name SCADA Equipment Technology Upgrade

Type Equipment
 Useful Life 10 years
 Category Water/Wastewater
 Priority 6 --
 Status Active

New Project: Yes Account Number: 417-6900-569.40-25
 Time-Line: FY20

Total Project Cost: \$308,000

Description

This project involves the replacement of antiquated and / or obsolete remote terminal units (RTU's) at wastewater pump stations with new up-to-date SCADA equipment. A new module will be installed at each station. This module will be utilized as the reporting equipment that will report real time data that depicts the status of alarms at the City's stations. The new module will utilize cellular service to transit all information through a web based program, which will allow multiple City personnel to access the information remotely. This project will replace the remaining 35 pump stations that have not been upgraded with the new equipment.

Justification

Replace failing and antiquated equipment with completely new alarm reporting equipment to provide reliable SCADA system reporting to prevent the need for costly non-budgeted emergency repairs. The current RTU maintenance contract will be retiring soon, putting the City at risk of securing a costly contract to provide repairs. The current RTU equipment is no longer being manufactured.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Equip/Vehicle/Furnishings	308,000					308,000
Total	308,000					308,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Water/Wastewater Fund	308,000					308,000
Total	308,000					308,000

Budget Impact/Other

Additional cellular service costs will be added to the operational budget.

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Wastewater Management

Contact Public Works Director

Project # WW2100
 Project Name Meter Replacement Project

Type Improvement

Useful Life 20 years

Category Water/Wastewater

New Project: Yes

Account Number: 403-41-69-99-000-54025

Priority n/a

Time-Line: FY21-FY22

Status Active

Total Project Cost: \$700,000

Description

This project will be an ongoing project to replace our aged water meters in the system. A portion of water meters will be replaced each year. A majority of the water meters have exceeded their life expectancy of 15-20 years. The industry standard is to replace 20% of the meter inventory for five years. The City will benefit from this project by having a more efficient system which will recover maximum revenue to the water utility. Additionally, expenses of maintaining, stocking and operating the out dated meters are greatly reduced.

Justification

This project will provide the City of Dover with accurate readings of our water users, thus creating accurate revenue from the customers. Delaying or eliminating this project would result in the age of the water meters increasing, and consequently the meters will not read the correct volume of water being consumed. Additionally, older water meters typically require more maintenance.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Equip/Vehicle/Furnishings		350,000	350,000			700,000
Total		350,000	350,000			700,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Water/Wastewater Fund		350,000	350,000			700,000
Total		350,000	350,000			700,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Wastewater Management

Contact Public Works Director

Type Improvement

Useful Life 90+ years

Category Water/Wastewater

Priority 4

Status Active

Total Project Cost: \$367,000

Project # **WW2104**
 Project Name **Lepore Road Sanitary Sewer Upgrade**

New Project: No

Account Number: 403-41-69-99-000-54031

Time-Line: FY21-FY23

Description

This project calls for the replacement of approximately 374 linear feet of 8-inch gravity sewer main. Currently, the sewer main operates in a reverse slope condition, which overloads the pipe. The proposed upgrade wi

Justification

This project will allow for proper capacity and slope to handle the current flow. Delaying or eliminating this project could result in overflow of wastewater material. Design in FY 21; construction in FY 23.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance		50,000		317,000		367,000
Total		50,000		317,000		367,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Water/Wastewater Fund		50,000		317,000		367,000
Total		50,000		317,000		367,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Wastewater Management

Contact Public Works Director

Project # **WW2105**
 Project Name **Turnberry Pump Station Replacement**

Type Improvement
 Useful Life 20-25 years
 Category Water/Wastewater
 Priority 5
 Status Active

New Project: Yes

Account Number: 403-41-69-99-000-54031

Time-Line: FY21-24

Total Project Cost: \$681,000

Description

This project calls for replacement of the Smith & Loveless package pumping station installed in 1989 in order to handle development in the area, as well as completely rehabilitate the wet well side of the pump station using a poly-triplex system liner. The station has exceeded its life expectancy of 20-25 years and is in need of a capacity upgrade to handle anticipated growth in the basin.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation, thus reducing pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable and replacement of equipment is costly. . Feasibility study in FY21, construction design in FY22.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Planning/Design		14,000	67,000		600,000	681,000
Total		14,000	67,000		600,000	681,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Impact Fee Reserve		5,600	26,800		192,000	224,400
Water/Wastewater Fund		8,400	40,200		408,000	456,600
Total		14,000	67,000		600,000	681,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Wastewater Management

Contact Public Works Director

Project # WW2204
 Project Name Heatherfield Pump Station Replacement

Type Improvement

Useful Life 20-25 years

Category Water/Wastewater

New Project: No

Account Number: 403-41-69-99-000-54031

Priority 4

Time-Line: FY22-FY23

Status Active

Total Project Cost: \$85,000

Description

This project calls for replacement of the Smith & Loveless package pumping station installed in 1985 in order to handle development in the area, as well as completely rehabilitate the wet well side of the pump station using a poly-triplex system liner. The station has exceeded its life expectancy of 20-25 years and is in need of a capacity upgrade to handle anticipated growth in the basin.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation, thus reducing pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable and replacement of equipment is costly. Design and bid in Fiscal 2021; construction in Fiscal 2023.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Planning/Design			16,000	69,000		85,000
Total			16,000	69,000		85,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Impact Fee Reserve			6,400	27,600		34,000
Water/Wastewater Fund			9,600	41,400		51,000
Total			16,000	69,000		85,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Wastewater Management

Contact Public Works Director

Project # WW2305
 Project Name Cedar Chase Pump Station Replacement

Type Improvement

Useful Life 20 years

Category Water/Wastewater

New Project: No

Account Number: 403-41-69-99-000-54031

Priority 5

Time-Line: FY23-24

Status Active

Total Project Cost: \$89,000

Description

This project calls for replacement of the Smith & Loveless package pumping station installed in 1986 in order to handle development in the area, as well as completely rehabilitate the wet well side of the pump station using a poly-triplex system liner. The station has exceeded its life expectancy of 20-25 years.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation, thus reducing pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable and replacement of equipment is costly. Design and bid in Fiscal 2021; construction in Fiscal 2023.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Planning/Design				18,000	71,000	89,000
Total				18,000	71,000	89,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Impact Fee Reserve				7,200		7,200
Water/Wastewater Fund				10,800	71,000	81,800
Total				18,000	71,000	89,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Wastewater Management

Contact Public Works Director

Type Improvement

Useful Life

Category Water/Wastewater

Priority 5

Status Active

Project # WW2405
 Project Name Laurel Drive Pump Station Replacement

New Project: No Account Number: 403-41-69-99-000-54031
 Time-Line: FY24

Total Project Cost: \$20,000

Description

This project calls for replacement of the Smith & Loveless package pumping station installed in 1967 in order to handle development in the area, as well as completely rehabilitate the wet well side of the pump station using a poly-triplex system liner. The station has exceeded its life expectancy of 20-25 years.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation, thus reducing pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable and replacement of equipment is costly. Feasibility study in FY24, construction design in FY25, construction in FY27.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Planning/Design					20,000	20,000
Total					20,000	20,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Water/Wastewater Fund					20,000	20,000
Total					20,000	20,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Water Management

Contact Public Works Director

Project # WD2001
 Project Name Wellhead Redevelopment Program

Type Improvement
 Useful Life 20-25 years
 Category Water/Wastewater

New Project: No Account Number: 401-40-68-99-000-54031
 Time-Line: FY20-24

Priority 1
 Status Active

Total Project Cost: \$375,000

Description

This project will provide for rehabilitation and repair of each deep wellhead in an effort to maintain operations and/or increase/maintain the yield of each well as it relates to the permitted allocation. FY 2008; total well inspection and testing performed. FY 2009: Motors at Wells #6A and #9 were rebuilt, and wells #13R and #15 were redeveloped. FY 2010: Well #10. FY 2011: Well #4 redevelopment and well piping improvements at various well locations, as well as continued well testing. FY 2012: Well #1 redevelopment. FY2013: complete repair of Well #10. FY2014: complete repair of well #14. FY2015 inspected: 2, 3, 11, 13R, 15, PW2. FY 2016 inspected: 4, 6, 8R, 9 & PW8A. FY 2017 inspected: 1, 10, 4, PW6A & 4B. FY 2018 inspected: 3. FY 2019 tentatively scheduled: 12R, PW1A, 2, 11, 13R, 15. FY 2020 tentatively scheduled: 4, 8R, 9, 6, 10, PW6A, PW8A.

Justification

The well screening and gravel pack requires cleaning over time due to a buildup of mineral deposits and foreign materials such as clay and silt. This maintenance effort is critical to ensure that production can continue to meet demand. It is also necessary to maintain the operational aspects of each well and provide repairs as needed to minimize downtime to maintain system capacity. Delaying or eliminating this project would result in the continued deterioration of the well screen, gravel pack, and well yield over time. It would also result in increased well downtime, emergency repairs, and decreased capacity. These issues can lead to increased flow pattern changes and water quality concerns.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	75,000	75,000	75,000	75,000	75,000	375,000
Total	75,000	75,000	75,000	75,000	75,000	375,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Water/Wastewater Fund	75,000	75,000	75,000	75,000	75,000	375,000
Total	75,000	75,000	75,000	75,000	75,000	375,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Water Management

Contact Public Works Director

Project #	WD2005
Project Name	Future Well Installation

Type Improvement

Useful Life 100

Category Water/Wastewater

Priority 5

Status Active

New Project: Yes

Account Number: 401-40-68-99-000-54031

Time-Line: FY20-FY21

Total Project Cost: \$1,374,000

Description

The proposed project, identified by staff will drill a new well to increase production capacity for the water distribution system. Estimates provided by AECOM Corp., Consulting Engineer.

Justification

To meet increased water demand and fire suppression requirements. Delaying or eliminating this project would result in the continued reduction in our production capabilities under our permitted allocation, as well as limiting the City's growth. Initial planning was conducted in FY16, design scheduled for FY17-18 and construction in both FY20 and FY21.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance		687,000	687,000			1,374,000
Total		687,000	687,000			1,374,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Impact Fee Reserve		687,000				687,000
Water/Wastewater Fund			687,000			687,000
Total		687,000	687,000			1,374,000

Budget Impact/Other

Electrical costs will increase in the Operations Budget

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Water Management

Contact Public Works Director

Type Improvement

Useful Life 100

Category Water/Wastewater

Priority 6 --

Status Active

Project # WD2006
 Project Name Denneys Road 1.0 Mg Elevated Water Storage Tank

New Project: No Account Number: 401-40-68-99-000-54031

Time-Line: FY22-FY23

Total Project Cost: \$3,074,000

Description

The proposed project, identified by staff and confirmed by the 2004 Water Master Plan Update, will construct a new 1.0 million gallon elevated storage tank within the distribution system. An evaluation concluded that a new 1.0 million gallon elevated storage tank is not merited in the City. FY20 will produce a study to evaluate the need of a tower.

Justification

This project was determined necessary by the 2004 Water Mater Plan update in order to meet future storage volume requirements based upon demands and to aid in reducing low pressure areas and enhance fire suppression capability.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Planning/Design		54,000				54,000
Land Acquisition		30,000				30,000
Construction/Maintenance			1,495,000	1,495,000		2,990,000
Total		84,000	1,495,000	1,495,000		3,074,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
DE Water Revolving Loan Fund			1,495,000	1,495,000		2,990,000
Water/Wastewater Fund		84,000				84,000
Total		84,000	1,495,000	1,495,000		3,074,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Water Management

Contact Public Works Director

Project # WD2100
 Project Name Meter Replacement Project

Type Improvement

Useful Life 20 years

Category Water/Wastewater

New Project: No

Account Number: 401-40-68-99-000-54025

Priority n/a

Time-Line: FY21-FY22

Status Active

Total Project Cost: \$700,000

Description

This project will be an ongoing project to replace our aged water meters in the system. A portion of water meters will be replaced each year. A majority of the water meters have exceeded their life expectancy of 15-20 years. The industry standard is to replace 20% of the meter inventory for five years. The City will benefit from this project by having a more efficient system which will recover maximum revenue to the water utility. Additionally, expenses of maintaining, stocking and operating the out dated meters are greatly reduced.

Justification

This project will provide the City of Dover with accurate readings of our water users, thus creating accurate revenue from the customers. Delaying or eliminating this project would result in the age of the water meters increasing, and consequently the meters will not read the correct volume of water being consumed. Additionally, older water meters typically require more maintenance.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Equip/Vehicle/Furnishings		350,000	350,000			700,000
Total		350,000	350,000			700,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Water/Wastewater Fund		350,000	350,000			700,000
Total		350,000	350,000			700,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 thru FY 24

City of Dover, Delaware

Department Water Management

Contact Public Works Director

Project # WQ2001
 Project Name Water Quality Improvements

Type Improvement
 Useful Life 90+ years
 Category Water/Wastewater
 Priority 2
 Status Active

New Project: No Account Number: 401-40-68-99-000-54031
 Time-Line: FY20-24

Total Project Cost: \$5,159,800

Description

This project was first identified by staff and the 2006 Water Master Plan Update, and has since become further refined with the FY 2006 Water Quality Evaluation. Projects to be included under this category primarily consist of replacement or relining of old unlined cast iron water main within the City’s water distribution system; system upgrades to improve system control; and utilization of a consultant to provide additional design and evaluation services, as needed. Recent research and data collection has produced a Water Main Rehabilitation Priority List, based on several criteria to identify water mains that are in need of replacement or relining. Pipes will be upgraded according to the severity of the pipe condition, as well as coordination with the City of Dover’s Public Services Street Rehabilitation Program. Between FY 2008 and FY 2010, the deep well contact chambers were designed and installed. Between FY 2008 and FY 2011 the water mains that were replaced include, Washington Street, Pennsylvania Avenue, South Street, Pear Street, West Street, Hazel Road, Maryland Avenue, American Avenue, Bayard Avenue, Greenhill Avenue, Bayard Avenue Alley and Lookerman Street. Operational efforts, such as flushing, will continue to occur on a routine basis. FY 2012 improvements include, N. Pennsylvania Ave., American Ave. Ext., Madison St., Rodney Rd., New Street, Ross Street and Bradford Street (near Wesley College). FY 2013 improvements included North Street. As part of the Water Main Rehabilitation Priority List, water lines were identified throughout the City that requires replacement/relining. FY 2017 improvement include: New Street (Water St. to Lookerman). FY 2018 improvements included: Bradford Street (Lookerman St. to Division St.) and William Street (Pear St. to State St.). FY 2019 improvements scheduled: Lakewood Place and North State Street:
 •Columbia Avenue (Pear Street to N. State Street) - \$742,000
 •Survey of Fairview Area - \$31,000

Justification

Water quality complaints have eroded consumer confidence in the City’s water supply as the water is perceived to be aesthetically unpleasant. In order to reduce complaints and potentially alleviate this problem, it is necessary to implement the improvements identified by staff, the 2006 Water Master Plan Update, and the FY 2006 Water Quality Evaluation. Delaying or eliminating this project will prolong customer dissatisfaction and further erode confidence in the City’s water supply. In addition, main rehabilitation and replacement, ensuring pipes do not significantly exceed the expected life cycle, is critical to provide a reliable supply of water for our customers and for fire suppression. Water leaks and breaks on older lines can have a significant impact on our ability to serve over time. Addressing the brown water and associated water quality concerns of the City’s water system will not only require capital improvements to the system but also operational changes. Some operation changes will result in no net effect on the operating budget, while others will need to be addressed in the development of future operating budgets. Such items include tools and supplies necessary to improve system sampling and monitoring as well as tools and supplies necessary to improve system-wide flushing operations.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Miscellaneous	773,000	1,050,000	1,092,000	980,000	1,264,800	5,159,800
Total	773,000	1,050,000	1,092,000	980,000	1,264,800	5,159,800

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Impact Fee Reserve	30,900	42,000	43,700	39,200	50,600	206,400
Water/Wastewater Fund	742,100	1,008,000	1,048,300	940,800	1,214,200	4,953,400
Total	773,000	1,050,000	1,092,000	980,000	1,264,800	5,159,800

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Water Management

Contact Public Works Director

Type Improvement

Useful Life 50-80

Category Water/Wastewater

Priority 3

Status Active

Total Project Cost: \$425,000

Project # WQ2002
 Project Name Miscellaneous Emergency Water Repairs

New Project: Yes

Account Number: 401-40-68-99-000-54031

Time-Line: FY20-24

Description

This project will repair failing water infrastructure. The work will focus on emergency repair situations on City owned infrastructure. No specific locations for this work have been identified.

Justification

This project is necessary to address failing or deteriorated infrastructure in the City. If these repairs are not conducted, significant impacts to property, life and environment could arise. Delaying these repairs could result in road failure, sink holes and environmental impacts.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	85,000	85,000	85,000	85,000	85,000	425,000
Total	85,000	85,000	85,000	85,000	85,000	425,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Water/Wastewater Fund	85,000	85,000	85,000	85,000	85,000	425,000
Total	85,000	85,000	85,000	85,000	85,000	425,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Water Treatment Plant

Contact Public Works Director

Project # **WD1609**
 Project Name **Water Treatment Plant Process Improvements**

Type Improvement

Useful Life 20-25 years

Category Water/Wastewater

Priority 4

Status Active

New Project: No

Account Number: 401-40-76-99-000-54031

Time-Line: FY20

Total Project Cost: \$516,800

Description

This project, identified in the 2006 Water Master Plan Update, proposes process improvements to the existing Water Treatment Plant. Due to limitations with the Ozone Contactors, the capacity at the Water Treatment Plant is not producing 5.0 million gallons per day, as originally designed. A consultant was secured to determine the best means and improvements necessary to rehabilitate the infrastructure. The design of the improvements will change the treatment system and have an output of 3.0 million gallons per day; bidding / construction to begin in Fiscal Year 2018 and scheduled to complete in Fiscal Year 2020.

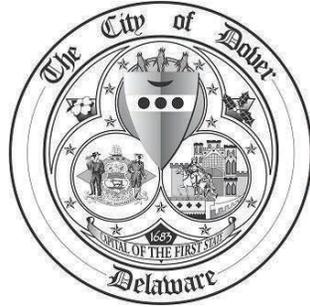
Justification

If this project is not approved, the water treatment plant will continue to run inefficiently. These improvements will permit additional water to be produced and provided to future City customers.

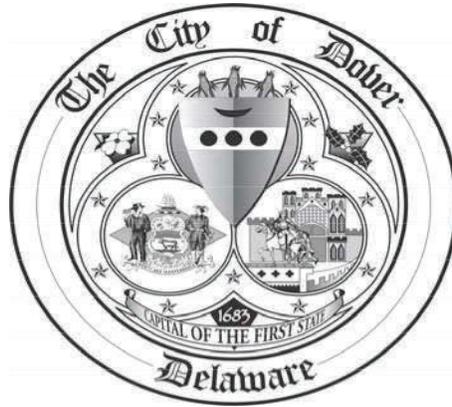
Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	516,800					516,800
Total	516,800					516,800

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Water/Wastewater Fund	516,800					516,800
Total	516,800					516,800

Budget Impact/Other



ELECTRIC FUND



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City of Dover, Delaware
FY 2020 Capital Investment Plan

FY 20 thru FY 24

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Developer Contribution								
New Developments	EE2020	n/a	400,000	400,000	400,000	400,000	400,000	2,000,000
Developer Contribution Total			400,000	400,000	400,000	400,000	400,000	2,000,000
Electric Revenue								
Reed Street HVAC Major Overhaul	EE1819	1	1,175,200					1,175,200
Small Cell Wireless pole replacement	EE2000	n/a	25,000	30,000	30,000			85,000
Advanced Metering Infrastructure (AMI)	EE2003	n/a	500,000	1,500,000	1,500,000	1,500,000	1,500,000	6,500,000
College Road Consolidation	EE2005	6	110,000					110,000
2020 Weyandt Hall Improvements	EE2007	n/a	150,000					150,000
2020 Electric Utility Admin Facility Improvements	EE2009	n/a	318,000					318,000
Transmission Line Maintenance Program	EE2017	n/a	50,000	50,000	50,000	50,000	50,000	250,000
Roadway Light LED Conversion	EE2019	n/a	2,300,000	1,190,000				3,490,000
New Developments	EE2020	n/a	450,000	450,000	450,000	450,000	450,000	2,250,000
Crossarm/Cutout Replacement	EE2092	n/a	43,000					43,000
DAFB/Lebanon/Danner Substation Consolidation	EE2095	n/a		7,000,000				7,000,000
Clearview Meadows Tiepoint	EE2096	n/a	148,000					148,000
Distribution Capacitors and Controls	EE2097	n/a	50,000	50,000				100,000
Substation Component Upgrade	EE2098	n/a	30,000	30,000	30,000			90,000
Fault Indicators	EE2099	n/a	10,000					10,000
2021 Electric Utility Admin Facility Improvements	EE2103	n/a		19,000				19,000
2022 Electric Utility Admin Facility Improvements	EE2202	n/a			128,000			128,000
Van Sant Unit 11 Component Replacements	EG2001	1	55,000	35,000				90,000
McKee Run Unit 3 Auxillary System Components	EG2002	1	60,000	60,000				120,000
Electric Revenue Total			5,474,200	10,414,000	2,188,000	2,000,000	2,000,000	22,076,200
General Fund								
Enterprise Resource Planning (ERP) Solution	FN1701	1	250,000					250,000
General Fund Total			250,000					250,000
Water/Wastewater Fund								
Enterprise Resource Planning (ERP) Solution	FN1701	1	298,000					298,000
Water/Wastewater Fund Total			298,000					298,000
GRAND TOTAL			6,422,200	10,814,000	2,588,000	2,400,000	2,400,000	24,624,200

City of Dover, Delaware
FY 2020 Capital Investment Plan
 FY 20 thru FY 24

PROJECTS BY DEPARTMENT

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Electric Admin								
Reed Street HVAC Major Overhaul	EE1819	1	1,175,200					1,175,200
2020 Weyandt Hall Improvements	EE2007	n/a	150,000					150,000
2020 Electric Utility Admin Facility Improvements	EE2009	n/a	318,000					318,000
2021 Electric Utility Admin Facility Improvements	EE2103	n/a		19,000				19,000
2022 Electric Utility Admin Facility Improvements	EE2202	n/a			128,000			128,000
Electric Admin Total			1,643,200	19,000	128,000			1,790,200
Electric Engineering								
Small Cell Wireless pole replacement	EE2000	n/a	25,000	30,000	30,000			85,000
Advanced Metering Infrastructure (AMI)	EE2003	n/a	500,000	1,500,000	1,500,000	1,500,000	1,500,000	6,500,000
College Road Consolidation	EE2005	6	110,000					110,000
Transmission Line Maintenance Program	EE2017	n/a	50,000	50,000	50,000	50,000	50,000	250,000
Roadway Light LED Conversion	EE2019	n/a	2,300,000	1,190,000				3,490,000
Crossarm/Cutout Replacement	EE2092	n/a	43,000					43,000
DAFB/Lebanon/Danner Substation Consolidation	EE2095	n/a		7,000,000				7,000,000
Clearview Meadows Tiepoint	EE2096	n/a	148,000					148,000
Distribution Capacitors and Controls	EE2097	n/a	50,000	50,000				100,000
Substation Component Upgrade	EE2098	n/a	30,000	30,000	30,000			90,000
Fault Indicators	EE2099	n/a	10,000					10,000
Electric Engineering Total			3,266,000	9,850,000	1,610,000	1,550,000	1,550,000	17,826,000
Electric T & D								
New Developments	EE2020	n/a	850,000	850,000	850,000	850,000	850,000	4,250,000
Electric T & D Total			850,000	850,000	850,000	850,000	850,000	4,250,000
Finance								
Enterprise Resource Planning (ERP) Solution	FN1701	1	488,000					488,000
Finance Total			488,000					488,000
Power Plant								
Van Sant Unit 11 Component Replacements	EG2001	1	55,000	35,000				90,000
McKee Run Unit 3 Auxillary System Components	EG2002	1	60,000	60,000				120,000
Power Plant Total			115,000	95,000				210,000
GRAND TOTAL			6,362,200	10,814,000	2,588,000	2,400,000	2,400,000	24,564,200

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

Department Electric Admin

City of Dover, Delaware

Contact

Project #	EE1819
Project Name	Reed Street HVAC Major Overhaul

Type Improvement

Useful Life Unknown

Category Electric

New Project: Yes

Account Number: 487-8400-564.40-31

Priority 1

Time-Line: FY20

Status Active

Total Project Cost: \$1,175,200

Description

The failing HVAC system at Reed Street will need a major overhaul. Estimate provided by Seiberlich Trane Energy Services.

Justification

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	1,175,200					1,175,200
Total	1,175,200					1,175,200

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Electric Revenue	1,175,200					1,175,200
Total	1,175,200					1,175,200

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Maintenance

Useful Life 15-20 years

Category Electric

Priority n/a

Status Active

Total Project Cost: \$85,000

Project #	EE2000
Project Name	Small Cell Wireless pole replacement

New Project: No

Account Number: 487-8300-563.90-25

Time-Line: FY20-22

Description
Small Cell Wireless Pole Replacement

Justification

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	25,000	30,000	30,000			85,000
Total	25,000	30,000	30,000			85,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Electric Revenue	25,000	30,000	30,000			85,000
Total	25,000	30,000	30,000			85,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project # EE2003
 Project Name Advanced Metering Infrastructure (AMI)

Type Improvement

Useful Life 20 years

Category Electric

New Project: Yes

Account Number: 487-8300-563.90-25

Priority n/a

Time-Line: FY21-FY25

Status Active

Total Project Cost: \$6,500,000

Description

Design and installation of an advanced metering infrastructure encompassing both electric and water meters throughout the city. The initial efforts will be directed to determine the most robust and effective real-time, high speed communication system. Instead of installing a network that is linked primarily to a specific AMI system or supplier, a system will be selected that will also support outage management, conservation monitoring, demand response and potential distribution automation systems. Once that determination has been made, an AMI system will be selected that not only fulfills the electric and water meter reading and billing requirements but is supportive of other initiatives such as outage management. This will be a multi-year project.

Justification

This system will give the city the ability to read and totalize billing for primary billed customers. It would also eliminate on-site reconnects and disconnects which would reduce wear and tear on vehicles and reduce overtime by allowing these actions to be accomplished using a computer terminal. This system also allows quicker identification of outages, manage peak loads, give better ability to regulate voltages in the system, predictive outage management vs. reactive and load control and rate adjustment data. This system could also save revenues due to better theft protection and when fully implemented drastically reduce the reading time of the 109 total routes driven by the meter readers. Existing meter readers would be utilized in more of a maintenance function to respond to any outages or failures in the system when fully implemented.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	500,000	1,500,000	1,500,000	1,500,000	1,500,000	6,500,000
Total	500,000	1,500,000	1,500,000	1,500,000	1,500,000	6,500,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Electric Revenue	500,000	1,500,000	1,500,000	1,500,000	1,500,000	6,500,000
Total	500,000	1,500,000	1,500,000	1,500,000	1,500,000	6,500,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project # EE2005
 Project Name College Road Consolidation

Type Improvement

Useful Life 25 - 30 years

Category Electric

New Project: Yes

Account Number: 487-8300-563-90-25

Priority 6 --

Time-Line: FY20

Status Active

Total Project Cost: \$110,000

Description

This project will relocate the transmission protection relays from the old building into the newer switchgear building on the College Road substation. This relocation will also allow for the removal of the old building and reduce overhead costs associated with having two buildings on the property.

Justification

This project will consolidate the College Road substation into one existing building instead of the current configuration in two buildings. The metal clad switchgear has eight distribution circuits breakers and all the distribution protection relays. All the 69kv transmission line protection relays are in the old College Road building, which is about 25 years old. We plan to move the 69kv transmission line protection relays into the metal clad switchgear with all the other relays so we will have all the protection relays in one location. This will help us reduce the restoration time during an outage as well as cut down the maintenance cost by eliminating the extra building. Subsequent removal of the unused building will also allow for further expansion of the substation as required.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Planning/Design	50,000					50,000
Construction/Maintenance	60,000					60,000
Total	110,000					110,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Electric Revenue	110,000					110,000
Total	110,000					110,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Maintenance

Useful Life 20-25 years

Category Electric

Priority n/a

Status Active

Total Project Cost: \$425,000

Project # EE2017
 Project Name Transmission Line Maintenance Program

New Project: No Account Number: 487-8300-563.50-83

Time-Line: On Going Maint.

Description

WIn FY19, the replacement of old porcelain insulators with polymer insulators is underway on two 69kv lines – from North Street substation to the Vansant switch yard and from Produce Junction to the Dover Downs substation. Similar replacements are planned in the coming years as well as replacement of certain spans of 795 ACSR conductor.

Justification

Insulators have a defined equipment life due to sun and weather conditions breaking down the porcelain and base bonding cement. Insulators installed in 1960's and 1970's are due for replacement because of this deterioration. We have experienced several transmission outages due to insulator failure. Replacing the insulators should extend the life an additional 30 years.

Prior	Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
175,000	Construction/Maintenance	50,000	50,000	50,000	50,000	50,000	250,000
Total	Total	50,000	50,000	50,000	50,000	50,000	250,000

Prior	Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
175,000	Electric Revenue	50,000	50,000	50,000	50,000	50,000	250,000
Total	Total	50,000	50,000	50,000	50,000	50,000	250,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project #	EE2019
Project Name	Roadway Light LED Conversion

Type Improvement

Useful Life 10-15 years

Category Electric

Priority n/a

Status Active

New Project: No

Account Number: 487-8300-563.90-25

Time-Line: FY19-FY21

Total Project Cost: \$4,990,000

Description

Upgrade of existing non-LED City lighting to LED in order to increase life expectancy of the lights and decrease overall lighting expenditures by the City. This project will reduce the City's energy usage and reduce street light cost. The Electric Department currently has approximately 8,400 roadway and other outdoor lights in the City of Dover and areas outside City corporate limits. The conversion project is being phased, with the first phase having an inventory survey performed of existing lights, which is currently underway. It will enable the City to determine the quantity, wattage and style of LED fixtures to procure for conversion (Phase 2). The final phase (Phase 3) will be installation of the fixtures. Procurement of the fixtures is expected in FY20 as is the commencement of installation, which is expected to be complete by the end of FY21.

Justification

Prior	Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
1,500,000	Construction/Maintenance	200,000	115,000				315,000
	Equip/Vehicle/Furnishings	2,100,000	1,075,000				3,175,000
Total	Total	2,300,000	1,190,000				3,490,000

Prior	Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
1,500,000	Electric Revenue	2,300,000	1,190,000				3,490,000
Total	Total	2,300,000	1,190,000				3,490,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project # EE2092
 Project Name Crossarm/Cutout Replacement

Type Improvement

Useful Life 25+ years

Category Electric

New Project: Yes

Account Number: 487-8300-563.90-25

Priority n/a

Time-Line: FY20

Status Active

Total Project Cost: \$43,000

Description

This project will replace crossarms that are 30 years old and of an outdated design that places the phases closer together than the crossarms to be installed and replace porcelain cutouts with polymer cutouts. The Electric Department has identified 84 cutouts around the city; N. State St in front of the Kent General, College Rd from McKee to Rt 13 in numerous locations, S. Old Mill Rd south of Rt 10, Forrest Ave from RR track west to Loockerman and other locations across the service area. There are also 60 porcelain type cutouts identified to be replaced with polymer cutouts.

Justification

These crossarms are the support for the overhead primary and secondary conductors across the service area. By delaying the replacement of the components there is a risk of failure that could not only cause an outage but also potential damage to transformers and associated service providing equipment. The old crossarms are designed to hold the conductors closer together and this closer placement increases the chance of the phases touching during windstorms and the risk of electrocution to linemen.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	43,000					43,000
Total	43,000					43,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Electric Revenue	43,000					43,000
Total	43,000					43,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project # EE2095
 Project Name DAFB/Lebanon/Danner Substation Consolidation

Type Equipment

Useful Life 30 Years

Category Electric

New Project: Yes

Account Number: 487-8300-563.90-25

Priority n/a

Time-Line: FY20-FY21

Status Active

Total Project Cost: \$7,000,000

Description

This project is for the construction of a new 6 breaker ring bus substation located on property near the existing Dover AFB substation and outside of the base. The substation will be of a ring bus design that will allow for redundancy in the event of a breaker failure. This construction will allow for the transmission service currently feeding the base to be moved outside the perimeter of the base and give the City employees easier and quicker access to the substation. Additionally, this construction will eliminate the Lebanon and Danner Farm substations by moving the distribution feeds to this new substation.

The timeline on this project would be approximately 2 years and involve up front engineering, both electrical and civil, as well as construction and material installation taking up most of the second year. The estimated cost of \$7,000,000 is a budgetary estimate that includes engineering, procurement and construction.

Justification

This new construction would not only allow a centralized location for the three substations being replaced but it will also address other issues. The transformer at Danner Farm is the oldest in the City at 47 years and the expansion space at Lebanon Rd to support new load is limited due to location of the station. Additionally, the new substation would incorporate microprocessor-based protection relays for both transmission and distribution circuits.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance		7,000,000				7,000,000
Total		7,000,000				7,000,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Electric Revenue		7,000,000				7,000,000
Total		7,000,000				7,000,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25+ years

Category Electric

Priority n/a

Status Active

Total Project Cost: \$148,000

Project # EE2096
 Project Name Clearview Meadows Tiepoint

New Project: Yes

Account Number: 487-8300-563.90-25

Time-Line: FY20

Description

This project will create a tie point between Horsepond Substation circuits 12-501 and 12-502 by installing three 3,560 foot runs of 750 MCM cable thru Clearview Meadows Development. This will include almost 11,000 feet of wire, a new PME-9 switchgear, a 3-phase pedestal and associated material to allow the Electric Department more accurate isolation of circuits to minimize those affected by outages by allowing back feed capabilities.

Justification

Due to the large amount of construction in Clearview Meadow subdivision a new tie point for the primary service to the area is needed. This tie point will allow for a smaller impact during outages involving switching on Horsepond Substation circuits 12-501 & 12-502 by allowing them to be tied together. The installation of a new switchgear will also allow isolation of the subdivision and the surrounding area to occur quicker and affect a smaller group of residents in the event of an outage. It will also provide for future expansion of the Luther Village of Dover property on the adjacent lot.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	148,000					148,000
Total	148,000					148,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Electric Revenue	148,000					148,000
Total	148,000					148,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

Department Electric Engineering

City of Dover, Delaware

Contact Electric Director

Project #	EE2097
Project Name	Distribution Capacitors and Controls

Type Improvement

Useful Life 15-20 years

Category Electric

New Project: No

Account Number: 487-8300-563.60-82

Priority n/a

Time-Line: FY17-FY21

Status Active

Total Project Cost: \$235,000

Description

Capacitors are installed to prevent voltage drops along the distribution and transmission lines of the City. Not only does this provide a stable power delivery system across a large service area to the customer but it also increases the power factor of the system and reduces overall electric costs. FY 20 will be focused on the repair of the 14.4 MV capacitor bank at the Dover AFB Substation. The recent decision to retire the McKee Run station in 2021 may result in a reconfiguration and relocation of the existing and new capacitors banks in the service territory.

Justification

A certain power factor is required in the City of Dover electric system in order to meet the interconnection requirements of our Delmarva Power and Light interchange point at the Cartanza substation. There are some times during the year that the City is not in compliance with the required power factor. This was substantiated through a load-flow study conducted by Shaw in early 2004 and distribution study by Wilson & Wilson in 2006. The current capacitor controls are not providing the granularity required to turn them off and on as required to meet both the power quality requirements of our customers and DP&L requirements. Additional controls are required to fine tune the systems operation.

Prior	Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
135,000	Construction/Maintenance	50,000	50,000				100,000
Total	Total	50,000	50,000				100,000

Prior	Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
135,000	Electric Revenue	50,000	50,000				100,000
Total	Total	50,000	50,000				100,000

Budget Impact/Other

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FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project # EE2098
 Project Name Substation Component Upgrade

Type Improvement

Useful Life 20-25 years

Category Electric

New Project: Yes

Account Number: 487-8300-563.90-25

Priority n/a

Time-Line: FY20-22

Status Active

Total Project Cost: \$90,000

Description

This project is part of a wider ranging Substation Assessment Program. The goal of the Substation Assessment Program is to identify discrepancies in the substations and proactively manage aging component replacements. This is done by performing monthly inspections and operational checks of the switches, relays, transformers and wiring of each substation in the City of Dover system. This also will encompass replacing outdated communication equipment and installing Real Time Automation Controllers (RTACs) that will allow faster reporting of faults in the system and installation of GPS clocks to provide accurate time stamping of faults for reporting. There are four RTACs and GPS clocks installed in the 15 substations across the City; Frazier, Horsepond, Cartanza, & Gen Scott. There is currently a project underway to upgrade Mayfair Substation that will include an RTAC and GPS clock install, and the College Rd Consolidation will include these as well. This would leave St. Jones, Mid-City, North St, Van Sant, Division St, & Dover Downs to need RTACs & GPS clocks installed. The City has the RTAC units on hand to complete the work but will require the GPS clocks and associated material to be purchased as installation progresses.

Justification

By installing Schweitzer Engineering Laboratories (SEL) communication equipment, the monitoring capabilities of the City's distribution and transmission systems will be greatly improved. This will assist in properly engineering and designing a more stable system. The RTACs are a near-real time communication device that can shave seconds off of the notification of a fault in system. There are currently a mix of communication devices installed that delay reporting to System Operations. This program will also standardize maintenance and reduce multiple test equipment requirements.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	30,000	30,000	30,000			90,000
Total	30,000	30,000	30,000			90,000
Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Electric Revenue	30,000	30,000	30,000			90,000
Total	30,000	30,000	30,000			90,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project # EE2099
 Project Name Fault Indicators

Type Maintenance

Useful Life 15-20 years

Category Electric

New Project: No

Account Number: 487-8300-563.90-25

Priority n/a

Time-Line: FY17-FY20

Status Active

Total Project Cost: \$40,000

Description

Installation of fault indicators for overhead and underground primary circuits. These have been installed across critical lines and there are a few circuits remaining.

Justification

These indicators will be strategically placed throughout the overhead and underground distribution systems. During a fault the indicators will flash to show the direction of the fault when the service lines head in different directions. This visible signal will reduce the time spent riding the line to look for the cause of the fault. The Electric department has installed these indicators the last two years and during the storms last winter they assisted the line crews immensely.

Prior	Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
30,000	Construction/Maintenance	10,000					10,000
Total	Total	10,000					10,000

Prior	Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
30,000	Electric Revenue	10,000					10,000
Total	Total	10,000					10,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Electric T & D

Contact Electric Director

Project # EE2020
 Project Name New Developments

Type Improvement

Useful Life 30+ years

Category Electric

New Project: No

Account Number: 4878200-562.Several

Priority n/a

Time-Line: Continuous

Status Active

Total Project Cost: \$5,950,000

Description

This project purchases materials and equipment that are used to provide electric service to new housing developments, business, and industrial developments. Additionally, a portion of this expense is offset by the extension payments whereby new developers pay a \$1,600 per residential lot connection fee or business and industrial developers pay the total material expense for line extensions.

This is an ongoing project and affects three separate accounts:

487-8200-562.60-31

487-8200-562.60-34

487-8200-562.60-46

COMMENTS: Not all new development projects are known during budget preparation, as some will arise during the year.

Justification

During each budget year, new developers request line extensions for new electric projects. Some are new projects, while other projects may have received plan approval previously but were not completed for any number of reasons.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	850,000	850,000	850,000	850,000	850,000	4,250,000
Total	850,000	850,000	850,000	850,000	850,000	4,250,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Developer Contribution	400,000	400,000	400,000	400,000	400,000	2,000,000
Electric Revenue	450,000	450,000	450,000	450,000	450,000	2,250,000
Total	850,000	850,000	850,000	850,000	850,000	4,250,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Finance
 Contact Controller/Treasurer
 Type Technology
 Useful Life 10 years
 Category Electric
 Priority 1
 Status Active

Project # FN1701
 Project Name Enterprise Resource Planning (ERP) Solution

New Project: Yes Account Number: 480-9900-582.90-30
 Time-Line: FY18-FY22

Total Project Cost: \$2,636,000

Description

This project involves consulting services and purchase of Enterprise Resource Planning (ERP) Solution to support the business processes of the City of Dover.

Justification

The City's current ERP software is Sungard Public Sector's Select/Naviline version 8.0.2.0. It is an IBM System powered environment (iSeries). This system is a legacy system that came out of the Y2K era, when previous systems were not programmed for the year 2000. The Sungard Public Sector system was purchased in April 1997.

The technology for ERP systems have evolved from mainframe based systems (AS400) to Personal Computer (PC) based systems either hosted by the software provider through the internet or hosted by the customer on file servers. The industry trend is to drive access to customers with web and app based delivery models.

Project Strategy & Objectives:

- The City requires an integrated environment where any user can access the data they need.
- The City will emphasize a self-service environment with technology enabling and not hindering the users to easily access data with the proper controls at the point of data entry.
- The City desires to utilize rational data base technology plus easy report and query writing tools to accomplish this.
- The City realizes that this goal will not be accomplished through new technology alone but also requires extensive process changes and organizational support.
- Management requires better access to data, information and reporting that is currently unavailable or significantly restricted.
- As a result of current limitations to functionality and access to data, City personnel have developed work-around processes that are impacting City business.
- Third-party software integrations with the current system are extremely difficult, limited or unavailable.

Prior	Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
2,148,000	ERP System	488,000					488,000
Total	Total	488,000					488,000

Prior	Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
2,088,000	General Fund	250,000					250,000
	Water/Wastewater Fund	298,000					298,000
Total	Total	548,000					548,000

Budget Impact/Other

Annual Operating impact is being evaluated to determine the net difference with the current ERP/ancillary systems and support versus the recommended solution. The current estimate for the new fully integrated ERP solution is approximately \$300,000 annually. Current cost is being evaluated as above.

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Power Plant
 Contact Power Plant Manager
 Type Maintenance
 Useful Life Unknown
 Category Electric
 Priority 1
 Status Active

Project # EG2001
 Project Name Van Sant Unit 11 Component Replacements

New Project: Yes Account Number: 487-8101-591.40-31
 Time-Line: Multi-year

Total Project Cost: \$90,000

Description

This fund was developed to perform inspections and repairs to the VanSant Unit 11 auxiliary equipment on a predetermined frequency based on unit operating hours, required regulatory inspection intervals, and known equipment condition. Work to be performed would include the following equipment:
 Replace water treatment system anion and cation resins based on recent analysis results
 Injection water pump and motor refurbishment.
 Lube oil sump clean, inspect, and change filters.
 Replace leaking DI system carbon filter vessel.
 B Cooling Water pump and motor.
 Fogging system inspections and repairs to include nozzle inspections, filter replacement, and instrument calibration

Justification

This project is required to fund the replacement of capital items that are expected to reach their useful life and will need to be replaced or refurbished to maintain plant system and unit reliability. Extended equipment and /or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time as well as increase future energy capacity charges.

Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	55,000	35,000				90,000
Total	55,000	35,000				90,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Electric Revenue	55,000	35,000				90,000
Total	55,000	35,000				90,000

Budget Impact/Other

FY 2020 Capital Investment Plan

FY 20 *thru* FY 24

City of Dover, Delaware

Department Power Plant
 Contact Power Plant Manager
 Type Maintenance
 Useful Life Unknown
 Category Electric
 Priority 1
 Status Active

Project # EG2002
 Project Name McKee Run Unit 3 Auxillary System Components

New Project: Yes Account Number: 487-8101-591.40-31
 Time-Line: Multi-year

Total Project Cost: \$120,000

Description

This project will perform inspections and repairs of Unit 3 auxiliary system components that will require inspections or replacement based on regulatory requirements. The items identified that will be addressed in 2020 include the Unit #3 de-aerator tank inspection, replacement of Unit #3 CEMS sample lines, and hot water boiler inspections / repairs.
 Unit #3 De-aerator storage tank, spray valve, atomizing valves, and baffle inspections. Estimate 14K for inspection and scaffolding and 10K for any repairs to the unit components.
 Unit #3 CEMS sample line replacement. Estimate 26K for materials and installation.
 Hot water boiler inspections - refractory repairs and tube inspection. Estimate 10K for refractory repairs and tube replacement.

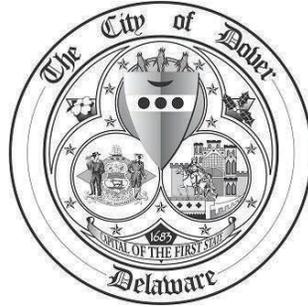
Justification

Unit #3 De-aerator inspection required every 5 years based on previous inspection results and subsequent repairs. Unit #3 CEMS sample line last replaced in March 2015 and is required by Part 75 CEMS regulations. Hot water boiler inspections required by the State of Delaware on an annual basis. This work is typically done prior to winter startup of the units. Typically there are refractory repairs and tube replacement or repairs needed prior to startup.

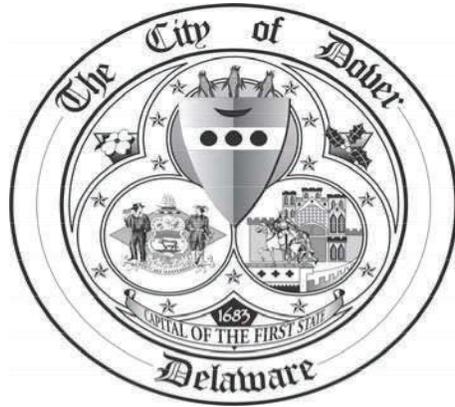
Expenditures	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Construction/Maintenance	60,000	60,000				120,000
Total	60,000	60,000				120,000

Funding Sources	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Electric Revenue	60,000	60,000				120,000
Total	60,000	60,000				120,000

Budget Impact/Other



VEHICLE REPLACEMENTS



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City of Dover, Delaware
FY 2020 Capital Investment Plan
FY 20 thru **FY 24**

FUNDING SOURCE SUMMARY

Source	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Electric Revenue	453,800	440,000	480,000			1,373,800
General Fund	1,543,800	1,643,100	1,607,000	1,688,500	2,048,800	8,531,200
Police Grant	13,800					13,800
Water/Wastewater Fund	279,500	435,300	425,400	491,600	42,000	1,673,800
GRAND TOTAL	2,290,900	2,518,400	2,512,400	2,180,100	2,090,800	11,592,600

City of Dover, Delaware
FY 2020 Capital Investment Plan
 FY 20 thru FY 24

PROJECTS BY DEPARTMENT

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Code Enforcement								
2002 Dodge 1500 Pick Up	20Veh# 18	n/a	18,600					18,600
2020 Strategic Automobile	20Veh# XXX	n/a	18,600					18,600
2007 Dodge Pick Up	21Veh# 17	n/a		17,000				17,000
Code Enforcement Total			37,200	17,000				54,200
Electric Engineering								
Substation Battery Replacement	EE2093	n/a	27,000					27,000
2008 Ford Escape	Veh#701	n/a		30,000				30,000
Electric Engineering Total			27,000	30,000				57,000
Electric Meter Reading								
1999 Ford Explorer (6)	20Veh# 6	1	21,800					21,800
Electric Meter Reading Total			21,800					21,800
Electric T & D								
2006 Terex Backhoe (#722)	Veh #722	n/a			130,000			130,000
2004 International Altec Aerial Device	Veh #751	1	140,000					140,000
2002 Chevrolet Dump Truck	Veh #753	1			150,000			150,000
2006 International Bucket Truck	Veh #759	1		160,000				160,000
2008 International Dueco Line Truck	Veh #772	1		250,000				250,000
2001 Freightliner (750)	Veh# 750	1	200,000					200,000
Digger Derrick	Veh#718	n/a			200,000			200,000
Mini Excavator	Veh#722	n/a	65,000					65,000
Electric T & D Total			405,000	410,000	480,000			1,295,000
Facilities Management								
2005 Ford F150 #433	21Veh#433	n/a		32,200				32,200
Facilities Management Total				32,200				32,200
Fire/Robbins Hose								
Engine 7 - 1997 Pierce Dash Pumper	FR1800	1	77,700	77,700	77,700	77,700	77,700	388,500
Fire Rescue/Pumper Truck #1	FR2000	1	95,600	95,600	95,600	95,600	95,600	478,000
Engine 3 - 2003 Pierce Lance Pumper	FR2201	1			76,100	76,100	76,100	228,300
Engine 6 - 2003 Pierce Lance Pumper	FR2202	1			76,800	76,800	76,800	230,400
Engine 4 - 2005 Pierce Lance Pumper	FR2300	1				78,600	78,600	157,200
Fire/Robbins Hose Total			173,300	173,300	326,200	404,800	404,800	1,482,400
Fleet Maintenance								
2001 Dodge Ram 1500 #131	20Veh #131	n/a	21,600					21,600
2003 Chevrolet 1500HD Flat Bed #119	21Veh#119	n/a		60,000				60,000

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Fleet Maintenance Total			21,600	60,000				81,600
Information Technology								
Network Infrastructure	IT1801	2	21,600	21,600	21,600			64,800
Server Lifecycle	IT1900	3	24,000	40,000				64,000
Information Technology Total			45,600	61,600	21,600			128,800
Life Safety (Fire Marshal)								
2012 Dodge Durango	20Veh# 12	n/a	48,900					48,900
Life Safety (Fire Marshal) Total			48,900					48,900
Permtting and Inspections								
2020 Strategic Automobile	20Veh# XYX	n/a	18,600					18,600
2001 Dodge Pick Up	21Veh# 19	n/a		17,000				17,000
2001 Dodge Pick Up	21Veh# 22	n/a		17,000				17,000
Permtting and Inspections Total			18,600	34,000				52,600
Police								
2010 Dodge Charger PPV (209)	20 Veh#209	n/a	52,800					52,800
2013 Dodge Charger PPV (216)	20 Veh#216	n/a	52,500					52,500
2008 Ford Fusion Admin (230)	20 Veh#230	n/a	27,200					27,200
2010 Ford Fusion Admin (235)	20 Veh#235	n/a	27,200					27,200
2011 Ford Fusion Admin (240)	20 Veh#240	n/a	27,200					27,200
2013 Dodge Charger PPV (250)	20 Veh#250	n/a	52,500					52,500
2007 Ford Fusion Admin (261)	20 Veh#261	n/a	27,200					27,200
2008 Ford Fusion (274)	20 Veh#274	n/a	27,200					27,200
2012 Dodge Charger PPV (276)	20 Veh#276	n/a	52,500					52,500
2014 Dodge Charger (201)	21 Veh#201	n/a		24,300				24,300
2013 Dodge Charger Admin (204)	21 Veh#204	n/a		33,000				33,000
2012 Dodge Charger PPV (205)	21 Veh#205	n/a		24,300				24,300
2000 Ford Taurus (210)	21 Veh#210	n/a		24,300				24,300
2011 Chev Silverado (215)	21 Veh#215	n/a		18,600				18,600
2012 Chevy Tahoe PPV (223)	21 Veh#223	n/a		33,000				33,000
2014 Dodge Charger PPV (232)	21 Veh#232	n/a		24,300				24,300
2013 Dodge Charger PPV (236)	21 Veh#236	n/a		33,000				33,000
2014 Dodge Charger PPV (241)	21 Veh#241	n/a		33,000				33,000
2014 Dodge Charger PPV (264)	21 Veh#264	n/a		33,000				33,000
2009 Harley FLHTP (266)	21 Veh#266	n/a		23,900				23,900
2013 Dodge Charger PPV (269)	21 Veh#269	n/a		33,000				33,000
2014 Dodge Charger PPV (282)	21 Veh#282	n/a		24,300				24,300
2014 Dodge Charger PPV (283)	21 Veh#283	n/a		24,300				24,300
2016 Dodge Charger (202)	22 Veh#202	n/a			33,000			33,000
2014 Dodge Charger PPV (219)	22 Veh#219	n/a			33,000			33,000
2014 Dodge Charger PPV (220)	22 Veh#220	n/a			33,000			33,000
2015 Chevy Tahoe PPV (229)	22 Veh#229	n/a			33,000			33,000
2017 Ford F150 Crew Cab 4x4 SS (239)	22 Veh#239	n/a			22,400			22,400
2014 Dodge Charger PPV (242)	22 Veh#242	n/a			33,000			33,000
2014 Dodge Charger Admin (243)	22 Veh#243	n/a			33,000			33,000
2014 Dodge Charger PPV (263)	22 Veh#263	n/a			33,000			33,000
2014 Dodge Charger PPV (265)	22 Veh#265	n/a			33,000			33,000
2011 Harley FLHTP (267)	22 Veh#267	n/a			23,900			23,900
2014 Dodge Charger PPV (284)	22 Veh#284	n/a			33,000			33,000
2011 Ford Fusion Admin (286)	22 Veh#286	n/a			24,300			24,300

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total	
2012 Ford Fusion Admin (287)	22 Veh#287	n/a			24,300			24,300	
2015 Chevy Tahoe PPV (293)	22 Veh#293	n/a			33,000			33,000	
2017 Harley FLHTP (211)	23 Veh#211	n/a				23,900		23,900	
2016 Dodge Charger (212)	23 Veh#212	n/a				33,000		33,000	
2016 Dodge Charger (213)	23 Veh#213	n/a				33,000		33,000	
2016 Dodge Charger (224)	23 Veh#224	n/a				33,000		33,000	
2011 Chevy Tahoe PPV (226)	23 Veh#226	n/a				33,000		33,000	
2016 Dodge Charger (228)	23 Veh#228	n/a				33,000		33,000	
2017 Harley FLHTP (244)	23 Veh#244	n/a				23,900		23,900	
2016 Ford F150 4WD (245)	23 Veh#245	n/a				20,500		20,500	
2014 Dodge Charger Admin (249)	23 Veh#249	n/a				33,000		33,000	
2016 Harley FLHTP (256)	23 Veh#256	n/a				23,900		23,900	
2015 Harley FLHTP (268)	23 Veh#268	n/a				23,900		23,900	
2016 Dodge Charger (271)	23 Veh#271	n/a				33,000		33,000	
2016 Dodge Charger (275)	23 Veh#275	n/a				33,000		33,000	
2014 Dodge Charger (290)	23 Veh#290	n/a				33,000		33,000	
1998 Ford E250 (207)	24 Veh#207	n/a					70,000	70,000	
1996 Ford E350 (246)	24 Veh#246	n/a					95,000	95,000	
2012 Ford E550 (247)	24 Veh#247	n/a					240,000	240,000	
2016 Dodge Charger (253)	24 Veh#253	n/a					33,000	33,000	
2016 Dodge Charger (254)	24 Veh#254	n/a					33,000	33,000	
2015 Dodge Charger (278)	24 Veh#278	n/a					33,000	33,000	
2007 Ford Crown Victoria (280)	24 Veh#280	n/a					33,000	33,000	
1999 Ford E250 (281)	24 Veh#281	n/a					70,000	70,000	
2017 Dodge Charger (288)	24 Veh#288	n/a					33,000	33,000	
2017 Dodge Charger (289)	24 Veh#289	n/a					33,000	33,000	
2009 Chev C55 (294)	24 Veh#294	n/a					24,300	24,300	
2005 Ford E250 (295)	24 Veh#295	n/a					22,000	22,000	
2002 Dodge Ram 1500 (296)	24 Veh#296	n/a					20,500	20,500	
2001 Ford E450 SD ctwy (298)	24 Veh#298	n/a					125,000	125,000	
Police Officer Body Worn Cameras	PD2102	2		144,300				144,300	
Police Total				346,300	530,600	424,900	413,100	864,800	2,579,700
Public Works - Engineering									
2008 Ford F150 Pick-Up (420)	21Veh#420	1			34,000			34,000	
Public Works - Engineering Total					34,000			34,000	
Public Works - Grounds									
2006 Kubota Mower #581	20Veh #581	n/a	39,400					39,400	
2009 Toro Mower #561	20Veh#561	n/a	68,000					68,000	
2001 Dodge Ram 2500 Truck #580	20Veh#580	n/a	21,000					21,000	
1994 Vermeer Chipper #588	21Veh #588	n/a		89,000				89,000	
2012 Toro Mower #562	21Veh#562	n/a		62,000				62,000	
2010 Torob Zero Turn Mower w/bager	22Veh#563	n/a			12,000			12,000	
1987 Case Tractor w/mower	22Veh#571	n/a			40,000			40,000	
1991 Vermeer 1250 Chipper #456	23Veh#456	n/a				25,000		25,000	
2011 Ford F350 1 ton Dump Truck #577	23Veh#577	n/a				45,000		45,000	
2009 International Bucket Truck #556	24Veh#556	n/a					170,000	170,000	
Public Works - Grounds Total			128,400	151,000	52,000	70,000	170,000	571,400	
Public Works - Sanitation									
2003 Peterbilt Automated Trash Truck #444	20Veh#444	1	287,200					287,200	
2008 Intn't Rear Loader (445)	21Veh# 445	2		179,300				179,300	
2011 Peterbilt Automated Trash Truck #450	21Veh#450	n/a		295,900				295,900	

Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
2009 International Bulk Trash Truck #446	22Veh# 446	2			177,500			177,500
2014 Peterbilt Automated Trash Truck #442	22Veh#442	1			304,800			304,800
2015 Peterbilt Automated Trash Truck #443	23Veh#443	1				314,000		314,000
2012 Kenworth Bulk Trash Truck #447	23Veh#447	2				182,800		182,800
2016 Peterbilt Automated Trash Truck #450	24Veh#450	n/a					323,500	323,500
Public Works - Sanitation Total			287,200	475,200	482,300	496,800	323,500	2,065,000
Public Works - Stormwater								
Storm Water Proposed Vehicle	20Veh#XXX	3	40,000					40,000
2002 Old Dominion Leaf Vac #361	21Veh#361	1	80,000					80,000
2006 Sterling Vac Track #350	22Veh#350	1			300,000			300,000
2009 Old Dominion Leaf Vac #363	23 Veh#363	n/a				76,500		76,500
2001 Int'l Dump Truck (322)	23Veh# 322	2				150,800		150,800
2006 Old Dominion Leaf Vac #365	23Veh#365	n/a				76,500		76,500
2006 International Sweeper #356	24Veh#356	n/a					285,700	285,700
Public Works - Stormwater Total			120,000		300,000	303,800	285,700	1,009,500
Public Works - Streets								
1992 International Dump Truck (326)	19Veh# 326	1	144,700					144,700
2002 Case Loader #316	21Veh#316	2	185,800					185,800
Public Works - Streets Total			330,500					330,500
Public Works Admin								
2008 Ford F150 #440	21Veh# 440	n/a		32,200				32,200
2008 Toyota Camry Hybrid #669	21Veh# 669	n/a		42,000				42,000
Public Works Admin Total				74,200				74,200
Wastewater Engineering								
2008 Dodge Avenger SE #5	22Veh#5	n/a			29,800			29,800
2013 Ford F 150 Pick up Ext Cab 4WD #418	23Veh#418	n/a				39,200		39,200
Wastewater Engineering Total					29,800	39,200		69,000
Wastewater Management								
2008 Ford 1-Ton Utility Truck with crane #665	20Veh#665	n/a	43,200					43,200
2008 International Dump Truck 14' #681	21Veh #681	n/a			170,600			170,600
2005 Case Backhoe #682	21Veh#682	n/a		129,800				129,800
2006 Sidekick Easement Machine #690	21Veh#690	n/a		38,200				38,200
2013 Ford 1-Ton Utility Truck with Crane #655	22Veh#655	n/a			55,000			55,000
2013 Ford 1-Ton Utility Truck with crane	22Veh#664	n/a			55,000			55,000
2013 Ford F150 Pickup Ext Cab	23 Veh#661	n/a				38,000		38,000
2013 Vacoon Jet Truck #692	23Veh#692	n/a				350,000		350,000
2012 Ford 350 #680	24Veh#680	n/a					42,000	42,000
Sanitary Sewer Video Kit	WW2000	n/a	166,000					166,000
Wastewater Management Total			209,200	168,000	280,600	388,000	42,000	1,087,800
Water Engineering								
2008 Dodge Avenger (427)	23Veh# 427	n/a				24,400		24,400
Water Engineering Total						24,400		24,400
Water Management								

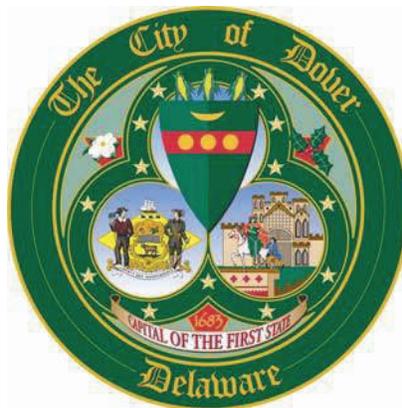
Department	Project #	Priority	FY 20	FY 21	FY 22	FY 23	FY 24	Total
2008 Ford F250 Truck #698	20Veh#698	n/a	27,400					27,400
2012 Chevrolet Silverado 1500 Truck (695-2)	21 Veh#695	n/a		33,000				33,000
2005 Case Backhoe #682 (Split)	21Veh# 682	n/a		123,800				123,800
2008 Ingersoll Air Compressor #407	21Veh#407	n/a		30,800				30,800
1997 Kruger Trailer #415	21Veh#415	n/a		25,000				25,000
2012 Ford F250 Super Duty XL #403	22Veh#403	n/a			42,000			42,000
2012 Ford F250 Super Duty XL #426	22Veh#426	n/a			42,000			42,000
Water Management Total			27,400	212,600	84,000			324,000
Water Treatment Plant								
2010 Ford 1-Ton Utility Truck w/ Gate #620	20Veh# 620	n/a	42,900					42,900
2007 Kohler Generator Trailer Mounted (604)	21Veh# 604	n/a		54,700				54,700
2008 GMC Cargo Van (662)	22Veh# 662	n/a			31,000			31,000
2013 Dodge Pic up #660	23Veh#660	n/a				40,000		40,000
Water Treatment Plant Total			42,900	54,700	31,000	40,000		168,600
GRAND TOTAL			2,290,900	2,518,400	2,512,400	2,180,100	2,090,800	11,592,600

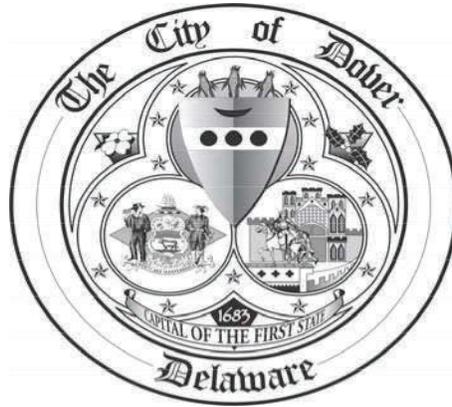
DEBT SERVICE

THE FOLLOWING SUBSECTIONS ARE INCLUDED:

DEBT LIMIT

DEBT SERVICE SCHEDULES





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Table 14

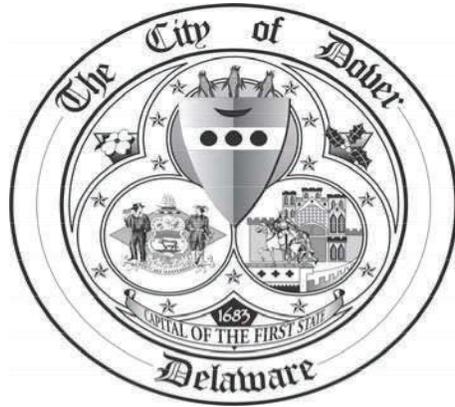
Computation of Legal Debt Margin
Last Ten Fiscal Years
(amounts expressed in thousands)

	Fiscal Year									
	2018	2018	2016	2015	2014	2013	2012	2011	2010	2009
Debt Limit	\$ 160,737	\$ 157,816	\$ 155,396	\$ 158,485	\$ 157,995	\$ 159,075	\$ 158,465	\$ 156,832	\$ 145,351	\$ 144,965
Net (Taxable) Assessed Value on Books	3,214,744	3,156,311	3,107,912	3,207,154	3,159,894	3,181,496	3,169,308	3,136,639	2,907,011	2,899,293
Total net debt applicable to limit	5,877	6,209	6,783	7,337	4,050	4,479	1,550	1,820	2,080	2,445
Legal Debt Margin	\$ 154,860	\$ 151,606	\$ 148,613	\$ 151,149	\$ 153,945	\$ 154,596	\$ 156,915	\$ 155,012	\$ 143,271	\$ 142,520
Total Net Debt applicable to limit as a percentage of debt limit	3.66%	3.86%	4.36%	4.63%	2.56%	2.82%	0.98%	1.16%	1.43%	1.69%

Legal Debt Margin Calculation for Fiscal Year 2016

Net (Taxable) Assessed Value on Books	<u>\$ 3,214,744</u>
Debt Limit - 5 Percent of Total Assessed Value	\$ 160,737
DEBT (For which the City's full faith and credit has been pledged)	
Gross Bonded Debt	<u>5,877</u>
LEGAL DEBT MARGIN	<u>\$ 154,860</u>

Source: City of Dover Financial Reports, City of Dover Charter, Section 50(b), and Tax Assessor's Office
July 2009 the Charter was amended and the debt limit was reduced from 25% of the total assessed value to 5%.



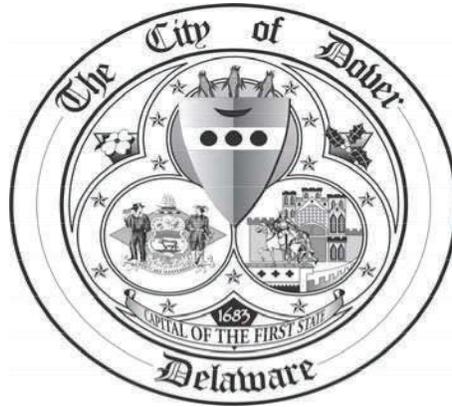
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City of Dover Debt Service Schedules

Fiscal Year	General Fund *Series 2019	Electric Revenue Bonds Series 2018 (Refunded Series 2008)			Wastewater & Water Revenue Bonds Series 2013			Water Revenue Bonds Series 2010 - SRF		
	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service
2020	\$480,479	\$650,000	\$629,450	\$1,279,450	\$360,000	\$146,493	\$506,493	\$120,481	\$40,808	\$161,289
2021	480,476	785,000	593,575	1,378,575	375,000	135,469	510,469	123,646	37,643	161,289
2022	480,476	820,000	553,450	1,373,450	385,000	124,069	509,069	126,895	34,395	161,290
2023	480,476	865,000	511,325	1,376,325	395,000	112,369	507,369	130,228	31,061	161,289
2024	480,475	910,000	466,950	1,376,950	410,000	100,294	510,294	133,649	27,640	161,289
2025	480,476	955,000	420,325	1,375,325	215,000	90,919	305,919	137,160	24,129	161,289
2026	480,475	1,005,000	371,325	1,376,325	220,000	84,256	304,256	140,764	20,526	161,290
2027	480,475	1,055,000	319,825	1,374,825	225,000	77,106	302,106	144,461	16,828	161,289
2028	480,475	1,110,000	265,700	1,375,700	235,000	69,281	304,281	148,257	13,033	161,290
2029	480,476	1,160,000	214,750	1,374,750	245,000	60,269	305,269	152,151	9,138	161,289
2030	480,475	1,200,000	173,550	1,373,550	255,000	50,269	305,269	156,148	5,141	161,289
2031	480,475	1,240,000	136,950	1,376,950	265,000	39,869	304,869	79,607	1,039	80,646
2032	480,476	1,275,000	99,225	1,374,225	275,000	29,069	304,069	-	-	-
2033	237,546	1,315,000	60,375	1,375,375	285,000	17,869	302,869	-	-	-
2034	237,547	1,355,000	20,325	1,375,325	295,000	6,084	301,084	-	-	-
Total	\$6,721,277	\$15,700,000	\$4,837,100	\$20,537,100	\$4,440,000	\$1,143,685	\$5,583,685	\$1,593,447	\$261,381	\$1,854,828

* Series 2019 General Fund refinanced Series 2012 & 2014

Fiscal Year	Wastewater Revenue Bonds Series 2000 - SRF			Wastewater Revenue Bonds Series 2009 - SRF			Wastewater Revenue Bonds Series 2011 - SRF			SRF
	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Total Wastewater
2020	\$51,532	\$1,396	\$52,928	\$271,970	\$75,078	\$347,048	\$37,541	\$20,584	\$58,125	\$458,101
2021	-	-	-	277,437	69,611	347,048	38,905	19,219	58,124	405,172
2022	-	-	-	283,013	64,035	347,048	40,318	17,806	58,124	405,172
2023	-	-	-	288,702	58,346	347,048	41,783	16,341	58,124	405,172
2024	-	-	-	294,505	52,543	347,048	43,302	14,823	58,125	405,173
2025	-	-	-	300,424	46,624	347,048	44,875	13,250	58,125	405,173
2026	-	-	-	306,463	40,585	347,048	46,505	11,619	58,124	405,172
2027	-	-	-	312,623	34,425	347,048	48,195	9,930	58,125	405,173
2028	-	-	-	318,906	28,142	347,048	49,946	8,178	58,124	405,172
2029	-	-	-	325,316	21,732	347,048	51,761	6,364	58,125	405,173
2030	-	-	-	331,855	15,193	347,048	53,642	4,483	58,125	405,173
2031	-	-	-	338,526	8,522	347,048	55,592	2,534	58,126	405,174
2032	-	-	-	171,807	1,718	173,525	28,548	514	29,062	202,587
Total	\$51,532	\$1,396	\$52,928	\$3,821,547	\$516,554	\$4,338,101	\$580,913	\$145,645	\$726,558	\$5,117,587



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GENERAL

THE FOLLOWING SUBSECTIONS ARE INCLUDED:

MAYOR

CITY COUNCIL

CITY MANAGER

CITY CLERK

CENTRAL SERVICES

CUSTOMER SERVICES

FINANCE

FIRE

HUMAN RESOURCES

INFORMATION TECHNOLOGY

PARKS, RECREATION, AND LIBRARY

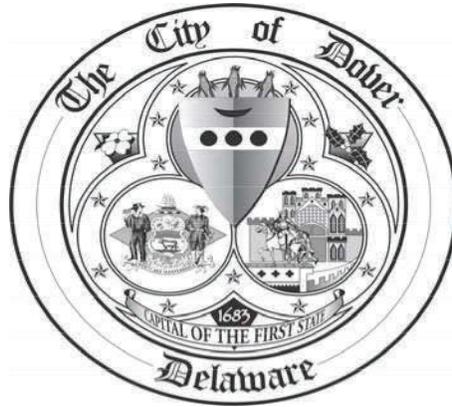
*PLANNING, INSPECTIONS, AND COMMUNITY
DEVELOPMENT*

POLICE

PUBLIC WORKS

TAX ASSESSOR





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BUDGET REVIEW

**Fiscal Year 2019-
2020**

**Operating
Department &
Division
Summaries**

- **May 2019 – Budget
Review Hearing**

**GENERAL FUND
BUDGET REVIEW
Fiscal Year 2019-2020**

Mayor

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	57,300	57,300	108,300	89%
MATERIALS & SUPPLIES	300	300	2,500	733%
ADMINISTRATIVE EXPENDITURES	116,100	116,100	116,100	0%
OPERATING EXPENDITURES	173,700	173,700	226,900	31%

Highlights:

Personnel costs increased \$51,000 due to the inclusion of an administrative assistant (Strategic Personnel).

Materials and Supplies increased \$2,200 to outfit the work area for the new strategic personnel.

Administrative Expenses has no increase for FY20.

City Council

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	91,000	91,000	91,000	0%
MATERIALS & SUPPLIES	600	3,900	3,900	550%
ADMINISTRATIVE EXPENDITURES	53,200	62,800	62,800	18%
TOTAL EXPENDITURES	\$ 144,800	\$ 157,700	\$ 157,700	9%

Highlights:

Personnel Costs have remained constant for FY20.

Materials and Supplies increased \$3,300 for the purchase of 8 iPads (as needed).

Administrative Expenditures increased by \$9,600. City Council now budgets for all telecasting expenses for Council Meetings.

City Manager

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	620,000	689,800	689,800	11%
MATERIALS & SUPPLIES	4,900	6,200	7,500	53%
ADMINISTRATIVE EXPENDITURES	380,300	310,600	310,600	-18%
OPERATING EXPENDITURES	1,005,200	1,006,600	1,007,900	0%

Highlights:

Personnel Costs increased by \$69,800 due to the inclusion of a new Grant Writer position (Strategic Personnel).

Materials and Supplies increased \$1,300 to outfit the work area of the new strategic personnel.

Administrative Expenditures, overall, decreased by \$69,700. Consulting Fees dropped from \$200K (parking garage study) to \$75K (personnel study for non-bargaining positions & pay for performance).

City Clerk

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	393,000	383,100	383,100	-3%
MATERIALS & SUPPLIES	9,400	11,700	11,700	24%
ADMINISTRATIVE EXPENDITURES	40,100	37,800	37,800	-6%
OPERATING EXPENDITURES	442,500	432,600	432,600	-2%

Highlights:

Personnel Costs decreased \$9,900 due to offsets from the reduction in OPEB expense.

Materials and supplies expense has a small decrease of \$2,800; holding off on new computer purchases until ERP system is established.

Administrative expenditures has a net increase of \$4,800 due to an increase of \$800 for telephone restructuring; a \$9,000 decrease in election related expenses, offset by a \$7,100 increase in Contractual Services.

Customer Services

DESCRIPTION	2018-2019	2019-2020	2019-2020	%
	BUDGET	REQUESTED	APPROVED	CHANGE
PERSONNEL COSTS	1,140,400	1,009,800	1,009,800	-11%
MATERIALS & SUPPLIES	32,300	33,300	33,300	3%
ADMINISTRATIVE EXPENDITURES	24,400	24,400	24,400	0%
OPERATING EXPENDITURES	1,197,100	1,067,500	1,067,500	-11%

Highlights:

Personnel costs decreased by \$130,600. For the most part, this is due to the reduction of Temporary Help & reduced OPEB rates.

Materials and supplies had a marginal increase of \$1,000.

There is no change in Administrative Expense from FY19.

Finance

DESCRIPTION	2018-2019	2019-2020	2019-2020	%
	BUDGET	REQUESTED	APPROVED	CHANGE
PERSONNEL COSTS	749,200	736,100	736,100	-2%
MATERIALS & SUPPLIES	4,200	5,900	5,900	40%
ADMINISTRATIVE EXPENDITURES	192,800	193,800	193,800	1%
OPERATING EXPENDITURES	946,200	935,800	935,800	-1%

Highlights:

Personnel costs decreased by \$13,100. This is mainly attributed to a reduction of OPEB expense.

Materials and supplies increased by \$1,700 for a total of \$5,900 for FY20.

Administrative expenses had a marginal increase \$1,000.

Fire

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	457,300	401,100	401,100	-12%
MATERIALS & SUPPLIES	-	1,600	1,600	0%
ADMINISTRATIVE EXPENDITURES	332,500	361,000	361,000	9%
OPERATING EXPENDITURES	789,800	763,700	763,700	-3%
CAPITAL OUTLAY	222,500	281,100	281,100	26%
TOTAL EXPENDITURES	\$ 1,012,300	\$ 1,044,800	\$ 1,044,800	3%

Highlights:

Personnel Costs decreased \$56,200. This can be attributed to staff turnover and a reduction in OPEB rates.

Material and Supplies increased \$1,600 for State Pension funding.

Administrative Expenditures increased \$28,500 to cover painting, sheet rock taping, and other in-house maintenance.

Capital Expenses increased \$58,600 to \$281,100 to cover truck loans, roof and HVAC repairs.

Human Resources

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	420,800	437,300	437,300	4%
MATERIALS & SUPPLIES	31,000	46,200	46,200	49%
ADMINISTRATIVE EXPENDITURES	33,800	39,800	39,800	18%
OPERATING EXPENDITURES	485,600	523,300	523,300	8%

Highlights:

Personnel Costs increased \$16,500. This is the net change in adding new Strategic Personnel and reducing the OPEB rate.

Materials and Supplies increased \$8,000 for employee activities and annual employee appreciation BBQ.

Administrative Expenditures increased \$6,000 primarily due to the addition of in-house training coupled with a decrease in Advertising.

Information Technology

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	448,700	452,800	452,800	1%
MATERIALS & SUPPLIES	94,800	96,900	96,900	2%
ADMINISTRATIVE EXPENDITURES	187,500	197,300	197,300	5%
OPERATING EXPENSES	731,000	747,000	747,000	2%
CAPITAL OUTLAY	57,600	45,600	45,600	-21%
TOTAL EXPENDITURES	\$ 788,600	\$ 792,600	\$ 792,600	1%

Highlights:

Personnel Costs increased slightly, by \$4,100. Wage increases coupled with OPEB rate reduction.

Materials and supplies increased \$2,100. \$1,500 of this was to increase the City's e-mail accounts, to include all employees.

Administrative Expenditures increased \$9,800 to cover increased web security and equipment maintenance.

Capital Outlay has decreased by \$12,000 in FY20, down to \$45,600 .

Library

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	1,472,000	1,492,300	1,483,400	1%
MATERIALS & SUPPLIES	83,700	83,700	83,700	0%
ADMINISTRATIVE EXPENDITURES	211,700	212,700	212,700	0%
OPERATING EXPENDITURES	1,767,400	1,788,700	1,779,800	1%

Highlights:

Personnel Costs increased by \$11,400. This includes wage increases, reduction in Temporary Help positions but increased their hours, & reduction in OPEB rates.

Materials & Supplies remained constant at \$83,700.

Administrative expenditures increased slightly for Heating Oil/Gas Expense.

Parks & Recreation

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	741,300	875,900	854,900	15%
MATERIALS & SUPPLIES	57,800	74,100	72,600	26%
ADMINISTRATIVE EXPENDITURE	201,500	232,100	229,100	14%
OPERATING EXPENDITURES	1,000,600	1,182,100	1,156,600	16%
CAPITAL OUTLAY	536,100	281,000	476,000	-11%
TOTAL EXPENDITURES	\$ 1,536,700	\$ 1,463,100	\$ 1,632,600	6%

Highlights:

Personnel Costs increased \$113,600. Although, OPEB rates reduced costs by \$26K, Recreation added a 3-person Grounds crew to maintain the City's 30 Parks and open space areas.

Materials & Supplies increased \$14,800. Mainly attributed to new Software License, HVAC contract, & new Grounds building.

Administrative Expenditures increased overall by \$27,600. This is do in part by increased Indoor Athletic League Contractual Services of \$18,600 and \$5,000 increased in Heating Oil/Gas Expense, which has been trending higher as of late.

Capital Outlay totaled \$476,000, down \$60,100 from FY19.

Police

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
Personnel Costs	16,220,500	17,028,600	16,735,500	3%
Materials & Supplies	362,300	555,300	395,100	9%
Administrative Exp	754,700	860,600	718,400	-5%
Total Operating Exp	17,337,500	18,444,500	17,849,000	3%
Capital Outlay	512,000	943,000	753,900	47%
Total Expenditures	17,849,500	19,387,500	18,602,900	4%

Highlights:

Personnel Costs increased by \$515,000 due to wage and benefit increases, Strategic Personnel was also added on the Civilian side. If not for the reduction in OPEB the increase would have been well over \$1M.

Materials and Supplies had a net increase of \$32,800 due in part to increases in Computer Software, Building Maintenance, Medical Supplies/Physicals, & Uniform Allowance.

Administrative Expenses had a net decrease of \$36,300 primarily due to due to the move for vehicle maintenance to Fleet. Fuel is up \$32,300 bases on trend and usage of Tahoe's.

Capital Outlay is up \$241,900 over last year. 9 Vehicles are being replaced and Projects include HVAC improvements and 2nd floor tiling.

Tax Assessor

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	214,800	209,500	209,500	-2%
MATERIALS & SUPPLIES	4,600	12,600	12,600	174%
ADMINISTRATIVE EXPENDITURES	25,100	226,100	176,100	602%
OPERATING EXPENDITURES	244,500	448,200	398,200	63%

Highlights:

Personnel Costs decreased \$5,300. Due to wage/salary increases coupled with OPEB reduction.

Materials and Supplies increased \$9,800 primarily in postage, as FY20 is a revaluation year.

Administrative Expenses will also increase due to revaluation, up \$151,000.

Central Services

Procurement & Inventory

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	441,700	388,200	388,200	-12%
MATERIALS & SUPPLIES	16,300	16,900	16,900	4%
ADMINISTRATIVE EXPENDITURES	268,000	279,300	279,300	4%
OPERATING EXPENDITURES	726,000	684,400	684,400	-6%
CAPITAL OUTLAY	-	390,000	390,000	0%
TOTAL EXPENDITURES	\$ 726,000	\$ 1,074,400	\$ 1,074,400	48%

Highlights:

Personnel costs are down by \$53,500 due in large part to OPEB rate reduction.

Materials and Supplies are slightly up – a \$600 increase over FY19

Administrative expenditures increased \$11,300 a significant part of this is Postage expense, Electricity, and Subscriptions and Dues

Capital Outlay includes \$300,000 for an updated HVAC system and another \$90,000 in building maintenance.

Facilities Management

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	506,800	460,300	460,300	-9%
MATERIALS & SUPPLIES	24,000	25,800	25,800	8%
ADMINISTRATIVE EXPENDITURES	122,100	160,300	169,600	39%
OPERATING EXPENDITURES	652,900	646,400	655,700	0%
CAPITAL OUTLAY	28,800	784,000	784,000	2622%
TOTAL EXPENDITURES	\$ 681,700	\$ 1,430,400	\$ 1,439,700	111%

Highlights:

Personnel Costs decreased \$46,500 primarily due to turnover and reduction in OPEB rates.

Materials and Supplies increased \$1,800 over last year.

Administrative Expenditures increase \$46,500 due to new HVAC and janitorial contracts.

Capital outlay includes \$700,000 for HVAC replacement at City Hall and another \$84,000 for building Maintenance.

Fleet Maintenance

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	476,400	596,600	596,600	25%
MATERIALS & SUPPLIES	340,600	441,600	441,600	30%
ADMINISTRATIVE EXPENDITURES	15,500	13,000	13,000	-16%
OPERATING EXPENDITURES	832,500	1,051,200	1,051,200	26%
CAPITAL OUTLAY	-	31,600	21,600	0%
TOTAL EXPENDITURES	\$ 832,500	\$ 1,082,800	\$ 1,072,800	29%

Highlights:

Personnel Costs increased \$120,200 due to employee transfer, this affected both Salaries and Pension.

Materials and Supplies increased \$101,000 due to the inclusion of PD patrol car maintenance starting in FY20.

Administrative Expenses decreased \$2,500 over last year.

Capital Outlay includes the purchase of a new vehicle.

Planning/Inspections & Community Development

Planning

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	531,300	634,000	534,400	1%
MATERIALS & SUPPLIES	17,100	33,300	26,300	54%
ADMINISTRATIVE EXPENDITURES	19,800	9,700	9,700	-51%
OPERATING EXPENDITURES	568,200	677,000	570,400	0%

Highlights:

Personnel Costs increased by \$3,100. Wage increases were offset by OPEB rate reduction.

Materials & Supplies expenditures increased \$9,200 this is primarily due to expense attached to a matching grant for the Historic District.

Administrative expenditures decreased \$10,100 as the matching grant was moved to Program Expense in FY20.

Inspections & Permitting

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	546,900	616,300	616,300	13%
MATERIALS & SUPPLIES	3,200	7,600	7,600	138%
ADMINISTRATIVE EXPENDITURES	18,000	20,800	20,800	16%
OPERATING EXPENSES	568,100	644,700	644,700	13%
CAPITAL OUTLAY	-	-	18,600	0%
TOTAL EXPENDITURES	\$ 568,100	\$ 644,700	\$ 663,300	17%

Highlights:

Personnel Costs increased \$69,400 primarily due to the inclusion of a new building inspector (Strategic Personnel).

Materials & Supplies increased \$4,400. This is for the most part to outfit the new strategic personnel.

Administrative Expenses has increased \$2,800 in Contractual Services to budget for increased credit card usage by customers.

Capital Outlay increase due to new vehicle for increased headcount.

Code Enforcement

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	427,100	493,400	493,400	16%
MATERIALS & SUPPLIES	23,400	27,200	27,200	16%
ADMINISTRATIVE EXPENDITURES	160,000	159,600	159,600	0%
OPERATING EXPENDITURES	610,500	680,200	680,200	11%
CAPITAL OUTLAY	-	37,200	37,200	0%
TOTAL EXPENDITURES	\$ 610,500	\$ 717,400	\$ 717,400	18%

Highlights:

Personnel Costs increased \$66,300 due to the inclusion of a new code enforcement employee (Strategic Personnel).

Materials & Supplies increased \$3,800. This is for the most part to outfit the new strategic personnel.

Administrative Expenditures had a slight decrease of \$400 over last year.

Capital Outlay budget will be used to replace a vehicle and add a new vehicle for increased headcount.

Life Safety

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	231,800	286,600	229,700	-1%
MATERIALS & SUPPLIES	8,200	17,600	14,100	72%
ADMINISTRATIVE EXPENDITURES	264,200	137,700	137,700	-48%
OPERATING EXPENDITURES	504,200	441,900	381,500	-24%
CAPITAL OUTLAY	-	48,900	48,900	0%
TOTAL EXPENDITURES	\$ 504,200	\$ 588,600	\$ 528,200	5%

Highlights:

Personnel Costs decreased by \$2,100 mainly due to the reduction of OPEB rates.

Materials & Supplies increased \$5,900 to fund for new computer hardware and updated NFPA books.

Administrative Expenses decreased \$126,500 primarily due to the new Ambulance contract for FY20.

Capital Outlay budget to purchase new Fire Marshall vehicle.

Public Works

Public Works Admin

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	702,100	715,800	767,200	9%
MATERIALS & SUPPLIES	8,500	20,500	21,000	147%
ADMINISTRATIVE EXPENDITURES	10,200	14,100	14,100	38%
OPERATING EXPENDITURES	720,800	750,400	802,300	11%

Highlights:

Personnel Costs increased by \$65,100 due to the addition of a new MEO I that will be able to fill in, where needed, throughout all Public Works divisions (Strategic Personnel).

Materials & Supplies increased \$12,500 to fund for new GIS software.

Administrative Expenditures increased \$3,900. This will fund for accreditation applications.

Grounds

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	916,000	1,072,600	1,021,600	12%
MATERIALS & SUPPLIES	87,200	59,300	58,600	-33%
ADMINISTRATIVE EXPENDITURES	191,800	189,400	189,300	-1%
OPERATING EXPENSES	1,195,000	1,321,300	1,269,500	6%
CAPITAL OUTLAY	188,000	128,400	128,400	-32%
TOTAL EXPENDITURES	\$ 1,383,000	\$ 1,449,700	\$ 1,397,900	1%

Highlights:

Personnel Costs increased \$105,600 due the addition of a new Arborist position (Strategic Personnel).

Materials & Supplies decreased \$28,600. Last year was increased due to Holiday lighting.

Administrative Expenditures decreased by \$2,500.

Capital Outlay consists of a new truck and 2 new mowers.

Sanitation

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	780,900	796,800	739,000	-5%
MATERIALS & SUPPLIES	39,700	43,800	43,400	9%
ADMINISTRATIVE EXPENDITURES	1,654,600	1,650,000	1,650,000	0%
OPERATING EXPENSES	2,475,200	2,490,600	2,432,400	-2%
CAPITAL OUTLAY	34,400	287,200	287,200	735%
TOTAL EXPENDITURES	\$ 2,509,600	\$ 2,777,800	\$ 2,719,600	8%

Highlights:

Personnel Costs decreased \$41,900 primarily due to OPEB rate reductions.

Materials & Supplies increased \$3,700 in Program Expense for trash containers.

Administrative Expenses decreased \$4,600 over last year.

Capital Outlay includes a new automated trash truck.

Streets

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	673,600	934,800	545,100	-19%
MATERIALS & SUPPLIES	244,800	219,600	71,600	-71%
ADMINISTRATIVE EXPENDITURES	490,700	471,900	193,900	-60%
OPERATING EXPENDITURES	1,409,100	1,626,300	810,600	-42%
CAPITAL OUTLAY	2,215,000	2,622,200	1,266,500	-43%
TOTAL EXPENDITURES	\$ 3,624,100	\$ 4,248,500	\$ 2,077,100	-43%

Highlights:

Personnel costs would decrease \$128,500 due to the reshuffling of resources to incorporate a new Storm Water division. Streets would transfer (3) positions over to Stormwater but would pick up (2) new positions through Strategic Personnel – an MEO II & a Sign/Street Painter.

Materials and Supplies will decrease by \$173,200 due to the inclusion of a Stormwater division.

Administrative expenses will decrease \$296,800 due to the inclusion of a Stormwater division.

Capital Outlay would decrease by \$948,500. There would still be \$936,000 in the Streets & Alley Program and \$330,500 for a new dump truck and front-end loader.

Stormwater

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	-	-	402,800	0%
MATERIALS & SUPPLIES	-	-	148,100	0%
ADMINISTRATIVE EXPENDITURES	-	-	308,100	0%
OPERATING EXPENDITURES	-	-	859,000	0%
CAPITAL OUTLAY	-	-	365,000	0%
TOTAL EXPENDITURES	\$ -	\$ -	\$ 1,224,000	0%

Highlights:

Personnel would include 7 workers in total: 3 MEO's (Strategic Personnel), 3 MEO's moved over from Streets, & an Engineer moved over from Public Works.

Materials and Supplies will be made up of expenses previously budgeted as part of Streets.

Administrative expenses will entail previous Street Division duties: ditch cleanout and/or maintenance, street sweeping, & leaf mulch disposal.

Capital Outlay would consist of a new truck, a new leaf vac, emergency storm water repairs, Mirror lake/East Lake Garden drainage basin improvements, & West Street flooding improvements.

Public Works - Engineering

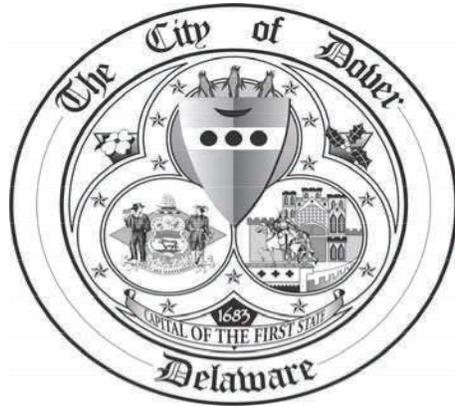
DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	255,400	241,400	160,200	-37%
MATERIALS & SUPPLIES	700	11,400	11,400	1529%
ADMINISTRATIVE EXPENDITURES	21,500	197,200	197,200	817%
OPERATING EXPENDITURES	277,600	450,000	368,800	33%

Highlights:

Personnel costs decreased \$95,200 primarily due to the transfer of an engineer to Stormwater and the Water Treatment Plant. Strategic Personnel has been added to replace one of the positions.

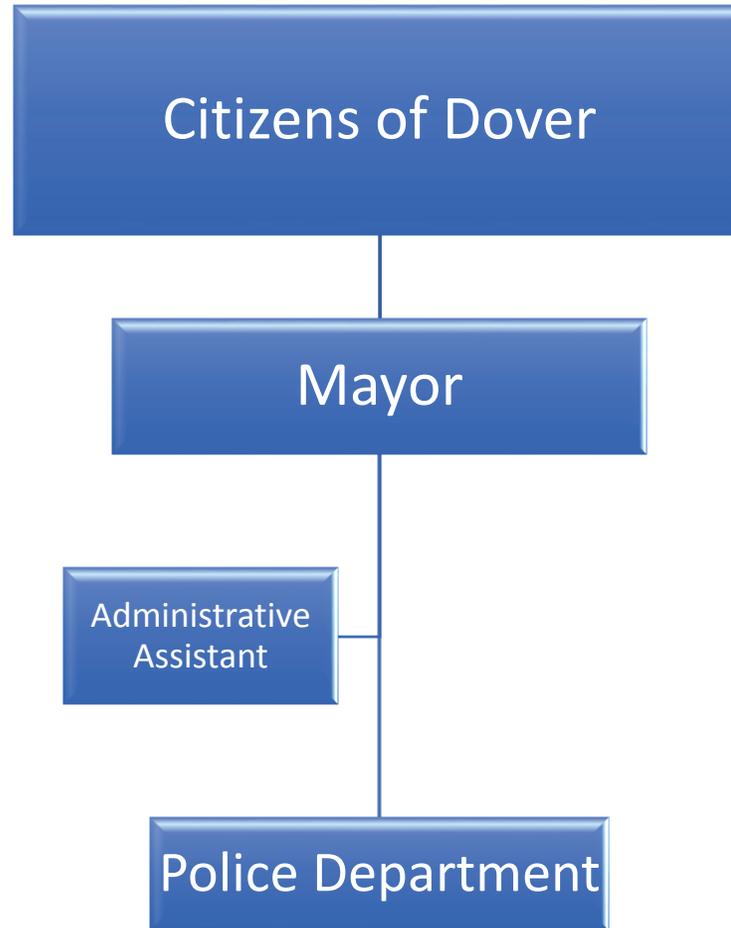
Materials and supplies increased \$10,700 mainly to outfit the new strategic position.

Administrative expenditures increased \$175,700 due to the Silver Lake Emergency Action Plan.



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Mayor



MAYOR

DEPARTMENT VISION

The Mayor is the senior elected official in the City of Dover, the elected representative of all citizens of Dover. The Mayor appoints the Chief of Police and is responsible for the Police Department.

The Mayor promotes the economic and social interests of the City and the general welfare of its citizens by:

1. Interacting with private citizens, City employees, business people, and other major employers;
2. Interacting with civic and neighborhood associations;
3. Interacting with officials and representatives of other governments and lobbying said officials, as necessary, to promote the welfare of the City and its citizens;
4. Maintaining memberships and/or contacts with various organizations and committees whose purposes, services, or results significantly affect or could significantly affect the government or the citizens of the City;
5. Representing the City at various community functions;
6. Consulting with the Council on policy issues and, from time to time, offering policy initiatives;
7. Consulting with the City Manager on budgeting, policy, and operational issues;
8. Representing the City, in consultation with the Council and City Manager, regarding major projects within or near the corporate boundaries of the City;
9. Making appointments to various commissions and committees as delineated in the City Charter and elsewhere in the City Code;
10. Making other decisions and taking actions as designated within the City's Charter and Code, which may include being given the assigned authority, as necessary, to promote the safety, health, and welfare of the citizens of Dover.

MAJOR PROGRAMS

ECONOMIC DEVELOPMENT

Objective: Maintain strong ties to the local business community so that we protect the jobs we have and attract new businesses and new job opportunities to Dover. The FY20 goals for this program are:

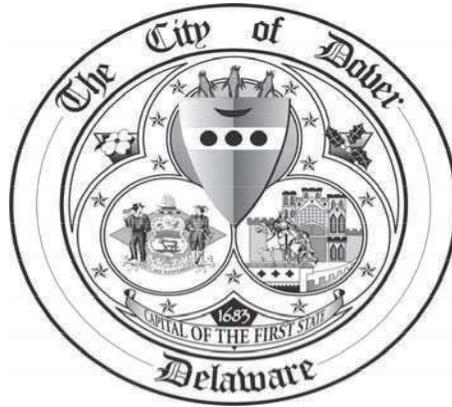
- Build on collaborative efforts with the local business community, Kent Economic Partnership, Greater Kent Committee, Kent County Levy Court, and other local governments, to attract and create new businesses and help existing businesses expand and grow.
- Work with the local institutions of higher education as well as the local school districts to develop the workforce needed to take the jobs we create when we attract new businesses and build new job opportunities in Dover.

COMMUNITY DEVELOPMENT

Objective: Encourage balanced growth and protect our quality of life. The program goal for FY20 is to work with NCALL, Habitat for Humanity, First State Community Action Agency, the Interdenominational Ministerial Alliance, and others to reduce and eventually eliminate homelessness in Dover.

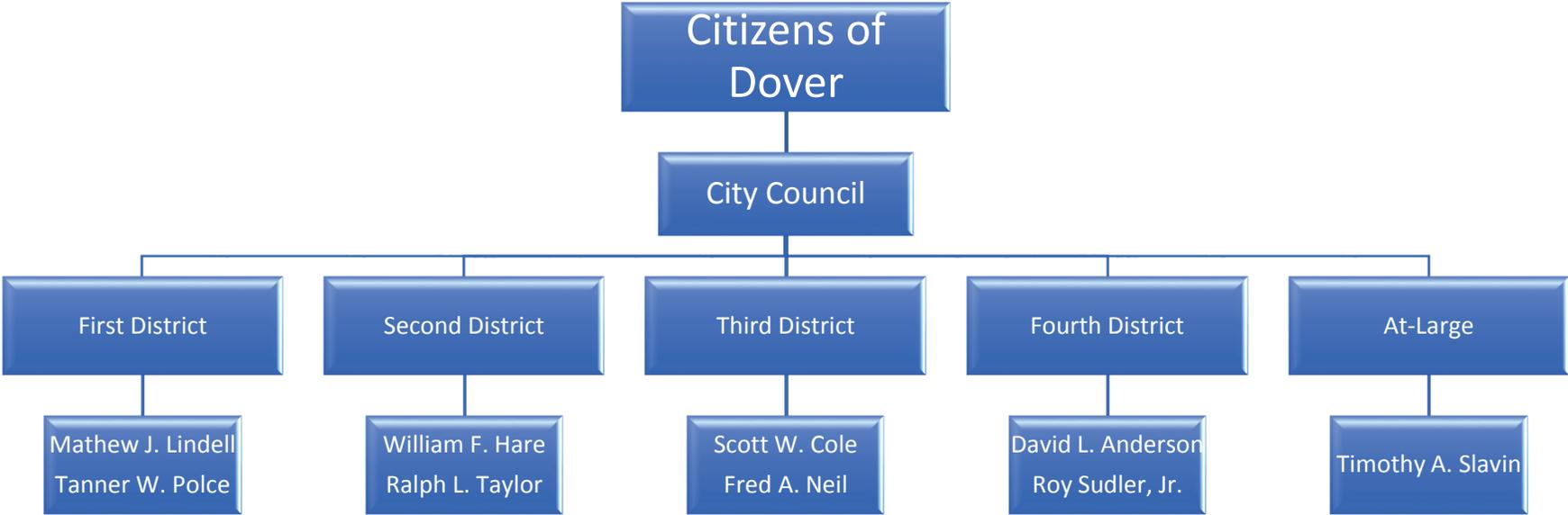
MAYOR
110-3200-519

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 77,100	71%
10-14	FICA TAXES	3,218	3,400	3,400	3,400	5,900	74%
10-15	HEALTH INSURANCE	8,569	8,500	8,500	8,500	20,900	146%
10-16	L I D INSURANCE	327	300	300	300	500	67%
10-17	WORKERS COMPENSATION	146	100	100	100	200	100%
10-19	PENSION	-	-	-	-	1,900	0%
10-20	OPEB	-	-	-	-	1,800	0%
	PERSONNEL COSTS	57,260	57,300	57,300	57,300	108,300	89%
20-22	OFFICE SUPPLIES	137	100	100	100	600	500%
20-23	PRINTING AND DUPLICATING	79	200	200	200	500	150%
20-37	COMPUTER SOFTWARE	-	-	-	-	100	0%
20-38	COMPUTER HARDWARE	-	-	-	-	1,300	0%
	MATERIALS & SUPPLIES	216	300	300	300	2,500	733%
30-21	TELEPHONE/FAX	411	300	300	300	300	0%
30-25	ADVERTISEMENT	1,969	1,500	1,500	1,500	1,500	0%
30-27	SUBSCRIPTIONS AND DUES	2,123	3,500	1,500	3,500	3,500	0%
30-35	COMMUNITY RELATIONS EXP	6,706	5,500	7,500	5,500	5,500	0%
30-37	OTHER EXPENSES	4,946	5,000	5,000	5,000	5,000	0%
30-62	GASOLINE	-	200	200	200	200	0%
30-63	AUTO REPAIRS/MAINTENANCE	44	100	100	100	100	0%
30-91	ECONOMIC DEVELOPMENT	51,329	100,000	100,000	100,000	100,000	0%
	ADMINISTRATIVE EXPENDITURES	67,528	116,100	116,100	116,100	116,100	0%
	OPERATING EXPENDITURES	125,004	173,700	173,700	173,700	226,900	31%
	TOTAL EXPENDITURES	\$ 125,004	\$ 173,700	\$ 173,700	\$ 173,700	\$ 226,900	31%
	REVENUES						
	GENERAL FUND	\$ 125,004	\$ 173,700	\$ 173,700	\$ 173,700	\$ 226,900	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	1.0	1.0	1.0	1.0	2.0	



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City Council



CITY COUNCIL

DEPARTMENTAL VISION

The City of Dover is a place where people want to live. Through the team effort of its elected officials, employees, and citizens, Dover is a clean and safe community with a future of balanced growth and opportunity where all citizens are heard, enjoy a high quality of life, and diversity is valued.

MAJOR PROGRAMS

LEGISLATIVE, POLICY, AND ADMINISTRATION

Objective: The objective of this program is to enact legislation; determine policy; exercise powers conferred by the City Charter and Law; and to appoint and evaluate the performance of those appointed by Council, City agencies, departments, and citizen advisory boards and commissions.

FIDUCIARY

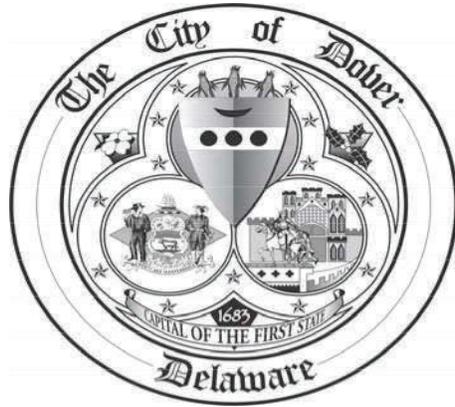
Objective: The objective of this program is to annually adopt and monitor a balanced budget and capital spending plan and to develop and implement policies, procedures, and controls to ensure adherence to these financial plans.

COMMUNITY INTERACTION

Objective: The objective of this program is to interact with citizens and community leaders in private and public sectors so that Dover's vision is voiced, and citizen concerns are heard.

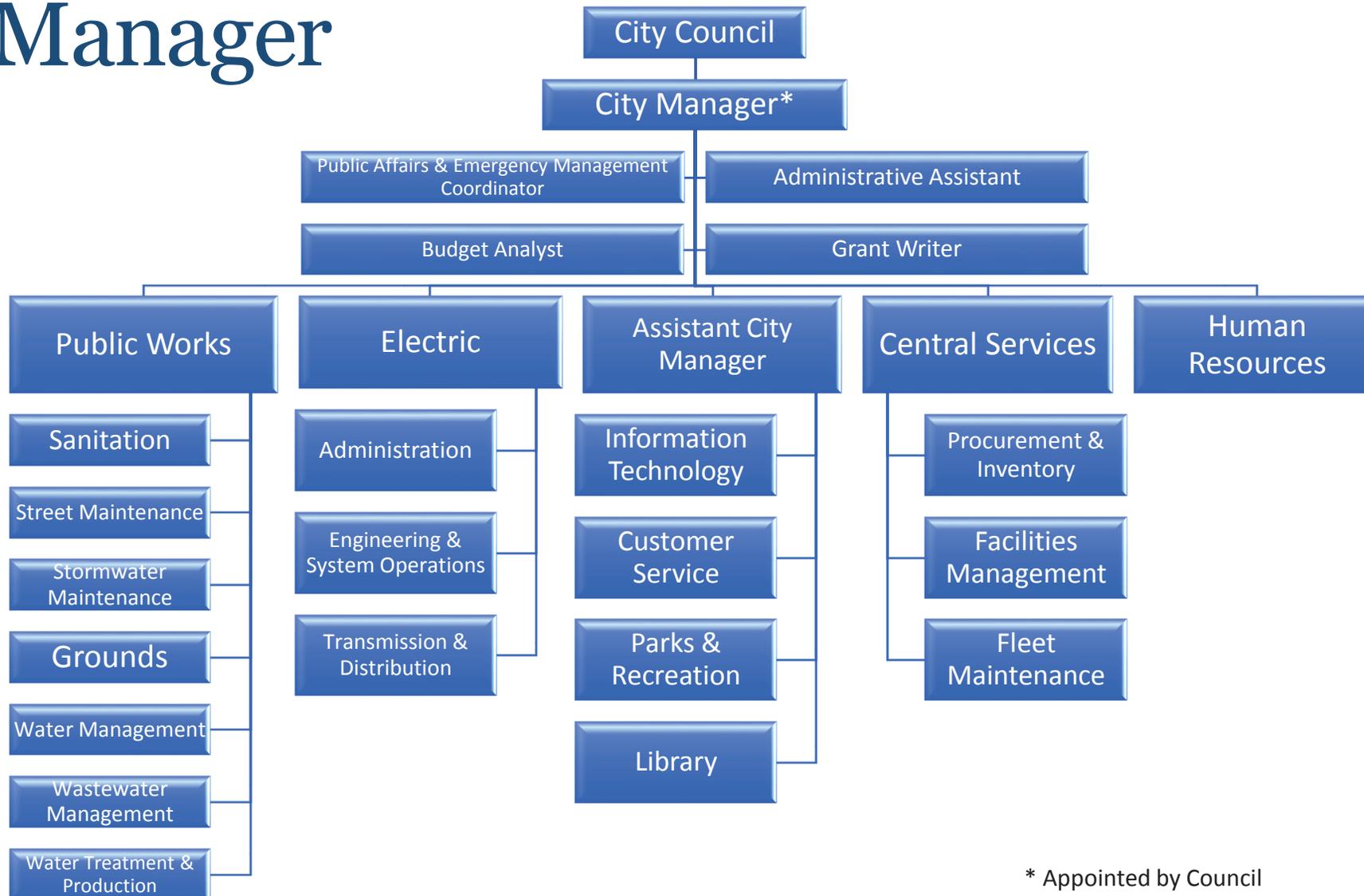
CITY COUNCIL
110-1200-512

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-13	TEMPORARY HELP	\$ 73,680	\$ 84,300	\$ 84,300	\$ 84,300	\$ 84,300	0%
10-14	FICA TAXES	5,636	6,400	6,400	6,400	6,400	0%
10-17	WORKERS COMPENSATION	238	300	300	300	300	0%
	PERSONNEL COSTS	79,555	91,000	91,000	91,000	91,000	0%
20-22	OFFICE SUPPLIES	35	300	300	300	300	0%
20-23	PRINTING AND DUPLICATING	164	300	300	300	300	0%
20-38	COMPUTER HARDWARE	-	-	-	3,300	3,300	0%
	MATERIALS & SUPPLIES	199	600	600	3,900	3,900	550%
30-21	TELEPHONE/FAX	206	500	500	2,200	2,200	340%
30-27	SUBSCRIPTIONS AND DUES	11,948	11,600	11,600	11,600	11,600	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	3,135	9,600	9,600	8,600	8,600	-10%
30-31	CONTRACTUAL SERVICES	-	-	-	8,900	8,900	0%
30-35	COMMUNITY RELATIONS EXP	3,042	3,500	3,500	3,500	3,500	0%
30-37	DISCRETIONARY FUNDS	13,766	25,000	25,000	25,000	25,000	0%
30-92	HRC-OFFICE SUPPLIES	317	3,000	3,000	3,000	3,000	0%
	ADMINISTRATIVE EXPENDITURES	32,413	53,200	53,200	62,800	62,800	18%
	OPERATING EXPENDITURES	112,166	144,800	144,800	157,700	157,700	9%
	TOTAL EXPENDITURES	\$ 112,166	\$ 144,800	\$ 144,800	\$ 157,700	\$ 157,700	9%
	REVENUES						
	GENERAL FUND	\$ 112,166	\$ 144,800	\$ 144,800	\$ 157,700	\$ 157,700	
	PERSONNEL						
	PP/COUNCIL	9.0	9.0	9.0	9.0	9.0	
	PP/TEMP COMMITTEES	8.0	8.0	8.0	8.0	8.0	



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City Manager



* Appointed by Council

CITY MANAGER

DEPARTMENTAL VISION

A commitment to excellence through responsive customer service, integrity and transparency, engaging the public with productive and respectful dialogue, and safeguarding the public trust with honest business practices and open communication. Being accountable to ourselves, to the city and to the public. To achieve our highest performance by working together.

Through these coordinated efforts, the City Manager's office contributes to maintaining Dover's high quality of life and being a place where people want to live.

MAJOR PROGRAMS

CONSTITUENT SERVICE & PUBLIC INFORMATION

Objective: The City Manager's Office is responsible for listening to the public in our efforts to deliver services that improve people's lives. Public Information notices and media updates come out of the City Manager's Office.

EMERGENCY PREPAREDNESS

Objective: This program is to insure the City's readiness in a natural disaster or mass event. The City Manager's Office maintains the Emergency Management Plan, conducts and/or participates in mock exercises, and trains staff on emergency preparedness.

BUDGET PREPARATION

Objective: The objective of this program is to provide City Council with an Annual Budget, Capital Investment Plan, and Strategic Organization Plan that together are cost effective, fiscally sound, and politically acceptable. To keep City Council advised of the financial conditions and future needs to the city.

DEPARTMENT MANAGEMENT

Objective: The objective of this program is to provide leadership, support, and guidance to the City Manager departments so they can achieve their goals and objectives. The City Manager has charge of the following departments Central Services, Customer Services, Human Resources, Information Technology, Parks, Recreation and Library, and three Public Utilities – Electric, Wastewater, and Water systems.

The City Manager's Office is known for its helpfulness and excellent service. It is also highly valued by the Mayor, City Council, citizens, and department heads for its resourcefulness, program development, and guidance in planning, budgeting, and managing the activities of the City.

POLICY DEVELOPMENT

Objective: The objective of this program is to perform research, review, and prepare draft policies or ordinances for Council consideration.

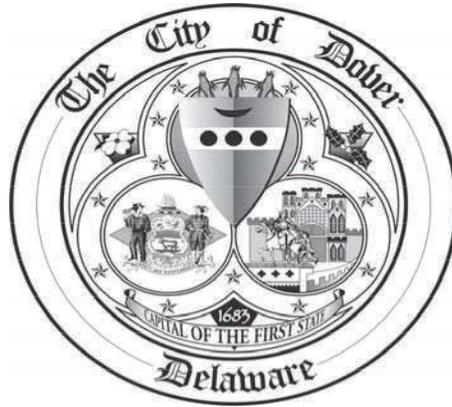
PROJECT DEVELOPMENT

Objective: The objective of this program is to provide research, selection, development, and implementation of new programs identified as being needed or desired to move the City toward its overall vision, with particular attention being paid to programs that do not clearly fit within one of the existing departments.

CITY MANAGER

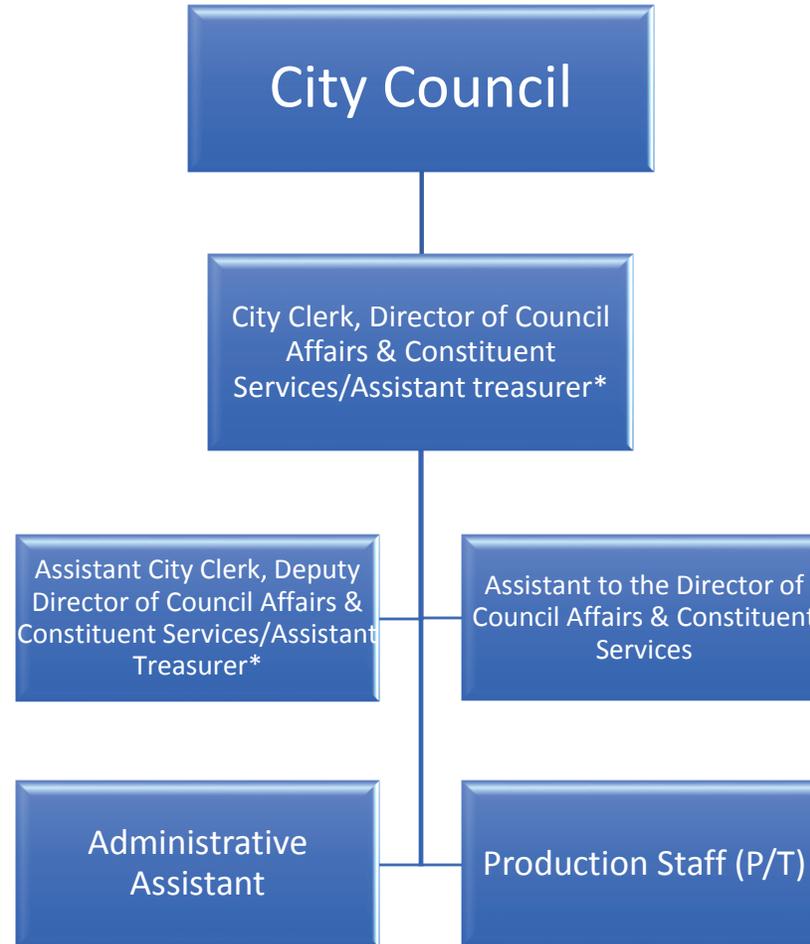
110- 2100-515

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 369,649	\$ 410,600	\$ 412,300	\$ 463,500	\$ 463,500	13%
10-12	OVERTIME	3,805	1,500	1,500	5,000	5,000	233%
10-14	FICA TAXES	27,500	31,500	31,700	35,900	35,900	14%
10-15	HEALTH INSURANCE	51,364	61,200	61,200	83,300	83,300	36%
10-16	L I D INSURANCE	1,376	2,300	2,300	2,600	2,600	13%
10-17	WORKERS COMPENSATION	1,210	1,300	1,300	1,500	1,500	15%
10-18	EDUCATIONAL ASSISTANCE	4,203	-	6,600	8,400	8,400	0%
10-19	PENSION	32,710	55,300	55,300	63,700	63,700	15%
10-20	OPEB	46,245	56,300	56,300	25,900	25,900	-54%
	PERSONNEL COSTS	538,062	620,000	628,500	689,800	689,800	11%
20-22	OFFICE SUPPLIES	1,479	500	5,500	500	500	0%
20-23	PRINTING AND DUPLICATING	3,226	3,100	3,100	3,100	3,100	0%
20-26	PROGRAM EXPENSES/SUPPLIES	2,147	-	2,000	-	-	0%
20-38	COMPUTER HARDWARE	1,586	1,300	1,300	2,600	3,900	200%
	MATERIALS & SUPPLIES	8,438	4,900	11,900	6,200	7,500	53%
30-21	TELEPHONE/FAX	725	2,500	2,500	2,500	2,500	0%
30-27	SUBSCRIPTIONS AND DUES	4,107	4,400	4,400	4,400	4,400	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	3,536	4,700	4,700	10,000	10,000	113%
30-29	CONSULTING FEES	-	200,000	193,000	75,000	75,000	-63%
30-31	CONTRACTUAL SERVICES	31,250	-	-	-	-	0%
30-32	LEGAL EXPENSES	156,135	150,000	150,000	200,000	200,000	33%
30-35	COMMUNITY RELATIONS EXP	69	200	200	200	200	0%
30-62	GASOLINE	141	-	-	-	-	0%
30-91	ECONOMIC DEVELOPMENT	18,500	18,500	18,500	18,500	18,500	0%
	ADMINISTRATIVE EXPENDITURES	214,464	380,300	373,300	310,600	310,600	-18%
	OPERATING EXPENDITURES	760,963	1,005,200	1,013,700	1,006,600	1,007,900	0%
40-31	CONSTRUCTION - PURCHASE	-	-	19,500	-	-	0%
	CAPITAL OUTLAY	-	-	19,500	-	-	0%
	TOTAL EXPENDITURES	\$ 760,963	\$ 1,005,200	\$ 1,033,200	\$ 1,006,600	\$ 1,007,900	0%
	REVENUES						
	GENERAL FUND	\$ 760,963	\$ 1,005,200	\$ 1,013,700	\$ 1,006,600	\$ 1,007,900	
	GOV. CAPITAL PROJECT FUND	-	-	\$ 19,500	-	-	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	5.0	5.0	5.0	5.0	6.0	
	BUDGETED PART-TIME POSITIONS		-	-	-	-	



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City Clerk



CITY CLERK

DEPARTMENTAL VISION

The City Clerk's Office is a link between the Community, City Council, and City staff. We are committed to maximizing access to municipal government in a timely and professional manner and to accurately recording and preserving the history of the City of Dover. The City Clerk's Office staff values the diversity of Dover's population and is dedicated to serving everyone in a courteous and professional manner that lends itself to bringing respect to the City and the citizens we serve. We strive to work in unison with City Council and Staff to increase and promote opportunities for citizens to communicate their needs, suggestions, and concerns so they may continue to enjoy a high quality of life.

MAJOR PROGRAMS

ADMINISTRATIVE SUPPORT

Objective: The objective of this program is to provide administrative support for Council and Council Committees, including preparation of agendas and minutes; attendance at Council and Council Committee meetings; tracking of agenda items; research; correspondence; processing resolutions and ordinances; ensuring publication/posting of public hearing notifications, agendas, legal notices, etc.; and providing elected and appointed officials assistance to assure they can perform their duties.

RECORDS MANAGEMENT

Objective: The objective of this program is to ensure the safety of essential records; to provide for an archival depository for the permanent preservation of historical records; to provide an orderly system of maintaining, retrieving, and storing records, as well as the proper and legal disposal of records in accordance with City procedures specific to state law, City Charter, and City Code; to serve as the City's liaison with the Delaware Public Archives and records coordinators of all City departments; to maintain all City contracts, deeds, and other such vital records for the City; to research and retrieve records for the public, elected/appointed officials, and City staff as requested; and to develop and maintain the City records management program.

CODIFICATION

Objective: The objective of this program is to provide current legal requirements to the public, elected officials, and City employees so that they can operate within the laws of the City of Dover.

OMBUDSMAN

Objective: The objective of this program is to provide citizens and the general public with a means to submit questions, concerns, complaints, and suggestions and to obtain requested information so that they can enjoy a high quality of life and so that Council is informed of the desires of their constituents.

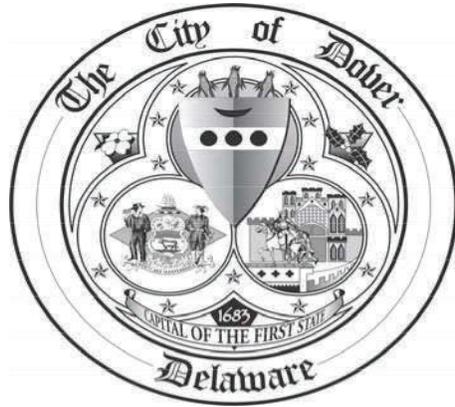
MUNICIPAL ELECTIONS AND REFERENDA

Objective: The objective of this program is to assure that all residents are made aware of the requirements for voting in municipal elections and referendums so that they are given a fair and equal opportunity to cast a vote for a representative or vote for or against an issue; to assure that the election and referendums are conducted in accordance with the Delaware Code and City of Dover Charter and Code; and that the process runs smoothly so that citizens are able to exercise their constitutional right and ensure that their voices are heard.

CITY CLERK

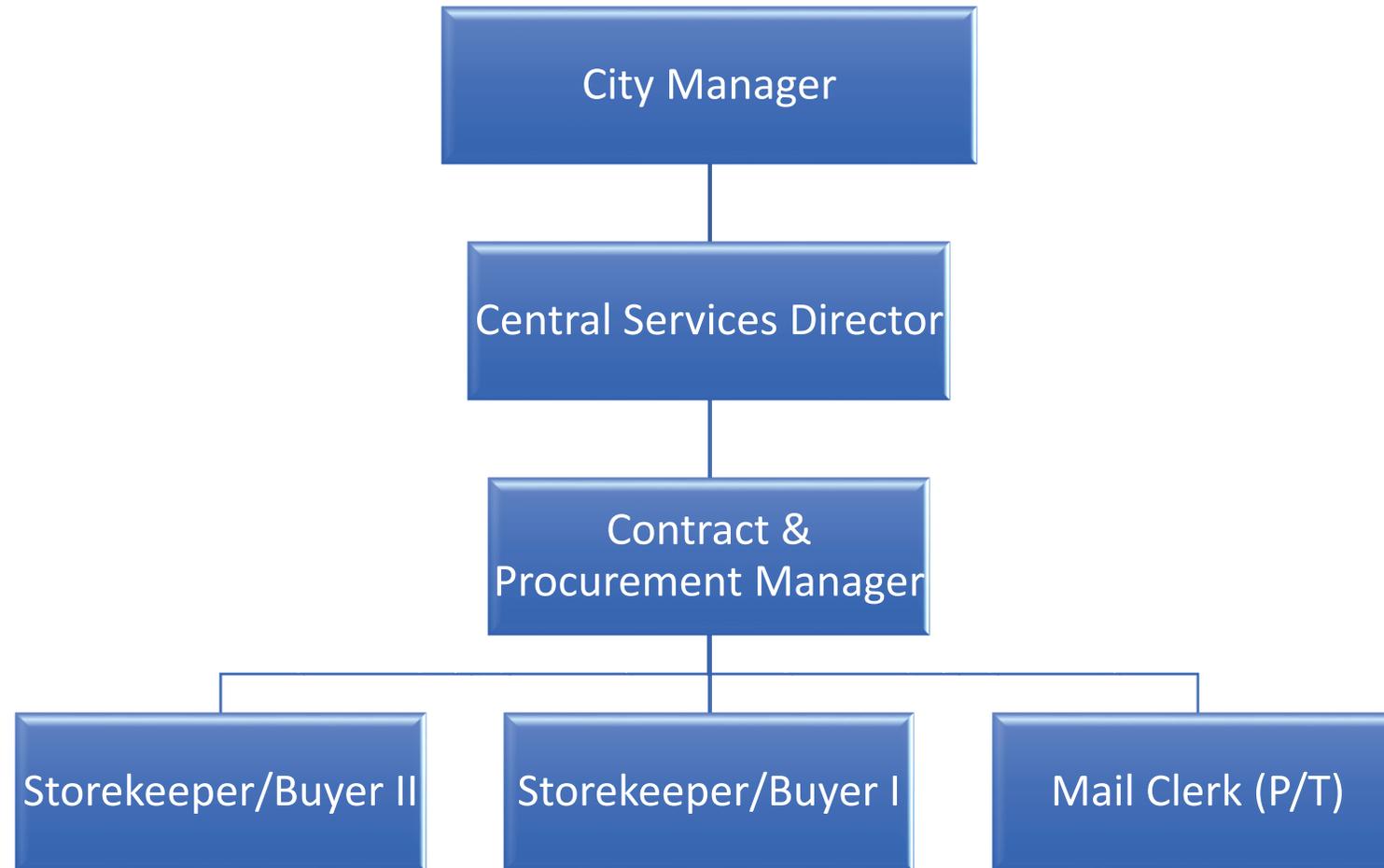
110- 1100-511

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 216,170	\$ 232,900	\$ 236,400	\$ 231,400	\$ 231,400	-1%
10-13	TEMPORARY HELP	-	3,900	3,900	5,200	5,200	33%
10-14	FICA TAXES	15,996	18,100	18,600	18,100	18,100	0%
10-15	HEALTH INSURANCE	35,414	42,700	42,700	43,500	43,500	2%
10-16	L I D INSURANCE	1,374	1,500	1,500	1,700	1,700	13%
10-17	WORKERS COMPENSATION	700	800	800	800	800	0%
10-19	PENSION	62,229	61,200	61,200	69,400	69,400	13%
10-20	OPEB	26,443	31,900	31,900	13,000	13,000	-59%
	PERSONNEL COSTS	358,326	393,000	397,000	383,100	383,100	-3%
20-21	FURNITURE & FIXTURES	140	-	-	300	300	0%
20-22	OFFICE SUPPLIES	983	1,500	1,500	1,500	1,500	0%
20-23	PRINTING AND DUPLICATING	1,766	2,700	2,700	2,700	2,700	0%
20-37	COMPUTER SOFTWARE	620	500	500	7,200	7,200	1340%
20-38	COMPUTER HARDWARE	5,207	4,700	4,700	-	-	-100%
	MATERIALS & SUPPLIES	8,715	9,400	9,400	11,700	11,700	24%
30-21	TELEPHONE/FAX	550	1,300	1,300	1,300	1,300	0%
30-25	ADVERTISEMENT	561	1,000	1,000	1,000	1,000	0%
30-27	SUBSCRIPTIONS AND DUES	468	500	500	600	600	20%
30-28	TRAINING/CONF/FOOD/TRAVEL	851	3,400	3,400	3,300	3,300	-3%
30-31	CONTRACTUAL SERVICES	10,589	24,400	32,400	31,100	31,100	27%
30-34	ELECTION RELATED EXPENSES	-	9,200	9,200	200	200	-98%
30-61	OFF EQUIP/REPAIRS & MAINT	-	300	300	300	300	0%
	ADMINISTRATIVE EXPENDITURES	13,019	40,100	48,100	37,800	37,800	-6%
	OPERATING EXPENDITURES	380,060	442,500	454,500	432,600	432,600	-2%
40-25	OTHER EQUIP - PURCHASE	156,188	-	-	-	-	0%
	CAPITAL OUTLAY	156,188	-	-	-	-	0%
	TOTAL EXPENDITURES	\$ 536,248	\$ 442,500	\$ 454,500	\$ 432,600	\$ 432,600	-2%
	REVENUES						
	GENERAL FUND	\$ 380,060	\$ 442,500	\$ 454,500	\$ 432,600	\$ 432,600	
	GOV. CAPITAL PROJECT FUND	\$ 156,188	\$ -	\$ -	\$ -	\$ -	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	4.0	4.0	4.0	4.0	4.0	
	BUDGETED PART-TIME POSITIONS	1.0	1.0	1.0	1.0	1.0	



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Procurement & Inventory



PROCUREMENT

DEPARTMENTAL VISION

Central Services endeavors to provide on time and accurate distribution of internal communications; cost-effective procurement of all supplies and equipment; quality facility maintenance; and quality vehicle maintenance. With the assistance of our customers and suppliers, we provide a clean and safe working environment for all employees, elected officials, and citizens of Dover.

MAJOR PROGRAMS

WAREHOUSE

Objective: The objective of this program is to procure and maintain sufficient stock to support customer requirements based on past usage and current lead times while remaining in compliance with the purchasing policy.

PURCHASING

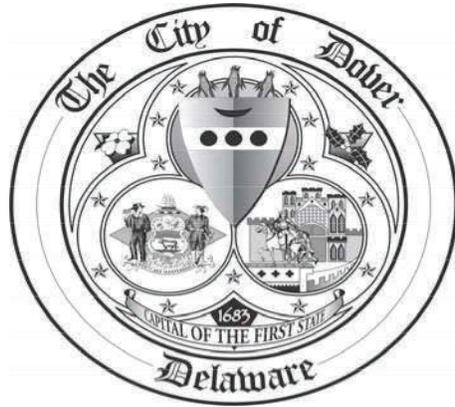
Objective: The objective of this program is to acquire materials and services in a timely manner, in accordance with the City of Dover Purchasing Policy, 80 percent of the time.

MAIL ROOM

Objective: The objective of this program is to provide internal distribution and efficient postal services to support City of Dover activities, while conforming to U.S. Postal Regulations and receiving the lowest possible postage rates 95 percent of the time.

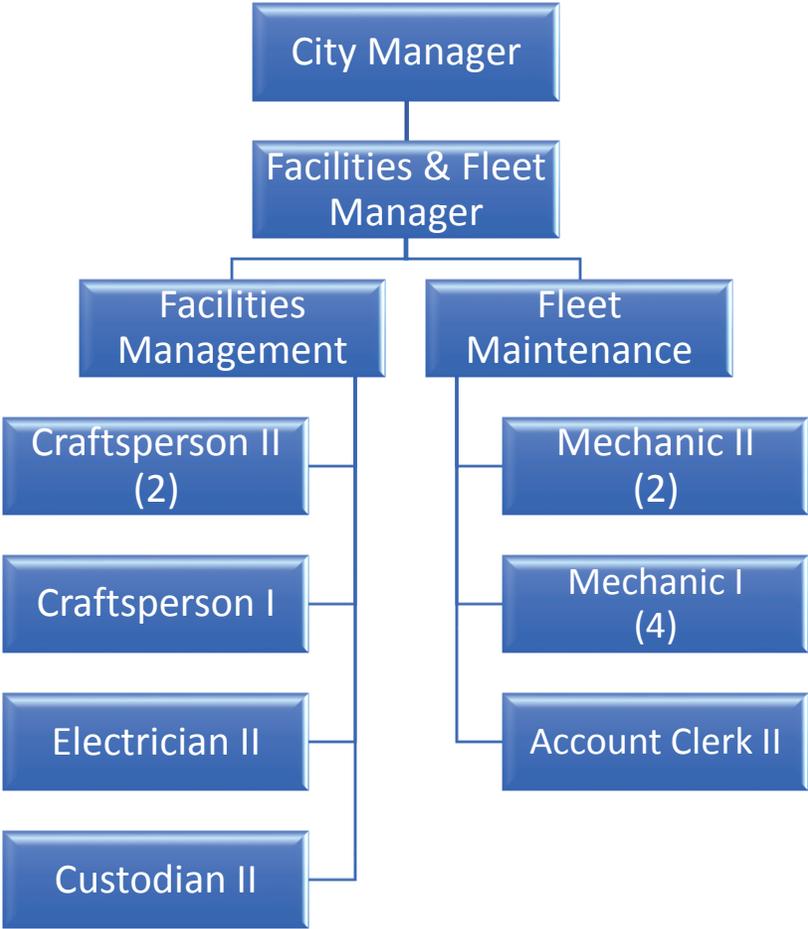
PROCUREMENT & INVENTORY
110-2700-571

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 185,325	\$ 255,500	\$ 255,500	\$ 221,700	\$ 221,700	-13%
10-12	OVERTIME	1,890	1,000	1,000	1,000	1,000	0%
10-13	TEMPORARY HELP	10,085	24,000	24,000	33,600	33,600	40%
10-14	FICA TAXES	14,838	21,400	21,400	19,600	19,600	-8%
10-15	HEALTH INSURANCE	17,178	42,800	42,800	42,700	42,700	0%
10-16	L I D INSURANCE	943	1,200	1,200	1,100	1,100	-8%
10-17	WORKERS COMPENSATION	4,685	6,500	6,500	7,100	7,100	9%
10-19	PENSION	77,720	54,300	54,300	49,000	49,000	-10%
10-20	OPEB	21,334	35,000	35,000	12,400	12,400	-65%
	PERSONNEL COSTS	333,998	441,700	441,700	388,200	388,200	-12%
20-21	FURNITURE/FIXTURES	-	300	300	300	300	0%
20-22	OFFICE SUPPLIES	156	200	500	500	500	150%
20-23	PRINTING AND DUPLICATING	3,266	3,200	3,200	3,200	3,200	0%
20-26	PROGRAM EXPENSES/SUPPLIES	609	1,000	1,000	1,000	1,000	0%
20-29	UNIFORMS/UNIFORM ALLOW	736	1,100	1,100	900	900	-18%
20-32	SECURITY/SAFETY MATERIALS	36	500	500	600	600	20%
20-38	COMPUTER HARDWARE	1,474	1,800	1,800	2,100	2,100	17%
20-46	CITY BLDG MAINT SUPPLIES	5,900	4,900	4,900	5,300	5,300	8%
20-58	WATER/SEWER	2,986	3,000	3,000	3,000	3,000	0%
	MATERIALS & SUPPLIES	15,163	16,300	16,300	16,900	16,900	4%
30-21	TELEPHONE/FAX	1,559	3,300	3,300	3,300	3,300	0%
30-22	POSTAGE	138,730	150,000	150,000	157,500	157,500	5%
30-23	ELECTRICITY	58,927	65,000	65,000	70,000	70,000	8%
30-24	HEATING OIL/GAS	-	300	300	300	300	0%
30-25	ADVERTISEMENT	1,978	2,500	2,500	2,500	2,500	0%
30-27	SUBSCRIPTIONS AND DUES	515	700	700	5,700	5,700	714%
30-28	TRAINING/CONF/FOOD/TRAVEL	-	4,300	4,300	2,800	2,800	-35%
30-31	CONTRACTUAL SERVICES	21,935	26,500	26,500	25,100	25,100	-5%
30-43	ENVIRONMENTAL EXPENSES	3,252	7,200	7,200	3,600	3,600	-50%
30-61	OFF EPUIP/REPAIRS & MAINT	10,338	5,000	3,000	5,000	5,000	0%
30-62	GASOLINE	1,384	1,700	1,700	1,700	1,700	0%
30-66	OTHER EPUIP REPAIRS/MAINT	9,705	500	2,500	1,100	1,100	120%
30-67	RADIO REPAIRS/MAINTENANCE	-	1,000	1,000	700	700	-30%
	ADMINISTRATIVE EXPENDITURES	248,324	268,000	268,000	279,300	279,300	4%
	OPERATING EXPENDITURES	597,485	726,000	726,000	684,400	684,400	-6%
40.25	OTHER EQUIP - PURCHASE	-	-	-	300,000	300,000	0%
40-31	CONSTRUCTION - PURCHASE	-	-	-	90,000	90,000	0%
	CAPITAL OUTLAY	-	-	-	390,000	390,000	0%
	TOTAL EXPENDITURES	\$ 597,485	\$ 726,000	\$ 726,000	\$ 1,074,400	\$ 1,074,400	48%
	REVENUES						
	GENERAL FUND	\$ 597,485	\$ 726,000	\$ 726,000	\$ 684,400	\$ 684,400	
	GOV. CAPITAL PROJECT FUND		\$ -	\$ -	\$ 390,000	\$ 390,000	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	3.0	4.0	4.0	4.0	4.0	
	BUDGETED PART-TIME POSITIONS	1.0	1.0	1.0	1.0	1.0	



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Facilities & Fleet Maintenance



FLEET & FACILITIES

DEPARTMENTAL VISION

To provide excellent service and maintenance support for all City of Dover Departments in efforts to ensure provided services to City customers go uninterrupted while maintaining a cosmetically appealing presence with City owned vehicles, equipment, and facilities.

MAJOR PROGRAMS

FLEET MAINTENANCE

Objective: Our Fleet Division has adapted to their recent addition of the Police Fleet by providing a higher quality of service that has been long overdue. Police vehicles are now in better condition than previous years providing a level of readiness that is conducive with the operational demands of the Police Department. The Fleet Division will continue to fine tune operations in efforts to provide such readiness for all departments. The Division's goals for FY20 are as follows:

- Utilize budgeted training to ensure technicians are providing quality repairs to minimize vehicle/equipment downtime.
- Track vehicle/equipment repair and maintenance cost more efficiently to help provide an overall cost of ownership.
- Evaluate operational process and create standard order of procedures to streamline operations.

FACILITIES MANAGEMENT

Objective: The Facilities Division has focused on a reactive approach in respect to facilities' repair and maintenance for the past several years. We will be working towards creating a proactive approach and evaluating staffing levels needed to do such. City building deficiencies have been a growing area of concern where I intend to direct the majority of the divisions focus. The Divisions goals for FY20 are as follows:

- Review current building deficiency reports and create comprehensive plans for repairs as well as updating outdated systems.
- Create a preventative maintenance schedule for all City buildings to minimize costly repairs in the future.
- Establish an effective tracking process for maintenance, repairs, and CIP projects to provide more accurate budgeting for future years.

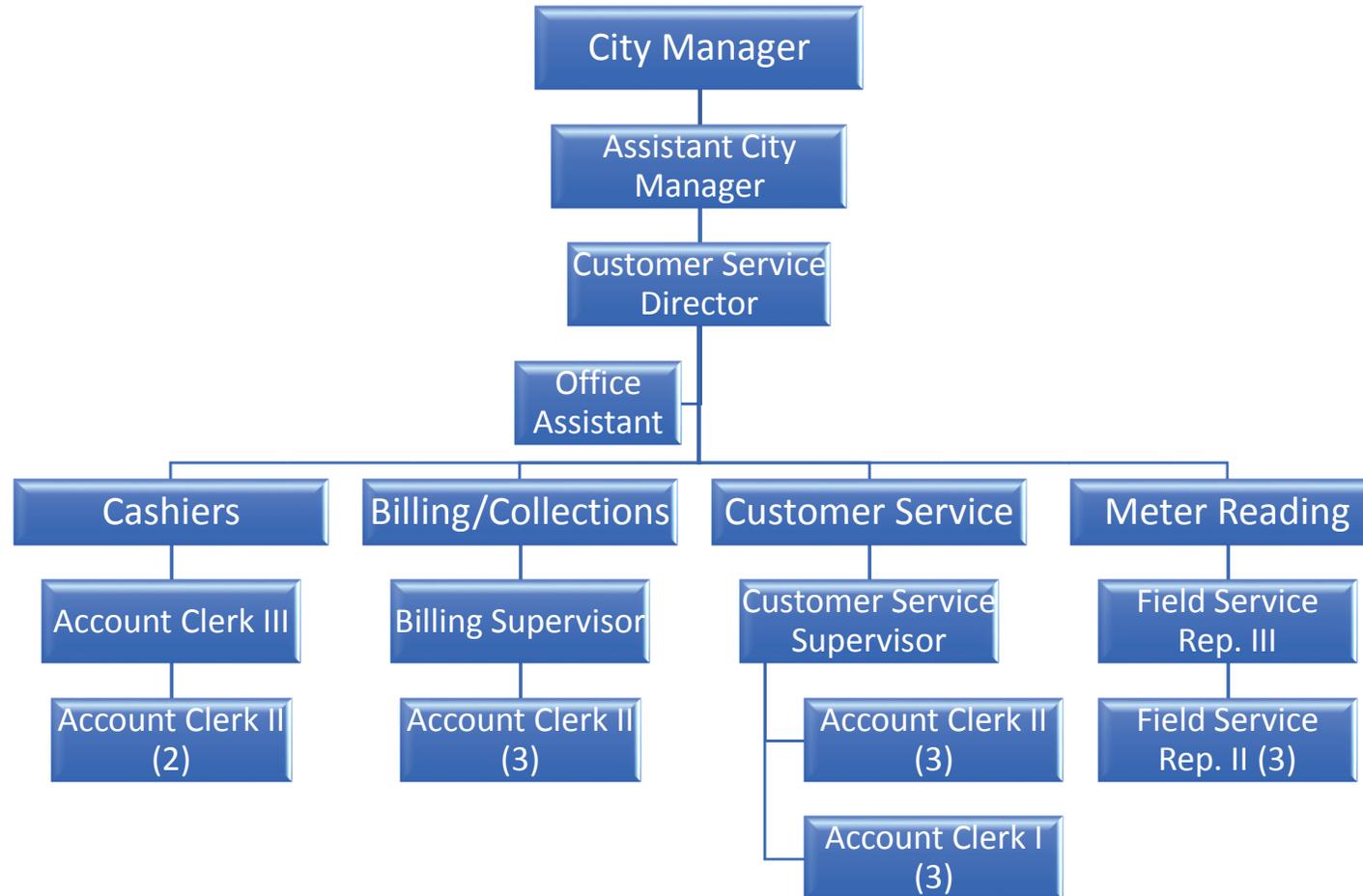
FACILITIES MANAGEMENT
110-2500-552

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 248,427	\$ 256,700	\$ 256,700	\$ 241,400	\$ 241,400	-6%
10-12	OVERTIME	5,319	6,400	6,400	3,800	3,800	-41%
10-14	FICA TAXES	18,626	20,100	20,100	18,700	18,700	-7%
10-15	HEALTH INSURANCE	47,448	47,400	47,400	41,800	41,800	-12%
10-16	L I D INSURANCE	1,069	1,200	1,200	1,200	1,200	0%
10-17	WORKERS COMPENSATION	14,057	14,500	14,500	13,600	13,600	-6%
10-18	EDUCATIONAL ASSISTANCE	-	-	200	-	-	0%
10-19	PENSION	122,932	125,400	125,400	126,300	126,300	1%
10-20	OPEB	30,292	35,100	35,100	13,500	13,500	-62%
	PERSONNEL COSTS	488,170	506,800	507,000	460,300	460,300	-9%
20-25	CUSTODIAL	8,269	10,000	10,000	10,000	10,000	0%
20-29	UNIFORMS/UNIFORM ALLOW	1,866	2,300	2,300	1,800	1,800	-22%
20-32	SECURITY/SAFETY MATERIALS	-	200	200	200	200	0%
20-33	SMALL TOOLS	1,411	1,500	1,500	1,500	1,500	0%
20-38	COMPUTER HARDWARE	-	-	-	1,600	1,600	0%
20-46	CITY BLDG MAINT SUPPLIES	4,994	6,300	6,300	7,000	7,000	11%
20-58	WATER/SEWER	1,271	1,500	1,500	1,500	1,500	0%
20-61	ELEC MATERIALS/SUPPLIES	2,159	2,200	2,200	2,200	2,200	0%
	MATERIALS & SUPPLIES	19,970	24,000	24,000	25,800	25,800	8%
30-21	TELEPHONE/FAX	1,270	300	300	300	300	0%
30-23	ELECTRICITY	54,469	60,000	60,000	60,000	60,000	0%
30-24	HEATING OIL/GAS	2,769	3,000	3,000	3,000	3,000	0%
30-27	SUBSCRIPTIONS & DUES	99	100	100	100	100	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	120	100	100	200	200	100%
30-31	CONTRACTUAL SERVICES	68,841	53,500	53,500	90,700	100,000	87%
30-62	GASOLINE	4,190	3,000	3,000	4,200	4,200	40%
30-67	RADIO REPAIRS/MAINTENANCE	436	2,100	2,100	1,800	1,800	-14%
	ADMINISTRATIVE EXPENDITURES	132,193	122,100	122,100	160,300	169,600	39%
	OPERATING EXPENDITURES	640,333	652,900	653,100	646,400	655,700	0%
40-23	TRUCKS-PURCHASE	28,993	28,800	53,900	-	-	-100%
40-25	OTHER EPUIP - PURCHASE	-	-	-	700,000	700,000	0%
40-31	CONSTRUCTION - PURCHASE	-	-	-	84,000	84,000	0%
	CAPITAL OUTLAY	28,993	28,800	53,900	784,000	784,000	2622%
	TOTAL EXPENDITURES	\$ 669,326	\$ 681,700	\$ 707,000	\$ 1,430,400	\$ 1,439,700	111%
	REVENUES						
	GENERAL FUND	\$ 640,333	\$ 652,900	\$ 653,100	\$ 646,400	\$ 655,700	
	GOV. CAPITAL PROJECT FUND	28,993	28,800	53,900	784,000	784,000	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	5.0	5.0	5.0	5.0	5.0	

FLEET MAINTENANCE
110-2800-572

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 278,891	\$ 279,400	\$ 279,400	\$ 339,800	\$ 339,800	22%
10-12	OVERTIME	6,568	5,900	5,900	5,400	5,400	-8%
10-14	FICA	20,857	21,800	21,800	26,400	26,400	21%
10-15	HEALTH INSURANCE	61,397	64,900	64,900	77,400	77,400	19%
10-16	LID	1,319	1,600	1,600	1,900	1,900	19%
10-17	WORKERS COMPENSATION	15,815	15,600	15,600	16,300	16,300	4%
10-19	PENSION	70,212	49,400	49,400	110,600	110,600	124%
10-20	OPEB	32,087	37,800	37,800	18,800	18,800	-50%
	PERSONNEL COSTS	487,146	476,400	476,400	596,600	596,600	25%
20-22	OFFICE SUPPLIES	-	-	-	1,600	1,600	0%
20-26	PROGRAM EXPENSES/SUPPLIES	339,482	325,000	375,000	414,000	414,000	27%
20-29	UNIFORMS/UNIFORM ALLOW	1,058	1,300	1,300	1,300	1,300	0%
20-31	BOOKS	-	600	600	-	-	-100%
20-32	SECURITY/SAFETY MATERIALS	24	400	400	400	400	0%
20-33	SMALL TOOLS	2,361	5,000	5,000	14,700	14,700	194%
20-37	COMPUTER SOFTWARE	2,800	2,800	2,800	2,800	2,800	0%
20-38	COMPUTER HARDWARE	-	-	-	1,500	1,500	0%
20-46	CITY BLDG MAINT SUPPLIES	5,033	5,500	5,500	5,300	5,300	-4%
	MATERIALS & SUPPLIES	350,757	340,600	390,600	441,600	441,600	30%
30-21	TELEPHONE/FAX	1,063	1,300	1,300	1,000	1,000	-23%
30-28	TRAINING/CONF/FOOD/TRAVEL	170	9,600	9,600	7,600	7,600	-21%
30-31	CONTRACTUAL SERVICES	-	500	500	800	800	60%
30-43	ENVIRONMENTAL EXPENSES	200	200	200	200	200	0%
30-62	GASOLINE	1,759	1,800	1,800	1,800	1,800	0%
30-67	RADIO REPAIRS/MAINTENANCE	345	2,100	2,100	1,600	1,600	-24%
	ADMINISTRATIVE EXPENDITURES	3,536	15,500	15,500	13,000	13,000	-16%
	OPERATING EXPENDITURES	841,439	832,500	882,500	1,051,200	1,051,200	26%
40-23	TRUCKS - PURCHASE	-	-	-	31,600	21,600	0%
	CAPITAL OUTLAY	-	-	-	31,600	21,600	0%
	TOTAL EXPENDITURES	\$ 841,439	\$ 832,500	\$ 882,500	\$ 1,082,800	\$ 1,072,800	29%
	REVENUES						
	GENERAL FUND	\$ 841,439	\$ 832,500	\$ 882,500	\$ 1,051,200	\$ 1,051,200	
	GOV. CAPITAL PROJECT FUND	\$ -	\$ -	\$ -	\$ 31,600	\$ 21,600	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	6.0	6.0	7.0	7.0	7.0	

Customer Service



CUSTOMER SERVICES

DEPARTMENTAL VISION

Customer Services is a department where customers enjoy transacting their business. Through the team effort of our employees, Customer Services will endeavor to maintain our reputation for being a professional, courteous, friendly, efficient, accurate, safe, fair, and consistent department in the City of Dover. Customer Services will also endeavor to continue to efficiently budget, bill, and receive monies for services provided, so that the City has the necessary revenue to carry out its functions in a timely manner.

DEPARTMENTAL MISSION

The City of Dover Customer Service Department provides quality public service to our diverse group of customers with professionalism, respect and integrity. We work diligently with all departments throughout the City to ensure timely billing and collections of City revenues.

MAJOR PROGRAMS

CUSTOMER SERVICE

Objective: The objective of this program is to provide professional, fair, courteous, friendly, efficient, and accurate service, where customers are comfortable conducting their business. Our Customer Service segment provides quality service to City of Dover residence in relation to their utility accounts. This segment is responsible for setting up and maintaining utility service accounts, working in conjunction with other City of Dover Departments in an effort to increase collection attempts as well as enforce City of Dover codes and ordinances.

- Customer Service Key Accounts program works directly with Large Commercial Customers to address their concerns regarding utility rates and billing inquiries.
- Customer Service Realtor Central program works directly with Real Estate Agents as well as Property Managers to address concerns specific to properties under their care.

The program goal in FY20 is to reduce the number of delinquent accounts in order to collect revenues due for open receivables. This segment is responsible for collection of all receivables due to the City of Dover including but not limited to: Utilities, Miscellaneous Receivables, Property Taxes, as well as others as assigned by the City Manager.

BILLING

Objective: The objective of this program is to provide accurate, timely, and understandable bills to our customers in order to facilitate the orderly and timely collection of revenue.

DELINQUENT COLLECTIONS

Objective: The objective of this program is to minimize the City's loss of revenue due to delinquent accounts. The program's goal in FY20 is to improve collection of delinquent bills, possibly through a new RFP for contracted collection services.

METER READING

Objective: The objective of this program is to read the City's electric and water meters in an efficient, accurate, and courteous manner.

The Goal of this program in FY20 is to participate in developing an AMI (Advanced Metering Infrastructure) strategy.

CASH PROCESSING

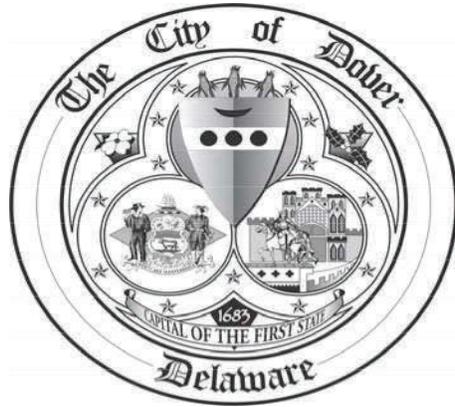
Objective: The objective of this program is to process payments in a timely, accurate, and efficient manner.

CUSTOMER SERVICES
110-2900-529

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 597,969	\$ 646,800	\$ 649,000	\$ 648,000	\$ 648,000	0%
10-13	TEMPORARY HELP	-	45,800	45,800	-	-	-100%
10-14	FICA TAXES	43,476	52,900	53,100	49,500	49,500	-6%
10-15	HEALTH INSURANCE	136,764	177,100	177,100	161,200	161,200	-9%
10-16	L I D INSURANCE	2,879	3,700	3,700	3,600	3,600	-3%
10-17	WORKERS COMPENSATION	1,938	2,200	2,200	2,100	2,100	-5%
10-18	EDUCATIONAL ASSISTANCE	675	-	-	-	-	0%
10-19	PENSION	119,973	123,300	123,300	109,100	109,100	-12%
10-20	OPEB	71,797	88,600	88,600	36,300	36,300	-59%
	PERSONNEL COSTS	975,471	1,140,400	1,142,800	1,009,800	1,009,800	-11%
20-21	FURNITURE/FIXTURES	400	400	400	400	400	0%
20-22	OFFICE SUPPLIES	13,419	13,600	13,600	13,600	13,600	0%
20-23	PRINTING AND DUPLICATING	13,761	15,000	15,000	16,000	16,000	7%
20-38	COMPUTER HARDWARE	3,300	3,300	3,300	3,300	3,300	0%
	MATERIALS & SUPPLIES	30,880	32,300	32,300	33,300	33,300	3%
30-21	TELEPHONE/FAX	4,756	4,700	4,700	4,700	4,700	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	944	1,000	1,000	1,000	1,000	0%
30-31	CONTRACTUAL SERVICES	983	1,000	1,000	1,000	1,000	0%
30-61	OFF EPUIP/REPAIRS & MAINT	15,328	17,700	17,700	17,700	17,700	0%
	ADMINISTRATIVE EXPENDITURES	22,010	24,400	24,400	24,400	24,400	0%
	OPERATING EXPENDITURES	1,028,361	1,197,100	1,199,500	1,067,500	1,067,500	-11%
	TOTAL EXPENDITURES	\$ 1,028,361	\$ 1,197,100	\$ 1,199,500	\$ 1,067,500	\$ 1,067,500	-11%
	REVENUES						
	GENERAL FUND	\$ 1,028,361	\$ 1,197,100	\$ 1,199,500	\$ 1,067,500	\$ 1,067,500	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	16.0	16.0	16.0	16.0	16.0	
	BUDGETED PART-TIME POSITIONS	2.0	2.0	2.0	-	-	

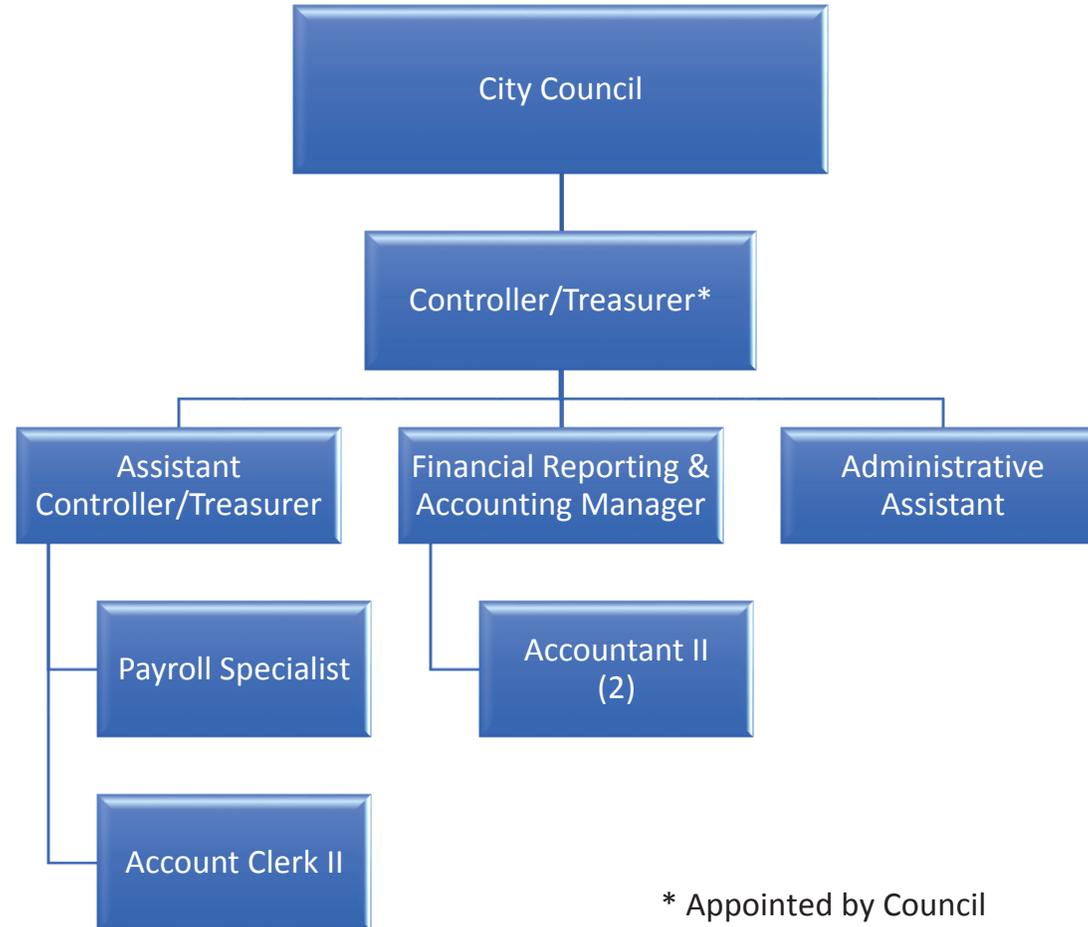
METER READING
480/487-8500-565

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 187,997	\$ 196,600	\$ 197,500	\$ 204,000	\$ 204,000	4%
10-12	OVERTIME	17,472	19,100	19,100	19,200	19,200	1%
10-13	TEMPORARY HELP	-	12,500	12,500	-	-	-100%
10-14	FICA TAXES	15,063	17,400	17,500	17,100	17,100	-2%
10-15	HEALTH INSURANCE	52,433	52,500	52,500	52,500	52,500	0%
10-16	L I D INSURANCE	825	1,100	1,100	1,000	1,000	-9%
10-17	WORKERS COMPENSATION	11,383	8,800	8,800	9,200	9,200	5%
10-19	PENSION	76,701	55,100	55,100	57,500	57,500	4%
10-20	OPEB	3,609	3,800	3,800	6,200	6,200	63%
	PERSONNEL COSTS	365,483	366,900	367,900	366,700	366,700	0%
20-29	UNIFORMS/UNIFORM ALLOW	4,904	4,700	4,700	5,000	5,000	6%
20-32	SECURITY/SAFETY MATERIALS	96	100	100	100	100	0%
20-33	SMALL TOOLS	1,335	5,400	5,400	5,400	5,400	0%
20-55	METER READING SUPPLIES	3,775	5,500	5,500	5,500	5,500	0%
	MATERIALS & SUPPLIES	10,110	15,700	15,700	16,000	16,000	2%
30-21	TELEPHONE/FAX	1,961	2,300	2,300	2,300	2,300	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	-	500	500	500	500	0%
30-62	GASOLINE	7,809	7,500	7,500	7,500	7,500	0%
30-64	TRUCK REPAIRS/MAINTENANCE	1,000	-	-	-	-	0%
30-66	OTHER EQUIP REPAIRS/MAINT	6,322	7,000	7,000	7,000	7,000	0%
30-67	RADIO REPAIRS/MAINTENANCE	284	1,900	1,900	1,900	1,900	0%
	ADMINISTRATIVE EXPENDITURES	17,376	19,200	19,200	19,200	19,200	0%
	OPERATING EXPENDITURES	392,969	401,800	402,800	401,900	401,900	0%
40-22	AUTOMOBILES - PURCHASE	-	-	-	21,800	21,800	0%
	CAPITAL OUTLAY	-	-	-	21,800	21,800	0%
	TOTAL EXPENDITURES	\$ 392,969	\$ 401,800	\$ 402,800	\$ 423,700	\$ 423,700	5%
	REVENUES						
	ELECTRIC FUND	\$ 392,969	\$ 401,800	\$ 402,800	\$ 401,900	\$ 401,900	
	ELECTRIC I & E FUND	\$ -	\$ -	\$ -	\$ 21,800	\$ 21,800	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	4.0	4.0	4.0	4.0	4.0	



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Finance



FINANCE

DEPARTMENTAL VISION

The Finance Department continues to serve our customers in Dover with open communication, timely reporting of financial results, and prudent cash management. Through the team effort of City Council, the Mayor, City Manager, and employees, the Finance Department will ensure compliance of policies and procedures. The Finance Department will continue to enhance government accountability with a high standard of ethics and integrity. We will take a proactive approach to changes in economic conditions and accounting methods.

MAJOR PROGRAMS

TREASURY AND CASH MANAGEMENT

Objective: The objective of this program is optimization of cash through prudent receipts and disbursement procedures in order to maximize investment earnings and to provide a comparable annual return to the current market while maintaining low risk and high quality investments. Monitor external markets for impact on City investments. The Finance Department is responsible for managing all cash activity for the City, as well as Pension Trusts, Other Post Employment Benefits, Agency Funds, and Grants.

FINANCIAL REPORTING

Objective: The objective of this program is to provide monthly and annual audited financial reports that are accurate and timely to external and internal customers in order to provide them with the results of operations and the information necessary to make business decisions. The Finance Department also oversees internal controls to insure a smooth annual audit.

DEBT MANAGEMENT

Objective: The objective of this program is to manage all activity related to bond issues and other financial instruments. Prepare forecast and analysis of new debt to include debt ratios, cash flows, and affordability to inform City Council of the impact.

ADMINISTRATION

Objective: The objective of this program is to provide adequate oversight of departmental progress towards achieving our goals and objectives; assist with policy development; provide staff with training and development opportunities that will enhance their skills and knowledge; and provide quality and responsive service to our external and internal customers.

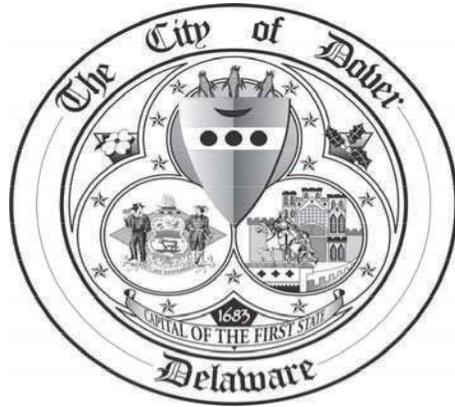
POLICY DEVELOPMENT

Objective: The objective of this program is to perform research, review, and prepare draft policies or ordinances for Council consideration.

FINANCE

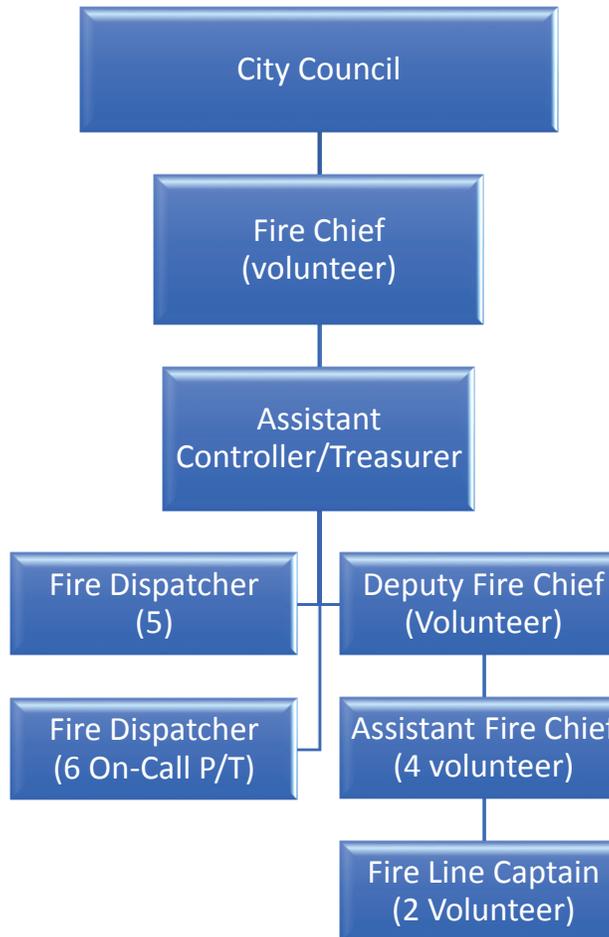
110- 2300-517

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 480,131	\$ 471,600	\$ 474,800	\$ 478,900	\$ 478,900	2%
10-12	OVERTIME	39	-	-	-	-	0%
10-14	FICA TAXES	34,717	36,100	36,400	36,600	36,600	1%
10-15	HEALTH INSURANCE	93,835	104,400	104,400	109,000	109,000	4%
10-16	L I D INSURANCE	2,539	2,600	2,600	2,700	2,700	4%
10-17	WORKERS COMPENSATION	1,556	1,500	1,500	1,600	1,600	7%
10-18	EDUCATIONAL ASSISTANCE	-	-	-	7,000	7,000	0%
10-19	PENSION	88,771	68,400	68,400	73,500	73,500	7%
10-20	OPEB	57,814	64,600	64,600	26,800	26,800	-59%
	PERSONNEL COSTS	759,402	749,200	752,700	736,100	736,100	-2%
20-22	OFFICE SUPPLIES	700	700	700	900	900	29%
20-23	PRINTING AND DUPLICATING	2,202	2,200	2,200	2,500	2,500	14%
20-38	COMPUTER HARDWARE	1,080	1,300	1,300	2,500	2,500	92%
	MATERIALS & SUPPLIES	3,982	4,200	4,200	5,900	5,900	40%
30-21	TELEPHONE/FAX	2,056	3,000	3,000	3,000	3,000	0%
30-25	ADVERTISEMENT	209	200	200	500	500	150%
30-27	SUBSCRIPTIONS AND DUES	799	1,200	1,200	1,200	1,200	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	884	2,500	2,500	3,000	3,000	20%
30-31	CONTRACTUAL SERVICES	173,133	182,200	182,200	182,200	182,200	0%
30-61	OFF EQUIP/REPAIRS & MAINT	3,676	3,700	3,700	3,900	3,900	5%
	ADMINISTRATIVE EXPENDITURES	180,757	192,800	192,800	193,800	193,800	1%
	OPERATING EXPENDITURES	944,141	946,200	949,700	935,800	935,800	-1%
	TOTAL EXPENDITURES	\$ 944,141	\$ 946,200	\$ 949,700	\$ 935,800	\$ 935,800	-1%
	REVENUES						
	GENERAL FUND	\$ 944,141	\$ 946,200	\$ 949,700	\$ 935,800	\$ 935,800	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	8.0	8.0	8.0	8.0	8.0	
	BUDGETED PART-TIME POSITIONS	-	-	-	-	-	



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Fire Department



FIRE

DEPARTMENTAL VISION

The Dover Fire Department provides quality fire protection and rescue services to the citizens of the City of Dover through the team effort of volunteer firefighters from the community. Our firefighters are highly trained and dedicated individuals who value the needs of the public by holding themselves to the highest standards ensuring the public's trust in the services we provide.

MAJOR PROGRAMS

FIRE SUPPRESSION AND RESCUE RESPONSE

Objective: The objective of this program is to continue to provide a timely and quality response to emergency calls for service.

FIRE COMMUNICATIONS

Objective: The objective of this program is to provide capable, competent fire dispatchers through training to increase their knowledge, skills, and abilities in handling emergency 911 calls, mapping, and other procedures.

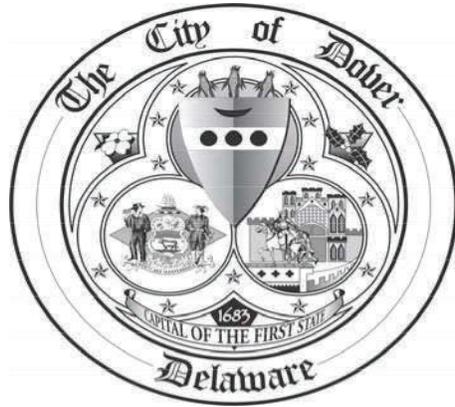
FIRE PREVENTION

Objective: The objective of this program is to minimize injuries and deaths related to fire by educating citizens on the dangers of fire and by providing smoke detectors to those who need them.

FIRE DEPARTMENT

110- 1400-514

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 226,427	\$ 225,800	\$ 225,800	\$ 216,700	\$ 216,700	-4%
10-12	OVERTIME	32,223	35,000	35,000	35,000	35,000	0%
10-13	TEMPORARY HELP	4,689	25,000	25,000	30,000	30,000	20%
10-14	FICA TAXES	19,220	21,800	21,800	21,500	21,500	-1%
10-15	HEALTH INSURANCE	46,445	46,500	46,500	38,000	38,000	-18%
10-16	L I D INSURANCE	1,008	1,100	1,100	1,100	1,100	0%
10-17	WORKERS COMPENSATION	853	900	900	900	900	0%
10-19	PENSION	77,168	70,300	70,300	46,000	46,000	-35%
10-20	OPEB	26,748	30,900	29,300	11,900	11,900	-61%
	PERSONNEL COSTS	434,781	457,300	455,700	401,100	401,100	-12%
20-26	PROGRAM EXPENSES/SUPPLIES	-	-	1,600	1,600	1,600	0%
	MATERIALS & SUPPLIES	-	-	1,600	1,600	1,600	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	-	1,000	1,000	1,000	1,000	0%
30-31	CONTRACTUAL SERVICES	331,500	331,500	331,500	360,000	360,000	9%
	ADMINISTRATIVE EXPENDITURES	331,500	332,500	332,500	361,000	361,000	9%
	OPERATING EXPENDITURES	766,281	789,800	789,800	763,700	763,700	-3%
40-25	OTHER EQUIP - PURCHASE	145,614	222,500	216,900	173,300	173,300	-22%
40-31	CONSTRUCTION - PURCHASE	-	-	-	107,800	107,800	0%
	CAPITAL OUTLAY	145,614	222,500	216,900	281,100	281,100	26%
	TOTAL EXPENDITURES	\$ 911,895	\$ 1,012,300	\$ 1,006,700	\$ 1,044,800	\$ 1,044,800	3%
	REVENUES						
	GENERAL FUND	\$ 766,281	\$ 789,800	\$ 789,800	\$ 763,700	\$ 763,700	
	GOV. CAPITAL PROJECT FUND	145,614	222,500	216,900	281,100	281,100	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	5.0	5.0	5.0	5.0	5.0	
	BUDGETED PART-TIME POSITIONS	5.0	5.0	5.0	6.0	6.0	



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Human Resources



HUMAN RESOURCES

DEPARTMENTAL VISION

To be a unified department that will provide assistance to all customers with enthusiasm. Assigned projects and task will be completed to the best of our ability while ensuring the end-user understands the results and the implications and implementation.

MAJOR PROGRAMS

BENEFIT ADMINISTRATION & MANAGEMENT

Objective: Benefits are a critical component of Dover's total compensation package. Human Resources staff strives to ensure proper and timely administration of the benefit plans. Events such as new or departing staff and life event changes influences administration. Management is critical when benefits are utilized.

LABOR CONTRACT NEGOTIATIONS

Objective: During contract negotiations, the City makes a good faith effort to secure a contract that is pleasing to members of City Council and meets the needs of City operations.

LABOR LAW & POLICY ENFORCEMENT

Objective: The objective is to ensure the City operates in a manner that is in compliance with all laws affecting the workforce. Examples span across many areas of the legal realm. E.g. Fair Labor Standards Act, Federal and State labor law, Workers Compensation and adherence to collective bargaining agreements.

POLICY DEVELOPMENT

Objective: It is important to ensure city policies remain current with changing times and the demands of the work environment and workforce. When necessitated, Human Resources will independently or with the cooperation of additional staff, prepare and present a new policy or changes to an existing policy.

RECRUITMENT

Objective: The objective of this program is to assist in recruiting and hiring a candidate that will assist the City of Dover in obtaining its objectives.

RISK MANAGEMENT

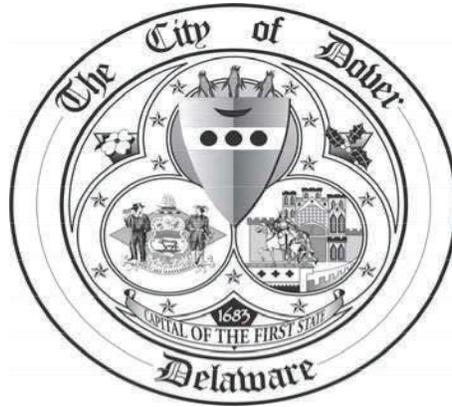
Objective: The safety of our staff and operations is paramount. To this end, Human Resources works diligently to ensure we are operating in a fiscally responsible manner while at the same time appreciating the effects on our employee population.

SUPPORT SERVICES

Objective: Human Resources is a department that is tasked with providing any needed service to any employee. This can include assistance to management with a personnel concern or providing guidance and explanation to an employee regarding proper protocol.

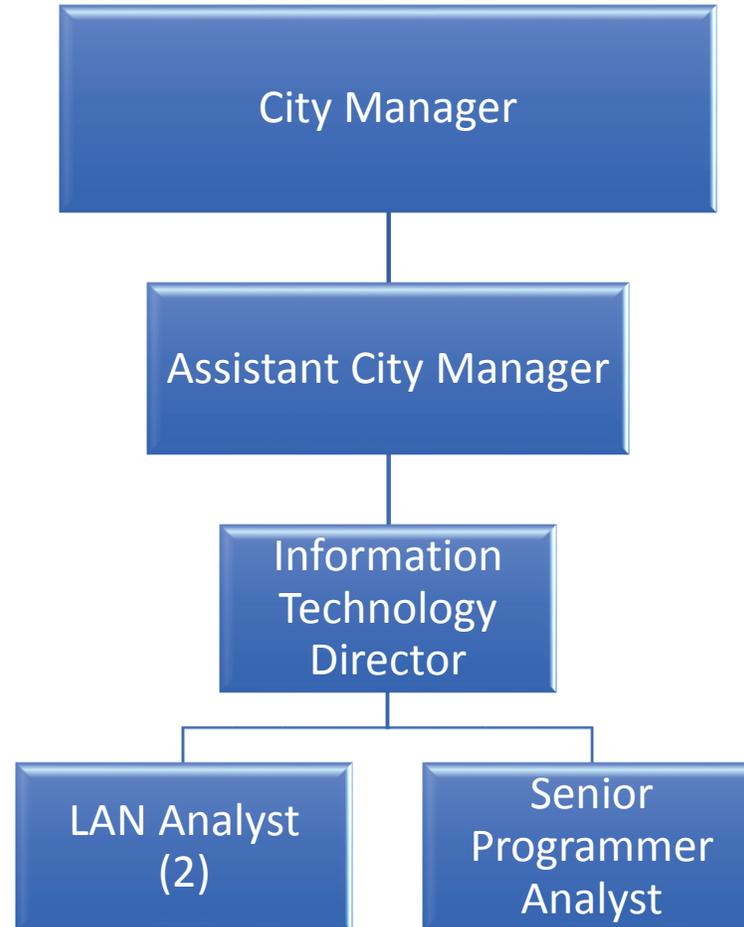
HUMAN RESOURCES
110-3100-518

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 198,106	\$ 216,400	\$ 221,500	\$ 244,500	\$ 244,500	13%
10-13	TEMPORARY HELP	-	18,400	18,400	18,100	18,100	-2%
10-14	FICA TAXES	14,094	18,000	18,500	20,100	20,100	12%
10-15	HEALTH INSURANCE	52,941	61,800	61,800	70,600	70,600	14%
10-16	L I D INSURANCE	1,257	1,600	1,600	1,600	1,600	0%
10-17	WORKERS COMPENSATION	642	800	800	900	900	13%
10-18	EDUCATIONAL ASSISTANCE	1,119	-	-	-	-	0%
10-19	PENSION	86,730	74,200	74,200	67,800	67,800	-9%
10-20	OPEB	23,796	29,600	29,600	13,700	13,700	-54%
	PERSONNEL COSTS	378,686	420,800	426,400	437,300	437,300	4%
20-21	FURNITURE/FIXTURES	-	-	-	100	100	0%
20-22	OFFICE SUPPLIES	542	800	800	900	900	13%
20-23	PRINTING AND DUPLICATING	4,076	3,000	3,000	4,500	4,500	50%
20-26	PROGRAM EXPENSES/SUPPLIES	366	100	100	1,200	1,200	1100%
20-28	MEDICAL SUP & PHYSICALS	9,949	12,000	12,000	15,200	15,200	27%
20-32	SECURITY/SAFETY MATERIALS	496	300	300	300	300	0%
20-38	COMPUTER HARDWARE	675	2,800	2,800	4,000	4,000	43%
20-48	PERSONNEL RELATED SUP	8,977	12,000	12,000	20,000	20,000	67%
	MATERIALS & SUPPLIES	25,081	31,000	31,000	46,200	46,200	49%
30-21	TELEPHONE/FAX	573	1,000	1,000	1,000	1,000	0%
30-25	ADVERTISEMENT	17,605	15,000	15,000	10,000	10,000	-33%
30-27	SUBSCRIPTIONS AND DUES	429	800	800	800	800	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	4,327	5,000	5,000	2,900	2,900	-42%
30-29	CONSULTING FEES	-	-	50,000	-	-	0%
30-31	CONTRACTUAL SERVICES	1,150	1,000	1,000	100	100	-90%
30-39	IN-HOUSE TRAINING	300	1,000	1,000	15,000	15,000	1400%
30-41	UNEMPLOYMENT COMP EXPENSE	7,186	10,000	10,000	10,000	10,000	0%
	ADMINISTRATIVE EXPENDITURES	31,569	33,800	83,800	39,800	39,800	18%
	OPERATING EXPENDITURES	435,336	485,600	541,200	523,300	523,300	8%
	TOTAL EXPENDITURES	\$ 435,336	\$ 485,600	\$ 541,200	\$ 523,300	\$ 523,300	8%
	REVENUES						
	GENERAL FUND	\$ 435,336	\$ 485,600	\$ 541,200	\$ 523,300	\$ 523,300	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	3.0	3.0	3.0	4.0	4.0	
	BUDGETED PART-TIME POSITIONS	-	1.0	1.0	1.0	1.0	



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Information Technology



INFORMATION TECHNOLOGY

DEPARTMENTAL VISION

Information Technology is a valued resource for all City departments. Through the team effort of departmental staff, customers, and vendors, Information Technology has a reputation for being responsive, knowledgeable, proactive, and flexible. We support the existing technology infrastructure with a constant eye on opportunities for continual improvement and efficiencies.

MAJOR PROGRAMS

SUPPORT

Objective: The objective of this program is to provide our customers with the right hardware and software within standards; maintain the reliability of this as well as the reliability of the network infrastructure; and train employees on usage so they can perform their jobs more efficiently. The Information Technology Department is responsible for planning and managing information technology in municipal offices of the City of Dover. It is responsible for the following tasks:

1. Provides software tools for access to data by City staff and assist city staff in use of the software tools.
2. Develops and maintains an information infrastructure for the City of Dover, including database administration, data communications, system and network administration.
3. Assures that technology acquired by the City integrates with, and contributes to, the City's overall information infrastructure.

This program is responsible for maintaining and executing a replacement strategy for desktop and laptop computers, servers, and printer hardware. Closely monitor and upgrade/replace critical enterprise solutions and the City's core applications. This program provides training and a convenient means of submitting requests for service, knowledge, and/or data and monitors the quality of those services received.

PROGRAMMING

Objective: The objectives of this program are:

1. To provide an easy-to-use, feature-packed website for the Dover community.
2. Provide custom modifications to intranet and mainframe programming for City departments.

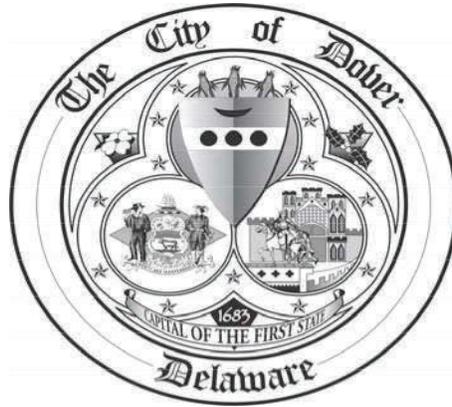
The FY20 goal for this program is to provide support for the role-out and full implementation of the Munis software in various city departments

ADMINISTRATION

Objective: The objective of this program is to direct numerous aspects of technology implementation; long-range planning; technology selection; build versus buy decisions; deployment; and maintenance for employees so that they can do their jobs effectively and efficiently. This program sets the vision, develops a strategic plan, and serves as a catalyst for implementing integrated information technologies and facilitates continued process improvements by reducing redundant data and processing, managing operating costs, and customer training.

INFORMATION TECHNOLOGY
110-2200-516

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 254,333	\$ 253,700	\$ 257,100	\$ 264,300	\$ 264,300	4%
10-14	FICA TAXES	18,788	19,400	19,700	20,200	20,200	4%
10-15	HEALTH INSURANCE	32,087	38,600	38,600	38,600	38,600	0%
10-16	L I D INSURANCE	1,200	1,300	1,300	1,400	1,400	8%
10-17	WORKERS COMPENSATION	824	800	800	900	900	13%
10-18	EDUCATIONAL ASSISTANCE	-	-	-	-	-	0%
10-19	PENSION	99,562	100,100	100,100	112,600	112,600	12%
10-20	OPEB	30,599	34,800	34,800	14,800	14,800	-57%
	PERSONNEL COSTS	437,393	448,700	452,400	452,800	452,800	1%
20-22	OFFICE SUPPLIES	81	200	200	200	200	0%
20-34	DATA PROCESSING SUPPLIES	653	300	300	300	300	0%
20-37	COMPUTER SOFTWARE	86,222	85,300	86,800	88,800	88,800	4%
20-38	COMPUTER HARDWARE	7,690	9,000	7,500	7,600	7,600	-16%
	MATERIALS & SUPPLIES	94,646	94,800	94,800	96,900	96,900	2%
30-21	TELEPHONE/FAX	2,345	2,900	2,900	3,000	3,000	3%
30-27	SUBSCRIPTIONS AND DUES	810	700	700	200	200	-71%
30-28	TRAINING/CONF/FOOD/TRAVEL	1,500	3,500	3,500	3,500	3,500	0%
30-31	CONTRACTUAL SERVICES	54,680	29,000	44,800	35,800	35,800	23%
30-39	IN-HOUSE TRAINING	5,000	6,400	6,400	6,700	6,700	5%
30-61	OFF EQUIP/REPAIRS & MAINT	129,897	144,500	144,500	147,600	147,600	2%
30-62	GASOLINE	19	100	100	100	100	0%
30-67	RADIO REPAIRS/MAINTENANCE	-	400	400	400	400	0%
	ADMINISTRATIVE EXPENDITURES	194,251	187,500	203,300	197,300	197,300	5%
	OPERATING EXPENSES	726,290	731,000	750,500	747,000	747,000	2%
40-28	COMPUTER HARDWARE/CAPITAL CAPITAL OUTLAY	56,404 56,404	57,600 57,600	57,600 57,600	45,600 45,600	45,600 45,600	-21% -21%
	TOTAL EXPENDITURES	\$ 782,694	\$ 788,600	\$ 808,100	\$ 792,600	\$ 792,600	1%
	REVENUES						
	GENERAL FUND	\$ 726,290	\$ 731,000	\$ 750,500	\$ 747,000	\$ 747,000	
	GOV. CAPITAL PROJECT FUND	\$ 56,404	\$ 57,600	\$ 57,600	\$ 45,600	\$ 45,600	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	4.0	4.0	4.0	4.0	4.0	
	BUDGETED PART-TIME POSITIONS		-	-	-	-	



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Parks & Recreation



PARKS AND RECREATION

DEPARTMENTAL VISION

The City of Dover's Parks & Recreation Department proudly serves a diverse and active community 12 months a year. With the cooperation and input from communities throughout the City, the Department provides outstanding services to all residents and visitors. The Department operates a comprehensive park and recreation system that offers programs and facilities designed to meet the needs and interests of patrons of all ages.

MISSION STATEMENT

To provide quality affordable recreation and leisure services that promote healthy lifestyles for the residents of Dover and its surrounding communities.

MAJOR PROGRAMS

PARKS AND PARK MANAGEMENT

Objective: The objective of this program is to provide safe, clean, well-maintained sports fields and playground sites for the enjoyment of the citizens of Dover. The Department provides maintenance services for 28 parkland sites throughout the City which include (5) five park pavilions & various picnic areas, (6) six softball fields, (3) three cultural / historic sites, (15) fifteen multi-purpose fields, (3) three tennis courts, (2) two outdoor pick ball courts, (6) six swing play areas, (4) four outdoor basketball courts, (3) three walking / jogging paths, (1) one boating ramp, (2) two fishing areas and (1) one recreation center (The John W. Pitts Center). In an effort to maintain the park's natural beauty, a large percentage of some park lands have been left undeveloped to serve as buffers and to provide natural open spaces. This program also provides administrative support and planning functions for the department.

The program goal in FY20 is to implement RecDesk into the Department's operations. Many of the features are easy to work with and provide our customers with better option for their needs and family schedules. We are excited about the new directions we have taken and are very happy with the options being offered to us by the new provider which replaces an orphaned system that had been used for 15 years.

RECREATION

Objective: The objective of the Recreation Program is to provide outdoor and indoor recreation opportunities year-round so that the citizens of Dover are satisfied with performance programs offered. The City strives to develop programs that include everyone in the family when creating recreational programs for our community. The City offers competitive play during the various seasons throughout the year as part of this objective.

Here are just a few of our notable programs currently being offered:

Camp Small Wonder designed to offer targeted At-Risk Youth a safe & affordable summer camp program that includes tutoring, field trips and special events. This program is supported with the help of grant funding and registration fees.

Youth Connections a daily afterschool program that provides a warm, safe place for children to learn, play and have fun in a stress-free environment. Children are encouraged to think, question, and experiment. Activities promote social, academic and physical development.

Other classes and activities include Yoga Instruction, Kickboxing Bootcamp, Soul Line Dance, Tae Kwon Do, Kids Fitness Camp, Dover Duathlon (Bike Race), Brandywine Traveling Petting Zoo, Family Movie Night, Easter Egg Hunt, Breakfast With Santa, Mayor's Kayak Event, Tuesday In The Park – Crafts & Reading Stories (new in 2018), Paddle Boat Races (new in 2019), CPR Classes (new in 2019)

And leagues include Youth Spring, Fall and Indoor Soccer, Adult Co-Ed Summer Softball, Adult Summer Co-Ed Volleyball, Adult Co-Ed Outdoor Field Hockey, Women’s Outdoor Field Hockey, Middle School Indoor and Outdoor Field Hockey, Girls High School Indoor, and Summer Lacrosse, Youth and Adult Basketball, to name a few

The goal for this program in FY20 is to work with Priority Services LLC for the mechanized removal of invasive species, overgrowth and undesirable woody vegetation within the parks’ natural resource open space areas. Once completed, The Department will move to follow the recommendations of the Dover Park Master Plan. Priorities for this fiscal year will include the installation of new park entrance signage & enhancements at the White Oak & south entrance(s), resurfacing the basketball courts, replacing the basketball hoops and, replacing some fencing around the tennis courts.

RECREATION – JOHN W. PITTS RECREATION CENTER

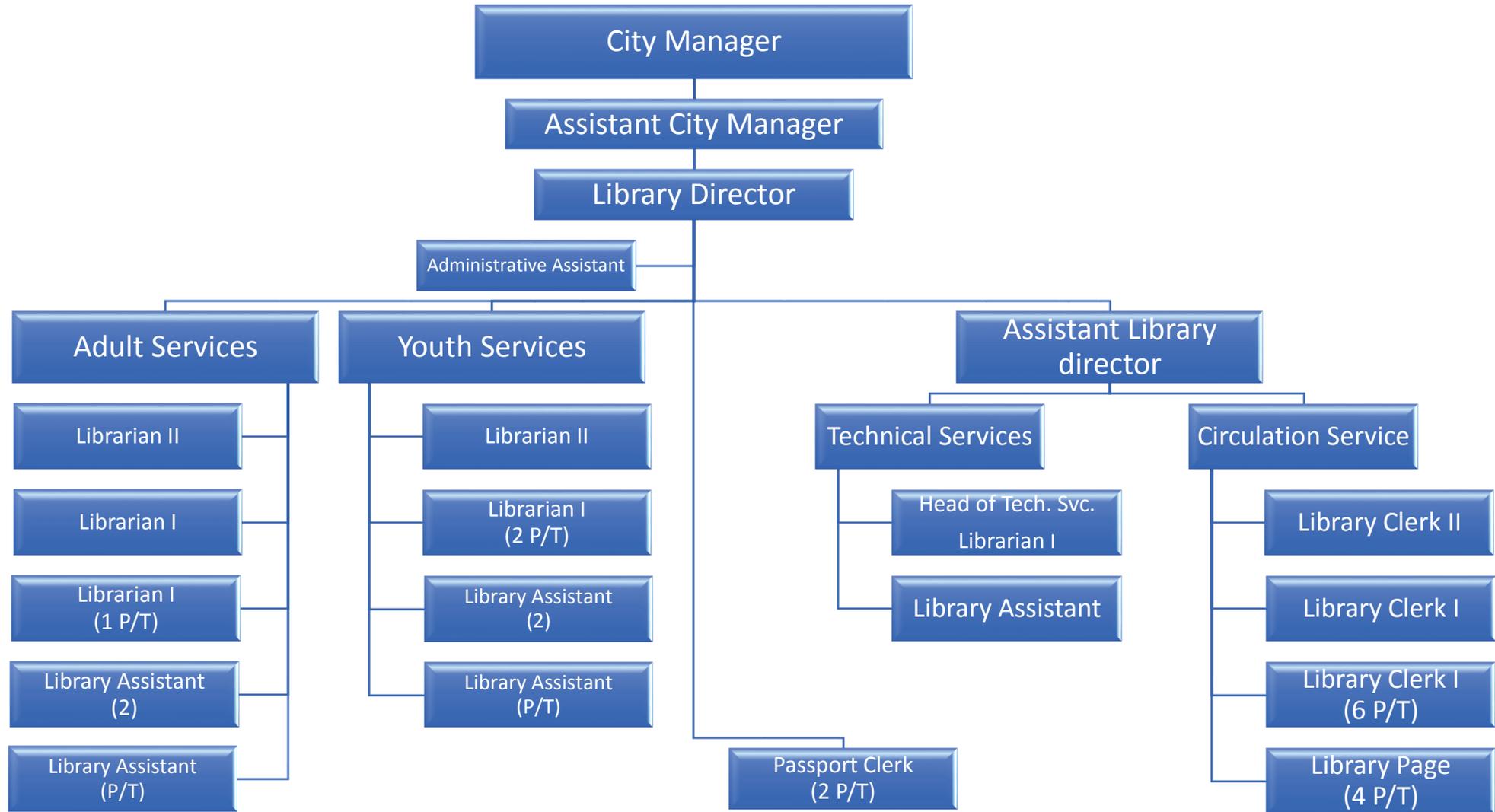
Objective: The objective of this program is to provide the citizens of Dover year-round indoor recreation opportunities in a recreation center that hosts a diverse list of indoor activities for small groups and individuals including Open Gym time, league play and community events.

The goal for this program in FY20 is to move a portion of its operations into a new Administration Building that will be built and located immediately next to the John W. Pitts Recreational Center. The new Administrative Building will house the P&R administrative staff, the new Parks Maintenance Crew and, the parks maintenance equipment.

RECREATION
110-1500-525

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 263,489	\$ 381,800	\$ 387,500	\$ 471,000	\$ 471,000	23%
10-12	OVERTIME	1,688	1,600	1,600	1,300	1,300	-19%
10-13	TEMPORARY HELP	57,693	124,800	104,600	171,500	152,100	22%
10-14	FICA TAXES	23,894	38,800	38,800	49,200	47,700	23%
10-15	HEALTH INSURANCE	52,049	86,700	86,700	89,900	89,900	4%
10-16	L I D INSURANCE	1,452	1,900	1,900	2,500	2,500	32%
10-17	WORKERS COMPENSATION	1,046	5,100	5,100	7,100	7,000	37%
10-19	PENSION	39,330	48,300	48,300	57,000	57,000	18%
10-20	OPEB	29,559	52,300	52,300	26,400	26,400	-50%
	PERSONNEL COSTS	470,201	741,300	726,800	875,900	854,900	15%
20-21	FURNITURE/FIXTURES	-	-	3,000	-	-	0%
20-22	OFFICE SUPPLIES	1,786	2,000	2,000	2,000	2,000	0%
20-23	PRINTING AND DUPLICATING	2,863	2,500	2,500	2,800	2,800	12%
20-26	PROGRAM EXPENSES/SUPPLIES	42,198	43,000	43,000	46,000	45,000	5%
20-29	UNIFORMS/UNIFORM ALLOW	-	-	-	1,200	1,200	0%
20-32	SECURITY/SAFETY MATERIALS	-	500	500	500	500	0%
20-37	COMPUTER SOFTWARE	2,916	2,900	4,600	6,800	6,800	134%
20-38	COMPUTER HARDWARE	1,586	1,600	3,600	2,600	2,600	63%
20-46	CITY BLDG MAINT SUPPLIES	7,644	4,500	4,500	10,200	10,200	127%
20-58	WATER/SEWER	715	800	800	2,000	1,500	88%
	MATERIALS & SUPPLIES	59,709	57,800	64,500	74,100	72,600	26%
30-21	TELEPHONE/FAX	2,552	2,800	2,800	3,000	3,000	7%
30-23	ELECTRICITY	55,327	62,000	62,000	70,000	62,000	0%
30-24	HEATING OIL/GAS	16,440	6,000	6,000	6,000	11,000	83%
30-27	SUBSCRIPTIONS AND DUES	1,701	2,100	2,100	2,500	2,500	19%
30-28	TRAINING/CONF/FOOD/TRAVEL	1,155	2,500	2,500	3,500	3,500	40%
30-31	CONTRACTUAL SERVICES	139,441	123,400	146,300	142,000	142,000	15%
30-61	OFF EQUIP/REPAIRS & MAINT	851	1,000	1,000	1,000	1,000	0%
30-62	GASOLINE	643	900	900	2,500	2,500	178%
30-67	RADIO REPAIRS/MAINTENANCE	-	800	800	1,600	1,600	100%
	ADMINISTRATIVE EXPENDITURES	218,111	201,500	224,400	232,100	229,100	14%
	OPERATING EXPENDITURES	748,020	1,000,600	1,015,700	1,182,100	1,156,600	16%
40-22	AUTOMOBILES	-	18,100	21,000	-	-	-100%
40-31	CONSTRUCTION - PURCHASE	73,593	518,000	734,600	281,000	476,000	-8%
	CAPITAL OUTLAY	73,593	536,100	755,600	281,000	476,000	-11%
	TOTAL EXPENDITURES	\$ 821,613	\$ 1,536,700	\$ 1,771,300	\$ 1,463,100	\$ 1,632,600	6%
	REVENUES						
	GENERAL FUND	\$ 748,020	\$ 1,000,600	\$ 1,015,700	\$ 1,182,100	\$ 1,156,600	
	GOV. CAPITAL PROJECT FUND	73,593	536,100	755,600	281,000	476,000	
	GRANT FUNDS	-	-	-	-	-	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS		9.0	9.0	9.0	9.0	
	PP/TEMP		14.0	14.0	16.0	14.0	

Dover Public Library



LIBRARY

DEPARTMENTAL VISION

The library meets the educational, cultural, and recreational needs of a diverse population through library collections and library services with a well-trained staff available to promote library resources and to assist with their use.

MAJOR PROGRAMS

CIRCULATION AND TECHNICAL SERVICES

Objective: The objective of this program is to ensure that the library provides current information and popular materials in a timely manner so that the needs of library patrons are met and the library remains vital to the lives of citizens and patrons and provides "good to excellent" service to library patrons.

ADMINISTRATIVE SERVICES

Objective: The objective of this program is to maintain good circulation records, financial accounting and overall management of the Library programs and facilities.

YOUTH SERVICES

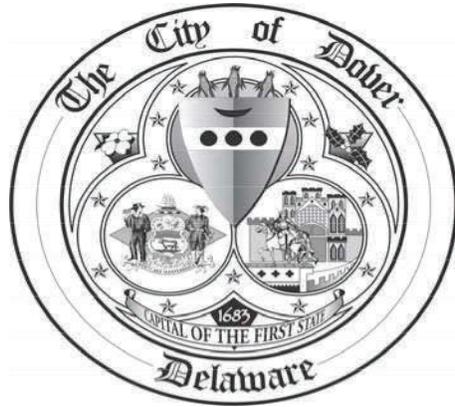
Objective: The objective of this program is to promote the library and its collection by providing educational, informational, and recreational programs to children and teenagers.

ADULT SERVICES

Objective: The objective of this program is to provide materials geared toward adult patrons and to provide timely and accurate answers to patrons' reference, research, and reader's advisory questions. This program also provides many additional educational, informational and practical programs, including services to submit U.S. Passport applications, and business development.

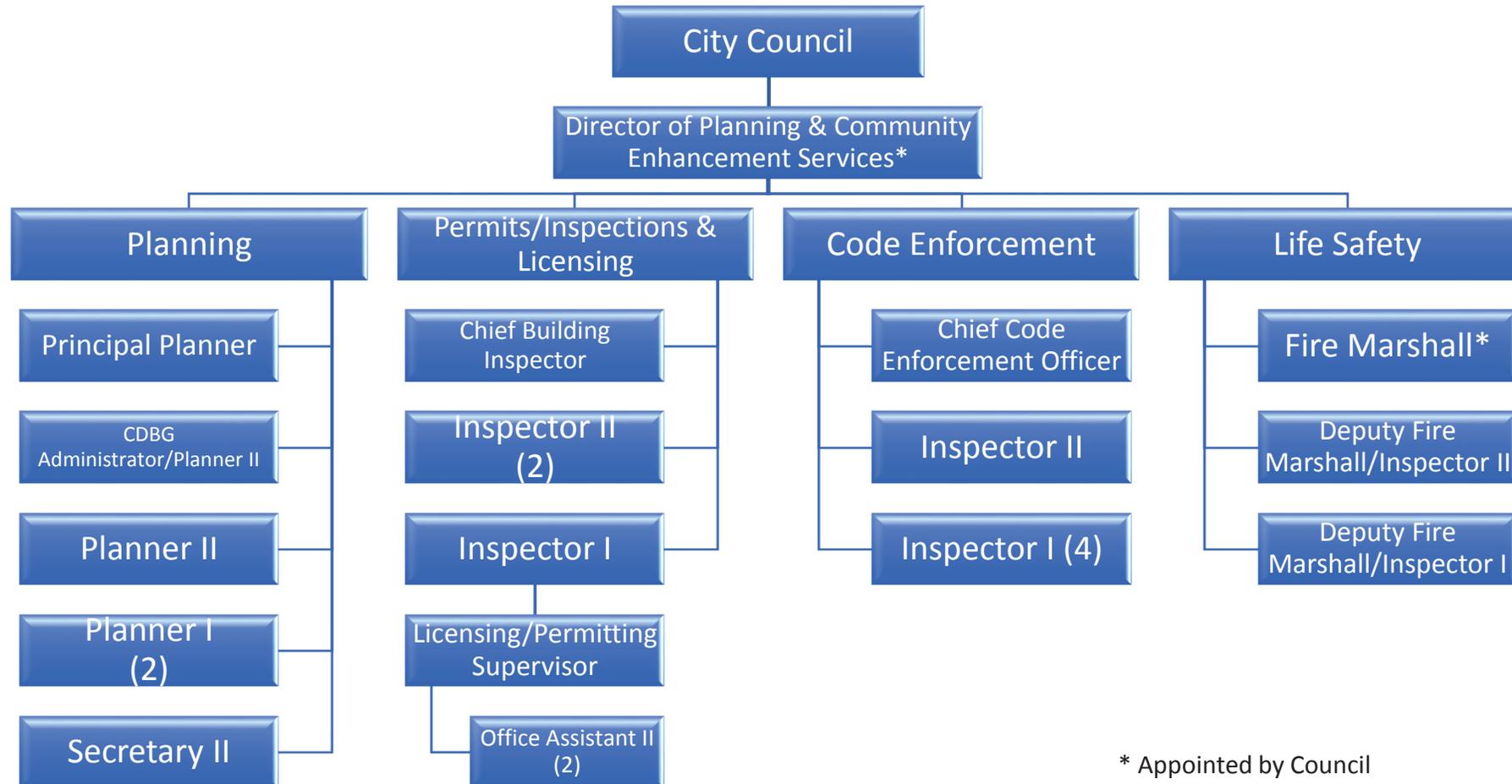
LIBRARY
110-1500-523

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 673,666	\$ 637,600	\$ 644,600	\$ 693,900	\$ 686,500	8%
10-12	OVERTIME	345	-	-	-	-	0%
10-13	TEMPORARY HELP	235,316	325,300	325,300	296,100	296,100	-9%
10-14	FICA TAXES	65,967	73,600	74,700	75,700	75,100	2%
10-15	HEALTH INSURANCE	174,147	170,000	170,000	190,600	190,600	12%
10-16	L I D INSURANCE	3,058	2,800	2,800	3,600	3,600	29%
10-17	WORKERS COMPENSATION	10,294	10,800	10,800	9,200	9,100	-16%
10-19	PENSION	164,165	164,500	164,500	184,400	184,000	12%
10-20	OPEB	75,014	87,400	87,400	38,800	38,400	-56%
	PERSONNEL COSTS	1,401,973	1,472,000	1,480,100	1,492,300	1,483,400	1%
20-22	OFFICE SUPPLIES	1,500	1,500	1,500	1,500	1,500	0%
20-26	PROGRAM EXPENSES/SUPPLIES	8,411	6,000	6,000	6,000	6,000	0%
20-31	BOOKS	53,989	54,000	54,000	54,000	54,000	0%
20-32	SECURITY/SAFETY MATERIALS	972	1,000	1,000	1,000	1,000	0%
20-37	COMPUTER SOFTWARE	400	400	400	400	400	0%
20-38	COMPUTER HARDWARE	1,100	1,000	11,000	1,000	1,000	0%
20-46	CITY BLDG MAINT SUPPLIES	20,391	17,500	17,500	17,500	17,500	0%
20-58	WATER/SEWER	2,011	2,300	2,300	2,300	2,300	0%
	MATERIALS & SUPPLIES	88,775	83,700	93,700	83,700	83,700	0%
30-21	TELEPHONE/FAX	4,431	8,600	8,600	8,600	8,600	0%
30-23	ELECTRICITY	76,257	93,000	89,800	93,000	93,000	0%
30-24	HEATING OIL/GAS	7,068	6,000	9,200	7,000	7,000	17%
30-27	SUBSCRIPTIONS AND DUES	11,000	11,000	11,000	11,000	11,000	0%
30-31	CONTRACTUAL SERVICES	83,789	89,300	84,900	89,300	89,300	0%
30-61	OFF EQUIP/REPAIRS & MAINT	6,882	3,800	3,800	3,800	3,800	0%
	ADMINISTRATIVE EXPENDITURES	189,428	211,700	207,300	212,700	212,700	0%
	OPERATING EXPENDITURES	1,680,176	1,767,400	1,781,100	1,788,700	1,779,800	1%
	TOTAL EXPENDITURES	\$ 1,680,176	\$ 1,767,400	\$ 1,781,100	\$ 1,788,700	\$ 1,779,800	1%
	REVENUES						
	GENERAL FUND	\$ 1,680,176	\$ 1,767,400	\$ 1,781,100	\$ 1,788,700	\$ 1,779,800	
	GOV. CAPITAL PROJECT FUND	-	-	-	-	-	
	GRANT FUNDS	-	-	-	-	-	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	13.0	13.0	13.0	15.0	14.0	
	BUDGETED PART-TIME POSITIONS	22.0	22.0	22.0	16.0	17.0	



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Planning & Community Enhancement Services



* Appointed by Council

PLANNING

DIVISIONAL VISION

The Division of Planning strives for a vibrant, balanced and sustainable economy with a wide range of goods, services and employment opportunities to meet the current needs of our citizens. The department also helps to guide and direct future development to ensure that the City's resources are used wisely.

MAJOR PROGRAMS

STAFF SUPPORT FOR CITY COUNCIL/COMMISSIONS/BOARDS

Objective: The objective of this program is to provide support to advisory Boards/Commissions and City Council regarding land use and zoning issues to ensure compliance with adopted land use regulations.

ZONING AND LAND USE ADMINISTRATION

Objective: The objective of this program is to ensure compliance with plans and ordinances by proactively providing accurate information to the general public, property owners, developers, and design professionals in a timely fashion.

PLAN REVIEW

Objective: The objective of this program is to review development plans, applications, and permits for consistency with the Zoning Ordinance, Land Subdivision Regulations, and the Comprehensive Plan.

POLICY DEVELOPMENT

Objective: The objective of this program is to develop and implement City of Dover Ordinances and Administrative Policies to support the goals of the Comprehensive Plan and to meet the needs of the City of Dover in order to maintain a high quality of life for residents, businesses, and visitors.

ECONOMIC DEVELOPMENT

Objective: The objective of this program is to promote a viable, balanced, local economy. Supporting employment, housing and entrepreneurialism through outreach programs, promotion, communicating information related to industry trends and opportunities to recruit and retain local businesses.

PLANNING
110-1600-533

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 379,877	\$ 391,700	\$ 395,800	\$ 470,900	\$ 409,900	5%
10-12	OVERTIME	4,520	1,000	1,000	5,400	4,000	300%
10-13	TEMPORARY HELP	11,700	15,000	15,000	15,000	15,000	0%
10-14	FICA TAXES	29,280	31,200	31,600	37,600	32,800	5%
10-15	HEALTH INSURANCE	54,914	50,900	50,900	80,500	55,700	9%
10-16	L I D INSURANCE	1,356	2,100	2,100	2,500	2,200	5%
10-17	WORKERS COMPENSATION	1,283	1,300	1,300	1,600	1,400	8%
10-19	PENSION	14,462	22,400	22,400	19,100	15,400	-31%
10-20	OPEB	40,453	53,700	53,700	26,400	23,000	-57%
10-21	COSTS ALLOCATED TO CDBG	(26,065)	(38,000)	(38,000)	(25,000)	(25,000)	-34%
	PERSONNEL COSTS	511,780	531,300	535,800	634,000	534,400	1%
20-21	FURNITURE/FIXTURES	-	-	-	3,000	-	0%
20-22	OFFICE SUPPLIES	3,999	4,600	4,600	4,600	4,600	0%
20-23	PRINTING AND DUPLICATING	7,034	6,500	6,500	6,500	6,500	0%
20-26	PROGRAM EXPENSES	-	2,000	2,000	11,500	11,500	475%
20-31	BOOKS	750	900	900	900	900	0%
20-37	COMPUTER SOFTWARE	-	200	200	-	-	-100%
20-38	COMPUTER HARDWARE	1,766	2,900	2,900	6,800	2,800	-3%
	MATERIALS & SUPPLIES	13,550	17,100	17,100	33,300	26,300	54%
30-21	TELEPHONE/FAX	2,108	3,100	3,100	3,200	3,200	3%
30-25	ADVERTISEMENT	1,476	1,500	1,500	1,500	1,500	0%
30-27	SUBSCRIPTIONS AND DUES	581	1,700	1,700	1,700	1,700	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	993	3,100	3,100	3,000	3,000	-3%
30-31	CONTRACTUAL SERVICES	7,931	10,000	10,000	-	-	-100%
30-67	RADIO REPAIRS/MAINTENANCE	-	400	400	300	300	-25%
	ADMINISTRATIVE EXPENDITURES	13,089	19,800	19,800	9,700	9,700	-51%
	OPERATING EXPENDITURES	538,419	568,200	572,700	677,000	570,400	0%
	TOTAL EXPENDITURES	\$ 538,419	\$ 568,200	\$ 572,700	\$ 677,000	\$ 570,400	0%
	REVENUES						
	GENERAL FUND	\$ 538,419	\$ 568,200	\$ 534,700	\$ 652,000	\$ 545,400	
	CDBG GRANT	26,065	38,000	38,000	25,000	25,000	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	6.0	6.0	6.0	8.0	6.0	
	PP/TEMP/COMMITTEES	14.0	14.0	14.0	14.0	14.0	

LIFE SAFETY

DIVISIONAL VISION

The Life Safety Division fosters a fire safe environment for all citizens and visitors of Dover through plan review, inspections, educational programs, and fire investigations.

MAJOR PROGRAMS

FIRE INSPECTIONS PROGRAM

Objective: The objective of this program is to ensure that new and existing buildings comply with Fire and Life Safety Codes adopted in the City of Dover.

FIRE SAFETY EDUCATION

Objective: The objective of this program is to educate adult citizens in the area of fire safety and prevention.

PLAN REVIEW PROGRAM

Objective: The objective of the Plan Review Program is to ensure that fixed fire protection being installed meets the adopted fire codes for the City of Dover as well as State of Delaware regulations.

FIRE INVESTIGATION PROGRAM

Objective: The objective of the Fire Investigations Program is to determine the cause and origin of fires.

LIFE SAFETY
110-1600-531

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 144,469	\$ 153,400	\$ 154,600	\$ 196,800	\$ 160,600	5%
10-12	OVERTIME	3,983	8,000	8,000	8,800	8,000	0%
10-14	FICA TAXES	11,001	12,300	12,400	15,700	12,900	5%
10-15	HEALTH INSURANCE	22,021	24,500	24,500	37,600	25,200	3%
10-16	L I D INSURANCE	753	1,000	1,000	1,200	1,000	0%
10-17	WORKERS COMPENSATION	1,008	1,100	1,100	1,400	1,100	0%
10-18	EDUCATIONAL ASSISTANCE	-	-	7,900	4,000	4,000	0%
10-19	PENSION	11,900	11,800	11,800	10,600	8,400	-29%
10-20	OPEB	16,346	19,700	19,700	10,500	8,500	-57%
	PERSONNEL COSTS	211,482	231,800	241,000	286,600	229,700	-1%
20-21	FURNITURE/FIXTURES	-	-	-	1,500	-	0%
20-26	PROGRAM EXPENSES/SUPPLIES	1,474	1,200	1,200	1,200	1,200	0%
20-29	UNIFORMS/UNIFORM ALLOW	750	600	600	300	300	-50%
20-31	BOOKS	-	-	-	2,400	2,400	0%
20-32	SECURITY/SAFETY MATERIALS	4,115	6,000	6,000	7,200	7,200	20%
20-37	COMPUTER SOFTWARE	-	400	400	-	-	-100%
20-38	COMPUTER HARDWARE	-	-	-	5,000	3,000	0%
	MATERIALS & SUPPLIES	6,339	8,200	8,200	17,600	14,100	72%
30-21	TELEPHONE/FAX	2,057	2,300	2,300	2,300	2,300	0%
30-27	SUBSCRIPTIONS AND DUES	1,911	2,300	2,300	2,300	2,300	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	2,224	4,400	4,400	7,100	7,100	61%
30-31	CONTRACTUAL SERVICES	235,378	250,000	250,000	120,000	120,000	-52%
30-62	GASOLINE	2,689	3,000	3,000	3,000	3,000	0%
30-65	MAINT EQUIP REPAIRS/MAINT	-	600	600	600	600	0%
30-67	RADIO REPAIRS/MAINTENANCE	886	1,600	1,600	2,400	2,400	50%
	ADMINISTRATIVE EXPENDITURES	245,145	264,200	264,200	137,700	137,700	-48%
	OPERATING EXPENDITURES	462,967	504,200	513,400	441,900	381,500	-24%
40-22	AUTOMOBILE/PURCHASE	-	-	-	48,900	48,900	0%
	CAPITAL OUTLAY	-	-	-	48,900	48,900	0%
	CAPITAL OUTLAY	-	-	-	48,900	48,900	0%
	TOTAL EXPENDITURES	\$ 462,967	\$ 504,200	\$ 513,400	\$ 490,800	\$ 430,400	-15%
	REVENUES						
	GENERAL FUND	\$ 462,967	\$ 504,200	\$ 513,400	\$ 441,900	\$ 381,500	
	GOV. CAPITAL PROJECT FUND	-	-	-	48,900	48,900	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	3.0	3.0	3.0	4.0	3.0	

CODE ENFORCEMENT

DIVISIONAL VISION

The Code Enforcement Division is responsible for enforcement of City codes, including property maintenance, zoning, and other requirements of the Dover Code of Ordinances to promote the health, safety, and welfare of the City and its neighborhoods while maintaining a standard for a suitable environment for residents to live, visit, work, and conduct business.

MAJOR PROGRAMS

PROACTIVE INSPECTION PROGRAM

Objective: The objective of this program is to proactively seek out and address code violations within the City before they become a source of complaint.

CODE ENFORCEMENT
110-1600-532

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 215,651	\$ 233,800	\$ 233,800	\$ 281,500	\$ 281,500	20%
10-12	OVERTIME	2,709	2,500	2,500	4,400	4,400	76%
10-13	TEMPORARY HELP	-	-	-	-	-	0%
10-14	FICA TAXES	15,599	18,100	18,100	21,800	21,800	20%
10-15	HEALTH INSURANCE	53,816	60,300	60,300	76,600	76,600	27%
10-16	L I D INSURANCE	893	1,300	1,300	1,600	1,600	23%
10-17	WORKERS COMPENSATION	1,482	1,600	1,600	2,000	2,000	25%
10-18	EDUCATIONAL ASSISTANCE	2,081	-	8,000	-	-	0%
10-19	PENSION	75,752	77,600	77,600	89,800	89,800	16%
10-20	OPEB	26,949	31,900	31,900	15,700	15,700	-51%
	PERSONNEL COSTS	394,932	427,100	435,100	493,400	493,400	16%
20-21	FURNITURE/FIXTURES	-	-	-	1,500	1,500	0%
20-26	PROGRAM EXPENSES/SUPPLIES	12,411	18,000	18,000	18,000	18,000	0%
20-29	UNIFORMS/UNIFORM ALLOW	931	1,000	1,000	800	800	-20%
20-31	BOOKS	-	300	300	200	200	-33%
20-32	SECURITY/SAFETY MATERIALS	44	2,300	2,300	2,500	2,500	9%
20-38	COMPUTER HARDWARE	-	1,800	1,800	4,200	4,200	133%
	MATERIALS & SUPPLIES	13,386	23,400	23,400	27,200	27,200	16%
30-21	TELEPHONE/FAX	1,440	2,000	2,000	2,000	2,000	0%
30-25	ADVERTISEMENT	50	-	-	-	-	0%
30-27	SUBSCRIPTIONS AND DUES	60	200	200	200	200	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	449	1,000	1,000	1,000	1,000	0%
30-31	CONTRACTUAL SERVICES	1,150	1,200	1,200	1,200	1,200	0%
30-33	DEMOLITION EXPENSES	-	150,000	150,000	150,000	150,000	0%
30-62	GASOLINE	3,548	3,600	3,600	4,000	4,000	11%
30-67	RADIO REPAIRS/MAINTENANCE	-	2,000	2,000	1,200	1,200	-40%
	ADMINISTRATIVE EXPENDITURES	6,697	160,000	160,000	159,600	159,600	0%
	OPERATING EXPENDITURES	415,015	610,500	618,500	680,200	680,200	11%
40-22	AUTOMOBILES- PURCHASE	-	-	-	37,200	37,200	0%
	CAPITAL OUTLAY	-	-	-	37,200	37,200	0%
	TOTAL EXPENDITURES	\$ 415,015	\$ 610,500	\$ 618,500	\$ 717,400	\$ 717,400	18%
	REVENUES						
	GENERAL FUND	\$ 415,015	\$ 610,500	\$ 618,500	\$ 680,200	\$ 680,200	
	GOV. CAPITAL PROJECT FUND	-	-	-	37,200	37,200	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	5.0	5.0	5.0	6.0	6.0	

INSPECTIONS

DIVISIONAL VISION

The Division of Inspections and Permitting protect the existing and future public health, safety, and welfare of the City through effective implementation and enforcement of Building Infrastructure Standard and Property Maintenance Codes.

MAJOR PROGRAMS

PERMITTING & LICENSING ADMINISTRATION

Objective: The purpose of this program is to receive, and process permits, licenses, and miscellaneous fees in accordance with Dover Code, in a timely and satisfactory manner.

BUILDING CONSTRUCTION & INFRASTRUCTURE INSPECTIONS PROGRAM

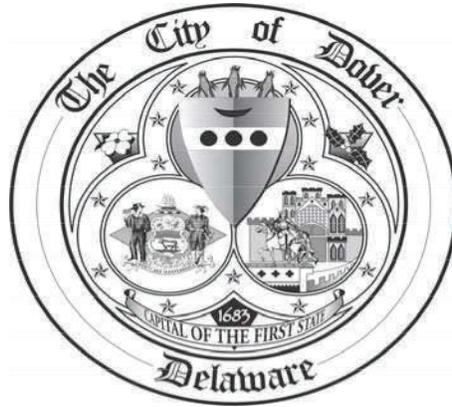
Objective: The objective of this program is providing building permit and infrastructure related inspection services to citizens; to ensure the construction of safe, code compliant buildings and properties within the City of Dover

PROPERTY MAINTENANCE PROGRAM

Objective: The objective of this program is to proactively enforce property maintenance activities to promote the health, safety, and welfare of the City and its neighborhoods while maintaining a standard for a suitable environment for residents to live visit, work and conduct business.

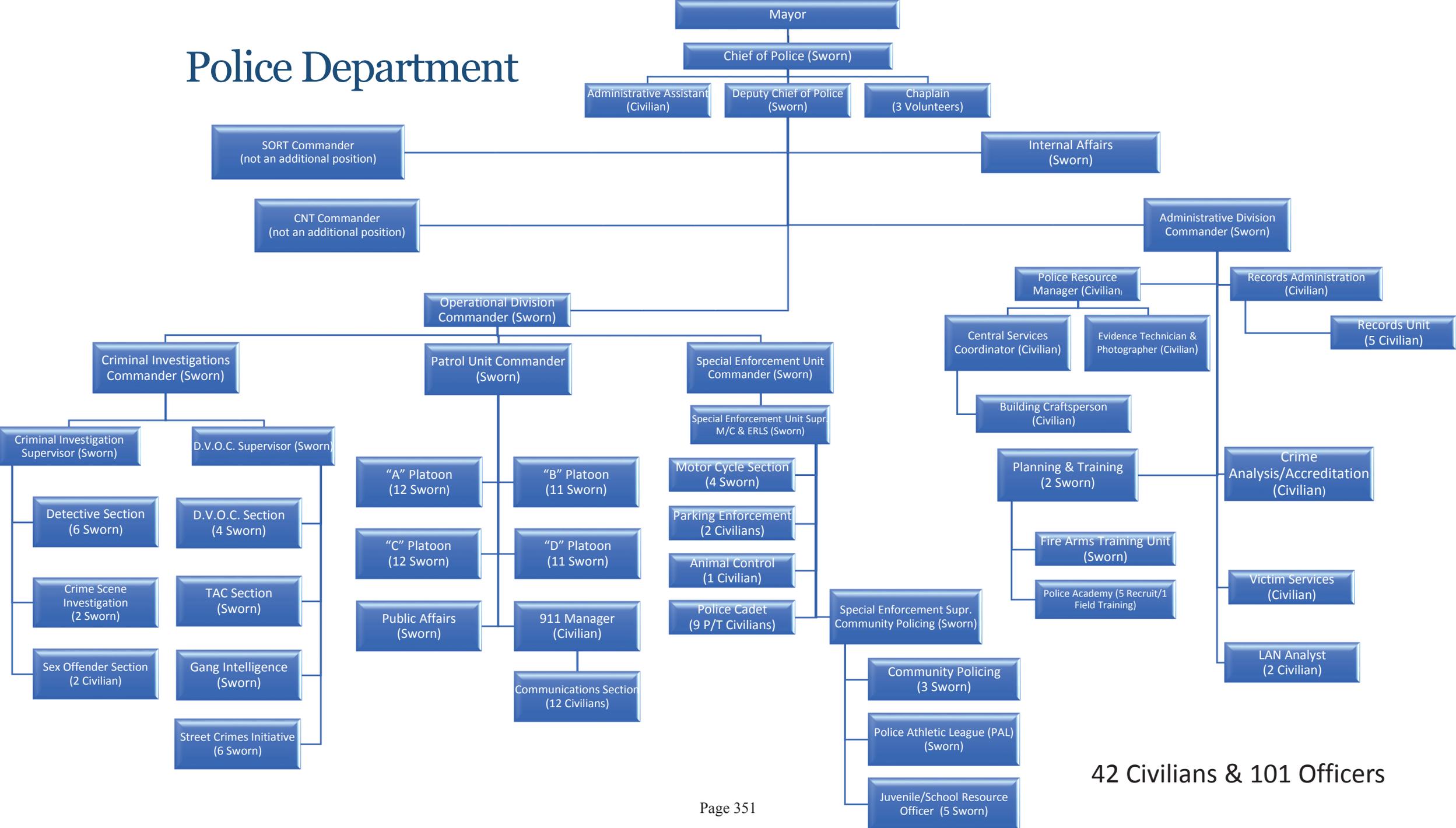
INSPECTIONS
110-1600-534

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 273,635	\$ 295,900	\$ 297,700	\$ 338,700	\$ 338,700	14%
10-12	OVERTIME	3,731	2,000	2,000	4,800	4,800	140%
10-14	FICA TAXES	19,990	22,800	23,000	26,200	26,200	15%
10-15	HEALTH INSURANCE	72,460	72,900	72,900	97,500	97,500	34%
10-16	L I D INSURANCE	1,127	1,500	1,500	1,700	1,700	13%
10-17	WORKERS COMPENSATION	1,569	1,600	1,600	2,000	2,000	25%
10-18	EDUCATIONAL ASSISTANCE	-	-	-	-	-	0%
10-19	PENSION	107,137	109,700	109,700	126,500	126,500	15%
10-20	OPEB	33,381	40,500	40,500	18,900	18,900	-53%
	PERSONNEL COSTS	513,029	546,900	548,900	616,300	616,300	13%
20-21	FURNITURE/FIXTURES	-	-	-	1,500	1,500	0%
20-29	UNIFORMS/UNIFORM ALLOW	519	300	300	300	300	0%
20-31	BOOKS	1,932	1,100	1,100	1,100	1,100	0%
20-32	SECURITY/SAFETY MATERIALS	-	-	-	400	400	0%
20-38	COMPUTER HARDWARE	900	1,800	1,800	4,300	4,300	139%
	MATERIALS & SUPPLIES	3,351	3,200	3,200	7,600	7,600	138%
30-21	TELEPHONE/FAX	3,054	2,400	2,400	2,700	2,700	13%
30-27	SUBSCRIPTIONS AND DUES	60	600	600	900	900	50%
30-28	TRAINING/CONF/FOOD/TRAVEL	640	1,600	1,600	1,600	1,600	0%
30-31	CONTRACTUAL SERVICES	8,788	6,300	6,300	9,000	9,000	43%
30-33	DEMOLITION EXPENSES	57,199	-	-	-	-	0%
30-61	OFF EPUIP/REPAIRS & MAINT	2,547	2,900	2,900	2,900	2,900	0%
30-62	GASOLINE	3,128	3,000	3,000	3,000	3,000	0%
30-67	RADIO REPAIRS/MAINTENANCE	-	1,200	1,200	700	700	-42%
	ADMINISTRATIVE EXPENDITURES	75,416	18,000	18,000	20,800	20,800	16%
	OPERATING EXPENSES	591,796	568,100	570,100	644,700	644,700	13%
40-22	AUTOMOBILES- PURCHASE	-	-	-	-	18,600	0%
	CAPITAL OUTLAY	-	-	-	-	18,600	0%
	TOTAL EXPENDITURES	\$ 591,796	\$ 568,100	\$ 570,100	\$ 644,700	\$ 663,300	17%
	REVENUES						
	GENERAL FUND	\$ 591,796	\$ 568,100	\$ 570,100	\$ 644,700	\$ 644,700	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	6.0	6.0	6.0	7.0	7.0	



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Police Department



42 Civilians & 101 Officers

POLICE

DEPARTMENTAL VISION

It is the mission of the Dover Police Department to proudly serve the community by protecting the life and property of its citizens, enforcing the law, and working in partnership with the public to enhance the quality of life and nurture public trust by holding ourselves to the highest standard of performance and ethics.

We are committed to providing programs and services which at all times place public safety as our priority, support the victims' rights, and recognize the value of human resources as represented by employees, volunteers, and the citizens and visitors of this City, develop relationships with community groups, residential and business organizations, and promote an environment receptive to residents, tourism, and visitors.

MAJOR PROGRAMS

CORE LAW ENFORCEMENT (PATROL, CRIMINAL INVESTIGATION, SPECIAL ENFORCEMENT, EMERGENCY OPERATIONS)

Objective: The objective of this program is to continue to provide timely response to calls for service and to continue to exceed national averages for criminal clearance rates.

To address this objective, we have developed a comprehensive strategic plan to use as a road map for the organization. Listed below are the main objectives for the strategic plan and the steps that we will take to achieve them.

Goal One: Continued reduction of violent crime in the City of Dover Police Department

Goal Two: Focused enforcement on the Opioid epidemic

Goal Three: Concentration on community outreach and the PAL program

Goal Four: Emphasis on recruitment, retention and diversity

OPERATIONAL SUPPORT SERVICES (DISPATCH, EVIDENCE AND PHOTOGRAPHY, PLANNING AND TRAINING, VICTIM SERVICES)

Objective: The objective of this program is to provide training, technical, and administrative support to department personnel to maintain high quality police services.

ADMINISTRATIVE SUPPORT SERVICES (RECORDS, COMPUTER SUPPORT, FINANCIAL ADMINISTRATION, BUILDING MAINTENANCE, PURCHASING, AND FLEET MAINTENANCE)

Objective: The objective of this program is to provide timely and cost-effective administrative support for all sworn personnel, to enhance their effectiveness.

POLICE - CIVILIAN
110-1700-542

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 1,513,128	\$ 1,666,200	\$ 1,677,200	\$ 1,641,200	\$ 1,641,200	-2%
10-12	OVERTIME	92,034	80,000	80,000	85,000	85,000	6%
10-13	TEMPORARY HELP	16,818	71,400	71,400	162,900	162,900	128%
10-14	FICA TAXES	117,620	139,000	139,900	144,500	144,500	4%
10-15	HEALTH INSURANCE	346,012	374,400	374,400	355,800	355,800	-5%
10-16	L I D INSURANCE	6,466	7,400	7,400	8,000	8,000	8%
10-17	WORKERS COMPENSATION	12,136	18,900	18,900	8,700	8,700	-54%
10-18	EDUCATIONAL ASSISTANCE	3,975	9,600	9,600	10,400	10,400	8%
10-19	PENSION	424,034	452,600	452,600	445,100	445,100	-2%
10-20	OPEB	181,190	212,500	212,500	90,000	90,000	-58%
	PERSONNEL COSTS	2,713,413	3,032,000	3,043,900	2,951,600	2,951,600	-3%
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS		33	33	34	34	
	BUDGETED PART-TIME POSITIONS		5	5	9	9	

POLICE - LAW ENFORCEMENT
110-1700-543

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	7,739,759	7,409,900	7,551,000	8,291,400	8,126,100	10%
10-12	OVERTIME	402,953	450,000	450,000	487,100	470,000	4%
10-14	FICA TAXES	600,770	601,100	612,800	671,300	657,400	9%
10-15	HEALTH INSURANCE	1,401,275	1,410,800	1,410,800	1,522,000	1,472,400	4%
10-16	L I D INSURANCE	25,936	29,000	29,000	33,000	32,100	11%
10-17	WORKERS COMPENSATION	408,304	485,000	485,000	541,300	530,400	9%
10-18	EDUCATIONAL ASSISTANCE	48,746	-	48,000	50,000	50,000	0%
10-19	PENSION	797,226	1,209,400	1,209,400	1,362,600	1,336,100	10%
10-20	OPEB	870,608	993,300	993,300	453,200	444,300	-55%
	PERSONNEL COSTS	12,295,576	12,588,500	12,789,300	13,411,900	13,118,800	4%
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS		101	101	105	101	
	BUDGETED PART-TIME POSITIONS		0	0	0	0	

POLICE - EXTRA DUTY
110-1700-544

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	489,864	527,200	527,200	584,300	584,300	11%
10-14	FICA TAXES	34,427	40,300	40,300	44,700	44,700	11%
10-17	WORKERS COMPENSATION	27,769	32,500	32,500	36,100	36,100	11%
	PERSONNEL COSTS	552,061	600,000	600,000	665,100	665,100	11%
	TOTAL PERSONNEL COSTS	\$ 15,561,050	\$ 16,220,500	\$ 16,433,200	\$ 17,028,600	\$ 16,735,500	5%

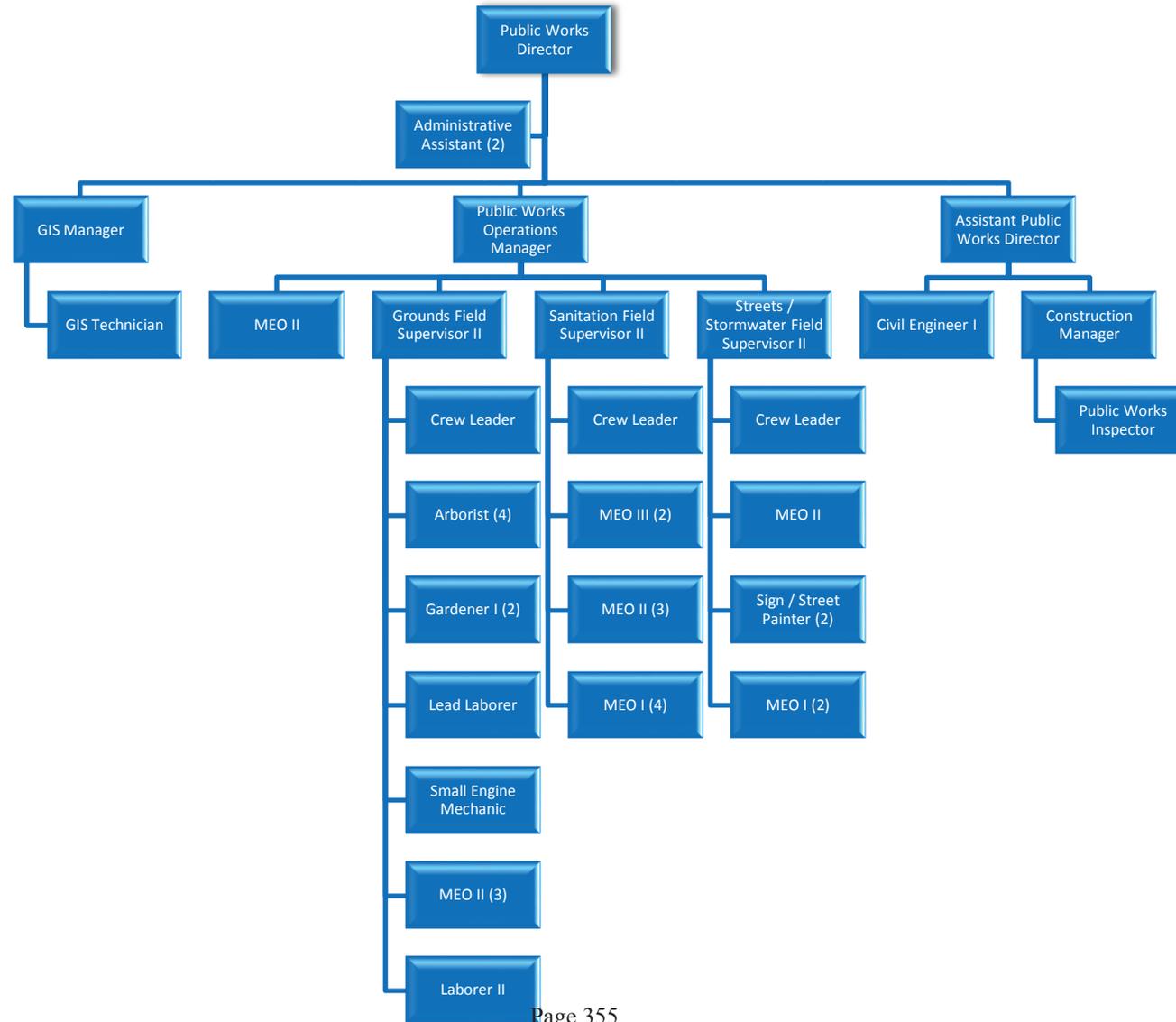
POLICE - CADET PROGRAM IN POLICE GRANT FUND
710-1700-545

ACCT	DESCRIPTION	2017-2018 ACTUAL	2017-2018 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-13	TEMPORARY HELP	11,748	11,900	11,900	-	-	-100%
10-14	FICA TAXES	899	900	900	-	-	-100%
10-17	WORKERS COMPENSATION	725	700	700	-	-	-100%
	PERSONNEL COSTS	13,372	13,500	13,500	-	-	-100%
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS		-	-	-	-	
	BUDGETED PART-TIME POSITIONS		1.0	1.0	-	-	
	TOTAL PERSONNEL						
	BUDGETED FULL-TIME POSITIONS		134.0	134.0	139.0	135.0	
	BUDGETED PART-TIME POSITIONS		6.0	6.0	9.0	9.0	

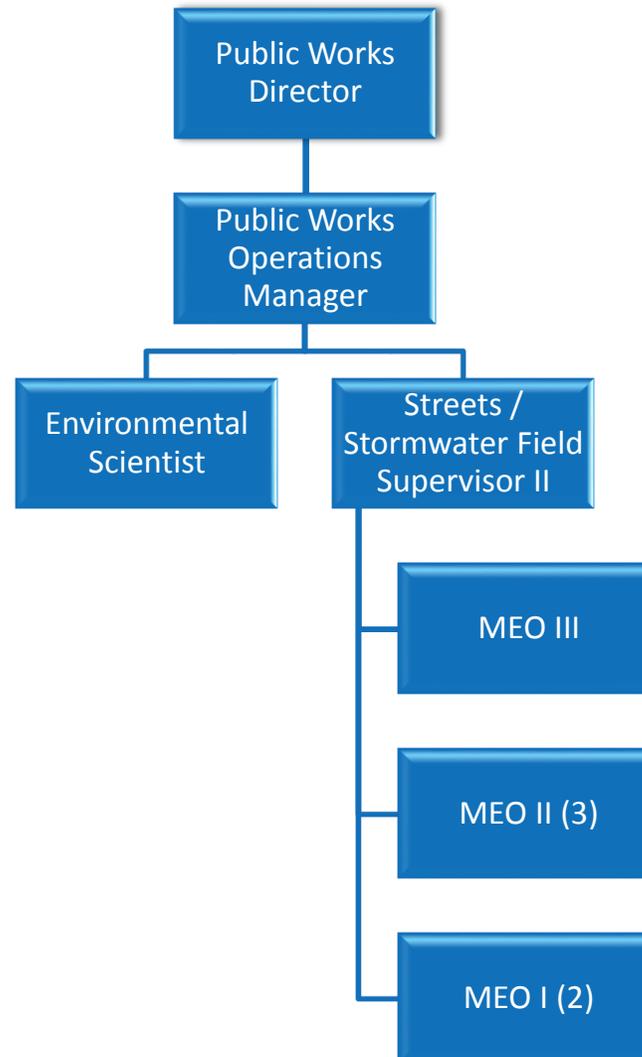
POLICE - ADMINISTRATION
110-1700-541

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
20-14	CI PETTY CASH DISBURSEMENTS	\$ 3,986	\$ 1,000	\$ 1,000	\$ -	\$ -	-100%
20-21	FURNITURE/FIXTURES	4,372	2,300	2,300	3,100	2,300	0%
20-22	OFFICE SUPPLIES	5,357	7,000	7,000	7,000	7,000	0%
20-23	PRINTING AND DUPLICATING	20,526	17,000	17,000	22,200	22,200	31%
20-24	PHOTOGRAPHIC	486	1,500	1,500	1,500	1,500	0%
20-25	CUSTODIAL	5,455	7,000	7,000	7,000	5,500	-21%
20-26	PROGRAM EXPENSES/SUPPLIES	64,201	72,000	72,000	120,100	72,000	0%
20-28	MEDICAL SUP & PHYSICALS	37,822	31,000	31,000	37,700	37,000	19%
20-29	UNIFORMS/UNIFORM ALLOW	93,753	91,800	91,800	206,600	97,000	6%
20-31	BOOKS	-	2,700	2,700	100	100	-96%
20-32	SECURITY/SAFETY MATERIALS	1,851	1,200	1,200	1,800	1,800	50%
20-36	ANIMAL CARE EXPENSES	6,478	3,500	3,500	6,000	6,500	86%
20-37	COMPUTER SOFTWARE	12,981	10,000	10,000	19,300	19,300	93%
20-38	COMPUTER HARDWARE	56,666	75,500	75,500	75,800	75,800	0%
20-46	CITY BLDG MAINT SUPPLIES	41,799	36,500	36,500	44,800	44,800	23%
20-58	WATER/SEWER	2,396	2,300	2,300	2,300	2,300	0%
	MATERIALS & SUPPLIES	358,129	362,300	362,300	555,300	395,100	9%
30-21	TELEPHONE/FAX	48,491	46,800	46,800	72,600	65,100	39%
30-22	POSTAGE	45	-	-	-	-	0%
30-23	ELECTRICITY	73,439	79,000	79,000	79,000	79,000	0%
30-24	HEATING OIL/GAS	12,271	10,800	10,800	10,800	10,800	0%
30-25	ADVERTISEMENT	1,008	1,000	1,000	2,500	2,500	150%
30-26	INSURANCE	34,020	30,000	30,000	30,000	30,000	0%
30-27	SUBSCRIPTIONS AND DUES	4,265	5,300	5,300	7,200	7,200	36%
30-28	TRAINING/CONF/FOOD/TRAVEL	51,358	58,500	59,500	95,800	55,000	-6%
30-29	CONSULTING FEES/AUDIT FEES	14,500	10,400	10,400	10,400	10,400	0%
30-31	CONTRACTUAL SERVICES	164,387	172,400	172,400	184,300	161,200	-6%
30-61	OFF EQUIP/REPAIRS & MAINT	35,390	43,000	43,000	51,300	51,300	19%
30-62	GASOLINE	159,720	117,700	117,700	135,000	150,000	27%
30-63	AUTO REPAIRS/MAINTENANCE	206,008	149,800	149,800	120,900	65,900	-56%
30-67	RADIO REPAIRS/MAINTENANCE	20,527	21,500	21,500	35,900	21,500	0%
30-68	RADIO EQUIPMENT/LEASE	8,771	8,500	8,500	24,900	8,500	0%
	ADMINISTRATIVE EXPENDITURES	834,201	754,700	755,700	860,600	718,400	-5%
	OPERATING EXPENDITURES	16,753,381	17,337,500	17,551,200	18,444,500	17,849,000	3%
40-22	AUTOMOBILES - PURCHASE	299,547	377,600	377,600	535,400	346,300	-8%
40-31	CONSTRUCTION - PURCHASE	13,776	134,400	224,700	407,600	407,600	203%
	CAPITAL OUTLAY	313,323	512,000	602,300	943,000	753,900	47%
	TOTAL EXPENDITURES	\$ 17,066,703	\$ 17,849,500	\$ 18,153,500	\$ 19,387,500	\$ 18,602,900	4%
	REVENUES						
	GENERAL FUND	\$ 16,753,381	\$ 17,337,500	\$ 17,551,200	\$ 18,444,500	\$ 17,849,000	
	GOV. CAPITAL PROJECT FUND	313,323	512,000	602,300	943,000	753,900	

DPW General Fund Org Chart



DPW Stormwater Fund Org Chart – New in 2020



Public Works General Fund

DEPARTMENTAL VISION

To provide services that are an integral part of our community and citizens' everyday lives including Solid Waste Collection & Recycling, Street & Stormwater Management, Grounds Maintenance, Public Works Administration, Geographic Information Systems and Engineering & Inspections services. The Department of Public Works (DPW) shall provide quality and effective services upon which the health, safety, and comfort of this community greatly depend.

MAJOR PROGRAMS

CAPITAL IMPROVEMENT PROJECTS

Objective: The objective of this program is to provide upgrades and improvements to DPW General Fund assets including annual vehicle & equipment replacements, drainage improvement projects (including downtown and within various developments), street and alley improvements, and miscellaneous emergency repairs of street and stormwater infrastructure.

SOLID WASTE COLLECTION & RECYCLING

Objective: The primary objective of this program is to provide regular collection, transportation and disposal of municipal solid waste, recycling, hand trash, bulk household waste, yard waste and bulk yard waste for approximately 11,000 accounts. This consists of approximately 12,000 tons of municipal solid waste and approximately 2,400 tons of yard waste per year.

Objective: A secondary objective of this program is to provide timely delivery and maintenance of the City's automated containers to all customers so that solid waste can be collected efficiently.

STREET & STORMWATER MANAGEMENT

Objective: A primary objective of this program is to manage the City's Municipal Separate Storm Sewer System (MS4) in such a way as to ensure that the standards and requirements of the City's National Pollutant Discharge Elimination System (NPDES) permit are met. Key elements of the NPDES permit include public outreach and education, an illicit discharge detection and elimination program / inventory, ensuring stormwater management during construction, providing post construction stormwater management controls, and implementing pollution prevention and good housekeeping measures.

Objective: A primary objective of this program is to perform preventative maintenance and repair on 139 miles of storm sewer and approximately 6,900 catch basins. In addition, this program involves the preventative maintenance and repair of tax ditches, City owned stormwater ponds and various areas adjacent to Silver Lake, to improve the water quality of all water bodies.

Objective: A primary objective of this program is to perform preventative maintenance and repair to 111 miles of street right-of-way which includes pavement, sidewalk and curbs, in order to provide safe methods of transportation.

Objective: A primary objective of this program is to perform annual street sweeping and seasonal leaf collection to the City's 111 miles of streets, which decrease debris from entering the water bodies.

GROUNDS MAINTENANCE

Objective: A primary objective of this program is to mow on a weekly basis over 378 acres of City property including edging along sidewalks and curbs, which enhances the aesthetic quality of City owned properties.

Objective: A primary objective of this program is to annually install and maintain 65 flower beds, 77 flowering hanging baskets and 18 flowering planters in an effort to increase beautification throughout the City.

Objective: A primary objective is to maintain approximately 3,730 street trees. The City celebrated its 30th consecutive year receiving the Tree City USA designation in 2019.

Objective: A secondary objective is the provision of litter collection services at over 58 locations within the City, to keep our properties clean and attractive.

Objective: A secondary objective is the annual decorating of trees and various properties for the holiday season, which enhances the spirit of the season for residents and visitors to the City.

PUBLIC WORKS ADMINISTRATION

Objective: The primary objective is to provide support to the DPW through providing of customer service on behalf of all Divisions, processing work order requests, issuing press releases, processing payroll, overseeing the preparation and implementation of the Departmental budget and overseeing Departmental staffing and recruitment. These efforts are made so that our employees and customers have appropriate information to handle concerns.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Objective: The primary objective is to provide citywide services including the administration and maintenance of over 45 GIS layers, 19 web mapping applications (5 available for online public use), and 14 collector applications which assist in the management of the City's various assets, data and services. These efforts allow for centralized, accurate and timely information to make the best decisions for the City.

ENGINEERING & INSPECTIONS

Objective: A primary objective is to provide capital improvement project design services as well as consultant oversight to ensure the most cost-effective projects are being constructed and implemented.

Objective: A primary objective is to provide engineering analyses, Renovation Permit review, City Right-of-Way Permit review, engineering site plan / subdivision plan review, and operation Division assistance with improvement development, which will increase operational efficiency to both the workforce and customers.

PUBLIC WORKS - ADMINISTRATION
110-2400-551

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 388,730	\$ 387,500	\$ 387,500	\$ 410,400	\$ 441,500	14%
10-14	FICA TAXES	28,318	29,600	29,600	31,400	33,800	14%
10-15	HEALTH INSURANCE	74,361	74,300	74,300	74,300	86,700	17%
10-16	L I D INSURANCE	2,144	2,300	2,300	2,400	2,600	13%
10-17	WORKERS COMPENSATION	1,259	1,300	1,300	1,300	3,000	131%
10-19	PENSION	152,413	154,100	154,100	173,000	174,900	13%
10-20	OPEB	47,550	53,000	53,000	23,000	24,700	-53%
	PERSONNEL COSTS	694,774	702,100	702,100	715,800	767,200	9%
20-21	FURNITURE/FIXTURES	198	200	200	-	-	-100%
20-22	OFFICE SUPPLIES	4,083	3,500	3,500	3,500	3,500	0%
20-23	PRINTING AND DUPLICATING	3,538	3,000	3,000	3,000	3,000	0%
20-29	UNIFORM/UNIFORM ALLOW	-	-	-	-	300	0%
20-32	SECURITY/SAFETY MATERIALS	-	-	-	-	200	0%
20-37	COMPUTER SOFTWARE	-	-	-	12,000	12,000	0%
20-38	COMPUTER HARDWARE	2,956	1,800	1,800	2,000	2,000	11%
	MATERIALS & SUPPLIES	10,775	8,500	8,500	20,500	21,000	147%
30-21	TELEPHONE/FAX	1,762	4,400	4,400	4,100	4,100	-7%
30-27	SUBSCRIPTIONS AND DUES	3,310	1,100	1,100	5,000	5,000	355%
30-28	TRAINING/CONF/FOOD/TRAVEL	1,298	3,900	3,500	3,000	3,000	-23%
30-31	CONTRACTUAL SERVICES	4,905	-	-	-	-	0%
30-62	GASOLINE	389	500	500	1,300	1,300	160%
30-67	RADIO REPAIRS/MAINTENANCE	172	300	700	700	700	133%
	ADMINISTRATIVE EXPENDITURES	11,836	10,200	10,200	14,100	14,100	38%
	OPERATING EXPENDITURES	717,385	720,800	720,800	750,400	802,300	11%
	TOTAL EXPENDITURES	\$ 717,385	\$ 720,800	\$ 720,800	\$ 750,400	\$ 802,300	11%
	REVENUES						
	GENERAL FUND	\$ 717,385	\$ 720,800	\$ 720,800	\$ 750,400	\$ 802,300	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	6.0	6.0	6.0	6.0	7.0	

PUBLIC WORKS ENGINEERING
110/147-2600-553

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 154,947	\$ 158,100	\$ 158,100	\$ 167,600	\$ 109,000	-31%
10-12	OVERTIME	502	1,000	1,000	-	-	-100%
10-14	FICA TAXES	11,087	12,200	12,200	12,800	8,300	-32%
10-15	HEALTH INSURANCE	47,896	51,700	51,700	41,800	29,400	-43%
10-16	L I D INSURANCE	800	900	900	1,000	500	-44%
10-17	WORKERS COMPENSATION	1,055	500	500	500	400	-20%
10-18	EDUCATIONAL ASSISTANCE	1,066	-	2,000	-	-	0%
10-19	PENSION	8,642	9,400	9,400	8,300	6,500	-31%
10-20	OPEB	19,081	21,600	21,600	9,400	6,100	-72%
	PERSONNEL COSTS	245,077	255,400	257,400	241,400	160,200	-37%
20-29	UNIFORMS/UNIFORM ALLOW	136	200	200	200	200	0%
20-32	SECURITY/SAFETY MATERIALS	-	100	100	200	200	100%
20-33	SMALL TOOLS	275	200	200	10,100	10,100	4950%
20-37	COMPUTER SOFTWARE	70	200	200	200	200	0%
20-38	COMPUTER HARDWARE	-	-	-	700	700	0%
	MATERIALS & SUPPLIES	481	700	700	11,400	11,400	1529%
30-21	TELEPHONE/FAX	252	1,600	1,600	2,200	2,200	38%
30-28	TRAINING/CONF/FOOD/TRAVEL	931	900	900	900	900	0%
30-31	CONTRACTUAL SERVICES	14,651	16,800	16,800	191,800	191,800	1042%
30-62	GASOLINE	1,452	1,400	1,400	1,400	1,400	0%
30-64	TRUCK REPAIRS/MAINTENANCE	1,086	-	-	-	-	0%
30-67	RADIO REPAIRS/MAINTENANCE	-	800	800	900	900	13%
	ADMINISTRATIVE EXPENDITURES	18,372	21,500	21,500	197,200	197,200	817%
	OPERATING EXPENDITURES	263,930	277,600	279,600	450,000	368,800	33%
	TOTAL EXPENDITURES	\$ 263,930	\$ 277,600	\$ 279,600	\$ 450,000	\$ 368,800	33%
	REVENUES						
	GENERAL FUND	\$ 263,930	\$ 277,600	\$ 279,600	\$ 450,000	\$ 368,800	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	3.0	3.0	3.0	3.0	2.0	

GROUNDS

110- 1500-522

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 409,201	\$ 500,700	\$ 500,700	\$ 593,200	\$ 563,200	12%
10-12	OVERTIME	11,347	11,600	11,600	14,800	14,000	21%
10-14	FICA TAXES	30,460	39,200	39,200	46,600	44,200	13%
10-15	HEALTH INSURANCE	105,067	130,900	130,900	169,100	156,700	20%
10-16	L I D INSURANCE	1,879	2,800	2,800	3,100	2,900	4%
10-17	WORKERS COMPENSATION	22,932	28,300	28,300	33,600	31,900	13%
10-19	PENSION	135,303	134,200	134,200	179,000	177,200	32%
10-20	OPEB	50,916	68,300	68,300	33,200	31,500	-54%
	PERSONNEL COSTS	767,106	916,000	916,000	1,072,600	1,021,600	12%
20-25	CUSTODIAL	193	300	300	300	300	0%
20-26	PROGRAM EXPENSES/SUPPLIES	18,847	72,200	64,100	45,500	45,500	-37%
20-29	UNIFORMS/UNIFORM ALLOW	2,803	3,100	3,100	3,700	3,400	10%
20-32	SECURITY/SAFETY MATERIALS	1,540	1,600	1,600	2,000	1,800	13%
20-33	SMALL TOOLS	2,972	4,500	4,500	4,500	4,300	-4%
20-38	COMPUTER HARDWARE	-	1,800	1,800	-	-	-100%
20-44	SAND AND SALT	737	400	400	400	400	0%
20-46	CITY BLDG MAINT SUPPLIES	2,338	500	1,700	500	500	0%
20-58	WATER/SEWER	1,770	2,800	6,200	2,400	2,400	-14%
	MATERIALS & SUPPLIES	31,201	87,200	83,700	59,300	58,600	-33%
30-21	TELEPHONE/FAX	618	1,000	1,000	1,000	1,000	0%
30-23	ELECTRICITY	3,499	4,000	4,000	3,000	3,000	-25%
30-24	HEATING OIL/GAS	6,054	4,000	4,700	3,500	3,500	-13%
30-27	SUBSCRIPTIONS AND DUES	467	700	700	700	700	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	1,360	2,400	2,400	2,500	2,400	0%
30-31	CONTRACTUAL SERVICES	121,693	109,600	112,400	113,200	113,200	3%
30-43	ENVIRONMENTAL EXPENSES	4,445	4,100	700	700	700	-83%
30-44	AGENCY BILLING-TEMP HELP	37,312	31,000	31,000	30,000	30,000	-3%
30-62	GASOLINE	20,028	18,000	18,000	18,000	18,000	0%
30-65	MAINT EQUIP REPAIRS/MAINT	12,795	13,000	16,400	13,000	13,000	0%
30-67	RADIO REPAIRS/MAINTENANCE	862	4,000	4,000	3,800	3,800	-5%
	ADMINISTRATIVE EXPENDITURES	209,132	191,800	195,300	189,400	189,300	-1%
	OPERATING EXPENSES	1,007,439	1,195,000	1,195,000	1,321,300	1,269,500	6%
40-23	TRUCKS - PURCHASE	-	188,000	188,000	21,000	21,000	-89%
40-24	MAINT EQUIP - PURCHASE	-	-	62,500	107,400	107,400	0%
	CAPITAL OUTLAY	-	188,000	250,500	128,400	128,400	-32%
	TOTAL EXPENDITURES	\$ 1,007,439	\$ 1,383,000	\$ 1,445,500	\$ 1,449,700	\$ 1,397,900	1%
	REVENUES						
	GENERAL FUND	\$ 1,007,439	\$ 1,195,000	\$ 1,195,000	\$ 1,321,300	\$ 1,269,500	
	GOV. CAPITAL PROJECT FUND	-	188,000	250,500	128,400	128,400	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	13.0	13.0	13.0	15.0	14.0	
	BUDGETED PART-TIME POSITIONS	-	-	-	-	-	

STREETS (INCLUDING STRATEGIC PERSONNEL)
110-1800-554

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 291,335	\$ 350,600	\$ 351,500	\$ 540,500	\$ 293,200	-16%
10-12	OVERTIME	5,863	7,900	7,900	13,200	10,600	34%
10-14	FICA TAXES	21,098	27,400	27,500	42,400	23,200	-15%
10-15	HEALTH INSURANCE	93,431	106,900	106,900	160,000	85,600	-20%
10-16	L I D INSURANCE	1,491	1,800	1,800	3,200	1,700	-6%
10-17	WORKERS COMPENSATION	16,443	19,800	19,800	30,400	16,700	-16%
10-19	PENSION	95,273	111,400	111,400	115,000	97,800	-12%
10-20	OPEB	35,551	47,800	47,800	30,100	16,300	-66%
	PERSONNEL COSTS	560,486	673,600	674,600	934,800	545,100	-19%
20-26	PROGRAM EXPENSES/SUPPLIES	171,295	186,900	186,900	122,800	-	-100%
20-29	UNIFORMS/UNIFORM ALLOW	1,480	1,900	1,900	3,400	1,900	0%
20-32	SECURITY/SAFETY MATERIALS	779	1,100	1,100	1,800	1,100	0%
20-33	SMALL TOOLS	7,352	10,000	10,000	12,500	2,500	-75%
20-38	COMPUTER HARDWARE	-	-	-	400	400	0%
20-41	STREET REPAIRING MATERIAL	10,850	10,000	10,000	30,000	30,000	200%
20-42	STREET CLEANING SUPPLIES	2,894	3,000	3,000	3,000	-	-100%
20-43	STREET SIGNS/MARKING	13,871	15,400	15,400	18,500	18,500	20%
20-44	SAND AND SALT	18,743	13,800	20,300	17,000	17,000	23%
20-46	CITY BLDG MAINT SUPPLIES	3	200	200	200	200	0%
20-62	STORM SEWER SUPPLIES	5,587	2,500	2,500	10,000	-	-100%
	MATERIALS & SUPPLIES	232,852	244,800	251,300	219,600	71,600	-71%
30-21	TELEPHONE/FAX	638	600	600	800	500	-17%
30-25	ADVERTISEMENT	1,356	2,200	2,200	1,000	-	-100%
30-28	TRAINING/CONF/FOOD/TRAVEL	240	400	400	500	300	-25%
30-29	CONSULTING FEES	120	1,000	1,000	23,000	1,000	0%
30-31	CONTRACTUAL SERVICES	148,301	426,100	378,200	377,300	137,500	-68%
30-43	ENVIRONMENTAL EXPENSES	1,390	2,000	2,000	1,500	-	-100%
30-44	AGENCY BILLING-TEMP HELP	25,182	20,000	20,000	20,000	-	-100%
30-62	GASOLINE	30,737	30,000	30,000	32,000	17,000	-43%
30-65	MAINT EPUIP REPAIRS/MAINT	2,810	3,000	3,000	5,800	4,300	43%
30-67	RADIO REPAIRS/MAINTENANCE	1,735	5,400	5,400	10,000	33,300	517%
	ADMINISTRATIVE EXPENDITURES	212,510	490,700	442,800	471,900	193,900	-60%
	OPERATING EXPENDITURES	1,005,848	1,409,100	1,368,700	1,626,300	810,600	-42%
40-23	TRUCKS - PURCHASE	11,215	158,000	286,200	184,700	144,700	-8%
40-25	OTHER EPUIPMENT PURCHASE	-	194,000	-	508,500	185,800	-4%
40-31	CONSTRUCTION - PURCHASE	1,217,150	1,863,000	2,557,800	1,929,000	936,000	-50%
	CAPITAL OUTLAY	1,228,366	2,215,000	2,844,000	2,622,200	1,266,500	-43%
	TOTAL EXPENDITURES	\$ 2,234,214	\$ 3,624,100	\$ 4,212,700	\$ 4,248,500	\$ 2,077,100	-43%
	REVENUES						
	GENERAL FUND	\$ 1,005,848	\$ 1,409,100	\$ 1,368,700	\$ 1,626,300	\$ 810,600	
	GOV. CAPITAL PROJECT FUND	1,228,366	2,215,000	2,844,000	2,622,200	1,266,500	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	8.0	8.0	8.0	14.0	7.0	

STORMWATER
110-1800

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ -	\$ -	\$ -	\$ -	\$ 261,400	0%
10-12	OVERTIME	-	-	-	-	3,400	0%
10-14	FICA TAXES	-	-	-	-	20,200	0%
10-15	HEALTH INSURANCE	-	-	-	-	73,700	0%
10-16	L I D INSURANCE	-	-	-	-	1,700	0%
10-17	WORKERS COMPENSATION	-	-	-	-	11,600	0%
10-19	PENSION	-	-	-	-	16,200	0%
10-20	OPEB	-	-	-	-	14,600	0%
	PERSONNEL COSTS	-	-	-	-	402,800	0%
20-26	PROGRAM EXPENSES/SUPPLIES	-	-	-	-	122,800	0%
20-29	UNIFORMS/UNIFORM ALLOW	-	-	-	-	1,600	0%
20-32	SECURITY/SAFETY MATERIALS	-	-	-	-	700	0%
20-33	SMALL TOOLS	-	-	-	-	10,000	0%
20-42	STREET CLEANING SUPPLIES	-	-	-	-	3,000	0%
20-62	STORM SEWER SUPPLIES	-	-	-	-	10,000	0%
	MATERIALS & SUPPLIES	-	-	-	-	148,100	0%
30-21	TELEPHONE/FAX	-	-	-	-	300	0%
30-25	ADVERTISEMENT	-	-	-	-	1,000	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	-	-	-	-	200	0%
30-29	CONSULTING FEES	-	-	-	-	22,000	0%
30-31	CONTRACTUAL SERVICES	-	-	-	-	239,800	0%
30-43	ENVIRONMENTAL EXPENSES	-	-	-	-	1,500	0%
30-44	AGENCY BILLING-TEMP HELP	-	-	-	-	20,000	0%
30-62	GASOLINE	-	-	-	-	15,000	0%
30-65	MAINT EPUIP REPAIRS/MAINT	-	-	-	-	1,500	0%
30-67	RADIO REPAIRS/MAINTENANCE	-	-	-	-	6,800	0%
	ADMINISTRATIVE EXPENDITURES	-	-	-	-	308,100	0%
	OPERATING EXPENDITURES	-	-	-	-	859,000	0%
40-23	TRUCKS - PURCHASE	-	-	-	-	40,000	0%
40-25	OTHER EPUIPMENT PURCHASE	-	-	-	-	80,000	0%
40-31	CONSTRUCTION - PURCHASE	-	-	-	-	245,000	0%
	CAPITAL OUTLAY	-	-	-	-	365,000	0%
	TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ 1,224,000	0%
	REVENUES						
	GENERAL FUND	\$ -	\$ -	\$ -	\$ -	859,000	
	GOV. CAPITAL PROJECT FUND	-	-	-	-	365,000	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	-	-	-	-	7.0	

SANITATION

110- 1800-555

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 332,494	\$ 398,300	\$ 400,000	\$ 437,800	\$ 402,500	1%
10-12	OVERTIME	16,993	17,500	17,500	19,200	18,200	4%
10-13	TEMPORARY HELP	-	-	-	-	-	0%
10-14	FICA TAXES	25,443	31,800	32,000	35,000	32,200	1%
10-15	HEALTH INSURANCE	85,392	109,900	109,900	114,200	101,800	-7%
10-16	L I D INSURANCE	1,543	2,000	2,000	2,400	2,200	10%
10-17	WORKERS COMPENSATION	18,874	23,000	23,000	25,200	23,200	1%
10-19	PENSION	132,471	144,000	144,000	138,500	136,400	-5%
10-20	OPEB	40,253	54,400	54,400	24,500	22,500	-59%
	PERSONNEL COSTS	653,463	780,900	782,800	796,800	739,000	-5%
20-26	PROGRAM EXPENSES/SUPPLIES	34,968	35,200	35,200	38,400	38,400	9%
20-29	UNIFORMS/UNIFORM ALLOW	3,212	2,600	2,600	2,900	2,600	0%
20-32	SECURITY/SAFETY MATERIALS	990	1,000	1,000	1,600	1,500	50%
20-33	SMALL TOOLS	132	400	400	400	400	0%
20-46	CITY BLDG MAINT SUPPLIES	1,596	500	500	500	500	0%
	MATERIALS & SUPPLIES	40,899	39,700	39,700	43,800	43,400	9%
30-21	TELEPHONE/FAX	348	400	400	1,000	1,000	150%
30-25	ADVERTISEMENT	1,108	700	3,300	4,600	4,600	557%
30-28	TRAINING/CONF/FOOD/TRAVEL	260	100	200	200	200	100%
30-31	CONTRACTUAL SERVICES	1,551,164	1,540,100	1,540,200	1,520,600	1,520,600	-1%
30-43	ENVIRONMENTAL EXPENSES	350	2,000	2,000	2,000	2,000	0%
30-44	AGENCY BILLING-TEMP HELP	43,429	35,000	35,000	35,700	35,700	2%
30-62	GASOLINE	70,780	70,000	69,800	81,500	81,500	16%
30-67	RADIO REPAIRS/MAINTENANCE	1,137	6,300	6,300	4,400	4,400	-30%
	ADMINISTRATIVE EXPENDITURES	1,668,576	1,654,600	1,657,200	1,650,000	1,650,000	0%
	OPERATING EXPENSES	2,362,937	2,475,200	2,479,700	2,490,600	2,432,400	-2%
40-23	TRUCKS - PURCHASE	39,994	34,400	452,600	287,200	287,200	735%
	CAPITAL OUTLAY	39,994	34,400	452,600	287,200	287,200	735%
	TOTAL EXPENDITURES	\$ 2,402,931	\$ 2,509,600	\$ 2,932,300	\$ 2,777,800	\$ 2,719,600	8%
	REVENUES						
	GENERAL FUND	\$ 2,362,937	\$ 2,475,200	\$ 2,479,700	\$ 2,490,600	\$ 2,432,400	
	GOV. CAPITAL PROJECT FUND	39,994	34,400	452,600	287,200	287,200	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	9.0	9.0	10.0	11.0	10.0	

Tax Assessor



TAX ASSESSOR

DEPARTMENTAL VISION

We, the employees of the City of Dover Assessor's Office, have a primary mission to maintain the property assessment system in a way that is equitable, fair and uniform to all citizens of the City of Dover and at the same time meet all constitutional and statutory requirements. We will strive to provide an optimal level of service, information and policy guidance to the public and to other governmental agencies.

The Appraisal Assessment activities are conducted in full accordance with the International Association of Assessing Officers (IAAO) to ensure that each class of property is taxed at 100 percent of market value or equal percentage thereof. The appraisal functions are conducted in accordance with the Uniform Standards of Professional Appraisal Practices (USPAP) of the Appraisal Foundation passed by Congress effective July 2006.

MAJOR PROGRAMS

ADMINISTRATION

Objective: The objective of this program is to process deeds, maintain maps, and to assign addresses in a timely fashion. This ensures that tax information for citizens and local businesses are kept current. This office also maintains the land data base in the billing software on all Master Accounts. All mailing address changes are also processed within the Assessor's Office; pertaining to the Master Accounts.

APPRAISAL AND ASSESSMENT

Objective: The objective of this program is to appraise, assess, and equalize all real property within the City of Dover, as accurately as possible, in accordance with Delaware State Law, City Charter, and Ordinances. The Assessor's office is required by City Charter Section 47 and under the Code of Ordinances, City of Dover, Delaware Section 102.1 to conduct a revaluation and reassessment of all real property, every fifth year (since 2010) unless otherwise directed, under the supervision of the assessor or in conjunction with the assessor, by an outside mass appraisal company or a consortium of appraisers chosen by the council.

Other activities of the Assessor's office include:

Appeals/Exemptions: Each year this office receives appeals and exemption requests after the Assessment Registers are generated for the public to view. We meet with the Board of Assessment Appeals annually to defend our value; if appealed.

Property Tax Billing: Four times a year, this office generates a billing for the City of Dover. The annual billing goes out July 1. The tax is generated in this office and the bills are printed and reviewed before mailed.

Maintain the Approved Abatements from Planning/Inspection: This office maintains All of the Incentive Programs for Property Tax Relief after they have been approved by the Planning and Inspection Department.

Initiate the Clean Hands for Property Tax: This office initiates the Clean Hands Process for Tax Collection. The list is provided to Customer Service for their collection efforts.

Initiate the Sheriff Sales: This office initiates the Sheriff Sales. We send out all delinquent bills and notification of Sheriff Sale Processing and then it is provided to the Deputy City Solicitor for legal processing.

First Time Home Buyer Abatements: This office maintains the First Time Buyer Abatements, if they meet the criteria set forth in our ordinance.

Realty Transfer Tax: This office collects the Realty Transfer Tax owed to the City after settlement. We verify the amounts that are coming through our office and we stamp the deeds before they can be recorded. The Payments are processed in cashiering.

Senior Citizen & Disability Exemptions: These two exemptions are initiated and maintained within our office. Every year, we send applications to all the citizens who are on our list currently as well as new citizens that have requested to be on the mailing list. We verify income/age/residency/other information before it can be approved for a reduction of property taxes.

The goal for this program in FY20, as per the City of Dover Code, will be to conduct a City-Wide Revaluation beginning August 2019 if requested. Our last City-Wide revaluation was conducted in FY 2014-15.

TAX ASSESSOR
110-1300-513

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 137,263	\$ 134,700	\$ 137,100	\$ 140,800	\$ 140,800	5%
10-12	OVERTIME	97	-	-	-	-	0%
10-14	FICA TAXES	10,161	10,300	10,300	10,800	10,800	5%
10-15	HEALTH INSURANCE	20,128	21,300	21,300	16,700	16,700	-22%
10-16	L I D INSURANCE	779	900	900	1,000	1,000	11%
10-17	WORKERS COMPENSATION	790	800	800	800	800	0%
10-19	PENSION	27,883	28,300	28,300	31,500	31,500	11%
10-20	OPEB	16,449	18,500	18,500	7,900	7,900	-57%
	PERSONNEL COSTS	213,550	214,800	217,200	209,500	209,500	-2%
20-22	OFFICE SUPPLIES	2,139	2,600	2,600	2,600	2,600	0%
20-23	PRINTING AND DUPLICATING	187	200	200	10,000	10,000	4900%
20-38	COMPUTER HARDWARE	859	1,800	1,800	-	-	-100%
	MATERIALS & SUPPLIES	3,184	4,600	4,600	12,600	12,600	174%
30-21	TELEPHONE/FAX	1,208	1,000	1,000	1,300	1,300	30%
30-25	ADVERTISEMENT	225	1,000	1,000	1,400	1,400	40%
30-27	SUBSCRIPTIONS AND DUES	856	900	900	1,100	1,100	22%
30-28	TRAINING/CONF/FOOD/TRAVEL	5,413	7,500	7,500	7,500	7,500	0%
30-31	CONTRACTUAL SERVICES	12,765	13,500	13,500	213,800	163,800	1113%
30-62	GASOLINE	480	800	800	600	600	-25%
30-67	RADIO REPAIRS/MAINTENANCE	-	400	400	400	400	0%
	ADMINISTRATIVE EXPENDITURES	20,947	25,100	25,100	226,100	176,100	602%
	OPERATING EXPENDITURES	237,681	244,500	246,900	448,200	398,200	63%
	TOTAL EXPENDITURES	\$ 237,681	\$ 244,500	\$ 246,900	\$ 448,200	\$ 398,200	63%
	REVENUES						
	GENERAL FUND	\$ 237,681	\$ 244,500	\$ 246,900	\$ 448,200	\$ 398,200	
	GOV. CAPITAL PROJECT FUND	-	-	-	-	-	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	3.0	3.0	3.0	3.0	3.0	

PUBLIC UTILITIES WATER & WASTEWATER

THE FOLLOWING SUBSECTIONS ARE INCLUDED:

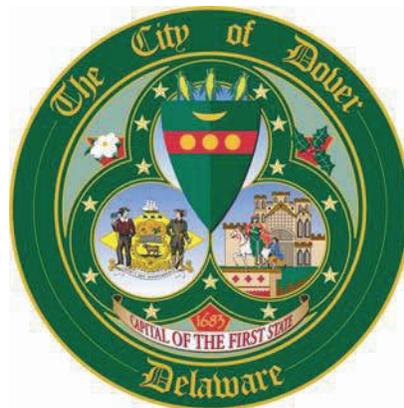
WATER ENGINEERING & INSPECTION

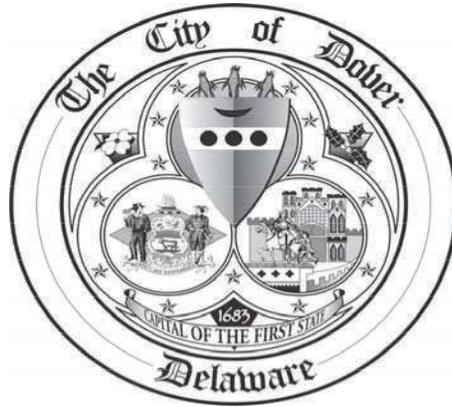
WATER MAINTENANCE

WATER TREATMENT PLANT

WASTEWATER ENGINEERING & INSPECTIONS

WASTEWATER MAINTENANCE





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**WATER &
WASTEWATER FUNDS
BUDGET REVIEW**

**Fiscal Year 2019-
2020**

**Operating
Department &
Division
Summaries**

**• May 2019 – Budget
Review Hearing**

Water Engineering

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	220,500	339,900	339,900	54%
MATERIALS & SUPPLIES	10,500	9,300	9,300	-11%
ADMINISTRATIVE EXPENDITURES	20,200	22,200	22,200	10%
OPERATING EXPENDITURES	\$ 251,200	\$ 371,400	\$ 371,400	48%

* FY19 Budget has been restated to split expense 50/50 between Water and Wastewater Engineering.

Highlights:

Personnel costs for Engineering are being split between Water and Wastewater, starting in FY20. Expense is up due to the inclusion of the Assistant PW Director. *(once we have the new ERP payroll system, this cost will be split between water & wastewater)*

Materials & Supplies are down, over FY19, but again the department was split for FY20.

Administrative expenditures, overall, are slightly up over last year. Expenses being split between Water & Wastewater as unique departments for the first time this year.

Water Maintenance

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	588,000	508,200	508,200	-14%
MATERIALS & SUPPLIES	89,000	88,400	88,400	-1%
ADMINISTRATIVE EXPENDITURES	73,000	41,800	41,800	-43%
OPERATING EXPENDITURES	750,000	638,400	638,400	-15%
CAPITAL OUTLAY	515,300	1,754,900	960,400	86%
TOTAL EXPENDITURES	\$ 1,265,300	\$ 2,393,300	\$ 1,598,800	26%

Highlights:

Personnel costs have decreased \$79,800. Last year, there were both a Superintendent and Crew Leader in the budget, the Crew Leader position has been eliminated in FY20.

There is a slight decrease of \$600 in Materials & Supplies.

Administrative Expenditures decreased \$31,200 primarily due to a \$29,000 reduction in Consulting Fees – this was a rate study performed in FY19.

Capital Outlay increased \$445,100, primarily due to the inclusion of a \$773,000 budget for Water Quality Improvements at Columbia Avenue and the surveying of the area around Fairview.

Water Treatment

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	1,104,500	1,285,900	1,273,400	15%
MATERIALS & SUPPLIES	156,200	181,700	181,700	16%
ADMINISTRATIVE EXPENDITURE	545,100	625,800	625,800	15%
OPERATING EXPENDITURES	1,805,800	2,093,400	2,080,900	15%
CAPITAL OUTLAY	4,000,000	559,700	559,700	-86%
TOTAL EXPENDITURES	\$ 5,805,800	\$ 2,653,100	\$ 2,640,600	-55%

Highlights:

Personnel costs increased \$168,900 primarily due to the inclusion of a new engineer, transferred from Water Engineering. Also, scheduled OT has been increased \$25,000 to meet the current trend.

Materials & Supplies increased \$25,500. \$20K of this is for chemicals & additives – chlorine will be used instead of outside ozone vendors.

Administrative Expenditures increased \$80,700 primarily in Contractual Services, for maintenance on the elevated storage tank.

Wastewater Engineering

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	220,500	165,000	165,000	-25%
MATERIALS & SUPPLIES	10,500	6,600	6,600	-37%
ADMINISTRATIVE EXPENDITURES	20,200	23,500	23,500	16%
OPERATING EXPENDITURES	\$ 251,200	\$ 195,100	\$ 195,100	-22%

* FY19 Budget has been restated to split expense 50/50 between Water and Wastewater Engineering.

Highlights:

Personnel costs for Engineering are being split between Water and Wastewater, starting in FY20.

Materials & Supplies are down, over FY19, but again the department was split for FY20.

Administrative expenditures, overall, are slightly up over last year. Expenses being split between Water & Wastewater as unique departments for the first time this year.

Wastewater Maintenance

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	618,800	736,900	736,900	19%
MATERIALS & SUPPLIES	104,700	109,700	109,700	5%
ADMINISTRATIVE EXPENDITURES	262,700	307,300	307,300	17%
OPERATING EXPENDITURES	986,200	1,153,900	1,153,900	17%
CAPITAL OUTLAY	2,505,200	2,477,600	2,302,600	-8%
TOTAL EXPENDITURES	\$ 3,491,400	\$ 3,631,500	\$ 3,456,500	-1%

Highlights:

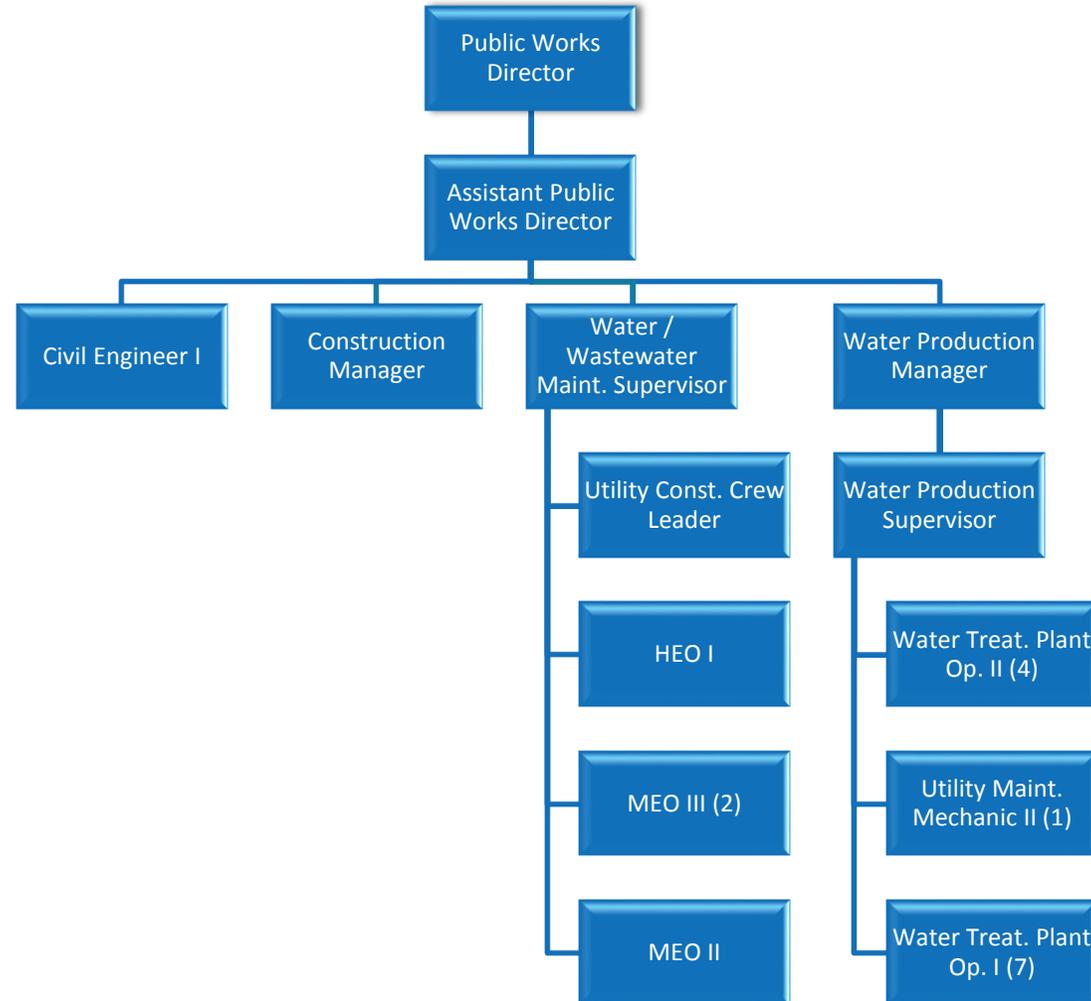
Personnel costs increased \$118,100. Due primarily to promotion/step-increases, increase to benefit plans, & increase to OPEB.

Materials & Supplies increased \$5,000 over last year primarily due to a \$6,400 increase in Building Maintenance Supplies.

Administrative Expenses is increasing by \$44,600. This is primarily driven by a \$59,700 increase in Electric Expense. As in Water, Wastewater saw a \$29K decrease in consulting Services due to the lack of a rate study this year.

Capital Outlay was reduced by \$202,600 over last year. Although there will be over \$200K in new vehicles and equipment, Construction projects are down \$386K this year to a total of \$2,093,400.

DPW Water Fund Org Chart



Public Works Water Fund

DEPARTMENTAL VISION

To provide services that are an integral part of our community and citizens' everyday lives including Water Management, Water Treatment & Production and Engineering & Inspections services. The Department of Public Works (DPW) shall provide quality and effective services upon which the health, safety, and comfort of this community greatly depend.

MAJOR PROGRAMS

CAPITAL IMPROVEMENT PROJECTS

Objective: The objective of this program is to provide upgrades and improvements to DPW Water Fund assets including annual vehicle & equipment replacements, water quality improvements, wellhead redevelopment, and miscellaneous emergency repairs of water infrastructure as well as planned upgrades and additions to critical infrastructure such as the treatment plant, wells and tanks.

WATER MANAGEMENT

Objective: A primary objective of this program is to perform preventative maintenance and repair on approximately 220 miles of water main, 12,000 services within the right-of-way and 9,500 valves. This includes biannual flushing of the water system to improve the water quality for our customers.

Objective: A primary objective of this program is to provide preventative maintenance and repair to approximately 1,800 fire hydrants to ensure availability and proper functioning in times of need.

Objective: A primary objective of this program is to install, repair, replace and inspect over 12,000 water meters to ensure effective monitoring of the water system. Ensuring properly functioning meters allows the City to also become aware of significant water loss within the water system and conduct an investigation as required.

WATER TREATMENT & PRODUCTION

Objective: A primary objective of this program is to operate and maintain 21 production wells (producing over 1.8 billion gallons of water per year), 16 treatment facilities, and 7 elevated storage tanks (with a total capacity of 5.25 million gallons) in order to provide drinking water to the City of Dover. Performing regular maintenance on these assets improves system reliability resulting in a dependable product source to our customers.

Objective: A primary objective of this program is to perform sampling of the drinking water at various locations throughout the City. An average of over 1,800 routing analyses are performed on our drinking water every month to ensure regulatory compliance and operational efficiency.

ENGINEERING & INSPECTIONS

Objective: A primary objective is to provide capital improvement project design services as well as consultant oversight to ensure the most cost-effective projects are being constructed and implemented.

Objective: A primary objective is to provide engineering analyses, Renovation Permit review, City Right-of-Way Permit review, engineering site plan / subdivision plan review, State Utility Permit completion and operation Division assistance with improvement development, which will increase operational efficiency to both the workforce and customers.

WATER ENGINEERING
412/417-2600-553

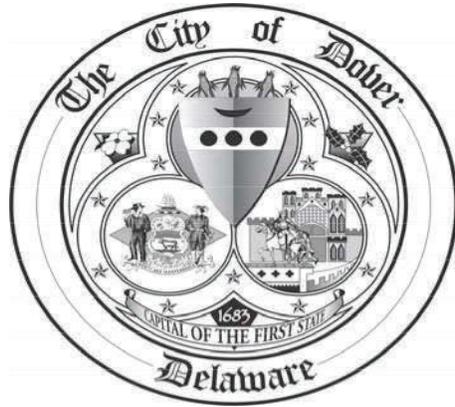
ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 123,603	\$ 154,200	\$ 156,700	\$ 225,500	\$ 225,500	46%
10-14	FICA TAXES	9,097	11,800	12,000	17,200	17,200	46%
10-15	HEALTH INSURANCE	20,943	25,300	25,300	30,300	30,300	20%
10-16	L I D INSURANCE	664	800	800	1,400	1,400	75%
10-17	WORKERS COMPENSATION	736	700	700	1,000	1,000	43%
10-19	PENSION	23,419	24,100	24,100	51,200	51,200	112%
10-20	OPEB	3,224	3,400	3,400	13,300	13,300	291%
	PERSONNEL COSTS	181,850	220,500	223,200	339,900	339,900	54%
20-22	OFFICE SUPPLIES	1,004	1,400	1,400	1,400	1,400	0%
20-29	UNIFORMS/UNIFORM ALLOW	68	100	100	100	100	0%
20-31	BOOKS	-	200	200	300	300	50%
20-32	SECURITY/SAFETY MATERIALS	6	100	100	100	100	0%
20-33	SMALL TOOLS	242	100	100	100	100	0%
20-37	COMPUTER SOFTWARE	4,927	7,300	7,300	6,900	6,900	-5%
20-38	COMPUTER HARDWARE	1,100	1,300	1,300	400	400	-69%
	MATERIALS & SUPPLIES	7,346	10,500	10,500	9,300	9,300	-11%
30-21	TELEPHONE/FAX	654	1,000	1,000	1,100	1,100	10%
30-27	SUBSCRIPTIONS AND DUES	1,550	300	300	1,300	1,300	333%
30-28	TRAINING/CONF/FOOD/TRAVEL	2,256	1,300	1,300	500	500	-62%
30-31	CONTRACTUAL SERVICES	15,908	15,000	15,000	16,500	16,500	10%
30-39	IN-HOUSE TRAINING	648	900	900	900	900	0%
30-62	GASOLINE	1,115	1,200	1,200	1,300	1,300	8%
30-67	RADIO REPAIRS/MAINTENANCE	43	500	500	600	600	20%
	ADMINISTRATIVE EXPENDITURES	22,173	20,200	20,200	22,200	22,200	10%
	OPERATING EXPENDITURES	211,370	251,200	253,900	371,400	371,400	48%
	TOTAL EXPENDITURES	\$ 211,370	\$ 251,200	\$ 253,900	\$ 371,400	\$ 371,400	48%
	REVENUES						
	WATER/WASTEWATER FUND	\$ 211,370	\$ 251,200	\$ 253,900	\$ 371,400	\$ 371,400	
	WATER/WASTEWATER I & E FUND	-	-	-	-	-	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	2.5	3.0	3.0	3.0	3.0	

WATER MAINTENANCE
412/417-6800-568

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 238,441	\$ 337,200	\$ 338,000	\$ 288,900	\$ 288,900	-14%
10-14	FICA TAXES	18,234	26,900	27,000	23,200	23,200	-14%
10-15	HEALTH INSURANCE	60,902	81,200	81,200	68,300	68,300	-16%
10-16	L I D INSURANCE	1,209	1,800	1,800	1,700	1,700	-6%
10-17	WORKERS COMPENSATION	13,410	19,400	19,400	16,800	16,800	-13%
10-19	PENSION	73,404	99,900	99,900	77,900	77,900	-22%
10-20	OPEB	6,224	7,200	7,200	16,600	16,600	131%
	PERSONNEL COSTS	419,561	588,000	588,900	508,200	508,200	-14%
20-28	MEDICAL SUP & PHYSICALS	537	1,200	1,200	600	600	-50%
20-29	UNIFORMS/UNIFORM ALLOW	988	1,300	1,300	1,300	1,300	0%
20-32	SECURITY/SAFETY MATERIALS	616	1,000	1,000	1,000	1,000	0%
20-33	SMALL TOOLS	6,236	5,500	5,500	5,500	5,500	0%
20-51	WATER/SEWER SYSTEM SUP	36,151	45,000	42,000	45,000	45,000	0%
20-53	METERS/METER SUPPLIES	33,382	35,000	38,000	35,000	35,000	0%
	MATERIALS & SUPPLIES	77,911	89,000	89,000	88,400	88,400	-1%
30-21	TELEPHONE/FAX	3,784	4,100	4,100	4,100	4,100	0%
30-25	ADVERTISEMENT	4,767	5,500	5,500	3,800	3,800	-31%
30-27	SUBSCRIPTIONS AND DUES	2,998	3,000	3,200	3,200	3,200	7%
30-28	TRAINING/CONF/FOOD/TRAVEL	1,765	1,600	1,600	900	900	-44%
30-29	CONSULTING FEES	-	30,000	29,000	1,000	1,000	-97%
30-31	CONTRACTUAL SERVICES	7,253	10,000	10,800	10,000	10,000	0%
30-62	GASOLINE	18,461	15,000	15,000	15,000	15,000	0%
30-65	MAINT EQUIP REPAIRS/MAINT	105	500	500	500	500	0%
30-67	RADIO REPAIRS/MAINTENANCE	948	3,300	3,300	3,300	3,300	0%
	ADMINISTRATIVE EXPENDITURES	40,082	73,000	73,000	41,800	41,800	-43%
	OPERATING EXPENDITURES	537,553	750,000	750,900	638,400	638,400	-15%
40-23	TRUCKS - PURCHASE	10,628	-	-	27,400	27,400	0%
40-25	OTHER EQUIP - PURCHASE	-	42,400	160,800	-	-	-100%
40-31	CONSTRUCTION - PURCHASE	800,432	472,900	562,900	1,727,500	933,000	97%
	CAPITAL OUTLAY	811,060	515,300	723,700	1,754,900	960,400	86%
	TOTAL EXPENDITURES	\$ 1,348,613	\$ 1,265,300	\$ 1,474,600	\$ 2,393,300	\$ 1,598,800	26%
	REVENUES						
	WATER/WASTEWATER FUND	\$ 537,553	\$ 750,000	\$ 750,900	\$ 638,400	\$ 638,400	
	WATER/WASTEWATER I & E FUND	\$ 811,060	\$ 515,300	\$ 723,700	\$ 1,754,900	\$ 960,400	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	6.0	7.0	7.0	6.0	6.0	

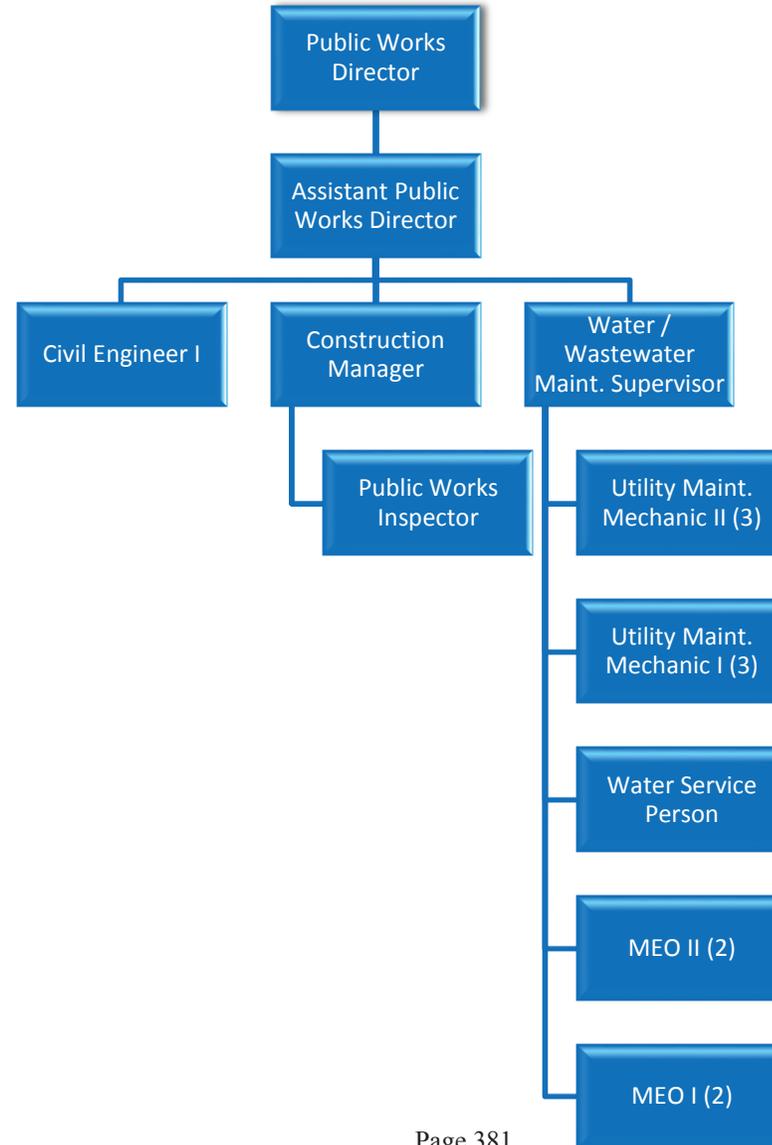
WATER TREATMENT PLANT
412/417-7600-576

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 599,874	\$ 633,500	\$ 617,100	\$ 726,200	\$ 726,200	15%
10-13	TEMPORARY HELP	-	-	-	-	-	0%
10-14	FICA TAXES	47,150	50,700	51,400	60,700	60,700	20%
10-15	HEALTH INSURANCE	180,331	180,200	180,200	183,500	183,500	2%
10-16	L I D INSURANCE	2,809	3,300	3,300	3,800	3,800	15%
10-17	WORKERS COMPENSATION	36,035	36,800	36,800	44,000	44,000	20%
10-19	PENSION	160,577	156,200	156,200	157,700	157,700	1%
10-20	OPEB	15,897	13,800	13,800	42,500	42,500	208%
	PERSONNEL COSTS	1,093,258	1,104,500	1,113,800	1,285,900	1,273,400	15%
20-25	CUSTODIAL	490	600	600	600	600	0%
20-29	UNIFORMS/UNIFORM ALLOW	4,409	4,800	4,800	4,800	4,800	0%
20-32	SECURITY/SAFETY MATERIALS	2,072	2,000	2,000	2,000	2,000	0%
20-33	SMALL TOOLS	4,295	4,300	4,300	4,700	4,700	9%
20-35	CHEMICALS & ADDITIVES	128,164	130,000	130,000	150,000	150,000	15%
20-46	CITY BLDG MAINT SUPPLIES	7,503	2,500	2,500	7,600	7,600	204%
20-49	WELL SUPPLIES/REHAB	11,699	12,000	12,000	12,000	12,000	0%
	MATERIALS & SUPPLIES	158,631	156,200	156,200	181,700	181,700	16%
30-21	TELEPHONE/FAX	400	600	600	600	600	0%
30-23	ELECTRICITY	405,944	425,000	425,000	425,000	425,000	0%
30-24	HEATING OIL/GAS	3,591	5,000	5,000	5,000	5,000	0%
30-25	ADVERTISEMENT	750	800	800	900	900	13%
30-27	SUBSCRIPTIONS AND DUES	600	700	700	700	700	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	2,756	4,200	3,000	3,500	3,500	-17%
30-31	CONTRACTUAL SERVICES	57,780	88,400	88,400	170,400	170,400	93%
30-62	GASOLINE	9,642	8,000	9,200	8,000	8,000	0%
30-66	OTHER EQUIP REPAIRS/MAINT	9,999	10,000	10,000	10,000	10,000	0%
30-67	RADIO REPAIRS/MAINTENANCE	259	2,400	2,400	1,700	1,700	-29%
	ADMINISTRATIVE EXPENDITURES	491,721	545,100	545,100	625,800	625,800	15%
	OPERATING EXPENDITURES	1,743,610	1,805,800	1,815,100	2,093,400	2,080,900	15%
40-23	TRUCKS - PURCHASE	-	-	-	42,900	42,900	0%
40-31	CONSTRUCTION PURCHASES	-	4,000,000	6,468,200	516,800	516,800	-87%
	CAPITAL OUTLAY	-	4,000,000	6,468,200	559,700	559,700	-86%
	TOTAL EXPENDITURES	\$ 1,743,610	\$ 5,805,800	\$ 8,283,300	\$ 2,653,100	\$ 2,640,600	-55%
	REVENUES						
	WATER/WASTEWATER FUND	\$ 1,743,610	\$ 1,805,800	\$ 1,815,100	\$ 2,093,400	\$ 2,080,900	
	WATER/WASTEWATER I & E FUND	\$ -	\$ 4,000,000	\$ 6,468,200	\$ 559,700	\$ 559,700	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	13.0	13.0	13.0	14.0	14.0	



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DPW Wastewater Fund Org Chart



Public Works Wastewater Fund

DEPARTMENTAL VISION

To provide services that are an integral part of our community and citizens' everyday lives including Wastewater Management and Engineering & Inspections services. The Department of Public Works (DPW) shall provide quality and effective services upon which the health, safety, and comfort of this community greatly depend.

MAJOR PROGRAMS

CAPITAL IMPROVEMENT PROJECTS

Objective: The objective of this program is to provide upgrades and improvements to DPW Wastewater Fund assets including annual vehicle & equipment replacements, inflow and infiltration removal projects, pump station replacements and upgrades, and miscellaneous emergency repairs of wastewater infrastructure.

WASTEWATER MANAGEMENT

Objective: A primary objective of this program is to perform preventative maintenance and repair on approximately 160 miles of gravity sanitary sewer main, 12,000 sanitary sewer laterals within the right-of-way, 30 miles of force main and 3,700 manholes. This includes regular jetting of the gravity sanitary sewer mains and video inspection and evaluations as needed. This preventative maintenance work aids in decreasing the probability of blockages within the wastewater system.

Objective: A primary objective of this program is to provide preventative maintenance and repair to 44 pumping stations to ensure proper functioning and transmission of flow to the Kent County Wastewater System as well as decreasing the probability of station failure and impacts to the environment.

ENGINEERING & INSPECTIONS

Objective: A primary objective is to provide capital improvement project design services as well as consultant oversight to ensure the most cost-effective projects are being constructed and implemented.

Objective: A primary objective is to provide engineering analyses, Renovation Permit review, City Right-of-Way Permit review, engineering site plan / subdivision plan review, State Utility Permit completion, and operation Division assistance with improvement development, which will increase operational efficiency to both the workforce and customers.

WASTEWATER ENGINEERING
412/417-2600-553

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 123,603	\$ 154,200	\$ 156,700	\$ 108,800	\$ 108,800	-29%
10-14	FICA TAXES	9,097	11,800	12,000	8,300	8,300	-30%
10-15	HEALTH INSURANCE	20,943	25,300	25,300	34,000	34,000	34%
10-16	L I D INSURANCE	664	800	800	500	500	-38%
10-17	WORKERS COMPENSATION	736	700	700	500	500	-29%
10-19	PENSION	23,419	24,100	24,100	6,500	6,500	-73%
10-20	OPEB	3,224	3,400	3,400	6,400	6,400	88%
	PERSONNEL COSTS	181,850	220,500	223,200	165,000	165,000	-25%
20-22	OFFICE SUPPLIES	1,004	1,400	1,400	1,400	1,400	0%
20-29	UNIFORMS/UNIFORM ALLOW	68	100	100	100	100	0%
20-31	BOOKS	-	200	200	300	300	50%
20-32	SECURITY/SAFETY MATERIALS	6	100	100	100	100	0%
20-33	SMALL TOOLS	242	100	100	100	100	0%
20-37	COMPUTER SOFTWARE	4,927	7,300	7,300	4,200	4,200	-42%
20-38	COMPUTER HARDWARE	1,100	1,300	1,300	400	400	-69%
	MATERIALS & SUPPLIES	7,346	10,500	10,500	6,600	6,600	-37%
30-21	TELEPHONE/FAX	654	1,000	1,000	1,100	1,100	10%
30-27	SUBSCRIPTIONS AND DUES	1,550	300	300	2,600	2,600	767%
30-28	TRAINING/CONF/FOOD/TRAVEL	2,256	1,300	1,300	500	500	-62%
30-31	CONTRACTUAL SERVICES	15,908	15,000	15,000	16,500	16,500	10%
30-39	IN-HOUSE TRAINING	648	900	900	900	900	0%
30-62	GASOLINE	1,115	1,200	1,200	1,300	1,300	8%
30-67	RADIO REPAIRS/MAINTENANCE	43	500	500	600	600	20%
	ADMINISTRATIVE EXPENDITURES	22,173	20,200	20,200	23,500	23,500	16%
	OPERATING EXPENDITURES	211,370	251,200	253,900	195,100	195,100	-22%
	TOTAL EXPENDITURES	\$ 211,370	\$ 251,200	\$ 253,900	\$ 195,100	\$ 195,100	-22%
	REVENUES						
	WATER/WASTEWATER FUND	\$ 211,370	\$ 251,200	\$ 253,900	\$ 195,100	\$ 195,100	
	WATER/WASTEWATER I & E FUND	-	-	-	-	-	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	2.5	2.0	2.0	2.0	2.0	

WASTEWATER MAINTENANCE
412/417-6900-569

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 364,977	\$ 390,300	\$ 393,300	\$ 441,800	\$ 441,800	13%
10-13	TEMPORARY HELP	-	-	-	-	-	0%
10-14	FICA TAXES	29,361	31,600	31,900	36,100	36,100	14%
10-15	HEALTH INSURANCE	97,801	87,700	87,700	112,900	112,900	29%
10-16	L I D INSURANCE	1,828	2,100	2,100	2,500	2,500	19%
10-17	WORKERS COMPENSATION	22,535	22,900	22,900	26,100	26,100	14%
10-19	PENSION	53,130	53,300	53,300	61,900	61,900	16%
10-20	OPEB	9,380	8,300	8,300	25,200	25,200	204%
	PERSONNEL COSTS	621,587	618,800	622,100	736,900	736,900	19%
20-28	MEDICAL SUP & PHYSICALS	1,074	2,400	2,900	2,400	2,400	0%
20-29	UNIFORMS/UNIFORM ALLOW	2,412	2,900	2,900	2,900	2,900	0%
20-32	SECURITY/SAFETY MATERIALS	2,057	2,500	2,000	2,500	2,500	0%
20-33	SMALL TOOLS	7,348	5,500	4,400	5,500	5,500	0%
20-35	CHEMICALS & ADDITIVES	431	1,500	-	-	-	-100%
20-37	COMPUTER SOFTWARE	3,600	3,600	3,700	3,700	3,700	3%
20-38	COMPUTER HARDWARE	598	-	-	-	-	0%
20-46	CITY BLDG MAINT SUPPLIES	113	500	1,200	6,900	6,900	1280%
20-51	WATER/SEWER SYSTEM SUP	10,812	14,000	14,000	14,000	14,000	0%
20-53	METERS/METER SUPPLIES	33,180	35,000	35,000	35,000	35,000	0%
20-54	PUMPING STATION SUPPLIES	39,536	35,000	35,000	35,000	35,000	0%
20-58	WATER/SEWER	2,169	1,800	1,800	1,800	1,800	0%
	MATERIALS & SUPPLIES	103,331	104,700	102,900	109,700	109,700	5%
30-21	TELEPHONE/FAX	4,538	5,600	5,400	6,500	6,500	16%
30-23	ELECTRICITY	174,170	154,000	153,800	213,700	213,700	39%
30-24	HEATING OIL/GAS	-	-	-	500	500	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	376	2,000	1,500	1,700	1,700	-15%
30-29	CONSULTING FEES	-	30,000	22,300	1,000	1,000	-97%
30-31	CONTRACTUAL SERVICES	58,586	54,600	68,300	66,000	66,000	21%
30-62	GASOLINE	15,688	12,500	12,100	13,800	13,800	10%
30-65	MAINT EQUIP REPAIRS/MAINT	558	1,300	1,300	1,300	1,300	0%
30-67	RADIO REPAIRS/MAINTENANCE	776	2,700	2,700	2,800	2,800	4%
	ADMINISTRATIVE EXPENDITURES	254,693	262,700	267,400	307,300	307,300	17%
	OPERATING EXPENDITURES	979,610	986,200	992,400	1,153,900	1,153,900	17%
40-23	TRUCKS - PURCHASE	23,428	-	-	43,200	43,200	0%
40-25	OTHER EQUIPMENT	-	-	46,000	166,000	166,000	0%
40-31	CONSTRUCTION - PURCHASE	1,483,770	2,480,200	2,592,100	2,268,400	2,093,400	-16%
40-91	UTILITY CONNECTION ASSIST	-	25,000	-	-	-	-100%
	CAPITAL OUTLAY	1,507,198	2,505,200	2,638,100	2,477,600	2,302,600	-8%
	TOTAL EXPENDITURES	\$ 2,486,808	\$ 3,491,400	\$ 3,630,500	\$ 3,631,500	\$ 3,456,500	-1%
	REVENUES						
	WATER/WASTEWATER FUND	\$ 979,610	\$ 986,200	\$ 992,400	\$ 1,153,900	\$ 1,153,900	
	WATER/WASTEWATER I & E FUND	\$ 1,507,198	\$ 2,505,200	\$ 2,638,100	\$ 2,477,600	\$ 2,302,600	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	10.0	10.0	10.0	11.0	11.0	

PUBLIC UTILITIES ELECTRIC

THE FOLLOWING SUBSECTIONS ARE INCLUDED:

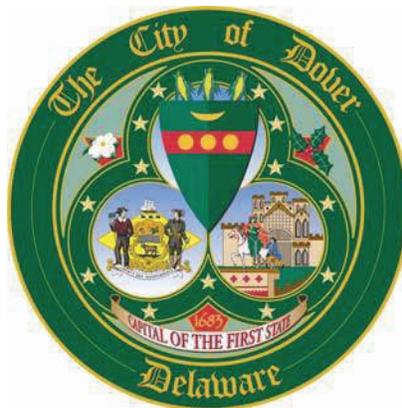
ELECTRIC GENERATION & POWER SUPPLY

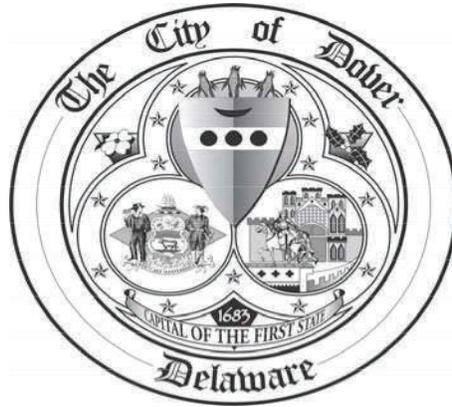
ELECTRIC ADMINISTRATION

ELECTRIC ENGINEERING

ELECTRIC TRANSMISSION & DISTRIBUTION

SYSTEM OPERATIONS





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**ELECTRIC FUND
BUDGET REVIEW**

**Fiscal Year 2019-
2020**

**Operating
Department &
Division Summaries**

• **May 2019 – Budget
Review Hearing**

Electric Administration

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	293,900	209,100	209,100	-29%
MATERIALS & SUPPLIES	166,500	210,900	210,900	27%
ADMINISTRATIVE EXPENDITURES	165,000	176,000	195,500	18%
OPERATING EXPENDITURES	625,400	596,000	615,500	-2%
CAPITAL OUTLAY	1,175,200	1,643,200	1,643,200	40%
TOTAL EXPENDITURES	\$ 1,800,600	\$ 2,239,200	\$ 2,258,700	25%

Highlights:

Personnel Costs decreased \$84,800 due to turnover in employment and reduction in staffed positions.

Materials and Supplies increased \$44,400 due to continued building repairs at Reed Street.

Administrative expenses increased by \$30,500 mainly due to an increase of \$13,600 in subscription & dues and increase of \$12,500 in Community relations.

Capital Outlay totals \$1,643,200 for the replacement of the HVAC at Reed Street.

Electric T&D

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	2,685,400	2,735,400	2,735,400	2%
MATERIALS & SUPPLIES	415,000	415,000	425,000	2%
ADMINISTRATIVE EXPENDITURES	573,100	642,400	642,400	12%
OPERATING EXPENDITURES	3,673,500	3,792,800	3,802,800	4%
CAPITAL OUTLAY	1,383,000	1,290,000	1,255,000	-9%
TOTAL EXPENDITURES	\$ 5,056,500	\$ 5,082,800	\$ 5,057,800	0%

Highlights:

Personnel costs increased \$50,000 primarily due to a \$30,000 increase in Health Insurance and a \$20,000 in Other Post-Employment benefits (OPEB).

Materials & Supplies had a slight increased of \$10,000 over last year.

Administrative Expenses increased \$69,300. This includes a \$55,000 increases in Contractual Services for half of a two-year plan of trimming specified transmission lines and a \$8,000 increase in Other Equipment Repairs for the refurbishment of two trailers.

Capital Outlay decreased \$128K, due mainly to a reduction in new truck and equipment purchases over last year.

Electric Engineering

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	944,100	1,053,900	1,053,900	12%
MATERIALS & SUPPLIES	48,400	55,300	65,300	35%
ADMINISTRATIVE EXPENDITURE	231,000	250,500	253,700	10%
OPERATING EXPENDITURES	1,223,500	1,359,700	1,372,900	12%
CAPITAL OUTLAY	2,245,500	4,068,000	3,293,000	47%
TOTAL EXPENDITURES	\$ 3,469,000	\$ 5,427,700	\$ 4,665,900	35%

Highlights:

Personnel Costs increased \$109,800 primarily due to an overall increase in wage/step progression, the inclusion of a previously unfilled intern position, & the creation of an Electric Engineering Superintendent.

Materials & Supplies increased by \$16,900 primarily due to materials needed for existing programs.

Administrative Expenses increased by \$22,700 primarily due to: a \$5K increase in telephone expense (restructuring), \$4,200 increase in Training/Travel, & a \$9,300 increase in Contractual Services.

Capital Outlay increased by \$1,047,500. This is mainly contributed to an increase of \$950K in lighting improvements.

Meter Reading

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	366,900	366,700	366,700	0%
MATERIALS & SUPPLIES	15,700	16,000	16,000	2%
ADMINISTRATIVE EXPENDITURE	19,200	19,200	19,200	0%
OPERATING EXPENDITURES	401,800	401,900	401,900	0%
CAPITAL OUTLAY	-	21,800	21,800	0%
TOTAL EXPENDITURES	\$ 401,800	\$ 423,700	\$ 423,700	5%

Highlights:

Any Personnel cost increases have been offset with an OPEB decrease in FY20.

Materials and Supplies stayed relatively the same with only a \$300 increase over last year.

Administrative Expenses had no increase over FY19.

Systems Operations

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	690,700	853,100	853,100	24% 0%
TOTAL EXPENDITURES	\$ 690,700	\$ 853,100	\$ 853,100	24%

Highlights:

Personnel Costs increased \$162,000 due to the inclusion of two new positions:

- System Ops & Energy Programs Superintendent
- Energy Program Coordinator

Power Plant Operations

DESCRIPTION	2018-2019 BUDGET	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
PERSONNEL COSTS	3,457,200	2,677,500	2,677,500	-23%
MATERIALS & SUPPLIES	246,500	235,200	210,200	-15%
ADMINISTRATIVE EXPENDITURES	2,512,300	2,730,700	2,643,000	5%
OPERATING EXPENDITURES	6,216,000	5,643,400	5,530,700	-11%
CAPITAL OUTLAY	1,546,000	115,000	115,000	-93%
TOTAL EXPENDITURES	\$ 7,762,000	\$ 5,758,400	\$ 5,645,700	-27%

Highlights:

Personnel Costs decreased \$779,700 due to reduction in staff.

Materials & Supplies decreased by \$36,300 primarily due to a decreases in building maintenance & Safety/Security Materials.

Administrative Expenses increased by \$130,700 this is largely due to a \$75,000 increase in Electric Expense and \$53,500 increase to Environmental Expense.

Capital Outlay is down \$1.4 million; only \$115,000 worth of maintenance projects will be done in FY20, to keeping the plant running through decommission.

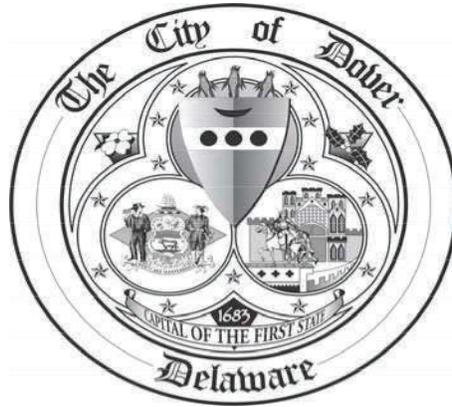
Power Supply

	2018-2019	2019-2020	2019-2020	%
	BUDGET	REQUESTED	APPROVED	CHANGE
Administrative Expenses	250,000	225,000	300,000	20%
Supply Mgmt and Incentive Fees	835,000	835,000	835,000	0%
Purchases, Capacity, and PJM Charges	40,520,700	40,163,900	40,163,900	-1%
Fuel	778,400	956,300	956,300	23%
OPERATING EXPENDITURES	42,384,100	42,180,200	42,255,200	0%

Highlights:

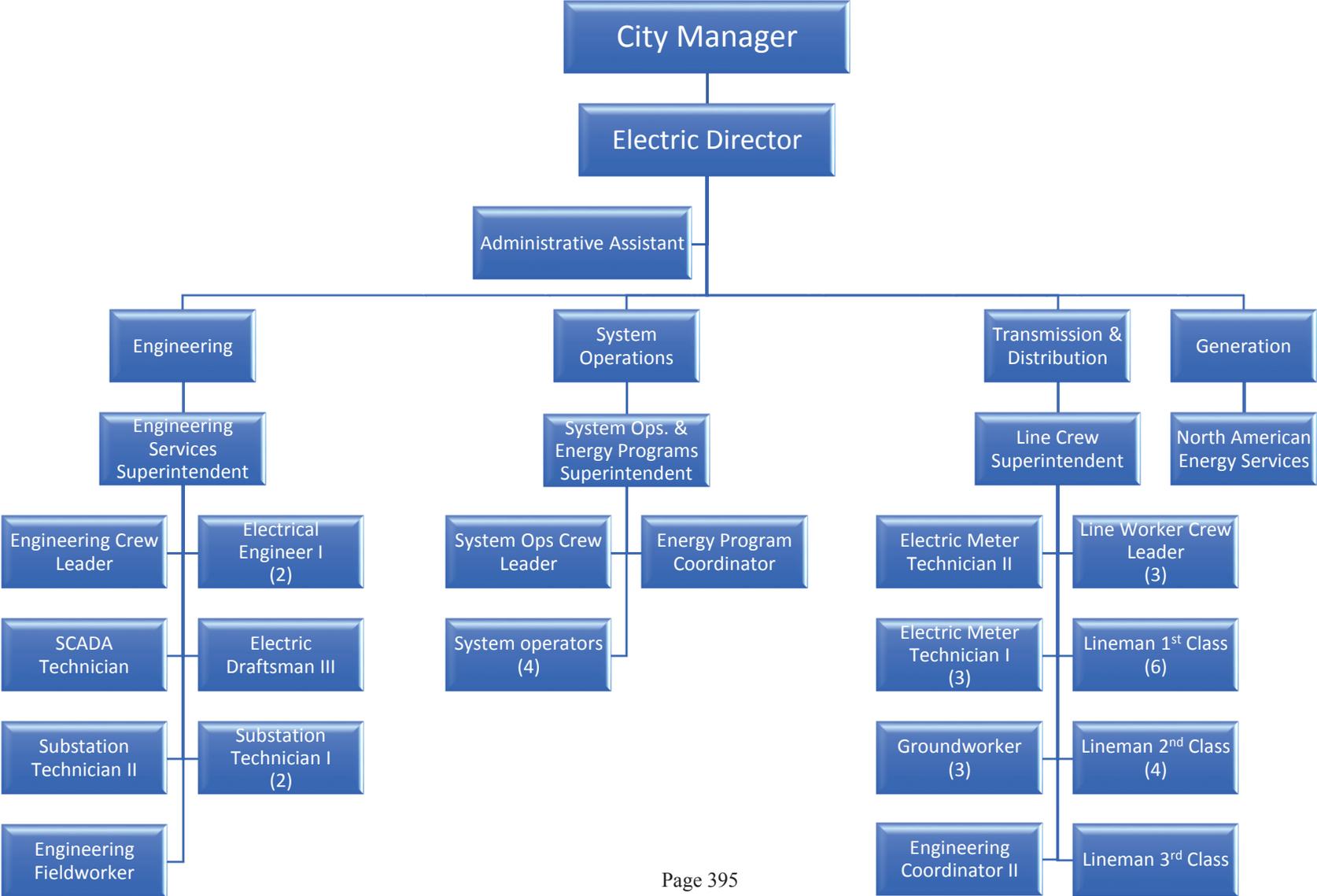
The budget includes power supply & risk management services, estimated power supply and fuel costs for Fiscal 2020. The associated contractual services and legal expenses for power supply and generation are included in this division.

Final Discussion and Wrap-Up



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Electric Utility



DEPARTMENTAL VISION

The Electric Department works to deliver safe and reliable power to customers at competitive rates. Its dedicated workforce strives to provide our residents, businesses and visitors with a great place in which to live, work and visit.

MAJOR PROGRAMS

ADMINISTRATION

Objective: The objective of this group is to provide the overall administration to the Electric Department divisions. It oversees the electric generating plants' operation and maintenance contract and the power supply management agreement. It is taking point in preparation of the City for the pending small cell wireless telecommunications equipment on the Department's poles and leading the implementation of recommendations of the Electric Utility Benchmarking Assessment issued in June 2018.

ENGINEERING

Objective: The objective of this group is to provide engineering expertise to design, map, and oversee the proper installation and integrity of the City's electric infrastructure and to provide specifications to internal staff, contractors, and developers in a timely and professional manner. These are the "faces" of the Department as they serve as liaisons between developers, construction managers and tenants during the design and construction process. It is presently leading a comprehensive assessment of the system's 15 electric substations, a multi-year program designed to maintain system reliability through equipment upgrades and a robust preventive maintenance program.

TRANSMISSION & DISTRIBUTION

Objective: The objective of this group is to construct, operate and maintain the electric transmission and distribution system of the City along with adjacent towns and Kent County areas. This is done in accordance with recognized prudent utility practices; which will result in the reduction of power interruptions and ensure the safe and reliable operation of the electric system. The coming years will bring a conversion of the City's roadway lights to LED and installing advanced metering infrastructure (AMI) which will enhance customer billing and provide an outage management system to assist in more timely identification and efficient restoration of power.

SYSTEM OPERATIONS

Objective: The objective of this group is to monitor the operations of the Department's transmission and distribution system on a 24/7 basis, utilizing an up-to-date SCADA (supervisory control and data acquisition) system. It coordinates the Department's response to unplanned electric power outages, facilitates planned outages and records the activity. It also monitors the City's key water and wastewater pumping stations and dispatches Public Works crews as needed.

ELECTRIC ADMINISTRATION
480/487-8400-564

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 190,437	\$ 223,800	\$ 223,800	\$ 171,400	\$ 171,400	-23%
10-14	FICA TAXES	13,877	17,100	17,100	13,100	13,100	-23%
10-15	HEALTH INSURANCE	39,246	34,900	34,900	8,600	8,600	-75%
10-16	L I D INSURANCE	748	900	900	1,000	1,000	11%
10-17	WORKERS COMPENSATION	617	700	700	600	600	-14%
10-19	PENSION	19,500	12,000	12,000	8,900	8,900	-26%
10-20	OPEB	2,843	4,500	4,500	5,500	5,500	22%
	PERSONNEL COSTS	267,268	293,900	293,900	209,100	209,100	-29%
20-22	OFFICE SUPPLIES	949	1,000	1,000	1,000	1,000	0%
20-23	PRINTING AND DUPLICATING	7,713	9,000	9,000	9,000	9,000	0%
20-28	MEDICAL SUP & PHYSICALS	32	100	100	100	100	0%
20-38	COMPUTER HARDWARE	1,586	-	-	-	-	0%
20-46	CITY BLDG MAINT SUPPLIES	95,135	155,600	151,400	200,000	200,000	29%
20-58	WATER/SEWER	810	800	800	800	800	0%
	MATERIALS & SUPPLIES	106,225	166,500	162,300	210,900	210,900	27%
30-21	TELEPHONE/FAX	1,186	4,000	4,000	4,000	6,000	50%
30-23	ELECTRICITY	15,384	15,000	15,000	15,000	15,000	0%
30-27	SUBSCRIPTIONS AND DUES	65,580	67,200	71,400	75,800	80,800	20%
30-28	TRAINING/CONF/FOOD/TRAVEL	113	3,000	3,000	3,000	3,000	0%
30-31	CONTRACTUAL SERVICES	59,204	72,600	72,600	75,000	75,000	3%
30-35	COMMUNITY RELATIONS EXP	-	2,500	2,500	2,500	15,000	500%
30-62	GASOLINE	-	300	300	300	300	0%
30-67	RADIO REPAIRS/MAINTENANCE	-	400	400	400	400	0%
	ADMINISTRATIVE EXPENDITURES	141,467	165,000	169,200	176,000	195,500	18%
	OPERATING EXPENDITURES	514,959	625,400	625,400	596,000	615,500	-2%
40-31	CONSTRUCTION - PURCHASE	-	1,175,200	1,175,200	1,643,200	1,643,200	40%
	CAPITAL OUTLAY	-	1,175,200	1,175,200	1,643,200	1,643,200	40%
	TOTAL EXPENDITURES	\$ 514,959	\$ 1,800,600	\$ 1,800,600	\$ 2,239,200	\$ 2,258,700	25%
	REVENUES						
	ELECTRIC FUND	\$ 514,959	\$ 625,400	\$ 625,400	\$ 596,000	\$ 615,500	
	ELECTRIC I & E FUND	\$ -	\$ 1,175,200	\$ 1,175,200	\$ 1,643,200	\$ 1,643,200	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS		3.0	3.0	2.0	2.0	

POWER PLANT OPERATIONS
480/487-8101-591

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES & WAGES	\$ 2,157,523	\$ 2,250,600	\$ 2,250,600	\$ 1,775,000	\$ 1,775,000	-21%
10-12	OVERTIME	214,376	263,800	263,800	245,000	245,000	-7%
10-18	EDUCATIONAL ASSISTANCE	-	2,500	2,500	2,500	2,500	0%
10-24	BURDEN @ 40%	761,745	940,300	940,300	655,000	655,000	-30%
	PERSONNEL COSTS	3,133,643	3,457,200	3,457,200	2,677,500	2,677,500	-23%
20-22	OFFICE SUPPLIES/SUBSCRIPT	5,489	6,500	6,500	6,600	6,600	2%
20-23	PRINTING & DUPLICATING	2,292	2,500	2,500	2,500	2,500	0%
20-25	JANITORIAL SERV/SUPPLIES	34,249	35,000	35,000	35,000	35,000	0%
20-28	MEDICAL SUPPLIES	1,620	1,800	1,800	2,400	2,400	33%
20-29	UNIFORMS/UNIFORM ALLOW	12,481	13,000	13,000	9,000	9,000	-31%
20-32	SECURITY/SAFETY MATERIALS	8,168	18,700	18,700	9,300	9,300	-50%
20-33	SMALL TOOLS	1,668	1,500	1,500	1,500	1,500	0%
20-35	WATER TREATMENT CHEMICALS	24,842	30,000	30,000	31,400	31,400	5%
20-37	COMPUTER SOFTWARE	10,268	10,000	10,000	12,500	12,500	25%
20-38	COMPUTER HARDWARE	-	5,500	5,500	5,500	5,500	0%
20-46	CITY BUILDING MAINTENANCE	30,851	47,000	47,000	19,500	19,500	-59%
20-58	WATER/SEWER	47,654	75,000	75,000	100,000	75,000	0%
	MATERIALS & SUPPLIES	179,582	246,500	246,500	235,200	210,200	-15%
30-19	OPERATOR INSURANCE	442,016	479,900	479,900	479,900	479,900	0%
30-21	TELEPHONE	6,378	5,500	5,500	5,500	5,500	0%
30-22	POSTAGE	5,102	7,500	7,500	7,500	7,500	0%
30-23	ELECTRICITY	573,771	550,000	550,000	550,000	625,000	14%
30-24	HEATING OIL/GAS	62,754	50,000	50,000	50,000	50,000	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	40,781	50,000	50,000	50,500	50,500	1%
30-31	CONTRACTUAL SERVICES	67,791	66,000	66,000	57,400	57,400	-13%
30-43	ENVIRONMENT EXPENSES	125,744	146,500	146,500	234,500	200,000	37%
30-45	OPERATOR MANAGEMENT FEE	759,607	815,300	815,300	838,000	838,000	3%
30-47	HOME OFFICE LABOR	17,091	18,000	18,000	18,000	18,000	0%
30-51	RIGHT OF WAY/PERMITS	39,635	40,000	40,000	40,000	40,000	0%
30-62	GASOLINE	3,345	3,200	3,200	3,600	3,600	13%
30-66	OTHER EQUIPT/MAINTENANCE	31,782	35,000	35,000	178,200	50,000	43%
30-67	RADIO REPAIRS/MAINTENANCE	-	4,300	4,300	3,500	3,500	-19%
30-80	AUXILLARY SYSTEMS	40,140	45,100	45,100	37,600	37,600	-17%
30-81	BOILER SYSTEMS	31,952	79,500	79,500	62,000	62,000	-22%
30-82	CONTINUOUS EMISSIONS MONI	2,833	4,000	4,000	4,000	4,000	0%
30-83	DCS CONTROL SYSTEM	9,024	7,500	7,500	7,500	7,500	0%
30-84	FIRE PROTECTION SYSTEM	13,181	15,000	15,000	13,000	13,000	-13%
30-85	COOLING TOWER	2,913	10,000	10,000	5,000	5,000	-50%
30-86	FUEL OIL/GAS SYSTEMS	2,139	3,000	3,000	3,000	3,000	0%
30-87	COMBUSTION TURBINE MAINT	19,584	12,000	12,000	24,000	24,000	100%
30-88	POWER DISTRIBUTION SYSTEM	1,105	50,000	50,000	50,000	50,000	0%
30-89	TURBINE GENERATOR SYSTEMS	196	15,000	15,000	8,000	8,000	-47%
	ADMINISTRATIVE EXPENDITURES	2,298,864	2,512,300	2,512,300	2,730,700	2,643,000	5%
	OPERATING EXPENDITURES	5,612,090	6,216,000	6,216,000	5,643,400	5,530,700	-11%
40-31	CONSTRUCTION-PURCHASE	-	1,546,000	1,546,000	115,000	115,000	-93%
	CAPITAL OUTLAY	-	1,546,000	1,546,000	115,000	115,000	-93%
	TOTAL EXPENDITURES	\$ 5,612,090	\$ 7,762,000	\$ 7,762,000	\$ 5,758,400	\$ 5,645,700	-27%
	REVENUES						
	ELECTRIC FUND - OPERATING	\$ 5,612,090	\$ 6,216,000	\$ 6,216,000	\$ 5,643,400	\$ 5,530,700	
	ELECTRIC I & E FUND - CIP	\$ -	\$ 1,546,000	\$ 1,546,000	\$ 115,000	\$ 115,000	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	24.0	24.0	24.0	24.0	24.0	

POWER SUPPLY
480/487-8102-592

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
30-31	CONTRACTUAL SERVICES	\$ -	\$ 150,000	\$ 150,000	\$ 125,000	\$ 200,000	33%
30-32	LEGAL EXPENSES	-	100,000	100,000	100,000	100,000	0%
65-44	OPERATOR/SUPPLY MGMT FEE	834,996	835,000	835,000	835,000	835,000	0%
	65 SERIES TOTAL	834,996	1,085,000	1,085,000	1,060,000	1,135,000	5%
95-48	3RD PARTY HEDGE PURCHASES	19,701,668	24,232,900	24,232,900	22,115,400	22,115,400	-9%
95-49	CAPACITY CHARGES	10,649,519	16,663,400	16,663,400	11,101,900	11,101,900	-33%
95-50	CAPACITY CREDITS	(7,110,514)	(14,589,000)	(14,589,000)	(8,422,000)	(8,422,000)	-42%
95-58	SOLAR POWER SUPPLY	2,423,597	2,685,400	2,685,400	2,703,900	2,703,900	1%
95-59	SOLAR RENEWAL ENERGY CREDIT	385,119	392,300	392,300	395,200	395,200	1%
95-60	RENEWABLE ENERGY CREDITS	392,928	309,600	309,600	411,000	411,000	33%
95-61	REGIONAL GREENHOUSE GAS	-	54,000	54,000	67,500	67,500	25%
95-90	PJM CHARGES - TRANS. & FEES	6,799,982	6,921,000	6,921,000	7,792,400	7,792,400	13%
95-91	PJM CHARGES - ENERGY	8,362,584	5,394,600	4,404,600	5,678,600	5,678,600	5%
95-92	PJM CREDITS	(491,496)	(454,400)	(454,400)	(516,900)	(516,900)	14%
95-93	PJM SPOT MARKET ENERGY	(2,509,822)	(1,089,100)	(1,089,100)	(1,163,100)	(1,163,100)	7%
	95 SERIES TOTAL	38,603,565	40,520,700	39,530,700	40,163,900	40,163,900	-1%
98-91	GAS FUEL	1,877,977	778,400	1,678,400	956,300	956,300	23%
	98 SERIES TOTAL	1,877,977	778,400	1,678,400	956,300	956,300	23%
	OPERATING EXPENDITURES	41,316,538	42,384,100	42,294,100	42,180,200	42,255,200	0%
	TOTAL EXPENDITURES	\$ 41,316,538	\$ 42,384,100	\$ 42,294,100	\$ 42,180,200	\$ 42,255,200	0%
	REVENUES						
	ELECTRIC FUND	\$ 41,316,538	\$ 42,384,100	\$ 42,294,100	\$ 42,180,200	\$ 42,255,200	

ELECTRIC TRANSMISSION & DISTRIBUTION
480/487-8200-562

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 1,545,432	\$ 1,694,800	\$ 1,694,800	\$ 1,693,900	\$ 1,693,900	0%
10-13	TEMPORARY HELP	-	-	-	-	-	0%
10-14	FICA TAXES	123,678	134,000	134,000	137,300	137,300	2%
10-15	HEALTH INSURANCE	239,253	248,400	248,400	278,600	278,600	12%
10-16	L I D INSURANCE	5,451	6,900	6,900	6,900	6,900	0%
10-17	WORKERS COMPENSATION	90,107	97,100	97,100	99,400	99,400	2%
10-19	PENSION	377,473	365,500	365,500	365,500	365,500	0%
10-20	OPEB	27,561	31,900	31,900	52,700	52,700	65%
	PERSONNEL COSTS	2,534,434	2,685,400	2,685,400	2,735,400	2,735,400	2%
20-29	UNIFORMS/UNIFORM ALLOW	14,355	23,000	23,000	23,000	23,000	0%
20-32	SECURITY/SAFETY MATERIALS	13,237	20,000	20,000	20,000	20,000	0%
20-33	SMALL TOOLS	14,751	25,000	25,000	25,000	25,000	0%
20-38	COMPUTER HARDWARE	5,412	2,400	2,400	2,400	2,400	0%
20-53	METERS/METER SUPPLIES	37,883	38,000	38,000	38,000	38,000	0%
20-58	WATER/SEWER	338	500	500	500	500	0%
20-61	ELEC MATERIALS/SUPPLIES	305,652	306,100	306,100	306,100	316,100	3%
	MATERIALS & SUPPLIES	391,629	415,000	415,000	415,000	425,000	2%
30-21	TELEPHONE/FAX	1,764	4,400	4,400	4,400	4,400	0%
30-23	ELECTRICITY	439	500	500	500	500	0%
30-24	HEATING OIL/GAS	6,983	6,000	6,000	6,000	6,000	0%
30-26	INSURANCE	3,000	20,000	20,000	20,000	20,000	0%
30-28	TRAINING/CONF/FOOD/TRAVEL	9,876	13,900	13,900	20,200	20,200	45%
30-31	CONTRACTUAL SERVICES	358,259	426,500	426,500	481,500	481,500	13%
30-43	ENVIRONMENTAL EXPENSES	19,986	28,000	28,000	28,000	28,000	0%
30-51	RIGHT OF WAY	5,955	6,000	6,000	6,000	6,000	0%
30-62	GASOLINE	29,810	30,000	30,000	30,000	30,000	0%
30-64	TRUCK REPAIRS/MAINTENANCE	35,997	20,000	20,000	20,000	20,000	0%
30-66	OTHER EQUIP REPAIRS/MAINT	7,489	7,500	7,500	15,500	15,500	107%
30-67	RADIO REPAIRS/MAINTENANCE	1,943	10,300	10,300	10,300	10,300	0%
	ADMINISTRATIVE EXPENDITURES	481,502	573,100	573,100	642,400	642,400	12%
	OPERATING EXPENDITURES	3,407,565	3,673,500	3,673,500	3,792,800	3,802,800	4%
40-23	TRUCKS - PURCHASE	-	483,000	574,900	370,000	340,000	-30%
40-25	OTHER EQUIP - PURCHASE	39,145	-	-	70,000	65,000	0%
40-91	UTILITY CONNECTION ASSISTANCE	-	50,000	50,000	-	-	-100%
60-31	UG TRANSFORMERS	218,002	285,000	276,700	285,000	285,000	0%
60-34	UG CONDUCTORS/DEVICES	646,437	513,000	427,300	513,000	513,000	0%
60-46	METERS	53,176	52,000	146,000	52,000	52,000	0%
	CAPITAL OUTLAY	956,760	1,383,000	1,474,900	1,290,000	1,255,000	-9%
	TOTAL EXPENDITURES	\$ 4,364,326	\$ 5,056,500	\$ 5,148,400	\$ 5,082,800	\$ 5,057,800	0%
	REVENUES						
	ELECTRIC FUND	\$ 3,407,565	\$ 3,673,500	\$ 3,673,500	\$ 3,792,800	\$ 3,802,800	
	ELECTRIC I & E FUND	\$ 956,760	\$ 1,383,000	\$ 1,474,900	\$ 1,290,000	\$ 1,255,000	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	24.0	24.0	24.0	23.0	23.0	

ELECTRIC ENGINEERING
480/487-8300-563

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 561,332	\$ 654,500	\$ 654,500	\$ 706,400	\$ 706,400	8%
10-12	OVERTIME	5,451	10,000	10,000	6,900	6,900	-31%
10-13	TEMPORARY HELP	-	-	-	11,900	11,900	0%
10-14	FICA TAXES	41,077	50,800	50,800	55,400	55,400	9%
10-15	HEALTH INSURANCE	97,029	116,000	116,000	129,100	129,100	11%
10-16	L I D INSURANCE	2,231	2,900	2,900	3,200	3,200	10%
10-17	WORKERS COMPENSATION	18,655	26,500	26,500	33,200	33,200	25%
10-18	EDUCATIONAL ASSISTANCE	-	-	26,200	14,500	14,500	0%
10-19	PENSION	64,274	70,500	70,500	71,800	71,800	2%
10-20	OPEB	10,450	12,900	12,900	21,500	21,500	67%
	PERSONNEL COSTS	800,500	944,100	970,300	1,053,900	1,053,900	12%
20-29	UNIFORMS/UNIFORM ALLOW	4,272	7,000	7,000	7,000	7,000	0%
20-31	BOOKS	-	400	400	400	400	0%
20-32	SECURITY/SAFETY MATERIALS	888	4,600	4,600	6,850	6,850	49%
20-33	SMALL TOOLS	735	1,500	1,500	1,500	1,500	0%
20-37	COMPUTER SOFTWARE	7,957	8,700	10,300	11,250	11,250	29%
20-38	COMPUTER HARDWARE	12,568	1,200	1,200	3,300	3,300	175%
20-61	ELEC MATERIALS/SUPPLIES	38,743	25,000	25,000	25,000	35,000	40%
	MATERIALS & SUPPLIES	65,164	48,400	50,000	55,300	65,300	35%
30-21	TELEPHONE/FAX	20,266	15,000	15,000	17,500	20,000	33%
30-23	ELECTRICITY	1,568	1,600	1,600	1,700	1,700	6%
30-27	SUBSCRIPTIONS AND DUES	388	700	700	300	300	-57%
30-28	TRAINING/CONF/FOOD/TRAVEL	15,162	17,700	17,700	21,200	21,900	24%
30-31	CONTRACTUAL SERVICES	130,797	117,500	115,900	126,800	126,800	8%
30-43	ENVIRONMENTAL EXPENSES	46,876	60,000	60,000	60,000	60,000	0%
30-62	GASOLINE	8,583	9,000	9,000	9,000	9,000	0%
30-66	OTHER EQUIP REPAIRS/MAINT	1,034	4,000	4,000	7,500	7,500	88%
30-67	RADIO REPAIRS/MAINTENANCE	603	5,500	5,500	6,500	6,500	18%
	ADMINISTRATIVE EXPENDITURES	225,278	231,000	229,400	250,500	253,700	10%
	OPERATING EXPENDITURES	1,090,941	1,223,500	1,249,700	1,359,700	1,372,900	12%
40-23	TRUCKS - PURCHASE	-	33,000	33,000	-	-	-100%
40-25	OTHER EQUIP - PURCHASE	-	32,500	34,500	27,000	52,000	60%
40-31	CONSTRUCTION - PURCHASE	-	-	120,100	-	-	0%
50-76	LIGHTING IMPROVEMENTS	25,066	1,350,000	1,348,700	2,300,000	2,300,000	70%
50-83	UG CABLE REPLACEMENT	-	50,000	100,000	-	-	-100%
60-46	METERS - AMI	-	-	-	500,000	500,000	0%
60-64	FIBER OPTIC ELECTRONIC EQ	39,035	-	-	-	-	0%
60-82	CAPACITOR INSTALLATIONS	-	50,000	50,000	50,000	50,000	0%
70-35	TRANSMISSION/SWITCHES	-	-	50,000	160,000	160,000	0%
70-60	GARRISON SUBSTATION	-	50,000	48,000	-	-	-100%
90-25	DISTRIBUTION UPGRADES	591,407	680,000	579,000	1,031,000	231,000	-66%
	CAPITAL OUTLAY	655,508	2,245,500	2,363,300	4,068,000	3,293,000	47%
	TOTAL EXPENDITURES	\$ 1,746,450	\$ 3,469,000	\$ 3,613,000	\$ 5,427,700	\$ 4,665,900	35%
	REVENUES						
	ELECTRIC FUND	\$ 1,090,941	\$ 1,223,500	\$ 1,249,700	\$ 1,359,700	\$ 1,372,900	
	ELECTRIC I & E FUND	\$ 655,508	\$ 2,245,500	\$ 2,363,300	\$ 4,068,000	\$ 3,293,000	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	10.0	10.0	10.0	10.0	10.0	

SYSTEM OPERATIONS
480/487-8600-526

ACCT	DESCRIPTION	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 REVISED	2019-2020 REQUESTED	2019-2020 APPROVED	% CHANGE
10-11	SALARIES	\$ 391,146	\$ 394,400	\$ 394,400	\$ 522,900	\$ 522,900	33%
10-12	OVERTIME	85,576	72,900	72,900	81,300	81,300	12%
10-14	FICA TAXES	35,111	35,700	35,700	46,200	46,200	29%
10-15	HEALTH INSURANCE	74,556	74,600	74,600	86,400	86,400	16%
10-16	L I D INSURANCE	1,301	1,400	1,400	2,400	2,400	71%
10-17	WORKERS COMPENSATION	16,866	25,900	25,900	27,300	27,300	5%
10-19	PENSION	60,148	78,000	78,000	70,000	70,000	-10%
10-20	OPEB	7,136	7,800	7,800	16,600	16,600	113%
	PERSONNEL COSTS	671,839	690,700	690,700	853,100	853,100	24%
	TOTAL EXPENDITURES	\$ 671,839	\$ 690,700	\$ 690,700	\$ 853,100	\$ 853,100	24%
	REVENUES						
	ELECTRIC FUND	\$ 671,839	\$ 690,700	\$ 690,700	\$ 853,100	\$ 853,100	
	PERSONNEL						
	BUDGETED FULL-TIME POSITIONS	5.0	5.0	5.0	7.0	7.0	

OTHER FUNDS

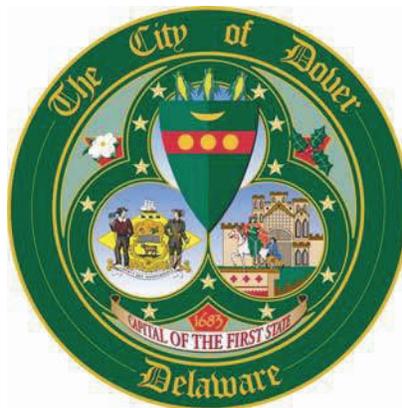
THE FOLLOWING SUBSECTIONS ARE INCLUDED:

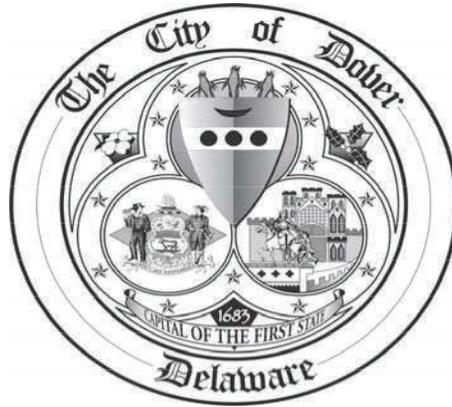
MUNICIPAL STREET AID FUND

WORKERS COMPENSATION FUND

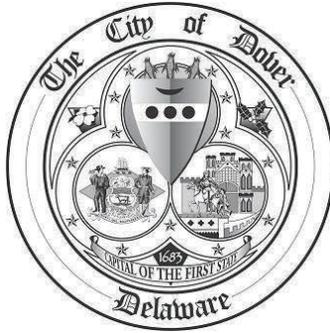
COMMUNITY TRANSPORTATION IMPROVEMENT FUND

OPEB (POST-RETIREMENT BENEFITS) RESERVE





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SPECIAL REVENUE FUNDS

Special Revenue Funds include the group of funds classified as grant funds and a Realty Transfer Tax Fund. The proceeds from specific revenue sources are restricted to specified expenditure purposes. The City adopts budgets for selected Special Revenue Funds. Combining and individual statements appear in this section.

POLICE GRANTS

The City of Dover Police Department receives various grants from the State of Delaware for public and highway safety and the U.S. Department of Justice for local law enforcement. All grant transactions are recorded in this fund.

LIBRARY GRANTS

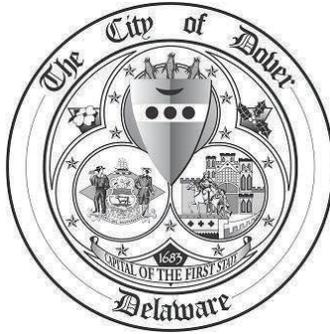
The City of Dover Public Library receives various grants from the State of Delaware, Kent County, and the Federal Government. Activities associated with these grants are recorded in this fund.

MUNICIPAL STREET AID

The State of Delaware has passed legislation to share a portion of Delaware's motor fuel tax revenue with local municipalities through grants. The amount of the grant the City receives depends on its population and miles of streets maintained. The grant is used for street light expense within the City.

CDBG HOUSING GRANTS & NEIGHBORHOOD STABILIZATION PROGRAM

The City receives a U.S. Department of Housing and Urban Development Entitlement Grant for the Community Development Block Grant Program. This is to provide decent housing, a suitable living environment and expand economic opportunities primarily for people of low and moderate incomes. Combined with the CDBG Fund is the Neighborhood Stabilization Program (NSP) that provides assistance in the redevelopment of residential properties that have been abandoned and foreclosed upon to stabilize residential communities.



SPECIAL REVENUE FUNDS

(continued)

STATE OF DELAWARE DEPARTMENT OF TRANSPORTATION GRANTS

The State of Delaware Department of Transportation grants provide funds for specific street projects in the City. State law provides funds to the State's elected officials for suburban street aid, which officials can then provide to their respective districts. The City receives these funds for designated street projects and records all transactions for this fund.

SUBSTANCE ABUSE PREVENTION GRANT

The State of Delaware General Assembly Grant-In-Aid Program provides funds to implement a substance abuse prevention program for at-risk and/or disadvantaged youths in the City of Dover.

ELECTRONIC RED-LIGHT SAFETY PROGRAM (ERLSP)

The State of Delaware Department of Transportation provides a grant to municipalities that implement the Electronic Red-Light Safety Program. Under this program, the City is granted a portion of the fines collected from drivers who are ticketed for running red lights installed with electronic photo identification equipment within the City limits.

REALTY TRANSFER TAX

Delaware Code states that realty transfer tax realized by the City shall be segregated from the general fund and the funds shall be expended solely for the capital and operating costs of public safety services, economic development programs, public works services, capital projects and improvements, infrastructure projects and improvements and debt reduction.

POLICE GRANTS

OPERATING REVENUES

	2017/2018 ACTUAL	2018/19		2019/20 APPROVED	\$ DIFFERENCE	
		ORIGINAL BUDGET	2018/19 PROJECTED		FY20 VS FY19 BUDGET	% CHANGE
PRIOR YEAR BALANCE	121,559	63,500	201,300	129,000	65,500	103.1%
GRANTS RECEIVED	473,912	393,000	675,800	635,000	242,000	61.6%
INTEREST INCOME	3,468	-	-	-	-	0.0%
TOTALS	598,939	456,500	877,100	764,000	307,500	67.4%

OPERATING EXPENSES

	2017/2018 ACTUAL	2018/19		2019/20 APPROVED	\$ DIFFERENCE	
		ORIGINAL BUDGET	2018/19 PROJECTED		FY20 VS FY19 BUDGET	% CHANGE
EXPENDITURES						
PERSONNEL EXPENDITURES						
CADET PROGRAM SALARIES	11,748	11,900	11,900	-	(11,900)	-100.0%
CADET PROGRAM FICA	899	900	900	-	(900)	-100.0%
CADET PROGRAM W/COMP	725	700	700	-	(700)	-100.0%
MATERIALS AND SUPPLIES						
POLICE EQUIPT & PROG SUPP	217,560	317,000	643,600	524,000	207,000	65.3%
TECHNOLOGY EQUIPMENT	-	-	-	-	-	0.0%
ADMINISTRATIVE EXPENDITURES						
CELL PHONE CHARGES	18,603	20,000	20,000	20,000	-	0.0%
TRAINING	15,500	15,000	19,700	25,000	10,000	66.7%
AUDIT FEES	-	1,000	1,000	1,000	-	0.0%
CONTRACTUAL SERVICES	9,443	-	-	-	-	0.0%
TOTAL EXPENDITURES	274,478	366,500	697,800	570,000	203,500	55.5%
OTHER FINANCING USES						
OPERATING TRANSFERS-OUT	123,140	90,000	100,300	115,000	25,000	27.8%
TOTAL FINANCING USES	123,140	90,000	100,300	115,000	25,000	27.8%
CURRENT YEAR BALANCE	201,321	-	79,000	79,000	79,000	0.0%
TOTALS	598,939	456,500	877,100	764,000	307,500	67.4%

THE ABOVE BUDGET INCLUDES THE POLICE GRANTS FUND, USDOJ BYRNE GRANTS FUND AS WELL AS THE OTHER FEDERAL POLICE GRANTS FUND.

LIBRARY GRANT

OPERATING REVENUES

	2017/2018	2018/19		2019/20 APPROVED	\$ DIFFERENCE	
	ACTUAL	ORIGINAL BUDGET	2018/19 PROJECTED		FY20 VS FY19 BUDGET	\$ CHANGE
PRIOR YEAR BALANCE	18,906	18,900	18,900	-	(18,900)	-100.0%
STATE GRANT	281,271	281,700	280,800	287,900	6,200	2.2%
FEDERAL GRANT	1,810	2,500	1,800	2,500	-	0.0%
TOTALS	301,987	303,100	301,500	290,400	(12,700)	-4.2%

OPERATING EXPENSES

	2017/2018	2018/19		2019/20 APPROVED	\$ DIFFERENCE	
	ACTUAL	ORIGINAL BUDGET	2018/19 PROJECTED		FY20 VS FY19 BUDGET	\$ CHANGE
STATE GRANTS						
FURNITURE/FIXTURES	7,001	1,500	5,500	5,500	4,000	266.7%
OFFICE SUPPLIES	27,154	30,000	28,000	25,000	(5,000)	-16.7%
PRINTING AND DUPLICATING	12,151	13,000	13,700	12,500	(500)	-3.8%
PROGRAM EXPENSES/SUPPLIES	30,897	23,500	25,500	26,100	2,600	11.1%
BOOKS	130,384	126,400	128,800	126,000	(400)	-0.3%
COMPUTER SOFTWARE	1,888	2,100	2,500	2,000	(100)	-4.8%
COMPUTER HARDWARE	4,095	1,000	5,300	3,500	2,500	250.0%
AUDIO VISUAL SUPPLIES	77,667	74,700	79,000	79,000	4,300	5.8%
POSTAGE	98	100	200	100	-	0.0%
TRAINING/CONF/FOOD/TRAV	5,200	2,500	4,200	4,000	1,500	60.0%
CONTRACTUAL SERVICES	-	-	-	-	-	0.0%
OFF EQP/REPAIRS & MAINT	888	4,900	4,000	2,000	(2,900)	-59.2%
OTHER EQUIP - PURCHASE	2,002	-	-	-	-	0.0%
OTHER EQUIP - LEASE	-	2,000	2,100	2,200	200	10.0%
SUBTOTAL EXPENSES STATE GRANTS	299,425	281,700	298,800	287,900	6,200	2.2%
FEDERAL GRANTS						
PROGRAM EXPENSES/SUPPLIES	1,600	2,500	2,700	2,500	-	0.0%
SUBTOTAL EXPENSES FEDERAL GRANT	1,600	2,500	2,700	2,500	-	0.0%
GRAND TOTAL EXPENSES	301,025	284,200	301,500	290,400	6,200	2.2%
CURRENT YEAR BALANCE	962	18,900	-	-	(18,900)	-100.0%
TOTALS	301,987	303,100	301,500	290,400	(12,700)	-4.2%

MUNICIPAL STREET AID FUND

CASH RECEIPTS

	2017/2018 ACTUAL	2018/19 ORIGINAL BUDGET	2018/19 PROJECTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	% CHG FY20 VS FY19 VS
BEGINNING BALANCE	100	100	100	100	-	0.0%
STATE GRANT	665,325	665,300	803,700	665,300	-	0.0%
INTEREST EARNED	754	-	-	-	-	0.0%
TOTALS	666,179	665,400	803,800	665,400	-	0.0%

BUDGET SUMMARY

	2017/2018 ACTUAL	2018/19 ORIGINAL BUDGET	2018/19 PROJECTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	% CHG FY20 VS FY19 VS
TRANSFER TO GENERAL FUND	666,079	673,100	673,100	665,300	(7,800)	0.0%
CURRENT YEAR BALANCE	100	(7,700)	130,700	100	7,800	0.0%
TOTALS	666,179	665,400	803,800	665,400	-	0.0%

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

OPERATING REVENUES

	2017/2018	2018/19		2019/20	\$ DIFFERENCE	
	ACTUAL	ORIGINAL BUDGET	2018/19 PROJECTED		APPROVED	FY20 VS FY19 BUDGET
PRIOR YEAR BALANCE CDBG	2,013	2,500	2,500	2,500	-	0.0%
PRIOR YEAR BALANCE NSP	6,304	6,300	6,300	6,300	-	0.0%
CDBG GRANTS RECEIVED	185,736	230,300	250,000	282,400	52,100	22.6%
REVENUE FROM NSP	55,345	-	-	-	-	0.0%
TOTALS	249,398	239,100	258,800	291,200	52,100	21.8%

OPERATING EXPENSES

	2017/2018	2018/19		2019/20	\$ DIFFERENCE	
	ACTUAL	ORIGINAL BUDGET	2018/19 PROJECTED		APPROVED	FY20 VS FY19 BUDGET
Prior year Closing cost/down payment program	11,793	-	1,800		-	0.0%
Prior year Dover Interfaith Ministry	-	-	1,400		-	
Prior year Ncall Research Inc.	-	-	-		-	0.0%
Prior year Connection Supp Program	5,781	-	1,000		-	0.0%
Prior year MHDC emergency home repair	14,917	-	7,700		-	0.0%
Prior year Habitat for Humanity	-	-	17,000		-	0.0%
Prior year Milford housing H/O rehab	17,942	-	27,900		-	0.0%
Current year closing cost/down payment program	82,207	70,000	70,000	97,900	27,900	39.9%
Current year Connection Comm Supp program	-	5,000	-	-	(5,000)	-100.0%
Current year Dover Interfaith Ministry	22,646	22,000	22,000	30,000	8,000	36.4%
Current year MHDC emergency home repair	18,319	29,200	5,000	33,000	3,800	13.0%
Current year Habitat for Humanity	-	20,000	-	-	(20,000)	-100.0%
Current year MHDC homeowner rehab.	-	38,000	-	25,000	(13,000)	-34.2%
Current year Peoples Place	-	-	-	-	-	0.0%
Current year DIMH & Central DE Housing Collaborative	-	-	-	40,000	40,000	0.0%
Current year admin expense	25,285	46,100	64,900	56,500	10,400	22.6%
NSP program expenditures	61,649	-	-	-	-	0.0%
CURRENT YEAR BALANCE CDBG	(11,141)	2,500	33,800	2,500	-	0.0%
CURRENT YEAR BALANCE NSP	-	6,300	6,300	6,300	-	0.0%
TOTALS	249,398	239,100	258,800	291,200	52,100	21.8%

COMMUNITY TRANSPORTATION IMPROVEMENT FUND

OPERATING REVENUES

	2017/2018	2018/19	2018/19	2019/20	\$ DIFFERENCE	
	ACTUAL	ORIGINAL BUDGET	PROJECTED		APPROVED	FY20 VS FY19 BUDGET
PRIOR YEAR BALANCE	70,913	70,900	70,900	70,900	-	0.0%
GRANTS REVENUE	826,888	500,000	500,000	500,000	-	0.0%
INTEREST INCOME	1,488	-	-	-	-	0.0%
TOTALS	899,289	570,900	570,900	570,900	-	0.0%

OPERATING EXPENSES

	2017/2018	2018/19	2018/19	2019/20	\$ DIFFERENCE	
	ACTUAL	ORIGINAL BUDGET	PROJECTED		APPROVED	FY20 VS FY19 BUDGET
PROGRAM EXP. GRANT RELATED	236,937	500,000	500,000	550,000	50,000	10.0%
CURRENT YEAR BALANCE	662,352	70,900	70,900	20,900	(50,000)	-70.5%
TOTALS	899,289	570,900	570,900	570,900	-	0.0%

SUBSTANCE ABUSE PREVENTION PROGRAM

OPERATING REVENUES

	2017/2018	2018/19	2018/19	2019/20	\$ DIFFERENCE	
	ACTUAL	ORIGINAL BUDGET	PROJECTED		APPROVED	FY20 VS FY19 BUDGET
PRIOR YEAR BALANCE	87,440	45,700	93,700	52,000	6,300	13.8%
GRANTS REVENUE	22,424	28,000	28,000	28,000	-	0.0%
RECREATION REVENUE	87,125	33,000	33,000	33,000	-	0.0%
TOTALS	196,989	106,700	154,700	113,000	6,300	5.9%

OPERATING EXPENSES

	2017/2018	2018/19	2018/19	2019/20	\$ DIFFERENCE	
	ACTUAL	ORIGINAL BUDGET	PROJECTED		APPROVED	FY20 VS FY19 BUDGET
TEMPORARY HELP/BENEFITS	65,137	67,700	67,700	68,500	800	1.2%
PROGRAM EXPENSES/SUPPLIES	38,181	35,000	35,000	35,000	-	0.0%
CURRENT YEAR BALANCE	93,671	4,000	52,000	9,500	5,500	137.5%
TOTALS	196,989	106,700	154,700	113,000	6,300	5.9%

ELECTRIC RED LIGHT PROGRAM

CASH RECEIPTS

	2017/2018 ACTUAL	2018/19 ORIGINAL BUDGET	2018/19 PROJECTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	% CHG FY20 VS FY19 VS
BEGINNING BALANCE	100	100	100	100	-	0.0%
POLICE FINES	508,045	497,000	532,900	532,900	35,900	0.0%
TOTALS	508,145	497,100	533,000	533,000	35,900	0.0%

BUDGET SUMMARY

	2017/2018 ACTUAL	2018/19 ORIGINAL BUDGET	2018/19 PROJECTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	% CHG FY20 VS FY19 VS
TRANSFER TO GENERAL FUND	508,045	497,000	532,900	532,900	35,900	0.0%
CURRENT YEAR BALANCE	100	100	100	100	-	0.0%
TOTALS	508,145	497,100	533,000	533,000	35,900	0.0%

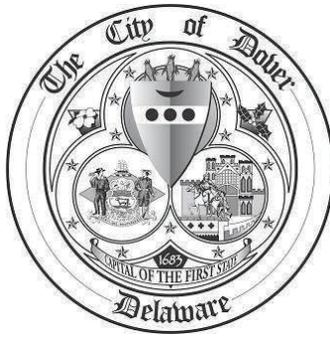
REALTY TRANSFER TAX

CASH RECEIPTS

	2017/2018 ACTUAL	2018/19 ORIGINAL BUDGET	2018/19 PROJECTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	% CHG FY20 VS FY19 VS
BEGINNING BALANCE	-	-	-	-	-	0.0%
REALTY TRANSFER TAXES	2,023,143	1,459,300	1,586,700	1,525,000	65,700	0.0%
INTEREST EARNED	978	-	-	-	-	0.0%
TOTALS	2,024,121	1,459,300	1,586,700	1,525,000	65,700	0.0%

BUDGET SUMMARY

	2017/2018 ACTUAL	2018/19 ORIGINAL BUDGET	2018/19 PROJECTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	% CHG FY20 VS FY19 VS
PROGRAM EXPENDITURES	-	-	-	-	-	0.0%
TRANSFER TO GENERAL FUND	2,023,143	1,459,300	1,586,700	1,525,000	65,700	0.0%
CURRENT YEAR BALANCE	978	-	-	-	-	0.0%
TOTALS	2,024,121	1,459,300	1,586,700	1,525,000	65,700	0.0%



FINANCIAL SCHEDULES PROPRIETARY FUND TYPES INTERNAL SERVICE FUNDS

WORKERS' COMPENSATION INSURANCE FUND

The City has created this fund to account for the revenues and expenses related to a self-insured Workers' Compensation Fund. The revenues are received from the City's various funds. These funds contribute to the Workers' Compensation Fund an amount based on salaries at a pre-determined assessment rate. Claims paid, reinsurance cost and third-party administrator's fees are charged to this fund.

Budgetary schedule is included for public review of budgetary compliance.

WORKER'S COMPENSATION FUND 662

OPERATING REVENUES

	2017/2018 ACTUAL	2018/19 ORIGINAL BUDGET	2018/19 PROJECTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	% CHANGE
BEGINNING BALANCE	1,259,284	1,444,700	1,257,700	1,444,700	-	0.0%
INTEREST INCOME	28,000	22,500	22,500	22,500	-	0.0%
PREMIUM FROM CITY	782,228	908,500	904,300	989,900	81,400	9.0%
MISCELLANEOUS REVENUE	47,877	-	-	-	-	0.0%
TOTALS	2,117,389	2,375,700	2,184,500	2,457,100	81,400	3.4%

OPERATING EXPENSES

	2017/2018 ACTUAL	2018/19 ORIGINAL BUDGET	2018/19 PROJECTED	2019/20 APPROVED	\$ DIFFERENCE FY20 VS FY19 BUDGET	% CHANGE
PROGRAM EXPENSE - CLAIMS	396,169	550,000	565,000	550,000	-	0.0%
INSURANCE	121,636	110,000	110,800	110,000	-	0.0%
STATE OF DEL - SELF INSURANCE TAX	40,949	39,000	39,000	39,000	-	0.0%
CONTRACTUAL SERVICES	15,829	25,000	25,000	25,000	-	0.0%
TOTAL EXPENSES	574,583	724,000	739,800	724,000	(15,800)	0.0%
CURRENT YEAR BALANCE	1,542,806	1,651,700	1,444,700	1,733,100	81,400	4.9%
TOTALS	2,117,389	2,375,700	2,184,500	2,457,100	81,400	3.4%