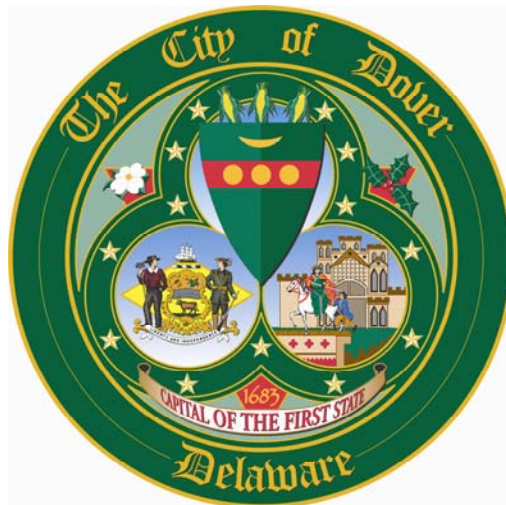


# ANNUAL OPERATING BUDGET

FOR FISCAL YEAR

JULY 1, 2008 - JUNE 30, 2009



*“Community Excellence Through Quality Service”*

Published by:  
*The City Manager's Office*  
*Teresa A. Tieman, Senior City Administrator*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Dover  
Delaware**

For the Fiscal Year Beginning

**July 1, 2007**

*Oliver S. Coye*

President

*Jeffrey R. Emery*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Dover, Delaware for its annual budget for the Fiscal Year beginning July, 2007. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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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**

**PERMANENT PERSONNEL**

**DOVER PROFILE**





July 1, 2008

Honorable Mayor, Honorable Council President, and Members of City Council  
 City of Dover  
 Dover, DE 19901

Dear Mayor, Council President, City Council Members:

I am presenting the Fiscal Year 2008-2009 City of Dover Annual Operating Budget, as approved by City Council on June 23, 2008. This budget reflects our firm commitment to efficiently deliver basic municipal services and to maintain and enhance the quality of life of our citizens while sustaining the long-term fiscal health of the City.

The budget estimates total operating expenditures of \$158.1 million City-wide (excluding intrafund transfers and current year balances), which represents a change of \$5.2 million or 3.4 percent. Increased salary, health care, pension, and other post-employment benefits are some of the driving factors of growth in the operating budget. The largest driving factor, in the operating budget, is the increased cost of wholesale power. This is estimated to be an additional \$5.5 million or 10.4 percent over prior the year's budget. Capital Investments are projected to decline as major projects are completed in the Electric division and with the completion of the John W. Pitts Recreation Center.

<b>TOTAL ANNUAL BUDGET PROGRAM</b>		
	<b>Fiscal Year 2007-2008</b>	<b>Fiscal Year 2008-2009</b>
Operating Budget	\$126,403,987	\$133,434,571
<i>Percent Change</i>		5.56%
Capital Investments	\$26,523,087	\$24,689,929
<i>Percent Change</i>		-6.91%
<b>Total Budget Program</b>	<b>\$152,927,074</b>	<b>\$158,124,500</b>
<i>Percent Change</i>		3.40%

The City's economy is exhibiting growth in the institutional, retail, hotel, and gaming sectors. Dover continues to grow in these areas despite the economic downturn being experienced nationally. Dover's real estate and construction markets have slowed significantly in the past year; however, Dover's economy remains strong. The City of Dover continues to be the economic center of Kent County.

This has been a very difficult budget year and the City is experiencing a need to grow and expand in a time of economic downturn. This fiscal year the City will begin preliminary work for the new regional library (\$1.2 million), establish an Economic Development division (\$312,977), make substantial improvements to the Electric infrastructure (\$13.2 million) and the Water infrastructure (\$7.2 million). The City will also begin to fund the Other Post-Employment Benefits (OPEB), a Governmental Accounting Standards Board requirement. At 2.5 percent of salaries OPEB costs for Fiscal Year 2009 is estimated to be \$500,000. We will experience a full year of operating expenses for the newly opened John W. Pitts Recreation Center (\$280,000). The additional staff added in Fiscal Year 2008, an Inspector, two Police Officers, and an Emergency Preparedness Coordinator resulted in \$219,300 of additional expenses in Fiscal Year 2009. The City of Dover Code and Charter requires a tax re-assessment that is scheduled to begin in Fiscal Year 2009 and will cost approximately \$400,000. While these demands are occurring, revenues in the General Fund are actually projected to be one percent less than our estimated revenues for Fiscal Year 2008.

Growth demands and the stagnate revenues in the General Fund caused serious discussions regarding increases in fees and taxes during the budget process. Due to current economic conditions, Council declined to raise any General Fund fees or taxes. No Water/Wastewater fees were increased for Fiscal Year 2009. Electric rates were increased by 7 percent to cover the increased costs of purchased power and plant operations. The City has accomplished its budgetary goals by:

- Reducing departmental requests by over \$2 million,
- Removing credit card processing fees of \$214,000 by moving to a third party credit card processor,
- Deferring computer purchases – moving from a four-year to a five-year replacement schedule,
- Deferring six requested positions, and
- Reducing and deferring several capital investment projects.

Some of the reductions made are not sustainable and eventually the projects or positions will need to be funded. Next year the City may be in the position of having to increase fees and taxes to maintain existing service levels. If fees are not increased service levels may need to be cut.

### **General Fund**

This year will see the first full year of operations for the John W. Pitts Recreation Center. This center is already providing many indoor recreational opportunities and we expect the cost of operations to be approximately \$280,000. This amount is offset by \$87,000 in revenues from programs offered at the center. Since opening in April 2008, user participation has grown from 412 participants in April 2008 to over 4,749 participants in July 2008. New programs offered in the fall of 2008 at the Pitts Center will include women's and men's basketball, volleyball, indoor field hockey, dodge ball, youth basketball, youth indoor soccer, Pilates, and middle school volleyball.

\$1.2 million has been budgeted to begin implementation of the Library Replacement Project. This project will be funded by State Grant (\$600,000) and from other resources this fiscal year. The anticipated City reserves for this project, at the end of Fiscal Year 2009, will be approximately \$3.9 million. The City's Library Facilities Plan was completed in 2004 and indicated that the library is undersized for the population it serves. The State of Delaware's Library Master Plan recommended that the Dover Public Library should be a 52,000 square foot anchor library for the entire community.

The architectural firm of Holzman Moss has been selected to design the Dover Public Anchor Library for \$530,750. Holzman Moss was chosen because of their experience with building public libraries. They have been involved with the planning and design of more than 6.5 million square feet of library space. Projects include Columbia Public Library, Cleveland Public Library, United States Military Academy, West Point, Jefferson Hall Library and Learning Center, and Frisco City Hall and Public Library. This firm has developed a keen understanding of issues that must be addressed in the programming and design of libraries. The architectural design phase of the project is expected to be completed by March 2009.

The budget emphasizes Council's commitment to economic development in Dover by creating a new Economic Development division. This division will also support the new Downtown Dover Partnership which combines Main Street Dover, the Dover Parking Authority and the Downtown Dover Development Corporation. The division budget is \$312,977. This amount is offset by approximately \$53,000 in revenues from the Business Improvement District Tax. There are three new full-time positions proposed for this division. These positions include an Economic Development Director, a Downtown Coordinator, and an Administrative Assistant. The Downtown Coordinator position is currently occupied and has become the responsibility of the City.

The Public Services Group has reorganized and created two new divisions – Life Safety and Code Enforcement. This change allows for improved accountability in the budgeting of these functions and organizes the group along functional lines. No additional funds were required for this change. The Life Safety group consists of the Emergency Planning Coordinator (formerly budgeted in Public Services Administration) and the staff of the Fire Marshal's office (formerly budgeted in Inspections). The Code Enforcement division (formerly budgeted in Inspections) will include all Inspectors who perform property maintenance inspections versus building inspections. The Inspections division will continue to perform building inspections.

The City's annual contribution to Robbins Hose is included in this budget per the Major Fire Apparatus Replacement Plan. This plan ensures loan payments for the replacement of fire apparatus, according to a schedule which guarantees equipment will not be outdated and unserviceable. The plan is based on replacing one of the Company's five engines and one rescue vehicle every three years which would place the average replacement age of the fleet at 18 years old. The Fiscal Year 2009 contribution includes payments for capital equipment in the amount of \$288,210.

The Street and Alley Program for Fiscal Year 2009 will rehabilitate approximately five percent of the street and alley network at an estimated cost of \$900,000. This program identifies maintenance costs for 81.03 miles of streets and 15.24 miles of alleys within the City. The City's contribution from the General Fund is budgeted at \$400,000, with \$500,000 in funding from the Community Transportation Fund. Funds in the amount of \$65,000 have been budgeted for Concrete Construction and Replacement.

The General Fund vehicle and equipment replacement is projected to be approximately \$1 million for Fiscal Year 2009. In the Sanitation division two vehicles, totaling \$315,000, have been budgeted for replacement. A street sweeper (\$137,000) has been budgeted for replacement in the Streets division. Before each vehicle is recommended for replacement, it is put through a vigorous and comprehensive inspection process by Fleet Maintenance. Beginning last fiscal year, divisions purchasing new vehicles were asked to purchase the most fuel efficient vehicle available to do the job necessary.

On April 9, 2007, City Council adopted a resolution endorsing the U.S Mayors Climate Protection Agreement. Since that time the City has adopted a Green Procurement policy that makes energy efficiency a priority through building code improvements, retrofitting City building with energy efficient lighting and urging employees to conserve energy and save energy. This policy establishes the requirement for performing lifecycle cost analysis on equipment. This cost analysis considers operating, maintenance, and energy costs over the useful life of the equipment. It requires the purchase of "Energy Star" products, as designated by the Federal Environmental Protection Agency, when such products are available.

To that end, we have installed a roof mounted 5 KW Photovoltaic System that will significantly reduce the amount of power the Public Utilities building consumes from the City's electrical grid. This project was funded by the State's Green Energy Grant Program. We have also made available to our utility customers an "Energy Depot" that provides online tools and resources to help customers better understand and manage their home energy use and costs. The City has also launched a pilot GPS (Global Positioning System) program in all sanitation vehicles. This system will allow remote monitoring of speeds, idling and the routing of vehicles causing drivers to be more aware of their driving behavior. This will result in lower speeds, more efficient routing, and less idling; which saves gas and reduces carbon emissions.

As mentioned earlier, the emphasis on economic development has added three new positions to the General Fund. Due to budget constraints, these were the only new positions added to the budget. It should be mentioned that many of the positions and capital projects requested could not be funded this year. The following positions were requested and approved for the budget; however, due to budget constraints were not funded: Budget Analyst, Accountant II, Librarian I, Office Assistant, Account Clerk III, and Planning Assistant. The following Capital Investment Projects were deferred due to budget constraints: Central Service Conference Room and Office, GPS Tracking of City Fleet, Expansion of Document Imaging, \$300,000 of the Street and Alley Program, \$5,000 of the Sidewalk Program, Splash Pad Implementation, Playground Improvements.

### **Water/Wastewater Fund**

In the last few years, the Water and Wastewater utilities have struggled with water quality and inflow infiltration issues. There is no one single solution for either of these issues. Addressing these concerns will require several capital improvements to the system. A bond issue is planned for Fiscal Year 2009 to complete the major capital improvements planned for our Water/Wastewater system. The bond issue will generate approximately \$11.3 million in funding for projects over the next two years. It is projected that the bond issue will require a Water rate increase of approximately five percent in Fiscal Year 2010 and three percent in Fiscal Year 2011. It is also projected that the bond issue will require a Wastewater rate increase of approximately five percent in Fiscal Year 2010 and seven percent in Fiscal Year 2011.

Many of the major water capital projects planned relate to the increased growth and expansion of our water system. In February 2008, Council approved the implementation of Water Impact Fees to cover the cost of expansion projects. Water Impact Fees will be implemented over three years beginning in February 2008 through 2010. The Water Impact Fees for those years are \$700, \$1,400 and \$2,100, respectively. As with the City's Wastewater Impact Fees, the revenue from Water Impact Fees will be used to pay debt service related to expansion projects first, and the balance will be transferred to a reserve, where it is used to pay for extensions of water service.

### **Water**

Improving Dover's water quality has been recognized by the Public Utilities Department as its highest priority. Although the City's water supply meets all the requirements of the State of Delaware, Division of Public Health's Office of Drinking Water, water quality complaints have eroded consumer confidence in the City's water supply as the water is perceived to be aesthetically unpleasant. 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 operational changes will result in no net effect to the operating budget, while others will need to be addressed in the development of future operating budgets. This includes staffing changes, as well as, equipment and supplies to improve system sampling, monitoring and system-wide flushing operations.

The system-wide flushing operations are continuously evaluated and updated to increase effectiveness and the Department will be transitioning to unidirectional flushing in the near future, which should be more efficient and effective.

In Fiscal Year 2005, the Water Department retained the services of Black and Veatch, a nationally recognized consulting firm, to conduct a water quality study on the water system and to assist in identifying specific areas of the City's water system that may need to be upgraded or replaced to address quality concerns. The results of this study were available at the end of Fiscal Year 2006 and provided the Department with recommendations to assist in remedying the problem and improving long-term planning for the system. Implementation of some of the recommendations/projects identified by the study started in Fiscal Year 2007.

In Fiscal Year 2006, the Division Street Water Main Replacement project was initiated. This replaced older, problematic eight-inch (8") and fourteen-inch (14") cast iron pipe with a new sixteen-inch (16") pipe. Replacing this older, unlined cast iron pipe was an important step towards improving the City's water quality issues.

The key project identified in the study consisted of providing contact chambers at each of the deep well sites in order to stabilize the chemistry of the water, prior to entering the distribution system. Design of each of the chambers, as well as construction of the first chamber, was performed in Fiscal Year 2007. The contact chambers at six additional well sites were constructed and brought on-line in Fiscal Year 2008. The remaining six contact chambers will be constructed and brought on-line in Fiscal Year 2009. In Fiscal Year 2008, staff also established a priority listing of all water mains, within the water system, to assist in determining which water lines will provide the greatest benefit through rehabilitation. It is proposed that the implementation of the water main rehabilitation program, based upon the priority listing, begin in Fiscal Year 2009.

Since 2003, the City has spent approximately \$4 million on improving water quality. Since that time water quality complaints have dropped from an all time high of 906 in Fiscal Year 2005 to 241 in Fiscal Year 2008. Over the next five (5) years the Department has budgeted over \$6.1 million for projects to address water quality improvements. This year, the City will be spending nearly \$1.6 million.

The Wellhead VFD Upgrades project purchases and installs variable frequency drives at deep well facilities. This project will provide additional production draw control and reduce water hammer and flow reversals resulting from wells turning on and off, which can lead to water quality concerns. Three VFDs have been purchased. The installation of two at Well #6 and Well #10 was completed in Fiscal Year 2006. The VFD for Well #2 was installed in Fiscal Year 2007. VFD's for Well #11, Well #13R, and Well #15 were installed in Fiscal Year 2008. VFD's for the remaining, Well #3, Well #8, and Well #9, are scheduled for installation in Fiscal Year 2009. VFD installations will be completed in Fiscal Year 2009 at all the appropriate facilities with an estimated cost of \$124,000.

The construction of a 1.0 MG Elevated Water Storage Tank is planned for Fiscal Year 2009. This project was determined necessary by the 2004 Water Master Plan Update, in order to meet future storage volume requirements based upon demands and to aid in reducing low pressure areas and to enhance fire suppression capability. Design and site procurement are planned for Fiscal Year 2009 with an estimated cost of \$695,000. Construction is planned for Fiscal Years 2010 and 2011.

The Piney Point Well project was identified by staff and confirmed by the 2004 Water Master Plan Update. It proposes the drilling of a new Piney Point aquifer production well to increase production capacity up to our current permitted allocation, as well as increase system pressure and stabilize the chlorine residuals of the City. Design and site procurement are planned for Fiscal Year 2009 with an estimated costs of \$195,000.

The Water Construction division is purchasing a \$29,000 Vibratory Trench Roller, to replace an existing roller, used in the compaction of roads, parking lots and cohesive soils.

## **Wastewater**

Inflow and infiltration has resulted in higher volumes of wastewater being transported to Kent County for treatment. Wet weather in 2003 highlighted the fact that the City's wastewater system is aging and requires increased rehabilitation efforts, as well as monitoring of illicit connections to the system such as sump pumps and roof drains. All customers are impacted by inflow/infiltration, since these are costs that are not assigned to an individual customer. This higher volume is unmetered and, therefore, the City cannot recover the costs through direct billing of our customers.

In 2006 the City contracted with a video pipe inspection company to clean, video inspect, smoke test, and provide digital reports of any problems detected within a predetermined section of the Sanitary Sewer System. Testing began in the Fairview area of Dover and continued to include Division Street, Loockerman Street, and the St. Jones River interceptor. An action plan based upon this investigation is being developed by staff.

Moving forward, it is proposed that the continued inspection of the sanitary sewer system be performed by staff. Staff would be provided with Pipe Assessment Certification Training and reliable and up to date technologies to video inspect the system to meet operational needs, as well as inflow/infiltration inspections. In addition, sanitary sewer mains will be inspected in conjunction with the proposed water main rehabilitation areas. This is to ensure that necessary repairs to both utilities are completed systematically, in the most cost efficient manner. To effectively video the sewer lines a wastewater camera truck will be purchased for \$210,000.

Inflow/Infiltration has resulted in a projected deficit for Kent County Sewer Adjustment charges. The efforts made to date to remedy inflow/infiltration, as well as drier weather, have resulted in a decline of the deficit. In Fiscal Year 2007 the Kent County Sewer Adjustment Charge deficit was \$1.2 million. The deficit is projected to be \$365,000 at the end of Fiscal Year 2008. By the end of Fiscal Year 2009 the deficit is projected to be eliminated and the fund balance is projected to be approximately \$300,000. The project is expected to span the next five years and cost approximately \$2.2 million with \$275,000 being spent in Fiscal Year 2009.

The US Route 13 East Sanitary Sewer Interceptor will construct approximately 6,500 linear feet of various diameter gravity sewer from the entrance road to Dover Downs to the west end of West Rustic Lane. Sewer diameters included in this project consist of 12-inch, 21-inch, 24-inch and 27-inch. The proposed gravity sewer interceptor will allow the City to abandon the existing Schwartz Pumping Station immediately adjacent to US Route 13. This projected is estimated to cost \$3.1 million.

As part of a systematic plan to replace the City's old and obsolete sewer pumping stations, one pumping station is scheduled to be replaced and two others will begin replacement in Fiscal Year 2009. The Weaver Street Package Pump Station Replacement will replace the existing 1972 Smith & Loveless wet well mounted pumping station. The replacement will prevent the need for costly non-budgeted repairs to maintain operation. It will provide a reliable sewage pumping station for another 25 years with adequate capacity for the existing development. The cost of this project is estimated to be \$400,000. Replacement work will also begin on the Delaware State University Pumping Station and the Acorn Lane Pumping Station. The replacement cost for both stations is estimated at \$386,400, each over the next two years.

Besides the wastewater camera truck mentioned earlier, the Water/Wastewater Engineering division is purchasing a pick-up truck to replace an existing truck.

## Electric

Electric rates were of concern going into the development of the budget. Purchase power expenses were increasing approximately 10.4 percent over the prior budget. In addition, electric operating expenses were rising about seven percent and major capital improvements were made that resulted in \$22 million of additional debt.

The City contracted with Burns and McDonnell, an independent consulting firm, to conduct a Cost of Service analysis. The Study updated the City's Electric fund financial forecast, adjusted for increased purchased power costs, and incorporated additional capital requirements. It was determined that a City-wide increase to revenue of seven percent was required. The Cost of Service analysis assigned these costs to the proper rate classes, based on allocation factors; therefore, each individual rate class may experience different percentage increase. Revenues are projected to cover the increased costs of purchased power and operations while maintaining our financial targets for debt service coverage and positive net margins.

We believe the Electric utility's capital investment program is manageable and responsible. The City has issued approximately \$22.2 million in debt to finance the 69 Kv Feeders 3 and 4, the St. Jones Substation, and other system improvements. Moody's Investors Service has assigned an A1 rating to this bond issue. The A1 rating reflects the Electric utility's financial position, which has healthy levels of liquidity and adequate debt coverage ratios.

The 69 Kv Feeders 3 and 4 project will install two new feeders from Cartanza Substation to the western edge of the City, where it will connect with the current transmission lines. This project will sufficiently increase the transmission capacity for at least another 20 years. The addition of the two new feeders will allow any one of the four lines to be taken out of service for maintenance or for any line faults. The project is scheduled to be completed in two phases. Phase 1 of the 69 Kv Feeders 3 and 4 project involves building two new feeders to the St. Jones Substation location, which will provide a mid-point for the project. Phase 2 will start from St. Jones and terminate near Fulton and West Streets, where it will connect to the existing 69 Kv loop. The 69 Kv lines feed all the substations which, in turn, feed all the distribution circuits. Currently, if one line would fail due to weather, and/or accidents, approximately 50 percent of the City could be without power. The project will be carried out in phases through 2009 and is estimated to cost \$14.7 million. The Fiscal Year 2009 final phase is budgeted at \$4 million and will be funded through debt issuance.

The St. Jones Substation project will replace the current St. Jones Substation, in coordination with the new 69 Kv Feeders 3 & 4 project. The new station will consist of a bus tie for the two new 69 Kv circuits, installation of a new transformer and switchgear to replace the existing obsolete equipment, and converting the last 22 Kv substation to 69 Kv. The installation of the bus tie will provide additional reliability to the transmission system by providing a protection scheme for line faults, allow the interconnection of the two new feeders at this location to provide greater reliability, and provide a dual transmission feed, with protection/isolation, to ensure that the substation continues to operate in instances where the transmission line fails. The current station transformer and equipment have reached their life expectancy and need to be replaced; therefore, this is an ideal time to convert the station to the 69 Kv system. This will facilitate the removal of approximately six miles of 22 Kv transmission lines, which will reduce the maintenance requirements and system losses. The Fiscal Year 2009 project budget equals \$4 million and is funded by debt issuance and operating funds.

The Horsepond 600 Transformer will replace a 1970 substation transformer. Consequences of delaying or eliminating this project would be total transformer failure. Without replacing the transformer, the City will most likely have oil spills and incur repair costs. Total transformer failure will result in extended outages and extremely high costs in environmental cleanup services. The transformer was ordered in October 2007 and this project is scheduled to be completed by May 2009. The Fiscal Year 2009 project budget equals \$695,000 and will be funded by reserve funds.

The power plant will convert all three units at McKee Run to number two oil and perform burner modifications to reduce the pollution output at the plant. This work is being performed in order to comply with Delaware's pollution regulations. The conversion will reduce the NOx emissions from the flue gas going out the stack. The costs are divided into two years with partial engineering and design costs budgeted in Fiscal Year 2008 and final design and construction scheduled in Fiscal Year 2009. Total cost of the project is estimated at \$3.8 million, with \$2.6 million budgeted for Fiscal Year 2009. This project is funded by operating revenues and bond sale.

Lastly, I am very proud that this year the City of Dover Public Utilities Department earned the Reliable Public Power Provider™ (RP<sub>3</sub>) recognition. Dover's Electric utility is one of 84 of the nation's more than 2,000 public power utilities to earn Reliable Public Power Provider™ (RP<sub>3</sub>) recognition from the American Public Power Association for providing consumers with the highest degree of reliable and safe electric service.

The RP<sub>3</sub> recognizes public power utilities that demonstrate proficiency in four key disciplines: reliability, safety, training and system improvement. Criteria within each category are based on sound business practices and representing a utility-wide commitment to safe and reliable delivery of electricity.

Vehicle purchases for the Electric division, for Fiscal Year 2009, include two pick-up trucks estimated at \$33,945.

### **Summary**

This budget provides sufficient revenues to pay for expenses, adequate fund balances, maintenance and improvements to our infrastructure, increases to our reserve accounts, core customer services to our citizens, competitive compensation and benefits packages to employees, and the advancement of some of Council's strategic priorities.

We were only able to accomplish our goals by taking drastic measures to reduce departmental expense requests in all funds. As stated above, there were several approved and requested positions that were not funded, as well as, deferment of several capital projects. Some of the projects and reductions to the General Fund divisions are one time reductions that cannot be sustained in the future, such as vehicle deferment, and some of the deferred positions. This means that in the future the City will most likely require fee and tax increases or a reduction of the core services provided today. The property tax rate of \$.33 per \$100 of assessed value is unchanged for Fiscal Year 2009 and no fees in the General Fund were increased.

City of Dover Water and Wastewater Rates remain unchanged, however, we project rate increases for the next two fiscal years in order to maintain the infrastructure, cover bond requirements and provide reliable, quality service. Transfers from the utility funds are maintained at approximately 4.5 percent for the Water/Wastewater fund and 6.5 percent for the Electric Fund. Electric rates for customers increased seven percent system-wide.

The fund summaries on Pages 69 through 124 provide a complete overview of expenses and revenues including any rate increases for the various funds that make up our budget. These pages also highlight the major capital projects and operating programs.

Respectfully submitted,



ANTHONY J. DEPRIMA, AICP  
City Manager

## 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 2009.

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 14 major sections: Introduction, Strategic Initiatives, Budget Summary, Fund Summaries, Personnel Information, Capital Investments Plan, Debt Service, General, Public Utilities, Other Funds, Appendix, Glossary of Key Terms and Concepts, and Index. Highlights of each section are as follows:

### INTRODUCTION

The City Manager's letter to Council on Page 3 contains an overview of the budget. It discusses goals of the budget and highlights important issues by fund. 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; a summary of the City's permanent personnel; and the City operational structure. Readers can also find a profile on Dover's history, location, form of government, and demographic statistics.

### STRATEGIC INITIATIVES

This section contains the City's vision, mission, and critical success factors as well as a listing of all the fiscal year's strategic objectives by department.

### BUDGET SUMMARY

In this section, all the funds are discussed in summary form. The Budget Summary begins by reviewing the budget process. An explanation of the financial structure of the City is provided 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.

### FUND SUMMARIES

These explain and discuss, in more detail, the City's major funds and their contingencies. Funds presented in this section include: General Fund, Water/Wastewater Fund, Water/Wastewater Improvement and Extension Fund, Electric Revenue Fund, and Electric Improvement and Extension Fund. Each fund's origin and purpose is explained, and major highlights of the fund are provided. An explanation of revenue estimates by fund is also presented here.

### PERSONNEL INFORMATION

In this section, the City's payment plan for non-bargaining employees is discussed. This includes market increase recommendations; a chart of the pay plans; explanation of Pay-For-Performance to include performance scoring; proposed promotions and grade recommendations; and new position recommendations.

**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 2008 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, 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 12.

**OTHER FUNDS**

Readers can find information on the City's other funds. These funds are usually 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).

**APPENDIX**

Miscellaneous statistics about the City are included in the Appendix. A reader can find out the number of business licenses issued or who the major employers are in the City. Also included are the City's Financial Policies and Investment Policy.

**GLOSSARY OF KEY TERMS AND CONCEPTS**

The Glossary of Key Terms and Concepts will be helpful to a reader not familiar with governmental terms such as "enterprise fund."

Readers are encouraged to contact the City with any comments or questions they might have regarding the budget. Inquiries may be addressed to the Senior City Administrator, P.O. Box 475, Dover, DE 19903-0475 or by telephone at (302) 736-7164.

## DESCRIPTION

### PERFORMANCE BUDGET PAGE

#### DEPARTMENT NAME

#### DEPARTMENTAL VISION

The vision statement for each department describes the service goals that the department wants to achieve through the programs it offers. You should see a link between the overall department goal and the program objectives in the next section.

#### MAJOR PROGRAMS, OBJECTIVES, MEASURES

**Programs:** Programs are collections of activities, operations, or organizational units that are directed to the attainment of specific objectives. For example, police patrol is a program that comprises many different kinds of law enforcement activities that are directed toward crime prevention and timely response to requests for service. The number of programs a department identifies is the result of the scope of their responsibilities. The number of programs listed, in itself, is not meaningful.

**Objective:** Each program will have a service objective that identifies the customer for that service and what outcome the service aims to achieve for the customer. Many times the customer is the citizen, but some programs, like financial services, serve citizens indirectly by supporting other City programs. Service objectives rarely change over time, but performance toward achieving those objectives may change.

**Measures:** Program managers collect and monitor scores of performance measures. Only the measures that capture the outcomes revealed in the program objectives appear in the budget document. Additionally, the measures should be meaningful to citizens. Program managers have selected the best indicators of their service performance for this section and will track their performance by these measures over time.

**Results:** These are the results of the Major Program Measures from the previous fiscal year with the current year's actual results and a projection for the upcoming year.

#### FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS

Strategic objectives for Fiscal Year 2007-2008 are listed individually. Each objective must state whether each measure was met (i.e., Goal Met, Goal Partially Met, Goal Not Met) along with a brief explanation.

#### STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009

Strategic objectives are different from service objectives in that while service objectives remain constant, strategic objectives change from one budget year to the next. Managers identify their strategic objectives based on problems that can or should be solved, efficiencies that might be realized, or by looking forward to what they want their program to achieve in future years and laying the foundation for that success in the current budget year. Strategic objectives are not dreams or ideas, however. They must meet very restrictive criteria.

First, strategic objectives must support one of the six critical success factors identified in the City's strategic planning process. Those factors are Customer Satisfaction, Employee Satisfaction, Cost and Revenue Efficiency, Downtown and Neighborhood Development, Citywide Safety, and Economic Development and Job Growth. You will see one or more of these factors in every strategic objective. (See Page 41 for more on these critical success factors.)

Second, the manager must be able to identify an indicator of progress toward the program objective that would be realized if the strategic objective were achieved. Not every problem can be solved in one budget cycle, and forward-thinking managers often plan for future improvements by putting one element in place at a time. Therefore, an outcome indicator for a strategic objective may be an interim outcome rather than a final outcome.

Finally, and of special interest to citizens and elected officials, all requests for substantial changes in budget requests will be tied to strategic objectives (explained more fully in the "budget recommendation" section). That is, every request that is not maintenance-of-service will be clearly linked to a strategic objective. Not every strategic objective has a budget impact, but all budget impacts must be tied to strategic objectives. This presentation format is designed to focus department heads' attention on achieving Citywide goals through their program priorities and to focus citizen and Council attention on the ways that program priorities may affect the budget.

**Budget:** *(if appropriate)* This section contains the line-item budget request in the same format as presented in previous years. There is only one difference: any change in last year's request that is not a maintenance-of-service adjustment is tied directly to a strategic objective. The number of the strategic objective, as it appears on the page, is located next to the summary line for the request.

For example, if a manager identified hiring a new employee as the means to achieving his/her second strategic objective, you would see the number "2" on the subtotal "10" line for Personnel. No attempt is made to subdivide the request associated with the strategic objective over multiple budget lines for clarity of presentation. That is, the number "2" does not appear next to "10-14 FICA Taxes" or "10-15 Health Insurance" even though a new employee would certainly have budgetary implications in these subsections of the Personnel cost budget.

**Notes:** *(optional)* Sometimes the link between the strategic objective and the Citywide goal is not readily apparent, or perhaps the manager can identify more than one means to achieve the strategic objective. This section is included to provide necessary supporting information surrounding any strategic objective if the impact is not readily apparent.

# SAMPLE PERFORMANCE BUDGET PAGE

**Title**  
Indicates the department.

**Departmental Vision**  
Developed by the department, this is a statement that identifies the particular purpose for the department.

**Major Programs**  
A listing of the fundamental services and the public service levels for the department. The number of programs will vary by department.

**Fiscal Year 2007-2008 Strategic Accomplishments**  
Results of prior year's Strategic Objective measures.

**Fiscal Year 2008-2009 Strategic Objectives**  
Fiscal year business plan initiatives for the department. The number of strategic objectives will vary by department.

**Budget Recommendations (if appropriate)**  
The recommended course of action for one of the Strategic Objectives for the department

**Notes (optional)**  
Optional information referring to one of the department's Strategic Objectives

**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 by the City so that the City is ensured of the necessary revenue to carry out its functions in a timely manner.

**MAJOR PROGRAMS**

*CUSTOMER SERVICE*

**Objective:** The objective of this program is to provide professional, fair, courteous, friendly, efficient, and accurate service so this will be a place where customers are comfortable conducting their business.

**Measure:** Obtain a 98 percent or better satisfaction rating from customers completing our survey and/or comment card.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	98 percent	98.5 percent	≥98 percent

*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.

**Measure:** Bills should be prepared with a 98 percent or better accuracy rate.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Maintained an accuracy rate of 98 percent.	Maintained an accuracy rate of 98 percent.	Maintain an accuracy rate of ≥98 percent,

<b>Results</b>	Not measured this fiscal year.	Not measured this fiscal year.	95 percent
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**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS**

- Re-sequence and reroute meter routes.** Goal Partially Met – This project is part of the continuous development and growth of the City of Dover.
- With the assistance of the Central Services, Information Technology, and Human Resources directors, develop an internal customer satisfaction survey; survey internal users.** Goal Met.
- Work with the City Manager's Office to restructure Administrative Services to Customer Services.** Goal Met – This objective was completed before October 2006.

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2007-2008**

- Hire an Account Clerk III to supervise the billing and collections efforts.** This position will also assist all areas of our department in order to meet work requirements and allow staff to continue to provide our customers with quality service as stated in our vision. This objective is part of the Billing program and advances the critical success factors of Customer Satisfaction and Employee Satisfaction.  
  
**Measure:** Hire an Account Clerk III by June 30, 2008.  
  
**Budget:** \$52,023.24 – Acct. No. 110-2900-529.10.xx, Personnel Costs; \$2,355.00 – Acct. No. 110-2900-529.20-xx, Materials and Supplies

**Notes:** This individual will work primarily in the following areas: provide supervision to the Billing Clerk and assume her duties during her absence; monitor large utility accounts; supervise with the collection of delinquent utilities and tax accounts; perform the Department's payroll function; assist the Customer Service Manager with projects; perform Department audits; provide coverage in customer service area;

# City of Dover

## **ELECTED OFFICIALS**

### **MAYOR**

Honorable Carleton E. Carey, Sr. (5/10)

### **CITY COUNCIL**

#### **AT-LARGE**

Councilman Thomas J. Leary (5/09)

#### **FIRST DISTRICT**

Councilman Kenneth L. Hogan (5/09)

Councilwoman Beverly C. Williams (5/10)

#### **SECOND DISTRICT**

Councilman Eugene B. Ruane (5/09)

Councilman William P. McGlumphy (5/10)

#### **THIRD DISTRICT**

Councilman James G. McGiffin, Jr. (5/09)

Councilman Timothy A. Slavin (5/10)

#### **FOURTH DISTRICT**

Councilman Reuben Salters (5/09)

Councilman Sophia R. Russell (5/10)

# City of Dover

## APPOINTED OFFICIALS

as of July 1, 2008

Council President	Kenneth L. Hogan
City Chaplain	Elder Wallace Dixon
City Manager	Anthony J. DePrima
City Solicitor	Nicholas H. Rodriguez
Deputy City Solicitor	William Pepper
Fire Marshal	David J. Truax
Police Chief	Jeffrey Horvath
City Clerk	Traci A. McDowell
Deputy City Clerk	Amber L. Clendaniel
City Assessor	Vacant
Assistant City Assessor	Cheryl A. Russell
Controller/Treasurer	Donna S. Mitchell
Assistant Treasurer	Traci A. McDowell
Director Planning/Inspections	Ann Marie Townshend
Building and Health Inspector	Ann Marie Townshend
Fire Chief	David Carey

### **LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE**

Councilman Timothy A. Slavin, Chairman  
 Councilman William P. McGlumphy  
 Councilman Reuben Salters  
 Daniel Shevock \*CP  
 Bobby C. Jones \* C

### **PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE**

Councilwoman Sophia R. Russell, Chairperson  
 Councilman William P. McGlumphy  
 Councilman Eugene B. Ruane  
 David A. Lewis, Jr. (Civilian Member)\*CP  
 Ann Horsey (Civilian Member)\*C

### **SAFETY ADVISORY AND TRANSPORTATION COMMITTEE**

Councilman Thomas J. Leary, Chairman  
 Councilwoman Sophia R. Russell  
 Councilman Timothy A. Slavin  
 John J. Davis (Civilian Member)\*C  
 John Link (Civilian Member)\*CP

**UTILITY COMMITTEE**

Councilman Eugene B. Ruane, Chairman  
 Councilwoman Beverly C. Williams  
 Councilman James G. McGiffin, Jr.  
 Richard Snaman (Civilian Member)\*CP  
 Edgar Cregar (Civilian Member)\*C

**BOARD OF ADJUSTMENTS (3-Year Terms)**

K.C. Sheth, Chairperson (7/10)  
 William Hufnal (7/10)  
 Dr. Edward Goate' (7/09)  
 Richard Senato (7/09)  
 Arthur G. Ericson (7/08)

**CONSTRUCTION CODE BOARD OF APPEALS**  
(Plumbing, Mechanical, and Fire Prevention)

Councilman Eugene B. Ruane  
 Councilman William P. McGlumphly  
 City Manager, Anthony J. DePrima

**DOVER 4<sup>TH</sup> OF JULY CELEBRATION COMMITTEE**  
(Annual)

Greg Patterson, President (05/09)  
 Richard Bundy, Vice-President (05/09)  
 Donna Mitchell, Treasurer/Secretary (05/09)  
 John J. Friedman (05/09)  
 Dave Bonar (05/09)  
 Elaine Brenchley (05/09)  
 Brad Holden (05/09)  
 Cindy Small (05/09)  
 Carleton E. Carey, Sr., Chairman (ex-officio member)

**DOVER HOUSING AUTHORITY**  
(6-Year Terms)

Mayor's Appointments:  
 C. Terry Jackson (8/15/09)  
 Beverly C. Williams (8/15/11)  
 Governor's Appointments:  
 Audrey Daniels (8/10/10)  
 George Records (7/26/10)  
 Kathleen Williams (1/15/13)  
 Ami Sebastian-Hauer, Executive Director

**DOWNTOWN DOVER DEVELOPMENT CORPORATION (DDDC) (3-Year Terms)**

Gary Patterson, Chairman - Private Citizen (4/23/09)  
 Arden M. Bardol - Private Citizen (4/23/11)  
 Robert Berglund - Business Representative (4/23/09)  
 Thomas Smith - DPA Representative (4/23/09)  
 Michael Harrington - Commercial Real Estate Rep. (4/23/10)  
 Joseph McDaniel - Finance Representative (4/23/10)  
 Ed Perez (Main Street) - Business Representative (4/23/11)  
 James D. McGinnis - Private Citizen (4/23/11)  
 Mayor Carleton E. Carey, Sr. (Ex-Officio Member)  
 Gerald Street - Legal Representative (4/23/10)  
 Anthony J. DePrima - City Manager  
 Ann Marie Townshend - City Planner  
 Councilwoman Sophia R. Russell - Council Representative  
 Councilman Reuben Salters - Council Representative  
 Councilman Timothy A. Slavin - Council Representative  
 David L. Bonar - Governor's Appointment

**ELECTION BOARD**

(3-Year Terms - Annual Meeting)

Ruth Morris - First District (5/09)  
 Gerald P. Foss - Second District (5/09)  
 Goldie Legates - Third District (5/10)  
 Lillie M. Johnson - Fourth District (5/10)  
 William Garfinkel - At-Large (5/11)  
 Traci A. McDowell, City Clerk (Liaison Member)

**ETHICS COMMISSION**

(5-Year Terms)

Thomas C. Jackson, Chairman (7/31/13)  
 Robert Bunnell (7/31/10)  
 Robin Case (7/31/11)  
 Dennis K. Jones (7/31/12)  
 Nancy J. Shevock (7/31/09)  
 Traci A. McDowell, City Clerk (Liaison Member)  
 Nicholas H. Rodriguez, City Solicitor (Liaison Member)

**GREATER DOVER ARTS COUNCIL**

(2-Year Terms)

Fred Kaltreider, Chairman (6/1/09)  
 Elaine Brenchley (6/1/08)  
 N. Taylor Collins (6/1/08)  
 Joanne Freed (6/1/08)  
 Debora Hansen (7/1/08)  
 Paul Janiga (6/1/09)  
 Maureen McDermott Cannon (6/1/08)  
 Brian Miller (6/1/09)  
 Dr. Scott Miller (6/1/09)  
 Dennis Minus (6/1/08)  
 Mary Turner (6/1/08)

**HISTORIC DISTRICT COMMISSION**

(3-Year Terms)

C. Terry Jackson - Resident (7/26/11)  
 Joseph McDaniel, Business Representative (7/26/11)  
 James D. McNair, II - Profession (7/26/11)  
 Charles Salkin - Resident (7/26/10)  
 Richard Scrafford - Profession (7/26/10)

**HUMAN RELATIONS COMMISSION**

(3-Year Terms)

Mayor Appointments:  
 Ivan F. Finney (2/09)  
 Rev. Wayne A. Johnson, Sr. (2/09)  
 Roy Sudler, Jr. (2/11)

Council President Appointments:  
 Dr. Samuel B. Hoff, Chairman (2/10)  
 Gregory J. Bunkley (2/10)  
 Katrina Brumble (2/10)  
 Dr. Phyllis Edamatsu (2/10)  
 Paul Fleming (2/10)  
 Mittie Kelley (2/09)  
 Michelle Lee (2/10)  
 Ellen O. Wasfi (2/09)

**DOVER PUBLIC LIBRARY ADVISORY COMMISSION**

(5-Year Terms)

Lois J. Dunning (6/16/10)  
 Beth Petit DeMange (6/16/10)  
 Gertrude Jackson (6/16/13)  
 David Lewis (6/16/12)  
 Dorothy Snyder (6/16/11)  
 Councilman Eugene B. Ruane (Council Liaison Member)

**PARKING AUTHORITY**

(5-Year Terms)

Michael J. Ambruso (7/1/09)  
 Ronald G. Poliquin (7/1/08)  
 Timothy P. Mullaney, Sr. (7/1/10)  
 Thomas G. Smith (7/1/11)

**PENSION COMMITTEE - CIVILIAN**

(3-Year Terms)

Councilman Thomas J. Leary  
 Councilman James G. McGiffin, Jr.  
 City Manager, Anthony J. DePrima  
 Controller/Treasurer, Donna S. Mitchell  
 Elected Members:  
     Pat Braun (6/30/09)  
     Chappy Lucas (6/30/10)  
     Judy Rigby (6/30/11)

**PENSION COMMITTEE - POLICE**

(3-Year Terms)

Councilman Thomas J. Leary  
 Councilman James G. McGiffin, Jr.  
 City Manager, Anthony J. DePrima  
 Chief of Police, Jeffrey Horvath  
 Elected Members:  
     (Ret. Lt.) Timothy Mullaney, Chairman (1/31/11)  
     (Ret. Capt.) Larry Gray (1/31/09)  
     (Ret. Lt.) William Knotts (1/31/10)

**PLANNING COMMISSION**

(3-Year Terms)

First District: Francis C. Nichols (6/1/11)  
                   Col. Robert D. Welsh (6/1/11)  
 Second District: William J. DiMondi (6/1/09)  
                   Thomas Holt (6/1/09)  
 Third District: John Friedman, Chairman (6/1/09)  
                   Frederick Tolbert (6/1/11)  
 Fourth District: John H. Balldwin, Jr. (6/1/10)  
                   Ron Shomo (6/1/10)  
 At-Large: Michael von Reider (6/1/10)

**ST. JONES GREENWAY COMMISSION**

(3-Year Terms)

Robert Gorkin (12/09)  
 Michael P. Mercer (12/09)  
 Zachery Carter (Ex-Officio Member - City Staff)

**SILVER LAKE COMMISSION**

(Annual)

Tricia K. Arndt  
 Cheryl A. Biddle  
 Zachery Carter  
 David L. Edgell  
 Robert Gorkin  
 Dean Holden  
 Gordon Massey, Jr.

\*C = Appointed by Chairperson

\*CP = Appointed by Council President

**CONTACT INFORMATION****MAYOR AND COUNCIL**

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 E-mail: ccarey@dover.de.us

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 Fax: (302) 736-5068  
 E-mail: generuane@verizon.net

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Councilman Timothy A. Slavin  
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 Fax: (302) 736-5068  
 E-mail: tmcdowell-tas@dover.de.us

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**DEPARTMENTS**

Anthony DePrima

**City Manager**

15 East Loockerman Street

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Phone: (302) 736-7005

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Teresa Tieman

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Customer Services**

15 East Loockerman Street

P.O. Box 475

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Fax: (302) 736-7002

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**Central Services**

710 William Street

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Phone: (302) 736-7046

Fax: (302) 736-7178

E-mail: central@cityofdoover.com

Traci A. McDowell

**City Clerk**

15 East Loockerman Street

P.O. Box 475

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Phone: (302) 736-7008

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E-mail: cityclerk@cityofdoover.com

Donna Mitchell

**Finance**

15 East Loockerman Street

P.O. Box 475

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Phone: (302) 736-7018

Fax: (302) 736-7177

E-mail: finance@cityofdoover.com

Chief David Carey

**Fire Department**

15 East Loockerman Street

P.O. Box 475

Dover, DE 19903-0475

Phone: (302) 736-7167

Fax: (302) 736-7166

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**Human Resources**

15 East Loockerman Street

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Phone: (302) 736-7073

Fax: (302) 736-7093

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Mark Callan

**Information Technology**

5 East Reed Street

P.O. Box 475

Dover, DE 19903-0475

Phone: (302) 736-5071

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E-mail: it@cityofdoover.com

Joan Stover

**Library**

45 S. State Street

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Phone: (302) 736-7030

Fax: (302) 736-5087

E-mail: library@cityofdoover.com

Zachery Carter

**Parks and Recreation**

1210 White Oak Road

P.O. Box 475

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Phone: (302) 736-7050

Fax: (302) 736-7154

E-mail: parks@cityofdoover.com

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15 East Loockerman Street  
P.O. Box 475  
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E-mail: [planning@cityofdoover.com](mailto:planning@cityofdoover.com)

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**Public Utilities**  
860 Buttner Place  
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Phone: (302) 736-7070  
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E-mail: [electric@cityofdoover.com](mailto:electric@cityofdoover.com)

Chief Jeffrey Horvath  
**Police Department**  
40 South Queen Street  
P.O. Box 475  
Dover, DE 19903-0475  
Phone: (302) 736-7111  
Fax: (302) 736-7142  
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Cheryl Russell  
**Tax Office**  
5 East Reed Street  
P.O. Box 475  
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Phone: (302) 736-7022  
Fax: (302) 736-7193  
E-mail: [taxassessor@cityofdoover.com](mailto:taxassessor@cityofdoover.com)

Scott Koenig  
**Public Services - Public Works**  
15 East Loockerman Street  
P.O. Box 475  
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Phone: (302) 736-7025  
Fax: (302) 736-7177  
E-mail: [publicworks@cityofdoover.com](mailto:publicworks@cityofdoover.com)

## PHONE NUMBERS

### **CITY OFFICES**

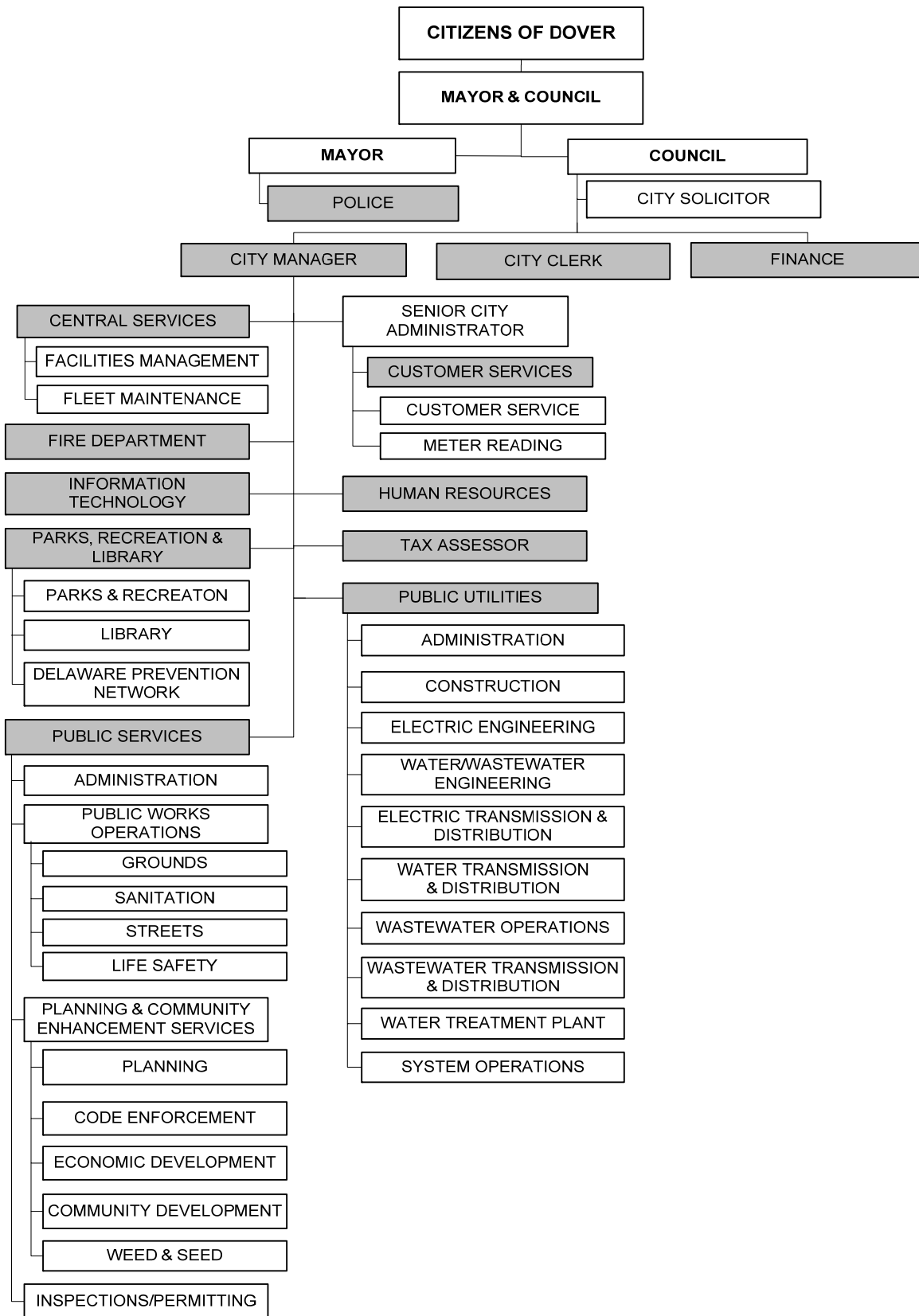
Accounts Payable.....	736-7152
Central Services .....	736-7046
City Clerk.....	736-7008
City Manager .....	736-7005
Customer Services .....	736-7058
Electric/Water/Sewer Billing.....	736-7035
Electric/Water Collection.....	736-7190
Electric Utility	
New and Transferred Accounts .....	736-7035
Emergencies/Trouble Calls -	
24 hours .....	736-7086
Public Utilities	
Administration .....	736-7070
Electric Engineering .....	736-7091
Electric Transmission	
and Distribution.....	736-7091
Finance.....	736-7018
Fire (non-emergency) .....	736-7168
Grounds (Public Services) .....	736-7194
Housing and Community Dev. ....	736-7010
Human Resources .....	736-7073
Information.....	736-7000
Inspections (Public Services).....	736-7010
Library.....	736-7030
Mayor .....	736-7005
Parks and Recreation .....	736-7050
Planning (Public Services) .....	736-7010

Police Department - Queen Street	
Administration .....	736-7100
Complaints and Services.....	736-7111
Criminal Investigation Unit.....	736-7130
Public Services.....	736-7025
Engineering.....	736-7025
24-Hour Service/Complaints for	
Water, Sewer, Streets, Trash .....	736-7060
Public Utilities.....	736-7070
Streets (Public Services) .....	736-7025
Tax Assessor .....	736-7022
Trash/Brush/Bulk Pick-Up .....	736-7025
Water/Sewer Utility	
Repair Service and After Hours,	
Weekends, Holidays .....	736-7060

### **FAX NUMBERS**

Central Services.....	736-7178
City Clerk .....	736-7177
City Manager .....	736-7002
Customer Services.....	736-7193
Electric Dispatchers.....	736-5001
Finance .....	736-7177
Fire 736-7166	
Human Resources .....	736-7093
Information Technology.....	672-1847
Library .....	736-5087
Parks and Recreation .....	736-7154
Planning and Inspections .....	736-4217
Police .....	736-7142
Power Plant .....	672-6330
Public Services.....	736-7177
Public Utilities.....	736-7081
Tax Assessor .....	736-4450

# CITY OF DOVER ORGANIZATION CHART JULY 1, 2008



## 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.

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION/PROGRAM</b>
<b>GENERAL FUND</b>	Mayor	Economic Development Community Development Efficient Operations
	City Council	Legislative, Policy, and Administration Fiduciary Community Interaction
	City Manager	Budget Preparation Department Management Project Development
	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

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION/PROGRAM</b>
<b>GENERAL FUND</b>	Parks and Recreation	Parks and Park Management Recreation
	Library	Youth Intervention Program Circulation Reference Services Programming
	Police	Core Law Enforcement Operational Support Services Administrative Support Services
	Public Services/Planning and Inspections	Planning and Planning Services Property Maintenance Construction, Inspection, and Permit Administration Fire Marshal Community Development
	Public Services/Public Works	Administration Engineering and Inspection Grounds - Grounds and Beautification Sanitation - Solid Waste Streets - Streets and Stormwater
	Tax Assessor	Appraisal and Assessment Administration
<b>WATER/WASTEWATER FUND</b>	Public Utilities- Water/Wastewater	Wastewater – Sewer Utility Water Construction Water - Water Utility Water Treatment Plant
<b>ELECTRIC FUND</b>	Public Utilities-Electric	Administration Design and Engineering Construction, Maintenance, Repair, and Metering Operations and Control

*The budget includes other special funds which can be found in the Appendix.*

## FULL-TIME EQUIVALENT PERMANENT PERSONNEL BY DIVISION

DIVISION	2006-2007 BUDGET	2007-2008 BUDGET	2007-2008 REVISED	2008-2009 PROPOSED BUDGET
MAYOR	1.0	1.0	1.0	1.0
CITY MANAGER	5.0	5.0	5.0	5.0
CENTRAL SERVICES	8.0	8.0	8.0	8.0
FACILITIES MANAGEMENT	12.0	13.0	13.0	13.0
FLEET MAINTENANCE	6.0	6.0	6.0	6.0
CITY CLERK	4.0	4.0	4.0	4.0
CUSTOMER SERVICES	16.0	16.0	16.0	16.0
FINANCE	8.0	8.0	8.0	8.0
FIRE	6.0	6.0	6.0	6.0
HUMAN RESOURCES	4.0	4.0	4.0	4.0
INFORMATION TECHNOLOGY	8.0	8.0	8.0	8.0
PARKS AND RECREATION	5.0	8.0	8.0	8.0
LIBRARY	17.0	18.0	18.0	18.0
POLICE – TOTAL *	120.0	122.0	122.0	122.0
TAX ASSESSOR	3.0	6.0	4.5	4.5
PUBLIC SERVICES, ADMINISTRATION	4.0	5.0	5.0	4.0
PUBLIC SERVICES, PLANNING	5.0	5.0	5.0	6.0
PUBLIC SERVICES, COMMUNITY DEVELOPMENT	1.0	1.0	1.0	1.0
PUBLIC SERVICES, LIFE SAFETY	0	0	0	4.0
PUBLIC SERVICES, CODE ENFORCEMENT	0	0	0	5.0
PUBLIC SERVICES, INSPECTIONS	15.0	16.0	16.0	7.0
PUBLIC SERVICES, ECONOMIC DEVELOPMENT	0	0	0	3.0
PUBLIC SERVICES, GROUNDS MAINTENANCE	16.0	16.0	16.0	16.0
PUBLIC SERVICES, SANITATION	13.0	13.0	13.0	13.0
PUBLIC SERVICES, STREETS	11.0	11.0	11.0	11.0
<b>GENERAL FUND TOTAL</b>	<b>288.0</b>	<b>300.0</b>	<b>298.5</b>	<b>301.5</b>
PUBLIC UTILITIES, ELECTRIC ADMINISTRATION	3.0	4.0	4.0	4.0
PUBLIC UTILITIES, ELECTRIC SYSTEM OPS	0.0	5.0	5.0	5.0
PUBLIC UTILITIES, ELECTRIC ENGINEERING	20.5	12.5	12.5	12.5
PUBLIC UTILITIES, ELECTRIC T & D	30.0	28.0	28.0	28.0
ELECTRIC METER READING	5.0	5.0	5.0	4.0
<b>ELECTRIC FUND TOTAL</b>	<b>58.5</b>	<b>54.5</b>	<b>54.5</b>	<b>53.5</b>
PUBLIC UTILITIES, WATER/WASTEWATER ENGINEERING	3.0	8.0	8.0	8.0
PUBLIC UTILITIES, WATER CONSTRUCTION	8.0	7.0	7.0	7.0
PUBLIC UTILITIES, WASTEWATER T & D	11.0	11.0	11.0	11.0
PUBLIC UTILITIES, WATER T & D	5.0	5.0	5.0	5.0
PUBLIC UTILITIES, WATER TREATMENT PLANT	9.0	10.0	10.0	10.0
WATER METER READING	1.0	1.0	1.0	1.0
<b>WATER/WASTEWATER FUND TOTAL</b>	<b>37.0</b>	<b>42.0</b>	<b>42.0</b>	<b>42.0</b>
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>383.5</b>	<b>396.5</b>	<b>395.0</b>	<b>397.0</b>

\* 29 – Civilian; 93- Law Enforcement

## DOVER PROFILE

The City of Dover is located 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 34,288 and a total land area of approximately 40.63 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 sufficient 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 26,954 customers inside and outside City limits. North American Energy Services (NAES) manages the generation plant, and power is now purchased utilizing services from Pace Global Asset Management. Customer sales are approximately \$98.5 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 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 18.

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 two-year terms. One member of Council and the Mayor are elected at-large and also serve two-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 13 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; Police; Public Services; Tax Assessor; and Public Utilities.

### **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.

### **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 oversees 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 at 25 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.

Emergency Preparedness became a function of the Police Department in Fiscal Year 2003. 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.

**PUBLIC SERVICES – PLANNING & COMMUNITY ENHANCEMENT, CODE ENFORCEMENT AND INSPECTIONS & PERMITTING**

Planning insures orderly growth within the City, today and in the future through Dover's Zoning Code, Subdivision Regulations, and Comprehensive Plan. The Code Enforcement area conducts property maintenance inspections and Community Development facilitates the rehabilitation of existing structures. This division also contains the Inspections and Permitting division which monitors business activities through licensing businesses, trailers, mobile homes, multiple occupancy dwellings, charitable solicitors, peddling, handbills, food handling, and construction projects.

**PUBLIC SERVICES - PUBLIC WORKS**

The Public Services/Public Works Department consists of five operating divisions: Administration, Life Safety, Grounds, Sanitation and Streets. The Administration division functions as the coordinating arm of the Public Works Department. The Life Safety division consists of the Emergency Planning Coordinator and the functions of the Fire Marshal's Office. 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.

## **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 - WATER/WASTEWATER**

The Water/Wastewater Department has four divisions: Wastewater Management, Water Construction, Water Management, and Water Treatment Plant. The Wastewater Management division operates and maintains the City's wastewater collection and transmission system which includes 34 sanitary sewer pumping stations and more than 150 miles of underground pipe. The Water Construction division has the responsibility of constructing a majority of the water, sewer, and storm sewer capital investment projects. The Water Management division operates and maintains a water distribution system which includes six elevated storage tanks and more than 160 miles of varying diameter water mains. The Water Treatment Plant division operates and maintains the Long Point Road Water Treatment Plant along with 15 micro-treatment plants located at each of the deep well sites.

## **PUBLIC UTILITIES-ELECTRIC**

The Electric Department has three divisions: Administration, Engineering, and Transmission and Distribution. 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 also designs, operates, and maintains 16 substations with a combined capacity of 295 MW. The Department provides electric service to approximately 20,424 electric customers in a 68 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 31.8 miles of 69 kV transmission lines, 21 miles of 22 kV transmission lines, and 393.55 miles of electric 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 many nationally known companies such as Playtex, Inc.; Aetna; Kraft Foods; Procter & Gamble; Reichold; Discover Card; 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.

The Central Delaware Economic Development Council (CDEDC) is Dover's and Kent County's official agency for economic development. The Council's director can assist interested companies in site search, demographics, surveys, and project support.

For assistance write to:

Central Delaware Economic Development Council (CDEDC)

435 N. Dupont Highway, P.O. Box 576,

Dover, DE 19903-0576.

Phone: (302) 678-3028

Toll-free: (800) 624-2522

Fax: (302) 678-0189

Internet: <http://www.cdcdc.org>

## **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.

## **DOVER PRODUCTS**

Dover Products Company recycles and blends poultry and vegetable fats for use in feed formulas for poultry in Delaware and five neighboring states.

## **KRAFT 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 900 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. Baker's Coconut, and Dream Whip are not only sold in grocery stores, but are also used as ingredients by other major food manufacturers and bakeries.

## **ENERGIZER/PLAYTEX PRODUCTS, INC.**

Playtex Products, Inc. manufactures such items as infant care products, feminine hygiene products, household gloves, Banana Boat, Wet-Ones, Diaper Genie, 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 and employs approximately 360 people.

**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. Development activity in the Capital City remained strong during Fiscal Year 2008; however, the City saw a slight decline in growth and construction with the economic downturn seen across the nation.

Residential growth continues to occur at a steady pace, and major institutions and government agencies continue to expand to meet the demands of a growing regional population and economy. Commercial corridor areas of U.S. Routes 13/113 and DE Route 8 have continued to attract medium- and large-scale commercial development with added interest in U.S. Route 113 during the period. Efforts to revitalize the traditional urban core of downtown Dover have gained momentum with the merging of the major groups responsible for encouraging downtown redevelopment and the several recent redevelopment and construction projects that reflect renewed interest and confidence in downtown Dover as a viable central business district. The population of Dover also continues to increase at a manageable rate of slightly more than one percent per year.

Total value of construction for Fiscal Year 2008 reached more than \$121 million, an increase of more than 13% in value from Fiscal Year 2007. The City of Dover issued 2,986 business licenses in Fiscal Year 2008. Building permits issued during this period totaled more than 2,600. The City of Dover Planning Commission processed 57 major development applications during the reporting period.

Growth and development trends during Fiscal Year 2008 are further discussed and summarized below:

**POPULATION GROWTH**

The 2000 U.S. Decennial Census, which was conducted in April 2000, found that 32,135 people reside in Dover. As a result of the Count Question Resolution Process, the Census Bureau revised the 2000 population count for the City to 32,043 people. The City of Dover estimates that as of July 1, 2008, the total population has increased to 35,200 people. This population estimate is based upon additional residential development since the 2000 Census was conducted multiplied by the average household occupancy for Dover of 2.35 persons per dwelling unit. This represents an increase of approximately 9.5% since April 2000.

**RESIDENTIAL DEVELOPMENT**

A total of 165 new residential housing starts were recorded during Fiscal Year 2008. This represents a decline from the 318 during the prior fiscal year.

A number of active residential construction projects continue to move forward throughout the City. Construction is underway on houses in Emerald Pointe, Lexington Glen, Patriot Village, Village of Westover, Village of Cannon Mills, Four Seasons, Nottingham Meadows and Clearview Meadows. The Planning Commission issued preliminary subdivision approval on approximately 470 new residential units in Stonebrook East, Stonebrook West and Farthing Woods, all on West Denneys Road on the north end of the city. The residential district of Eden Hill also began to take shape during Fiscal Year 2008, with construction on the first phase of townhomes expected to break ground during the late summer of 2008.

### **DOWNTOWN DOVER REDEVELOPMENT**

Efforts to revitalize downtown Dover have gained momentum as planning for the consolidation of the Dover Parking Authority, Main Street Dover, and the Downtown Dover Development Corporation into the Downtown Dover Partnership moved forward. Additionally, a number of key properties are under renovation, with the prospects for new businesses in the fall 2008. The Downtown Dover Development Corporation completed the environmental clean-up of the former Capital Scrap site on West Street, and the City continued work on the concept for the extension of Clarence Street north to Forest Street.

### **INSTITUTIONAL DEVELOPMENT**

Institutional uses are continuing to expand. The Kent County Courthouse completed its final plans and neared ground-breaking as the fiscal year came to a close. Bayhealth Medical Center/Kent General Hospital continued to move forward with implementation of its master plan for improving its campus. Improvements got underway on the Delaware State University Campus on the construction of its Wellness Center.

### **RETAIL/COMMERCIAL DEVELOPMENT**

The retail sector has remained strong and seen growth in Dover during fiscal year 2008. Investment in this sector has continued even with the national economic slowdown. The Planning Commission approved two major shopping centers during this period, one on the Delaware State University campus and one at the corner of Leipsic Road and U.S. Route 13.

Additionally, Dover has continued to see growth in the hotel sector. Dover Downs and Dover International Speedway have continued to improve and expand their facilities, adding additional video lottery machines, restaurants, shopping areas, and a new plaza associated with the NASCAR events.

### **INDUSTRIAL DEVELOPMENT**

The Dover economy derives considerable benefits from a variety of large industrial and manufacturing companies including Kraft Foods, Procter and Gamble, Energizer/Playtex Family Products, and Berry Van Lines, as well as numerous small- to mid-sized industrial entities. The City of Dover is actively marketing the 400+/- acre tract of land, known as Garrison Oak, on the east side of the city for future industrial development and is pursuing various infrastructure improvements to enable future development.

## **OFFICE DEVELOPMENT**

Dover's dominance as the place for business office locations downstate has continued; however, the market appears to be saturated with office space at this point in time. The Eden Hill Medical Center continued progress on construction, with opening anticipated in early fall 2008.

## **SUMMARY**

As evidenced by the slower but steady pace of development, Dover's economy remains strong. The City continues to be the economic center of the Kent County region. While the real estate and construction markets have slowed significantly in the past year, the state of our city is strong.

## **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 located 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

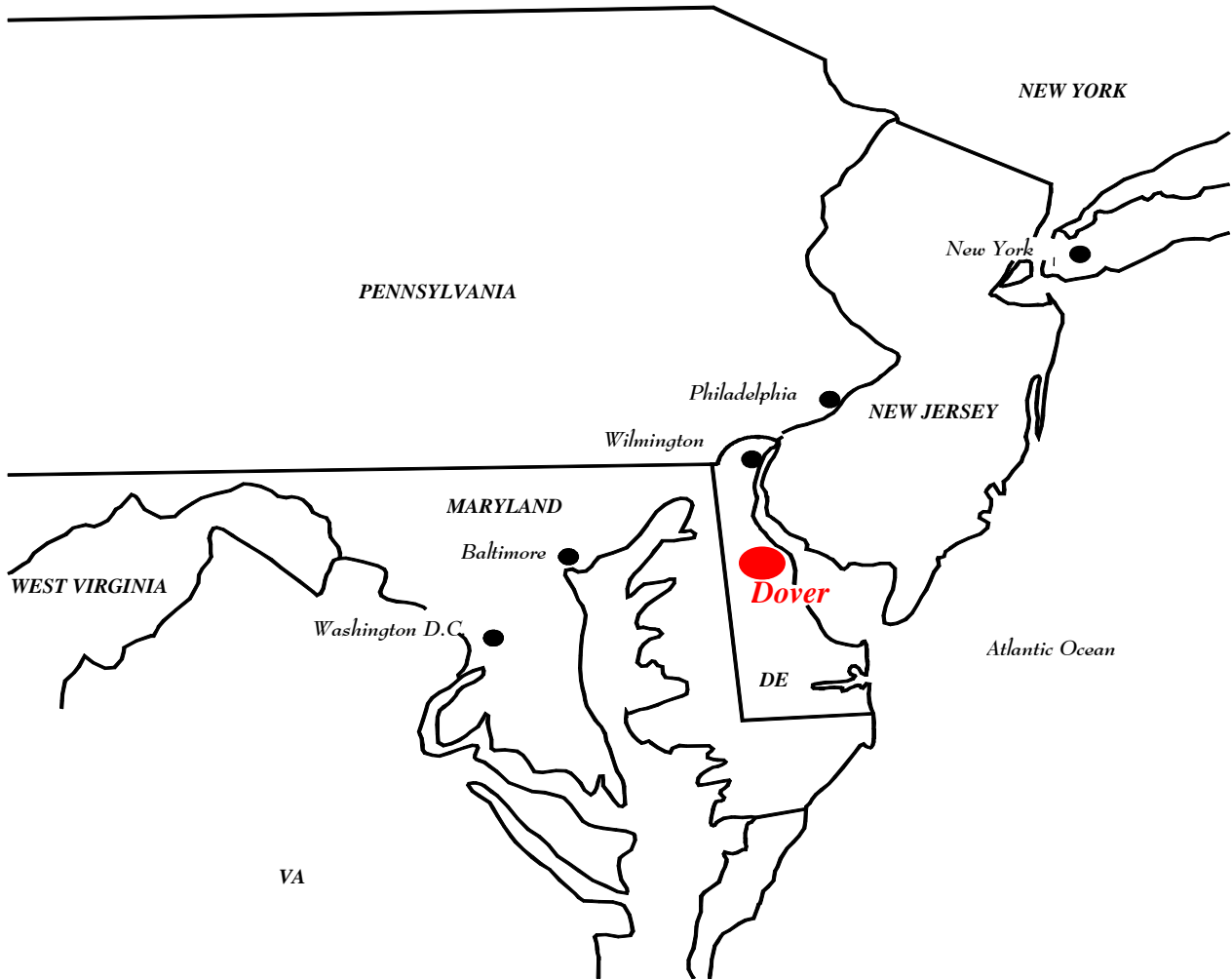
Students who live in Dover can choose to attend Polytech High School for grades 9 through 12. Polytech is a full-time comprehensive vocational-technical high school offering students preparation for college and/or the work place. Polytech students graduate with an academic diploma, technical skills, 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 Delaware State Visitor Center at 739-4266.

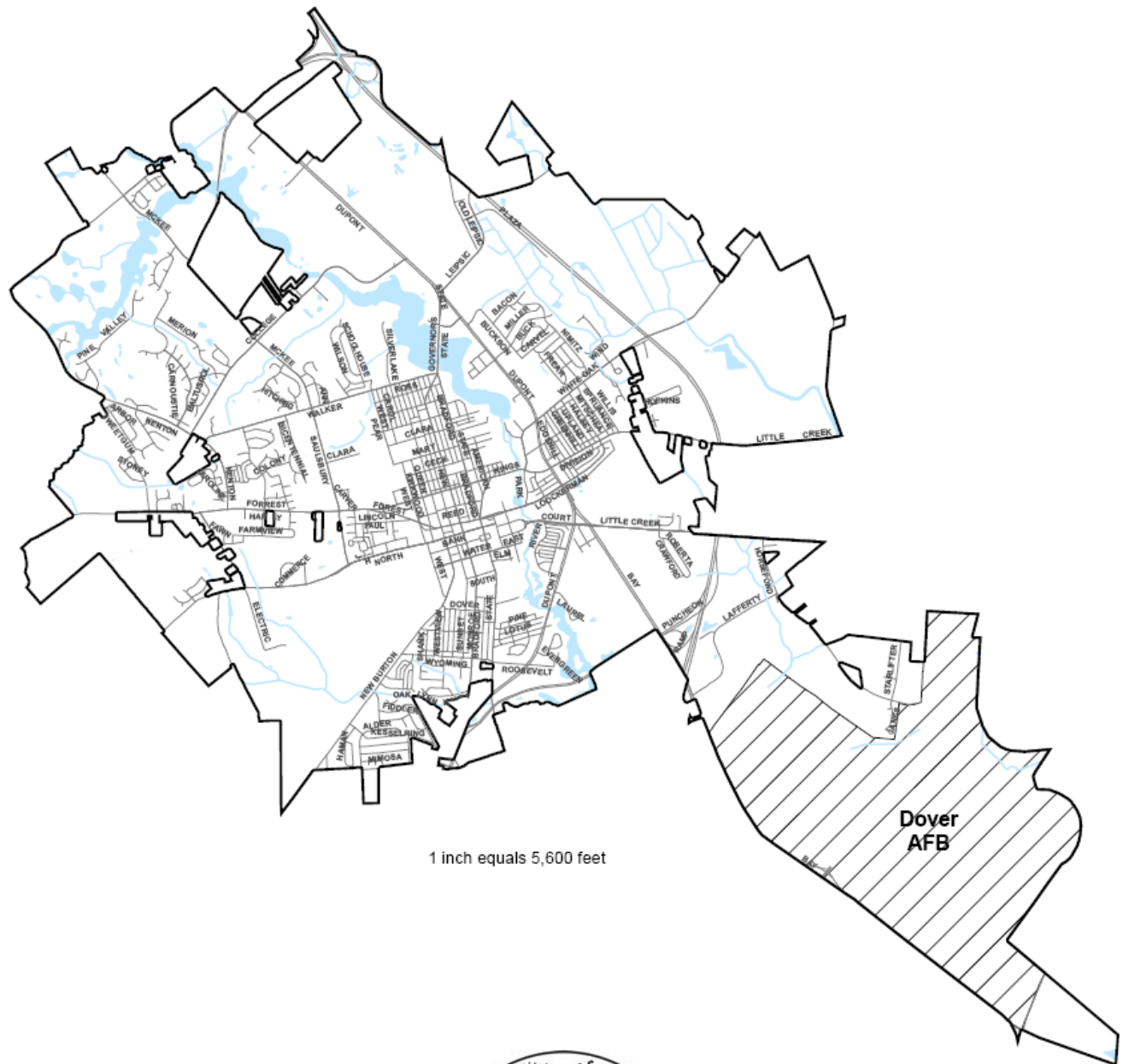
# City of Dover

## *“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 equals 5,600 feet



# **STRATEGIC INITIATIVES**

**THE FOLLOWING SUBSECTIONS ARE INCLUDED:**

**VISION**

**MISSION**

**CRITICAL SUCCESS FACTORS**

**STRATEGIC OBJECTIVES BY DEPARTMENT**






# *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.*



# *City of Dover*

## *Mission*

*It shall be the mission of the City of Dover to advance the following policies and projects however and whenever possible:*

- *Establish a Regional Library in Dover.*
- *Promote Homeownership and Affordable Housing.*
- *Maintain and Improve the City's Infrastructure and Implement Brown Water Solutions.*
- *Strengthen Property Maintenance and Enforcement.*
- *Develop a Plan to Secure Electric Generation for the next 20 years.*
- *Support the Building of an Inner City Cultural Center.*
- *Create an Economic Development Strategy.*

# *City of Dover*

## *Critical Success Factors*

*The following factors are determined to be critical in meeting the overall goals and mission of the City of Dover.*

**Customer Satisfaction & Effective Community Communication:** *At the end of the day our customers must be satisfied for our goals and mission to be accomplished. Customer satisfaction is our overall base strategy. Honest and timely communication is a critical factor in keeping our customers satisfied.*

**Employee Satisfaction & Effective Organizational Communication:** *It is through our employees that our services are provided to customers. When our employees are satisfied, they will provide services in a manner that accomplishes the vision, mission, and goals. Honest and timely communication with our employees is critical to their satisfaction.*

**Cost and Revenue Efficiency:** *Providing our services and accomplishing the vision, mission, and goals in a way that is economical and considered successful by our customers.*

**Improve Downtown and Surrounding Neighborhoods:** *The City's vision is for Dover to be a place where people want to live! We will not leave any neighborhoods behind.*

**Citywide Safety:** *The vision, mission, and goals cannot be fulfilled if safety is compromised in the process. The safety of citizens and employees is critical.*

**Economic Development and Job Growth:** *A strong local economy that offers a wide array of job opportunities with livable wages is critical to the satisfaction of our citizens. The City of Dover will continue to seek economic development opportunities for its citizens.*

## **FISCAL YEAR 2008-2009 STRATEGIC OBJECTIVES BY DEPARTMENT**

### **MAYOR**

1. Continue to work closely with the Delaware Economic Development Office (DEDO) and the Central Delaware Economic Development Council to address future job opportunities.
2. Secure funding for the Delaware Civic Center to be built in Dover.
3. Facilitate the adoption of a Transfer of Development Rights (TDR) Ordinance to compliment Kent County's TDR Ordinance.
4. Secure the necessary funding for the City's anchor library.

### **CITY COUNCIL**

1. Planning and Funding of Dover Public Anchor Library.
2. Restructure the Permitting Process to Create a Known and Efficient Process.
3. Develop a Strategy to Address Affordable Housing and Development Costs.
4. Review City Funding of Non-Profits and Conduct Due Diligence Evaluation.
5. Implement Steps Necessary to obtain International Association of Assessing Officers (IAAO) Certification for the City Assessor's Office.

### **CITY MANAGER**

1. Oversee the implementation of the IAAO recommendations for the Tax Office.
2. Implement the recommendations identified in the Economic Development Strategy, establish and monitor the goals and objectives created for the new Economic Development division.
3. Explore, develop, and implement one new revenue source.
4. Implement three new practices in support of the U.S. Conference of Mayors Climate Protection Act.

### **CENTRAL SERVICES**

1. Continue with Space Needs Projects.
2. Replace fuel pumps in the City yard by December 2008.

**CITY CLERK**

1. Develop ordinance amendments, with the assistance of the City Solicitor, based on Council approval of recommendations included in the 2005 Charter Review Committee report and present to appropriate committees for their review and recommendation.
2. Improve the City Clerk's webpage to include pending legislation, public notices, and other pertinent information.
3. Provide agenda subscription service on the website so that residents may "subscribe" to new agenda notifications.
4. Provide audio recordings of Council and Committee meetings on the website.

**CUSTOMER SERVICES**

1. Sign on with a third party credit card processor.
2. Restructuring of the Meter Reading Division.
3. Provide customers with the opportunity to complete the Customer Services Survey Card on-line.
4. Complete a management review audit of the Utility Billing department.
5. Establish a customer watch list.
6. Review and update the department correspondence and brochures in order to provide commercial customers with pertinent utility billing information

**FINANCE**

1. Coordinate the yearly Audit Program with the Legislative, Finance, & Administrative Committee.
2. Test of internal controls by the auditor. Not to exceed the tolerable rate established by the auditor's by more than five percent
3. Create a database, in Fortis, and scan 10% of files and other financial documents

**FIRE**

1. Increase recruitment of new firefighters.
2. Maintain Special Operations Rescue Team.
3. Purchase additional land located north of Fire Station 2 on Dover Kenton Road.
4. Build an Emergency Services Building next to Fire Station 2 to house Special Operations Rescue Team apparatus and equipment.

### **HUMAN RESOURCES**

1. Update the 2004 City of Dover Personnel Policy Handbook by June 2009.

### **INFORMATION TECHNOLOGY**

1. Implement e-Government services on the Internet.
2. Complete the upgrade/replacement of Inner City Fiber Optic Loop.

### **PARKS, RECREATION, and LIBRARY**

1. Begin the planning and design phases for a Skate Board Park.
2. Begin the planning and design phases for a Splash Pad at Schutte Park.
3. Secure funding for the new Dover Anchor Library.
4. Secure services of a professional architectural firm for the new Dover Anchor Library.

### **POLICE**

1. Attain the Flagship Agency status in the next CALEA inspection.

### **PUBLIC SERVICES, LIFE SAFETY**

1. Continue to develop and implement imaging system to address archiving needs and provide electronic access to documents maintained by this division.

### **PUBLIC SERVICES, PLANNING & COMMUNITY ENHANCEMENT**

1. Complete the ten-year update of the Comprehensive Plan.

### **PUBLIC SERVICES, CODE ENFORCEMENT**

1. Develop and implement a Code Enforcement and Customer Relations Improvement program.

### **PUBLIC SERVICES, ECONOMIC DEVELOPMENT**

1. Implementation of Major Programs, Strategic Goals and Objectives.
2. Provide staff support for the newly formed Downtown Dover Partnership.

**PUBLIC SERVICES, COMMUNITY DEVELOPMENT**

1. Compliance with all HUD requirements associated with grant funding.

**PUBLIC SERVICES, INSPECTIONS & PERMITTING**

1. Continue to develop and implement imaging system to address archiving needs and provide electronic access to documents maintained by this division.

**PUBLIC SERVICES, GROUNDS/STREETS/SANITATION**

1. Complete the mapping data for the City's stormwater infrastructure through the expansion of GIS.
2. Evaluate the feasibility of a Pay-As-You-Throw (PAYT) trash utility.
3. Evaluate the results of the GPS pilot project in the Sanitation Division.

**TAX ASSESSOR**

1. Implement a Citywide assessment evaluation.
2. Scan and electronically file (2008) deeds, appeal information, and miscellaneous correspondence into the CAMA software.
3. Create an Administrative Assessment Procedure Manual.

**PUBLIC UTILITIES, ELECTRIC**

1. Construct 69 Kv Feeders 3 & 4 (Phase I)
2. Construct 69 Kv Feeders 3 & 4 (Phase II)
3. Rebuild St. Jones Substation in coordination with Feeders 3 & 4
4. Complete the replacement of the Lebanon transformer
5. Transmission relaying, replacement and calibrations
6. Mayfair Substation Conversion
7. College Road Distribution Substation
8. Governors Avenue Rebuild
9. Blue Light Security Program

**PUBLIC UTILITIES, WATER/WASTEWATER**

1. Water/Wastewater Meter Reading Technology Upgrade Project
2. Inflow/Infiltration Reduction Project
3. Install Variable Frequency Drive Motors
4. Wellhead Redevelopment Program
5. New Well and Water Tower Siting
6. Water Quality Improvements
7. Wastewater Pump Station Replacements
8. Wastewater Planning Update
9. US Route 13 Sanitary Sewer Interceptor

# **BUDGET SUMMARY**

**THE FOLLOWING SUBSECTIONS ARE INCLUDED:**

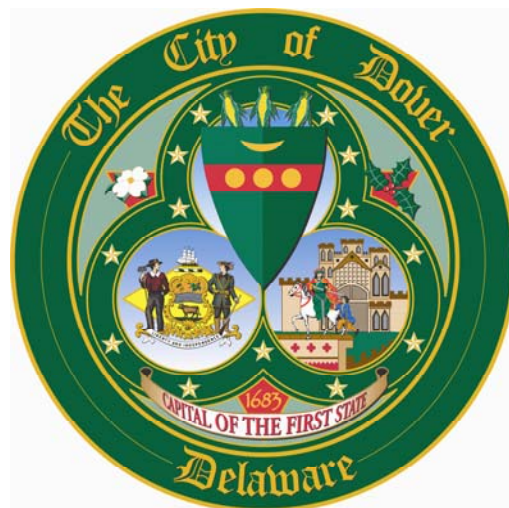
**BUDGET PROCESS**

**CALENDARS**

**BUDGET PROCEDURES**

**SOURCE AND USE OF OPERATING FUNDS**

**COMBINED STATEMENTS SUMMARIES**



## 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 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 June 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, a comprehensive budget instruction packet is distributed 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 2008, 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 reviewed the proposed budget in May 2008 and set June 9, 2008, for the Electric Public Hearing. Public comments on the budget were also sought on this date. The budget is made available at City Hall, the Dover Public Library, and Weyandt Hall which is located at 5 East Reed Street.

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.

## **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) as long as 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 as long as financial policies are adhered.

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

# CITY OF DOVER

## 2008-2009 INTEGRATED CALENDAR

	JULY				AUGUST				SEPTEMBER			
	First Week	Second Week	Third Week	Fourth Week	First Week	Second Week	Third Week	Fourth Week	First Week	Second Week	Third Week	Fourth Week
S P t r a t e g i c P l a n u p d a t e	IT Technology Plan update								Dept. heads training on Goals and objectives/ CIP formulation	Dept. heads develop new Strategic Objectives, changes to Vision, Major Programs		
C I P									Tech. Planning mtg. to review, rank Review Citizen Survey results	Dept. heads Strategic Planning meeting with		
B u d g e t	Budget goes into effect 7/1											
P e r f o r m a n c e	Employees eligible for increase 7/1											Optional quarterly review to adjust employees' planned goals
C I P												
S P t r a t e g i c P l a n u p d a t e	New Strategic Perf. Obj.; changes to Vision, Major Prog. to Admin. Svcs.								Budget team begin to assemble Strategic plans from departments	Budget team review CIP		
C I P	Instruction packet to dept. heads											Dept. heads place final CIP into budget
B u d g e t												
P e r f o r m a n c e	Quarterly review due to HR by 10/1											Quarterly review due to HR by 12/30
C I P												
S P t r a t e g i c P l a n u p d a t e												
C I P												
B u d g e t												
P e r f o r m a n c e												



## CITY OF DOVER 2008-2009 BUDGET CALENDAR

11/07/07	Budget kick-off meeting
11/12/07 – 01/08/08	Departments' budget preparation
11/30/07	New position proposals/revised classification requests due to HR
12/03/07 – 12/07/07	Human Resources returns position requests to depts.; meeting with Tony, Terry, and Frank re: requests
12/18/07 – 12/21/07	Salary budget packets distributed
01/04/08	– Salary budgets returned to City Manager's Office, including revised classifications and new positions – Estimated PFP scores for non-bargaining employees due to City Manager's Office
01/14/08 – 02/01/08	Revenue review by Revenue Committee
01/14/08 – 02/15/08	Work on mid-year review (Terry, Donna)
01/25/08	Council Retreat/Budget Goals
01/31/08	Entry lockout on ALL years
01/31/08	Review Council Retreat budget revisions with departments
01/28/08 – 02/08/08	Draft budget adjusted as per Council Retreat
02/11/08 – 03/14/08	Review draft budget with departments; assemble final draft budget
03/03/08	Present mid-year review, revenue forecasts, Retreat and budget input review to Council and LF&A.
3/17/08 – 04/04/08	Budget team balances budget; makes adjustments w/dept. heads as needed
04/07/08 – 04/25/08	Printing of draft budget
04/28/08 – 05/02/08	Final draft budget and CD to Council; news conference
05/05/08 – 05/30/08	Budget review meetings as needed (members of LF&A Committee invited).
06/09/08	Electric public hearing; first reading of draft budget
06/23/08	Second reading of draft budget
07/01/08	Fiscal Year 2008-2009 budget goes into effect
08/27/08	Budget Post Mortem Meeting

## CITY OF DOVER 2008-2009 CIP CALENDAR

10/12/07	CIP instruction packet to department heads
10/15/07 – 11/30/07	Departments' CIP development
12/03/07	Departments' CIP information due to City Manager's Office
12/3/07 – 12/14/07	Draft CIP prepared for review
12/17/07 – 12/28/07	Budget team reviews CIP
01/07/08 – 01/11/08	Draft CIP final review
01/14/08 – 01/18/08	Department heads place final CIP into budget
02/18/08 – 02/22/08	CIP adjusted as per Council Retreat

## CITY OF DOVER 2008-2009 STRATEGIC PLANNING CALENDAR

07/09/07 – 07/13/07	I/T Technology Plan Update
08/13/07 – 08/17/07	Dept. submissions for I/T Plan due to TAC
09/04/07 – 09/07/07	Department heads training on objectives/CIP formulation
09/04/07 – 09/07/07	Review Citizen Survey results
09/10/07 – 09/14/07	Tech. Planning meeting to review, rank
09/10/07 – 09/28/07	– Department heads develop new strategic objectives
	– Make changes to department Vision, Major Programs if needed
09/17/07 – 9/28/07	Department heads strategic planning meeting with Tony and Terry
10/01/07 – 10/05/07	New strategic performance objectives and changes to Vision, Major Programs due to City Manager's Office
10/08/07 – 10/26/07	Budget Team reviews revised strategic plan and I/T plan
11/19/07 – 11/30/07	Final review of strategic performance objectives by Budget Team
12/03/07 – 12/14/07	Budget Team assembles strategic plans from departments
01/25/08	Council Retreat
02/04/08 – 02/08/08	Strategic plan adjusted as per Council Retreat
03/31/08 – 04/04/08	City Manager submits Citizen Survey to National Research Center
04/21/08 – 04/25/08	New Council members orientation (strategic planning, CIP, budget, PFP)

**CITY OF DOVER**  
**2008-2009 PAY-FOR-PERFORMANCE CALENDAR**

09/10/07 – 09/28/07	Optional quarterly review to adjust employees' planned goals
10/01/07	Quarterly review due to Human Resources
11/05/07 – 11/16/07	Employees and supervisor individually review job descriptions
11/30/07	New position proposals, revised classification requests due to Human Resources
12/03/07 – 12/7/07	Human Resources returns position requests to department heads.; meeting with Tony, Terry, and Frank re: requests
12/03/07 – 12/21/07	Optional quarterly review to adjust employees' planned goals
12/28/07	Quarterly review due to Human Resources
01/04/08	Estimated PFP scores due to City Manager's Office, including revised classifications and new positions
03/03/08 - 03/21/08	Optional quarterly review to adjust employees' planned goals
03/10/08 – 03/21/08	Pay-For-Performance training
03/28/08	Quarterly review due to Human Resources
04/28/08 – 05/16/08	Pay-For-Performance annual evaluations
05/30/08	Annual review due to Human Resources

## **CITY OF DOVER FINANCIAL POLICIES AS OF JULY 1, 2008**

The purposes of these policies are 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.

### **REVENUE POLICY**

- 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.
- The City will actively support economic and industrial development recruitment and retention efforts to provide for a solid revenue base.
- The City will maintain timely collection systems and implement necessary enforcement strategies to collect revenues from available sources.
- 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 years to determine modifications needed to keep pace with the cost of providing the services.
- The City will establish, when feasible, self-supporting enterprise funds and intergovernmental service funds in which a relationship between revenues and expenditures clearly exists.
- The City will project current revenues on a conservative basis so the actual revenues will consistently meet or exceed budgeted revenues.
- The City will maintain a budgetary control system and will prepare reports, which compare actual revenues to budgeted amounts.
- The City will limit the designation of General Fund revenues for specified purposes to maximize flexibility in budgeting and revenue utilization.
- The City will review annually and revise, where necessary, its cost allocation formulas, i.e., internal service funds, right-of-way fees.
- Upon satisfying all rate covenants, the City will provide operating transfers to the General Fund from the Water/Wastewater & Electric Utilities no greater than eight percent of the utility operating revenues, excluding the carry forward budget balance, County Sewer Fees, and State Utility Tax.

### **EXPENDITURE POLICY**

1. Basic and essential services provided by the City will receive first priority for funding, i.e., Public Safety & Health, Utilities, Streets, and Sanitation. The City will establish performance measurements for all program areas, when feasible. These measures will reflect the demand, workload capability, and projected outcomes for the program to accomplish its objectives.

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 for each fund. Please note that the City's Financial Policy changed in July 2008, after the approval of the budget, and budget balances are no longer considered a revenue source.
3. The City will maintain a budgetary control system to ensure adherence to the adopted budget and will prepare reports, which compare actual expenditures to budgeted amounts.
4. The City will refrain from budgeting non-recurring or one-time revenue for ongoing expenses. These revenues will be set aside for asset replacement or as otherwise directed by Mayor and Council.
5. 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.
6. 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.
7. The City will establish an Other Post-Employment Benefit Fund (OPEB) and provide available funding for early implementation of a new accounting standard promulgated by the Government Accounting Standards Board. When the standard officially takes effect, the City will make contributions for eligible employees and retirees at the actuarial determined rates or percentages to fund future retiree medical benefits.
8. The City will provide access to medical and dental insurance for its retiree's 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.

## **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 years.
5. The City will pay for all capital projects and capital improvements on a pay-as-you-go basis using current revenues whenever possible. If a project or improvement cannot be financed with current revenues, long-term debt 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 feasible.

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.

## **RESERVE POLICY**

1. The City will strive to maintain a minimum 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. 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 existing Budget Balance exceeds the required level, such funds may be used to provide for non-recurring expenditures when the purchases cannot be accommodated through current year savings. 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 Mayor's and 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 two percent of the current year operating revenues for the General 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 General Fund budget and contingency balances shall not exceed 17 percent (~ two months) of Budgeted Operating Revenues.
5. The City will create a Capital Project Fund for Governmental Fund asset procurements. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. The City will provide operating fund transfers and/or debt proceeds for each fiscal year's Capital Investment Plan. The City will also appropriate non-recurring revenues, project savings, and project reimbursements 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. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay-as-you-go basis.

## **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. 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 POLICIES**

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, 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 maintaining the 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 and the Distinguished Budget Presentation Award.

**LEGEND**

1. Approval by City Council: January 28, 2002
2. Approved by City Council: November 25, 2002
3. Amended by City Council: May 10, 2004
4. Amended by City Council: February 26, 2007

## BUDGET PROCEDURES

Budgets are prepared for the General Fund, Governmental Capital Projects Fund, Water/Wastewater Fund, Water/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 DPN.

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 Electric Capital Projects Fund and the Water/Wastewater 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.

According to the City's procedures the preceding year's ending net budgetary balances are considered resources for the following year. The beginning balances become operating items of revenues in the budgets. Estimated ending budgetary balances provide the balancing amount for each budget. Acceptable budgetary balance guidelines were established by Council. It should be noted that the City's Financial Policy was revised after July 1, 2008 and budget balances are no longer considered revenue sources. The General Fund should maintain a minimum reserve in the budget balance of at least eight percent and no greater than 12% of the current year operating revenues for the General Fund, excluding the carry forward balance. Water/Wastewater should maintain a minimum reserve in the budget balance of at least 8% and no greater than 17% 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 8% and no greater than 12% 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.

## **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 an \$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 \$5,601,269 from the Electric Fund and \$565,000 from the Water/Wastewater Fund. A guideline of not more than eight percent of fund revenues is used for these transfers.

Contingency Funds shall be maintained in the General, Water/Wastewater, and Electric Funds. These contingencies should be adequate to handle unexpected expenditures/expenses. The General and Water/Wastewater 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.

## **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.

## 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. PACE Global Asset Management group 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.

Water/Wastewater Fund: This fund accounts for transactions related to water and wastewater services, including the payment of fees to Kent County for the treatment of sewage. 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 sufficient 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, 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, 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 within 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 actually received. Under modified accrual basis, revenues are recorded when they are earned (whether or not 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.

## COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN UNDESIGNATED FUND BALANCES - ALL GOVERNMENTAL FUND TYPES

Fiscal Year 2009 Budget with Comparison to Fiscal Year 2008 Estimate  
(For Budgetary Purposes Only)

	GOVERNMENTAL FUND TYPES		TOTAL GOVERNMENTAL FUNDS	
	GENERAL FUND	SPECIAL REVENUE	2009 BUDGET	2008 ESTIMATE
<b>REVENUES:</b>				
FINES AND POLICE REVENUE	\$ 1,564,169	\$ -	\$ 1,564,169	\$ 1,564,169
LIBRARY REVENUES	518,873	-	518,873	508,699
BUSINESS LICENSES/PERMITS	2,570,000	-	2,570,000	2,739,166
MISCELLANEOUS CHARGES	3,005,276	-	3,005,276	2,859,507
PROPERTY TAXES	10,095,737	-	10,095,737	9,523,080
TRANSFER TAX	2,650,222	-	2,650,222	3,690,000
INTEREST EARNED	234,000	305,250	539,250	844,139
INTRAFUND SERVICE RECEIPTS	4,761,722	-	4,761,722	4,616,470
GRANTS RECEIVED	812,786	1,210,000	2,022,786	2,571,828
TRANSFERS FROM OTHER FUNDS	7,422,910	1,564,226	8,987,136	10,055,861
<b>TOTAL REVENUES</b>	<b>33,635,695</b>	<b>3,079,476</b>	<b>36,715,171</b>	<b>38,972,919</b>
<b>EXPENDITURES:</b>				
GENERAL ADMINISTRATION	7,154,693	-	7,154,693	6,536,318
PARKS AND RECREATION	2,038,715	-	2,038,715	1,782,592
PUBLIC SAFETY	13,981,699	-	13,981,699	12,365,500
PUBLIC WORKS	7,163,581	-	7,163,581	6,694,177
DEBT SERVICE	442,319	-	442,319	437,468
TRANSFER TO CONTINGENCY	-	-	-	34,500
TRANSFER TO PARKLAND RESERVE	-	-	-	-
TRANSFER TO LIBRARY RESERVE	-	-	-	1,649,109
TRANSFER TO CDBG FUND	11,000	-	11,000	10,717
TRANSFER TO OPEB	-	-	-	-
TRANSFER TO PENSION UNFUNDED LIABILITY	-	-	-	89,850
TRANSFER TO PENSION COLA	-	-	-	44,925
TRANSFER TO CAPITAL FUND	2,084,497	-	2,084,497	2,683,062
DSWA RECYCLING PROGRAM	-	-	-	-
RETIREES HEALTH CARE	853,987	-	853,987	755,741
RETIREES PAYMENTS	100,000	-	100,000	-
UNCOLLECTIBLES	10,000	-	10,000	10,000
PROGRAM EXPENDITURES	-	3,487,346	3,487,346	5,392,687
STREET LIGHTS	985,000	-	985,000	920,000
<b>TOTAL EXPENDITURES</b>	<b>34,825,491</b>	<b>3,487,346</b>	<b>38,312,837</b>	<b>39,406,646</b>
NET INCREASE (DECREASE) IN FUND BALANCE	(1,189,796)	(407,870)	(1,597,666)	(433,727)
FUND BALANCE - BEGINNING	3,910,144	9,772,368	13,682,512	14,116,239
<b>FUND BALANCE - ENDING</b>	<b>\$ 2,720,348</b>	<b>\$ 9,364,498</b>	<b>\$ 12,084,846</b>	<b>\$ 13,682,512</b>

The projected fund balance for the General Fund for June 2009 is projected to be \$2,720,348 and is eight percent of General Fund operating revenues excluding the carry forward balance. This amount is in compliance with the established financial policies in effect at the adoption of the budget. We believe these guidelines will assist us in our efforts to be fiscally responsible. The \$1.2 million decrease in fund balance can be attributed to flat revenues and increased program activity for recreation and economic development. Because of the state of the economy fees and taxes were not raised for the General Fund.

Special Revenue Fund balances are anticipated to decrease by \$1.6 million. This is due to the transfer of funds from the Library reserve to the Governmental Capital Projects Fund and less grant revenues in general.

## COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN UNDESIGNATED FUND BALANCES - ALL PROPRIETARY FUND TYPES

Fiscal Year 2009 Budget with Comparison to Fiscal Year 2008 Estimate  
(For Budgetary Purposes Only)

	PROPRIETARY FUND TYPE		TOTALS	
	WATER/ WASTEWATER	ELECTRIC REVENUE	2009 BUDGET	2008 ESTIMATE
<b>REVENUES:</b>				
CHARGES FOR SERVICES	\$ 11,227,549	\$ 100,290,600	\$ 111,518,149	\$ 103,989,185
MISCELLANEOUS SERVICES/INCOME	1,419,775	9,116,327	10,536,102	30,165,370
BOND ISSUE PROCEEDS	11,260,300	-	11,260,300	-
INTEREST EARNED	140,000	531,037	671,037	758,000
<b>TOTAL REVENUES</b>	<b>24,047,624</b>	<b>109,937,964</b>	<b>133,985,588</b>	<b>134,912,555</b>
<b>EXPENDITURES:</b>				
WATER/WASTEWATER SERVICES	4,391,634	-	4,391,634	3,951,601
GENERAL ADMINISTRATION	-	662,515	662,515	786,998
PURCHASED POWER	-	77,186,893	77,186,893	70,352,724
TRANSMISSION/DISTRIBUTION	-	3,680,134	3,680,134	3,490,597
ENGINEERING	-	1,668,347	1,668,347	1,574,607
METERING	-	293,494	293,494	311,493
SYSTEM OPERATIONS	-	553,954	553,954	545,809
UTILITY TAX	-	1,763,500	1,763,500	1,633,100
ALLOWANCE FOR UNCOLLECTIBLES	-	135,000	135,000	125,000
RETIREES HEALTH CARE	128,515	557,727	686,242	611,625
INTERFUND SERVICE FEES	1,320,565	3,704,510	5,025,075	4,915,403
INVENTORY RESERVE	-	175,000	175,000	175,000
PENSION FUND	-	-	-	-
TRANSFER TO OPEB	-	-	-	-
TRANSFER TO PENSION UNFUNDED LIABILITY	-	-	-	60,150
TRANSFER TO PENSION COLA	-	-	-	30,075
TRANSFER TO GENERAL FUND	564,810	6,758,100	7,322,910	7,166,269
TRANSFER TO GREEN ENERGY	-	137,600	137,600	134,350
CAPITAL ITEMS	7,735,045	13,180,387	20,915,432	21,942,886
IMPACT FEE RESERVE	378,260	-	378,260	644,683
KENT COUNTY SEWER ADJUSTMENT	3,644,430	-	3,644,430	3,608,346
TRANSFER TO CAPITAL ASSET RESERVE	-	-	-	-
TRANSFER TO CONTINGENCY	-	-	-	-
FUTURE CAPACITY RESERVE	-	-	-	-
RATE STABILIZATION FUND	-	-	-	2,030,679
INTEREST ON DEPOSITS	-	42,000	42,000	40,000
DEBT SERVICE	835,600	3,431,323	4,266,923	2,984,981
<b>TOTAL EXPENDITURES</b>	<b>18,998,859</b>	<b>113,930,484</b>	<b>132,929,343</b>	<b>127,116,376</b>
NET INCREASE (DECREASE) IN FUND BALANCE	5,048,765	(3,992,520)	1,056,245	7,796,179
FUND BALANCE - BEGINNING	2,557,029	17,740,321	20,297,350	12,501,171
<b>FUND BALANCE - ENDING</b>	<b>\$ 7,605,794</b>	<b>\$ 13,747,801</b>	<b>\$ 21,353,595</b>	<b>\$ 20,297,350</b>

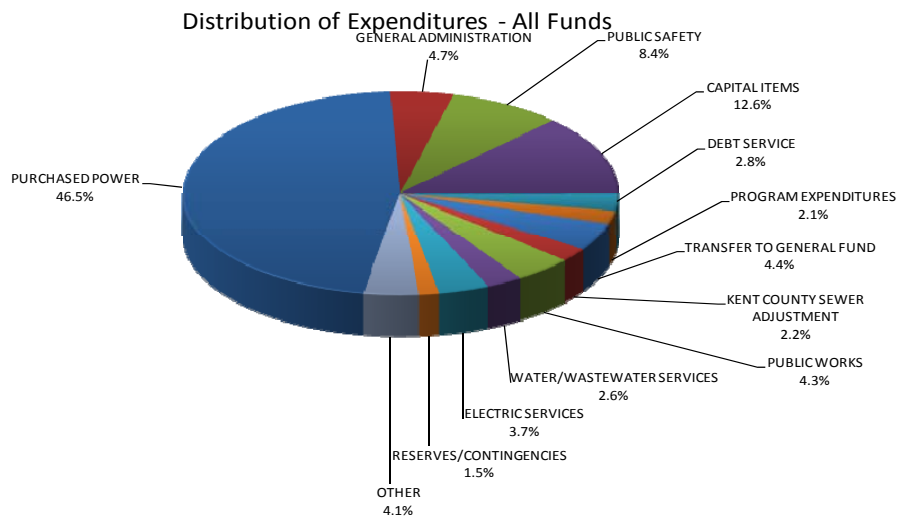
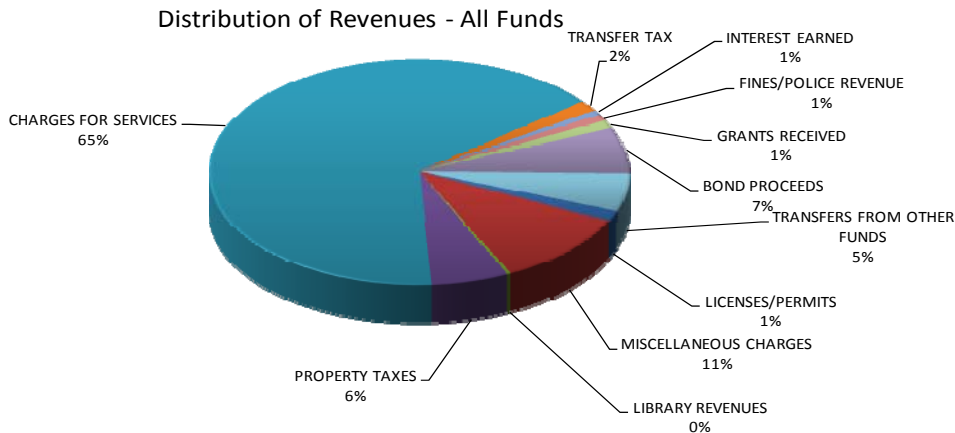
The projected fund balance in the Water/Wastewater Fund for June 30, 2009 of \$7.6 million is in compliance with the established financial policies in effect at the adoption of the budget. The increase in fund balance can be attributed to the bond issue scheduled for this fiscal year. Because the budget is prepared in a non-GAAP format, bond proceeds are considered revenue and not a liability. There has also been an improvement in the City's inflow/infiltration which is causing decrease in the negative balance the City has carried for Kent County Sewer.

The projected fund balance for the Electric Revenue Fund for June 30, 2009, of \$13.8 million is in compliance with the established financial policies in effect at the adoption of the budget. The decrease in fund balance can be attributed to the completion of capital projects which used the bond proceeds carried in the fund balance. Because the budget is prepared in a non-GAAP format, bond proceeds are considered revenue and not a liability.

## COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN UNDESIGNATED FUND BALANCES ALL FUND SUMMARY - REVENUES

Fiscal Year 2008 Budget with Comparison to Fiscal Year 2007 Estimate  
(For Budgetary Purposes Only)

	FUND SUMMARY TYPES		TOTALS	
	GOVERNMENTAL FUND TYPES	PROPRIETARY FUND TYPES	2009 BUDGET	2008 ESTIMATE
<b>REVENUES:</b>				
FINES AND POLICE REVENUE	\$ 1,564,169	\$ -	\$ 1,564,169	\$ 1,564,169
LIBRARY REVENUES	518,873	-	518,873	508,699
BUSINESS LICENSES/PERMITS	2,570,000	-	2,570,000	2,739,166
MISCELLANEOUS CHARGES	3,005,276	10,536,102	13,541,378	33,024,877
PROPERTY TAXES	10,095,737	-	10,095,737	9,523,080
TRANSFER TAX	2,650,222	-	2,650,222	3,690,000
INTEREST EARNED	539,250	671,037	1,210,287	1,602,139
INTRAFUND SERVICE RECEIPTS	4,761,722	-	4,761,722	4,616,470
GRANTS RECEIVED	2,022,786	-	2,022,786	2,571,828
TRANSFERS FROM OTHER FUNDS	8,987,136	-	8,987,136	10,055,861
BOND ISSUE PROCEEDS	-	11,260,300	11,260,300	-
CHARGES FOR SERVICES	-	111,518,149	111,518,149	103,989,185
<b>TOTAL REVENUES</b>	<b>36,715,171</b>	<b>133,985,588</b>	<b>170,700,759</b>	<b>173,885,474</b>



## COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN UNDESIGNATED FUND BALANCES

### ALL FUND SUMMARY - EXPENDITURES

Fiscal Year 2009 Budget with Comparison to Fiscal Year 2008 Estimate

(For Budgetary Purposes Only)

	FUND SUMMARY TYPES		TOTALS	
	GOVERNMENTAL FUND TYPES	PROPRIETARY FUND TYPES	2009 BUDGET	2008 ESTIMATE
<b>EXPENDITURES:</b>				
GENERAL ADMINISTRATION	\$ 7,154,693	\$ 662,515	\$ 7,817,208	\$ 7,323,316
PARKS AND RECREATION	2,038,715	-	2,038,715	1,782,592
PUBLIC SAFETY	13,981,699	-	13,981,699	12,365,500
PUBLIC WORKS	7,163,581	-	7,163,581	6,694,177
DEBT SERVICE	442,319	4,266,923	4,709,242	3,422,449
TRANSFER TO PENSION FUNDS	-	-	-	-
TRANSFER TO INVENTORY RESERVE	-	175,000	175,000	175,000
TRANSFER TO PARKLAND RESERVE	-	-	-	-
TRANSFER TO LIBRARY RESERVE	-	-	-	1,649,109
TRANSFER TO CDBG FUND	11,000	-	11,000	10,717
TRANSFER TO CAPITAL ASSET RESERVE	2,084,497	-	2,084,497	2,683,062
DSWA RECYCLING PROGRAM	-	-	-	-
CONTINGENCY	-	-	-	34,500
TRANSFER TO OPEB	-	-	-	-
TRANSFER TO PENSION UNFUNDED LIABILITY	-	-	-	150,000
TRANSFER TO PENSION COLA	-	-	-	75,000
RETIRES PAYMENTS	100,000	-	100,000	-
HOMELAND SECURITY GRANT	-	-	-	-
RETIRES HEALTH CARE	853,987	686,242	1,540,229	1,367,366
INTERFUND SERVICE FEES	-	5,025,075	5,025,075	4,915,403
PROGRAM EXPENDITURES	3,487,346	-	3,487,346	5,392,687
STREET LIGHTS	985,000	-	985,000	920,000
WATER/WASTEWATER SERVICES	-	4,391,634	4,391,634	3,951,601
PURCHASED POWER	-	77,186,893	77,186,893	70,352,724
TRANSMISSION AND DISTRIBUTION	-	3,680,134	3,680,134	3,490,597
ENGINEERING	-	1,668,347	1,668,347	1,574,607
METERING	-	293,494	293,494	311,493
SYSTEMS OPERATIONS	-	553,954	553,954	545,809
UTILITY TAX	-	1,763,500	1,763,500	1,633,100
ALLOWANCE FOR UNCOLLECTIBLES	10,000	135,000	145,000	135,000
TRANSFER TO GENERAL FUND	-	7,322,910	7,322,910	7,166,269
TRANSFER TO GREEN ENERGY	-	137,600	137,600	134,350
CAPITAL ITEMS	-	20,915,432	20,915,432	21,942,886
IMPACT FEE RESERVE	-	378,260	378,260	644,683
KENT COUNTY SEWER ADJUSTMENT	-	3,644,430	3,644,430	3,608,346
FUTURE CAPACITY RESERVE	-	-	-	-
RATE STABILIZATION FUND	-	-	-	2,030,679
STREET LIGHT CONTRIBUTION	-	-	-	-
INTEREST ON DEPOSITS	-	42,000	42,000	40,000
<b>TOTAL EXPENDITURES</b>	<b>38,312,837</b>	<b>132,929,343</b>	<b>171,242,180</b>	<b>166,523,022</b>
NET INCREASE (DECREASE) IN FUND BALANCE	(1,597,666)	1,056,245	(541,421)	7,362,452
FUND BALANCE - BEGINNING	13,682,512	20,297,350	33,979,862	26,617,410
<b>FUND BALANCE - ENDING</b>	<b>\$ 12,084,846</b>	<b>\$ 21,353,595</b>	<b>\$ 33,438,441</b>	<b>\$ 33,979,862</b>

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# FUND SUMMARIES

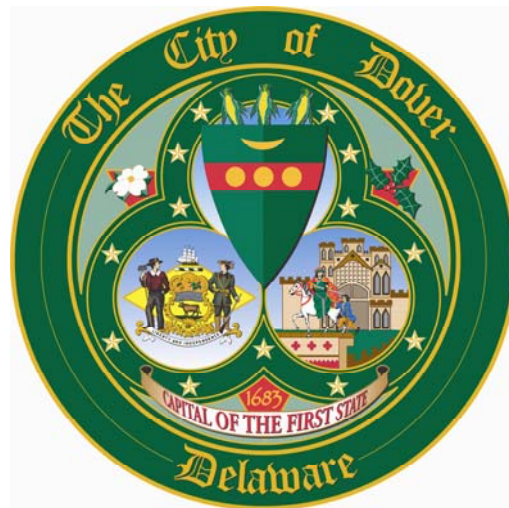
**THE FOLLOWING SUBSECTIONS ARE INCLUDED:**

**GENERAL FUND**

**PROPERTY TAX REVENUES**

**WATER/WASTEWATER FUND**

**ELECTRIC FUND**



## GENERAL FUND

### ORIGIN, PURPOSE, AND ISSUES

The General Fund is the operating fund of the City and is used to account for all revenues and expenditures accounted for in the designated funds. This fund contains those City departments that provide traditional municipal services; however these departments do not generate sufficient fee-for-service revenues to be self-supporting and are financed principally by various tax liens and nonspecific fund transfers. The variety and diversity of the departments included in the fund results in the title – General. The General Fund receives fees under intrafund service receipts. Allocations are based on documented calculations for services rendered.

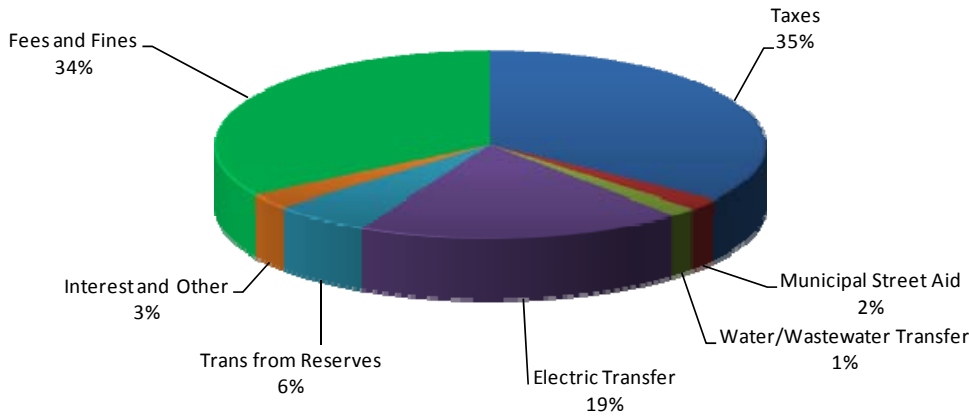
### REVENUE HIGHLIGHTS

- Property taxes are valued at 100% of appraised value. The tax rate used for Fiscal Year 2009 remains at \$.33 for every \$100 of assessed value. Property values were reassessed in Fiscal Year 2005. City Council set the Fiscal Year 2006 rate at \$.33 per \$100 of assessed value. Total assessed value is projected to be \$3.0 billion. Property tax revenues are projected to increase 5.5% or \$519,393 in Fiscal Year 2009. This increase is attributed to growth and corrections to our tax records.
- Transfer tax revenues for Fiscal Year 2008 have been revised upward to reflect the sale of local apartment complexes. The Fiscal Year 2008 revenue is revised upward by approximately \$1 million. Fiscal Year 2009 revenue has been maintained at the original Fiscal Year 2008 estimate. When adjusted, for the larger unusual sales in Fiscal Year 2008, revenue trends indicate monthly revenue of \$213,000 or about \$2.6 million on an annual basis.
- Recreation revenue is projected to increase \$72,000 due to a full year of operations of the John W. Pitts Recreation Center.
- Civil Traffic Penalties are tracking as budgeted in Fiscal Year 2008. Fiscal Year 2009 has been budgeted at \$500,000.
- Transfers from the Water/Wastewater Fund (\$564,810) represent 4.5% of Water/Wastewater Fund revenues. Transfer from the Electric Fund (\$6,758,100) represents approximately 6.5% of Electric Fund revenues. Financial polices allow transfers of up to 6.5% of utility fund revenues. These transfers are viewed as returns on our tax payers' investment in the utilities. They serve to keep taxes low.
- The Fiscal Year 2008 revised carry-forward balance exceeds the 8% minimum balance requirement by \$1.2 million. In the Fiscal Year 2009 proposed budget, the carry-forward balance meets the necessary 8% fund balance minimum.
- The Contingency Fund balance equals \$679,754 and meets the minimum 2% of operating revenues.

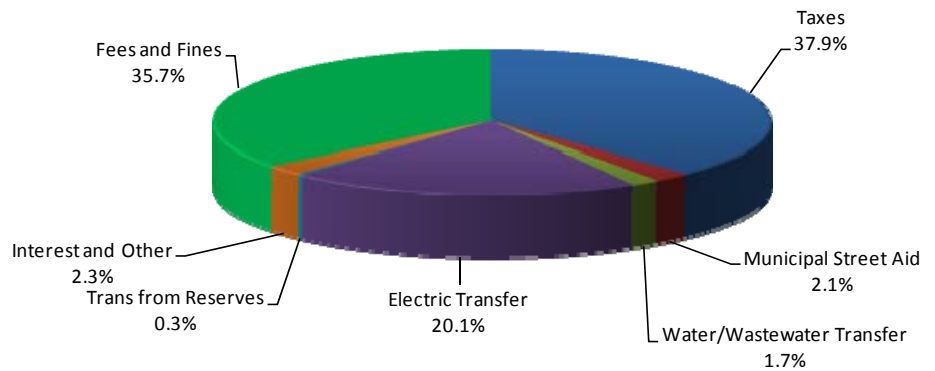
The General Fund is financed principally by various tax liens, franchise taxes, license and permit fees, fines, fund transfers, and miscellaneous revenue sources. Taxes are the largest single source of revenue for the General Fund. Property taxes and transfer taxes are 37.8% of the General Fund's revenue. Fees and fines make up 35.7% of the revenue in the General Fund. This consists of police fines, business licenses and permits, and the Intrafund Service Fees. Transfers from other funds contribute 24.2% of revenue to the General Fund. These transfers are from the Electric Revenue Fund, the Water/Wastewater Fund, Municipal Street Aid, and Civil Traffic Penalties.

Total operating revenues for the General Fund equal \$37.5 million. This represents a 1% decrease from Fiscal Year 2008 revised estimates. Revenues, excluding prior year balances, are projected to decrease 1% over Fiscal Year 2008 revenues. We propose to carry \$3.9 million into Fiscal Year 2009 as a beginning balance.

General Fund Revenue  
Fiscal Year 2007 - 2008



General Fund Revenue  
Fiscal Year 2008-2009



Personnel Services are 65% of the expenditures in the General Fund for Fiscal Year 2009. This is an increase from Fiscal Year 2008 when they were 61%. The increase can be attributed to the increase in staff for the Pitts Center and the newly formed Economic Development division. Materials and supplies are down by one percent from Fiscal Year 2008. They make up 17% of the Fiscal Year 2009 budget. These are expenses for printing, contractual services, legal expenses, etc.

Capital expenses make up 10% of the Fiscal Year 2009 budget and have decreased three percent from Fiscal Year 2008. This is due to the completion of the Pitts Center project. Other expenses, such as transfer to reserves, debt, street lighting, and retirees' health care make up eight percent of the Fiscal Year 2009 budget. Other expenses are down from Fiscal Year 2008 as less revenue was transferred to reserves.

**OPERATING EXPENSE HIGHLIGHTS**

- Increased costs are budgeted citywide for health care. Base rates for health care rose approximately 8%.
- This is the first year the City will fund Other Post Retirement Benefits (OPEB). The current funding level is 2.5% of payroll equaling \$500,000 city-wide.
- Pension rates as a percentage of salary are 28.35%, a slight decrease of .97%. Our lump sum contribution to the Police pension plan remains at \$95,000.
- A 4.0% increase is budgeted in Fiscal Year 2009 for the FOP bargaining unit as per their contract. The IUE and IBEW bargaining units are budgeted for 3.5% increases as per their contracts.
- An increase is budgeted citywide for all non-bargaining employees. Increases were not based on performance under the Pay-For-Performance plan adopted by Council in Fiscal Year 2004. The Pay-For-Performance plan was suspended until it can be examined further by Council. Non-bargaining increases were based on the bargaining units supervised or on the average of the bargaining units' increases. The average increase for non-bargaining employees was approximately 3.28 percent.
- There is \$400,000 budgeted to begin the tax re-assessment, as mandated by City Code and Charter.
- This budget also includes \$312,977 for the new Economic Development division, which was created to provide increased emphasis on economic development for Dover and to support the newly formed Downtown Dover Partnership.
- This is the first full year of operations for the John W. Pitts Recreation Center and \$280,000 has been budgeted.
- The Public Services Group has reorganized creating two new divisions – Life Safety and Code Enforcement. This change allows improved accountability for the budgets for these functions and organizes the group along functional lines. No additional funds were required for this change. The Life Safety group consists of the Emergency Planning Coordinator (formerly budgeted in Public Services Administration) and the staff of the Fire Marshal's Office (formerly budgeted in Inspections). The Code Enforcement (formerly budgeted in Inspections) division will include all Inspectors who perform property maintenance inspections versus building inspections. The Inspections division will continue to perform building inspections.
- There are three new full-time positions proposed for the General Fund. All three positions are part of the newly created Economic Development division and are needed to support the increased emphasis on economic development for Dover and the Downtown Dover Partnership. These positions include a marketing professional, the Main Street Manager, and an Administrative Assistant. The Main Street Manager position is currently occupied and will become the responsibility of the City.
- There are also four reclassifications/upgrades/promotions for non-bargaining positions in the General Fund. These changes are projected to cost approximately \$ 11,950.
  - The Library is promoting a Secretary I (IUE Grade 13) to an Administrative Assistant (PAS Grade 112) which better fits the position responsibilities.

- Public Services Administration is promoting the GIS Coordinator (PAS Grade 119) to GIS Manager (PAS Grade 122) because of additional responsibilities that are occurring as the GIS function expands and grows.
- Planning is reclassifying the Weed & Seed Coordinator (PAS Grade 110) to Community Prevention Manager (PAS Grade 116) which fits the actual duties being performed.
- The Planning division is establishing the positions of Senior Planner (PAS Grade 119), Planner II (PAS Grade 118) and Planner I (PAS Grade 117). These positions will provide a clearly defined career path for Planners as they gain knowledge, experience and certifications.
- The following positions were requested and approved for the budget, however due to budget constraints were not funded:
  - Budget Analyst (City Manager’s Office)
  - Accountant II (Finance)
  - Librarian I (Library)
  - Office Assistant (Parks & Recreation)
  - Account Clerk III (Public Services - Inspections)
  - Planning Assistant (Public Services - Planning)
- There are six reclassification/re-gradings for bargaining positions. These changes are projected to cost \$50,036.
  - Communications Operators (Police, IUE Grade 17 to 18)
  - Animal Control Officer (Police, IUE Grade 11 to 12)
  - Mechanic I to Mechanic II (Fleet Maintenance, IUE Grade 15 to 19)
  - Courier to Central Mailroom Clerk (Central Services, IUE Grade 12 to 13)
  - Storekeeper I (Central Services, IUE Grade 12 to 13)
  - Storekeeper II (Central Services, IUE Grade 14 to 15)
- Attrition has been budgeted in larger departments. This was accomplished by reducing salaries by 1 – 2%.
- \$1.9 million has been budgeted for transfer to the Governmental Capital Projects Fund.
- A transfer of \$200,000 will be made to the Capital Asset Reserve. This is in keeping with established financial policy.
- \$100,000 was transferred from the Worker’s Compensation Fund to the General Fund to provide for payments to City of Dover retirees.

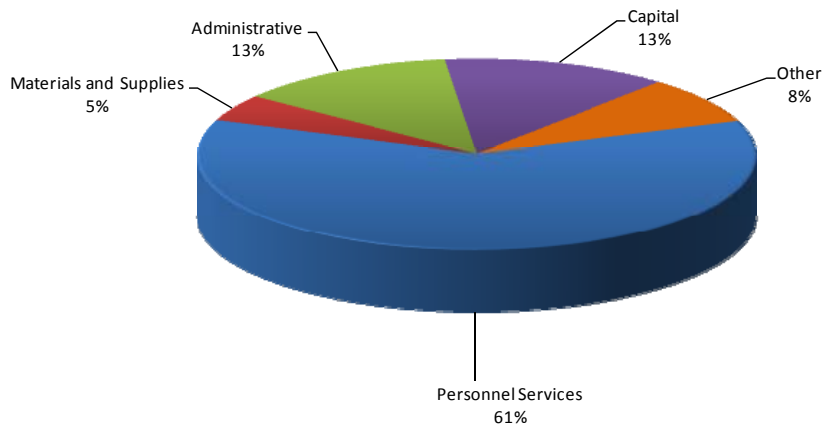
## MAJOR GENERAL FUND CAPITAL PROJECTS FOR FISCAL YEAR 2009

In Fiscal Year 2007, Council approved the creation of the Governmental Capital Projects Fund. This fund was established for the purpose of Governmental Fund asset, construction and procurements. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. All capital projects for the General Fund will be budgeted in this fund.

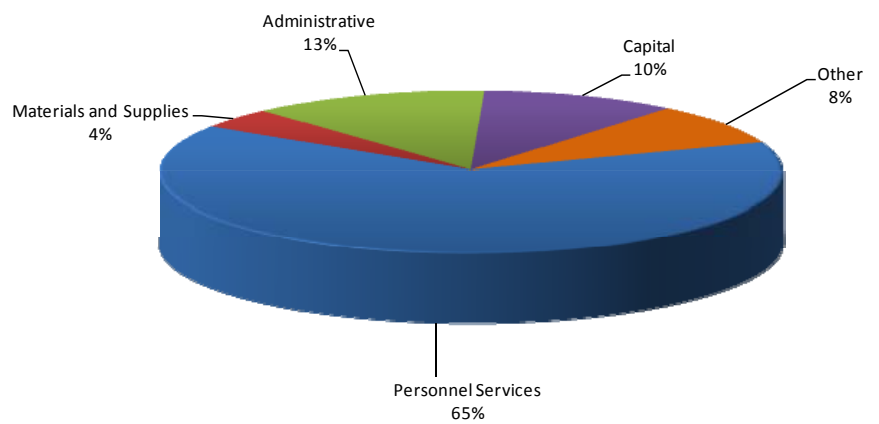
Appropriations for projects included in this fund are received from the General Fund and/or debt proceeds for each fiscal year's Capital Investment Plan, grants, donations and reserves. The City will also appropriate non-recurring revenues, project savings, and project reimbursements to fund this account, or if the balance is less than the \$500,000 minimum, \$200,000 per annum until such time the minimum is replenished. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay-as-you-go basis.

- The General Fund also contains \$1.2 million, which includes \$600,000 from a State Grant and \$600,000 from other resources for implementation of the new library project. Planning, design work and land acquisition are planned for Fiscal Year 2009.
- The Fiscal Year 2009 contribution to Robbins Hose Company includes payments for capital equipment in the amount of \$92,910 and an additional \$195,300 for the purchase of Engine 5.
- The Street and Alley Program for Fiscal Year 2009 will rehabilitate a portion of the City's street and alley network at an estimated cost of \$900,000. The City's contribution from the General Fund is budgeted at \$400,000 with the remaining \$500,000 in funding from the Community Transportation Fund. The Concrete Construction and Replacement project has been budgeted for \$65,000 for Fiscal Year 2009.
- The dredging of Mirror Lake to restore the water level and appearance is scheduled for Fiscal Year 2009. This project is contingent upon receiving funding from a State grant in the amount of \$400,000.
- Citywide vehicle and equipment replacements are projected to be approximately \$1.2 million for Fiscal Year 2009. Before each vehicle is recommended for replacement, it is thoroughly inspected by Fleet Maintenance.
- General Fund vehicle and equipment replacements are projected to be approximately \$950,000 for Fiscal Year 2009. \$315,000 has been budgeted to replace two sanitation vehicles. Before each vehicle is recommended for replacement, it is thoroughly inspected by Fleet Maintenance.
- The following Capital Investment Projects have been deferred due to budget constraints.
  - Conference Room & Office - \$12,000 (Central Services)
  - GPS Tracking of City Fleet - \$14,750 (Information Technology)
  - Expand Document Imaging Functionality - \$112,580 (Information Technology)
  - Street and Alley Program - \$300,000 (Public Services, Streets)
  - Sidewalk Program - \$5,000 (Public Services, Streets)
  - Splash Pad Implementation - \$255,000 (Parks and Recreation)
  - Playground Improvements - \$30,000 (Parks and Recreation)

General Fund Expenditures  
Fiscal Year 2007 - 2008

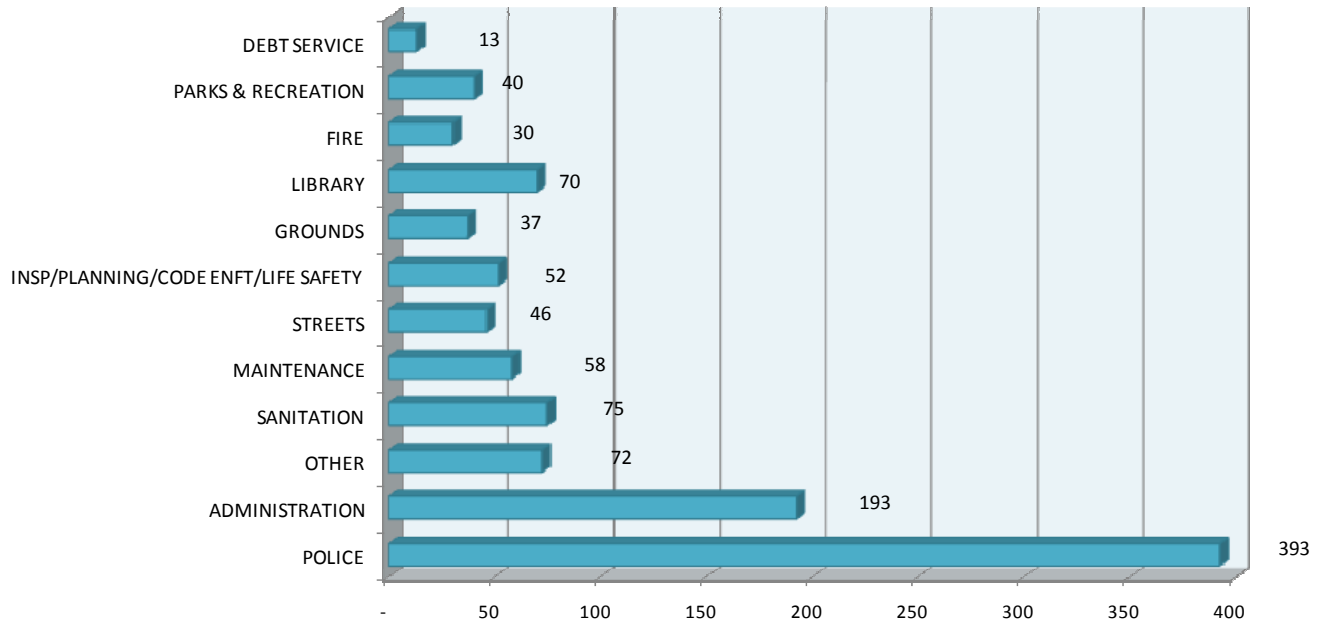


General Fund Expenses  
Fiscal Year 2008-2009



The following chart displays cost per capita for City services. These costs are based on an estimated population of 33,829.

### Projected Cost Per Capita by Function Fiscal Year 2008-2009



Based on population estimate of 33,829

## THE VALUE OF CITY SERVICES

Based on an average assessed home value of \$145,700, it is estimated that each household will pay \$480.81 in City taxes for the year, or \$40.07 per month, to support these City services:

- ▶ 24-hour police protection
- ▶ 24-hour 911 service
- ▶ Library facilities
- ▶ 26 park facilities
- ▶ Recreational programming for all age groups
- ▶ Building inspection and permit services
- ▶ Code enforcement services
- ▶ Customer information and assistance
- ▶ Comprehensive land-use planning
- ▶ Housing assistance for targeted populations



In comparison, the cost of cable TV with standard service is \$54.95 per month or \$659.40 per year.

*Your tax-supported City services are a great value!*

For less than the comparable monthly cable television bill, City residents receive all their tax-supported services at an average cost of \$40.07 per month!

## GENERAL FUND CASH RECEIPT SUMMARY

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
<b>RECEIPTS</b>					
PRIOR YEAR BALANCE	\$ 5,437,696	\$ 3,542,086	\$ 4,051,979	\$ 3,910,144	-3.5%
FINES AND POLICE REVENUE	717,310	725,000	671,000	671,000	0.0%
911 FEE	56,370	64,000	64,000	64,000	0.0%
INVESTMENT INCOME	307,698	300,000	355,850	234,000	-34.2%
LIBRARY REVENUES	56,430	61,697	58,699	59,873	2.0%
KENT COUNTY BOOK REIMBURSEMENT	932,575	329,600	450,000	459,000	2.0%
BUSINESS LICENSES	1,343,531	1,320,000	1,410,000	1,450,000	2.8%
PERMITS AND OTHER LICENSES	1,345,817	1,227,343	1,306,000	1,120,000	-14.2%
DEMOLITION REVENUE	-	-	23,166	-	-100.0%
MISCELLANEOUS CHARGES	236,646	38,750	45,750	54,250	18.6%
POLICE EXTRA DUTY	358,756	300,000	393,169	393,169	0.0%
PROPERTY TAXES	9,032,995	9,453,511	9,523,080	10,042,473	5.5%
BID REVENUE	-	-	-	53,264	0.0%
RECREATION REVENUE	98,613	140,000	115,000	187,000	62.6%
FRANCHISE FEE	440,745	422,000	422,000	426,220	1.0%
TRASH FEES	1,113,318	1,191,411	1,191,411	1,246,411	4.6%
DSWA TRASH FEE REBATE	170,040	170,000	167,559	170,000	1.5%
RENT REVENUE - GARRISON FARM	35,533	28,213	35,533	41,535	16.9%
COURT OF CHANCERY FEES	929,120	761,000	815,860	815,860	0.0%
INTERNET REVENUE	7,483	5,400	1,894	-	-100.0%
CURBSIDE RECYCLING	10,041	-	-	-	0.0%
<b>RECEIPTS SUBTOTAL</b>	<b>22,630,717</b>	<b>20,080,011</b>	<b>21,101,950</b>	<b>21,398,199</b>	<b>1.4%</b>
<b>INTERFUND SERVICE RECEIPTS</b>					
INTRAFUND SERVICE RECEIPTS WATER/WASTEWATER	1,092,328	1,095,941	1,025,557	1,057,212	3.1%
INTRAFUND SERVICE RECEIPTS ELECTRIC	3,679,042	3,803,581	3,590,913	3,704,510	3.2%
<b>INTERFUND SERVICE RECEIPTS SUBTOTAL</b>	<b>4,771,370</b>	<b>4,899,522</b>	<b>4,616,470</b>	<b>4,761,722</b>	<b>3.1%</b>
<b>GRANTS:</b>					
POLICE RELATED	140,833	40,000	40,000	40,000	0.0%
STATE GRANT - TRAIL MAINTENANCE	1,100	-	-	-	0.0%
CAPITAL SCHOOL DISTRICT REVENUE	-	130,609	37,440	37,440	0.0%
RECREATION GRANTS	332,607	20,000	20,000	25,000	25.0%
INSURANCE AGENCY FIRE SAFETY GRANT	-	-	-	-	0.0%
MISC GRANT REVENUE	18,000	-	-	-	0.0%
HOMELAND SECURITY GRANT	87,351	-	-	-	0.0%
SALE OF ASSETS	169,900	-	500	-	-100.0%
<b>GRANTS SUBTOTAL</b>	<b>749,791</b>	<b>190,609</b>	<b>97,940</b>	<b>102,440</b>	<b>4.6%</b>
<b>TRANSFERS FROM:</b>					
TRANSFER TAX	3,009,539	2,650,222	3,690,000	2,650,222	-28.2%
MUNICIPAL STREET AID	657,474	660,000	709,694	710,346	0.1%
CIVIL TRAFFIC PENALTIES	540,566	500,000	500,000	500,000	0.0%
WATER/WASTEWATER	535,000	565,000	565,000	564,810	0.0%
ELECTRIC	4,700,000	6,601,269	6,601,269	6,758,100	2.4%
PARKLAND RESERVE	781,538	1,987,200	-	-	0.0%
LIBRARY RESERVE	-	-	41,780	-	-100.0%
CAPITAL ASSET RESERVE	324,824	-	-	-	0.0%
WORKER'S COMP FUND	-	-	-	100,000	0.0%
DELAWARE PREVENTION NETWORK	3,000	-	-	-	0.0%
<b>TRANSFERS FROM SUBTOTAL</b>	<b>10,551,941</b>	<b>12,963,691</b>	<b>12,107,743</b>	<b>11,283,478</b>	<b>-6.8%</b>
<b>TOTALS</b>	<b>\$ 38,703,819</b>	<b>\$ 38,133,833</b>	<b>\$ 37,924,103</b>	<b>\$ 37,545,839</b>	<b>-1.0%</b>

## GENERAL FUND EXPENSE SUMMARY

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
<b>DEPARTMENT EXPENSES:</b>					
CITY CLERK	\$ 236,271	\$ 290,879	\$ 252,508	\$ 312,576	23.8%
COUNCIL	110,404	132,014	125,399	136,822	9.1%
TAX ASSESSOR	224,895	332,606	270,503	680,736	151.7%
FIRE	1,188,173	644,773	676,760	722,865	6.8%
GROUNDS MAINTENANCE	1,105,432	1,151,527	1,068,416	1,146,864	7.3%
LIBRARY	1,005,737	1,132,283	1,145,983	1,170,556	2.1%
RECREATION	1,452,987	717,058	636,609	868,159	36.4%
LIFE SAFETY	-	-	-	324,571	0.0%
CODE ENFORCEMENT	-	-	-	382,605	0.0%
PLANNING	295,426	416,090	426,227	484,408	13.7%
INSPECTIONS	1,167,072	1,113,413	1,099,178	551,635	-49.8%
ECONOMIC DEVELOPMENT	-	-	-	312,977	0.0%
POLICE	11,328,345	11,460,515	11,353,550	12,481,983	9.9%
POLICE EXTRA DUTY	367,446	335,190	335,190	452,280	34.9%
STREETS	868,910	846,290	795,075	855,519	7.6%
SANITATION	2,163,486	2,233,490	2,061,082	2,210,834	7.3%
CITY MANAGER	629,503	711,036	606,578	582,427	-4.0%
INFORMATION TECHNOLOGY	892,449	779,732	779,754	888,491	13.9%
FINANCE	654,883	780,540	779,507	795,165	2.0%
PUBLIC SERVICES - ADMINISTRATION	235,183	432,176	386,877	359,262	-7.1%
FACILITIES MANAGEMENT	1,330,499	1,071,055	1,029,017	1,127,854	9.6%
PUBLIC WORKS - ENGINEERING	314,729	-	-	-	0.0%
CENTRAL SERVICES	733,291	705,203	719,062	763,684	6.2%
FLEET MAINTENANCE	649,012	690,862	634,648	699,564	10.2%
CUSTOMER SERVICES	1,048,692	1,212,370	1,178,747	994,719	-15.6%
HUMAN RESOURCES	349,509	421,407	417,220	434,120	4.1%
MAYOR	106,908	139,055	128,697	98,012	-23.8%
<b>DEPARTMENT SUBTOTALS</b>	<b>28,459,242</b>	<b>27,749,564</b>	<b>26,906,587</b>	<b>29,838,688</b>	<b>10.9%</b>
<b>OTHER EXPENSES:</b>					
DEBT SERVICE	441,232	437,468	437,468	442,319	1.1%
TRANSFER TO CONTINGENCY	-	34,500	34,500	-	-100.0%
DSWA RECYCLING PROGRAM	9,622	-	-	-	0.0%
INSURANCE	452,414	546,857	472,000	500,000	5.9%
RETIREES HEALTH CARE	736,286	683,321	755,741	853,987	13.0%
RETIREES PAYMENTS	-	-	-	100,000	0.0%
UNCOLLECTIBLES - TRASH AND OTHER	10,000	10,000	10,000	10,000	0.0%
STREET LIGHTS	624,242	575,000	920,000	985,000	7.1%
<b>OTHER EXPENSE SUBTOTAL</b>	<b>2,273,796</b>	<b>2,287,146</b>	<b>2,629,709</b>	<b>2,891,306</b>	<b>9.9%</b>
<b>GRANTS</b>					
IT EMERGENCY PREPAREDNESS PLAN	87,351	-	-	-	0.0%
<b>GRANTS SUBTOTAL</b>	<b>87,351</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TRANSFERS</b>					
TRANSFER TO OPEB	250,000	-	-	-	0.0%
TRANSFER TO PENSION UNFUNDED LIABILITY	262,455	89,850	89,850	-	-100.0%
TRANSFER TO PENSION COLA	139,749	44,925	44,925	-	-100.0%
TRANSFER TO CAPITAL ASSET RESERVE	159,810	-	-	-	0.0%
TRANSFER TO CAPITAL FUND - PROJECTS	-	4,680,362	2,683,062	1,884,497	-29.8%
TRANSFER TO CAPITAL FUND - RESERVE	-	-	-	200,000	0.0%
TRANSFER TO STREET PROGRAM	418,120	-	-	-	0.0%
TRANSFER TO PARKLAND/RECREATION RESERVE	361,375	-	-	-	0.0%
TRANSFER TO LIBRARY RESERVE	2,226,932	399,350	1,649,109	-	-100.0%
TRANSFER TO CDBG FUND	-	-	10,717	11,000	2.6%
INVENTORY WRITE OFFS	13,010	-	-	-	0.0%
<b>TRANSFERS SUBTOTAL</b>	<b>3,831,451</b>	<b>5,214,487</b>	<b>4,477,663</b>	<b>2,095,497</b>	<b>-53.2%</b>
<b>CURRENT YEAR BALANCE</b>	<b>4,051,979</b>	<b>2,882,636</b>	<b>3,910,144</b>	<b>2,720,348</b>	<b>-30.4%</b>
<b>TOTALS</b>	<b>\$ 38,703,819</b>	<b>\$ 38,133,833</b>	<b>\$ 37,924,103</b>	<b>\$ 37,545,839</b>	<b>-1.0%</b>

\* SEE DETAIL EXPLANATIONS OF EXPENDITURES IN EACH DEPARTMENT FOR FURTHER INFORMATION.

## GOVERNMENTAL CAPITAL PROJECTS FUND

### ORIGIN AND PURPOSE

This fund was established in 2007 for the purpose of Governmental Fund asset procurements. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. Prior to Fiscal 2008 all Governmental Project activity was included in the General Fund Summary with each division budget.

### SOURCE OF FUNDS

Appropriations for projects included in the fund are received from the General Fund and/or debt proceeds for each fiscal year's Capital Investment Plan. The City will also appropriate non-recurring revenues, project savings, and project reimbursements to fund this account, or if the balance is less than the \$500,000 minimum, \$200,000 per annum until such time the minimum is replenished. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay-as-you-go basis.

#### CASH RECEIPTS ESTIMATE

	<b>2006-07</b>	<b>2007-08</b>	<b>2007-08</b>	<b>2008-09</b>	<b>%CHANGE</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REVISED</b>	<b>BUDGET</b>	<b>2008-09</b>
BEGINNING BALANCE - PROJECTS	\$ -	\$ -	\$ -	\$ 185,000	0.0%
MISCELLANEOUS REVENUES	-	-	114,058	-	-100.0%
INTEREST EARNINGS	-	-	43,600	65,000	49.1%
RECREATION GRANTS	-	-	-	440,000	0.0%
TRANSFER FROM RESERVE	-	-	135,515	-	-100.0%
TRANSFER FROM GENERAL FUND FOR PROJECTS	-	4,680,362	2,683,062	1,884,497	-29.8%
TRANSFER FROM PARKLAND RESERVE (JWP CNTR)	-	-	2,132,369	-	-100.0%
TRANSFER FROM LIBRARY RESERVE	-	-	10,094	1,200,000	11788.3%
GIFTS/DONATIONS (JWP CNTR)	-	-	83,000	-	-100.0%
TRANSFER FROM GENERAL FUND FOR RESERVE	-	-	-	-	0.0%
<b>TOTALS</b>	<b>\$ -</b>	<b>\$ 4,680,362</b>	<b>\$ 5,201,698</b>	<b>\$ 3,774,497</b>	<b>-27.4%</b>

## GOVERNMENTAL CAPITAL PROJECTS FUND

### EXPENSE SUMMARY

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
<b>DEPARTMENT EXPENSES:</b>					
CITY CLERK	\$ -	\$ -	\$ -	-	0.0%
COUNCIL	-	-	-	-	0.0%
TAX ASSESSOR	-	45,000	61,030	-	-100.0%
FIRE	-	282,910	282,910	296,210	4.7%
GROUNDS MAINTENANCE	-	129,913	129,913	109,500	-15.7%
LIBRARY	-	-	10,094	1,200,000	11788.3%
RECREATION	-	2,135,700	2,410,539	500,000	-79.3%
LIFE SAFETY	-	-	-	4,200	0.0%
PLANNING	-	-	-	-	0.0%
INSPECTIONS	-	96,000	96,000	-	-100.0%
ECONOMIC DEVELOPMENT	-	-	-	-	0.0%
POLICE	-	343,720	343,720	346,126	0.7%
STREETS	-	511,000	518,500	704,170	35.8%
SANITATION	-	502,800	638,315	315,000	-50.7%
CITY MANAGER	-	10,300	-	-	0.0%
INFORMATION TECHNOLOGY	-	367,400	256,000	110,915	-56.7%
FINANCE	-	-	-	-	0.0%
PUBLIC SERVICES - ADMINISTRATION	-	40,100	40,100	38,380	-4.3%
FACILITIES MANAGEMENT	-	59,800	59,800	140,000	134.1%
CENTRAL SERVICES	-	21,000	21,000	9,996	-52.4%
FLEET MAINTENANCE	-	34,719	34,719	-	-100.0%
CUSTOMER SERVICES	-	-	-	-	0.0%
HUMAN RESOURCES	-	-	-	-	0.0%
MAYOR	-	-	-	-	0.0%
DEPARTMENT SUBTOTAL	-	4,580,362	4,902,640	3,774,497	-23.0%
<b>TRANSFERS</b>					
TRANSFER TO CAPITAL ASSET RESERVE	-	-	6,092	-	-100.0%
TRANSFER TO PARKLAND RESERVE	-	-	107,966	-	-100.0%
TRANSFER TO GENERAL FUND	-	-	-	-	0.0%
TRANSFER SUBTOTAL	-	-	114,058	-	-100.0%
CURRENT YEAR BALANCE	-	100,000	185,000	-	-100.0%
<b>TOTALS</b>	<b>\$ -</b>	<b>\$ 4,680,362</b>	<b>\$ 5,201,698</b>	<b>\$ 3,774,497</b>	<b>-27.4%</b>

## GENERAL CAPITAL ASSET REPLACEMENT FUND

### ORIGIN AND PURPOSE

This fund was established in 2002 for the purpose of providing funds for the replacement and expansion of the City's long-term assets (i.e., infrastructure, buildings).

### SOURCE OF FUNDS

Appropriations for projects included in this fund are received from the General Fund.

#### CASH RECEIPTS ESTIMATE

	<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>	<b>%CHANGE</b>
	<b>ACTUAL</b>		<b>BUDGET</b>		<b>REVISED</b>		<b>BUDGET</b>	<b>2008-09</b>
BEGINNING BALANCE	\$ 339,713	\$	-	\$	160,404	\$	34,776	-78.3%
INTEREST EARNINGS	10,000		-		3,795		-	-100.0%
TRANSFER FROM GOVERNMENTAL CAPITAL FUND	-		-		6,092		-	-100.0%
TRANSFER FROM GENERAL FUND	135,515		-		-		200,000	0.0%
<b>TOTALS</b>	<b>\$ 485,228</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>170,291</b>	<b>\$</b>	<b>234,776</b>	<b>37.9%</b>

#### EXPENSE SUMMARY

	<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>	<b>%CHANGE</b>
	<b>ACTUAL</b>		<b>BUDGET</b>		<b>REVISED</b>		<b>BUDGET</b>	<b>2008-09</b>
TRANSFER TO GENERAL FUND	\$ -	\$	-	\$	-	\$	-	0.0%
FOR CAPITAL ITEMS	324,824		-		-		-	0.0%
TRANSFER TO GOVERNMENTAL CAPITAL FUND	-		-		135,515		-	-100.0%
CARRY FORWARD TO NEXT YEAR	160,404		-		34,776		234,776	575.1%
<b>TOTALS</b>	<b>\$ 485,228</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>170,291</b>	<b>\$</b>	<b>234,776</b>	<b>37.9%</b>

## GENERAL CONTINGENCY FUND

### ORIGIN AND PURPOSE

This fund was established by Council action to serve as a "rainy day" source of funds in case of a General Fund emergency.

### SOURCE OF FUNDS

Transfer from the General Fund

### COMMENTS

The General Contingency Fund must equal two percent of the current year operating revenues for the General Fund. The interest is retained in the fund. Only City Council can authorize expenditures from the fund.

#### CASH RECEIPTS ESTIMATE

	<b>2006-07 ACTUAL</b>	<b>2007-08 BUDGET</b>	<b>2007-08 REVISED</b>	<b>2008-09 BUDGET</b>	<b>%CHANGE 2008-09</b>
BEGINNING BALANCE	\$ 823,254	\$ 647,680	\$ 645,254	\$ 679,754	5.3%
INTEREST EARNINGS	31,000	29,000	-	-	0.0%
TRANSFER FROM GENERAL FUND	-	34,500	34,500	-	-100.0%
<b>TOTALS</b>	<b>\$ 854,254</b>	<b>\$ 711,180</b>	<b>\$ 679,754</b>	<b>\$ 679,754</b>	<b>0.0%</b>

#### EXPENSE SUMMARY

	<b>2006-07 ACTUAL</b>	<b>2007-08 BUDGET</b>	<b>2007-08 REVISED</b>	<b>2008-09 BUDGET</b>	<b>%CHANGE 2008-09</b>
TRANSFER TO GENERAL FUND	\$ -	\$ -	\$ -	\$ -	0.0%
TRANSFER TO OPEB	100,000	-	-	-	0.0%
TRANSFER TO LIBRARY FUND	100,000	-	-	-	0.0%
CARRY FORWARD TO NEXT YEAR	645,254	711,180	679,754	679,754	0.0%
<b>TOTALS</b>	<b>\$ 845,254</b>	<b>\$ 711,180</b>	<b>\$ 679,754</b>	<b>\$ 679,754</b>	<b>0.0%</b>

Note: Funding of the Contingency Fund exceeds the required 2 percent of the current year operating revenues

## DEPARTMENT ALLOCATIONS

Beginning in Fiscal Year 2004, all previously classified Intergovernmental Service Fund divisions except Construction (classified as a Water/Wastewater division) are budgeted in the General Fund. This eliminated the Intergovernmental Service Fund.

In Fiscal Year 2008, organizational changes occurred in the Public Utilities department, and two divisions were classified as allocated. The Electric Administration division and the System Operations divisions were allocated to reflect the services they supply to the Water/Wastewater Fund. Also, due to the reorganization, the Public Services (formerly Public Works) Administration division and the Public Utilities Water/Wastewater Engineering and Inspections (formerly Public Works Engineering) divisions are no longer allocated. Public Services Administration is fully funded from the General Fund and Public Utilities/Wastewater Engineering and Inspections is fully funded from the Water/Wastewater Fund.

These allocations were derived from detailed calculations and are a truer representation of services rendered and reimbursed.

## FUND 110 ALLOCATIONS

Fiscal Year 2008 REVISED

	GENERAL	WATER/SEWER	ELECTRIC
CITY CLERK	19.6%	14.2%	66.2%
COUNCIL	19.6%	14.2%	66.2%
MAYOR	19.6%	14.2%	66.2%
GROUNDS	82.0%	4.0%	14.0%
CITY MANAGER	36.0%	13.6%	50.4%
INFORMATION TECHNOLOGY	55.6%	13.4%	31.0%
TREASURER/FINANCE	39.0%	12.4%	48.6%
ECONOMIC DEVELOPMENT	55.6%	13.4%	31.0%
FACILITIES MANAGEMENT	62.4%	6.2%	31.4%
CENTRAL SERVICES - WHSE	10.3%	8.3%	81.4%
FLEET MAINTENANCE	59.2%	18.9%	21.9%
CUSTOMER SERVICES	20.7%	20.0%	59.3%
HUMAN RESOURCES	76.5%	9.0%	14.5%
INSURANCE	38.4%	12.5%	49.1%
ELECTRIC ADMIN	0.0%	24.7%	75.3%
SYSTEMS OPERATIONS	0.0%	18.0%	82.0%

**DEPARTMENT ALLOCATIONS***(continued)***FUND 110 ALLOCATIONS**

Fiscal Year 2009

	<b>GENERAL</b>	<b>WATER/SEWER</b>	<b>ELECTRIC</b>
CITY CLERK	19.6%	14.2%	66.2%
COUNCIL	19.6%	14.2%	66.2%
MAYOR	19.6%	14.2%	66.2%
GROUNDS	82.0%	4.0%	14.0%
CITY MANAGER	36.0%	13.6%	50.4%
INFORMATION TECHNOLOGY	55.6%	13.4%	31.0%
TREASURER/FINANCE	39.0%	12.4%	48.6%
ECONOMIC DEVELOPMENT	55.6%	13.4%	31.0%
FACILITIES MANAGEMENT	62.4%	6.2%	31.4%
CENTRAL SERVICES - WHSE	10.3%	8.3%	81.4%
FLEET MAINTENANCE	59.2%	18.9%	21.9%
CUSTOMER SERVICES	20.7%	20.0%	59.3%
HUMAN RESOURCES	76.5%	9.0%	14.5%
INSURANCE	38.4%	12.5%	49.1%
ELECTRIC ADMIN	0.0%	24.7%	75.3%
SYSTEMS OPERATIONS	0.0%	18.0%	82.0%

## GENERAL FUND REVENUES FISCAL YEAR 2009

### **REVENUE TYPE: PROPERTY TAX** (30% of General Fund Revenue)

**CRITICAL ASSUMPTION:** Property taxes are valued at 100% of appraised value. The tax rate is \$.33 for every \$100 of assessed value and remains unchanged. Revenues are projected to increase. We believe this may be due to growth and corrections to our tax records.

<b>2006-2007 <u>Actual</u></b>	<b>2007-2008 <u>Budget</u></b>	<b>2007-2008 <u>Revised</u></b>	<b>2008-2009 City Manager <u>Budget</u></b>	<b>2008-2009 <u>Difference</u></b>	<b><u>% Change</u></b>
\$9,032,995	\$9,453,511	\$9,523,080	\$10,095,737	\$572,657	6.01%

### **REVENUE TYPE: TRANSFER TAX** (7.88% of General Fund Revenue)

**CRITICAL ASSUMPTION:** Real estate transfer taxes are one and a half percent of real estate transfer prices. They fluctuate with the real estate market. Revenue for Fiscal Year 2008 has been increased to reflect revenues received from the sales of large commercial properties. Revenues for Fiscal Year 2009 are projected to remain the same as the original Fiscal Year 2008 revenue projection. When adjusted for the unusual sales in Fiscal Year 2008, revenue trends indicate monthly revenue of \$213,000 or about \$2.6 million on an annual basis.

<b>2006-2007 <u>Actual</u></b>	<b>2007-2008 <u>Budget</u></b>	<b>2007-2008 <u>Revised</u></b>	<b>2008-2009 City Manager <u>Budget</u></b>	<b>2008-2009 <u>Difference</u></b>	<b><u>% Change</u></b>
\$3,009,539	\$2,650,222	\$3,690,000	\$2,650,222	\$(1,039,778)	-28.18%

### **REVENUE TYPE: INTEREST** (.7% of General Fund Revenue)

**CRITICAL ASSUMPTION:** Interest income is adjusted in Fiscal Year 2009 to reflect current interest rates. This revenue is dependent upon working capital availability and interest rates.

<b>2006-2007 <u>Actual</u></b>	<b>2007-2008 <u>Budget</u></b>	<b>2007-2008 <u>Revised</u></b>	<b>2008-2009 City Manager <u>Budget</u></b>	<b>2008-2009 <u>Difference</u></b>	<b><u>% Change</u></b>
\$307,698	\$300,000	\$355,850	\$234,000	\$(121,850)	-34.24%

**REVENUE TYPE: LICENSE, PERMIT, AND FINES** (7.64% of General Fund Revenue)

**CRITICAL ASSUMPTION:** Business licenses are cyclical with the economy and specifically with construction activity. Business license fees were increased in June 2004. Revenue in Fiscal Year 2008 has been revised upward over original estimates. This adjustment was made to reflect the current revenue experience. In Fiscal Year 2009, revenue is projected to increase slightly over Fiscal Year 2008 estimates.

Permit fees are sensitive to the economy with respect to the construction industry and individual property owners' disposable income. Also, collection is a function of enforcement. Most of the permit fees were increased in June 2004. Revenue in Fiscal Year 2008 is expected to increase from original estimates as a result of several large projects during this time. Fiscal Year 2009 revenue is expected to decrease 14.2% from revised Fiscal Year 2008 revenue estimates and reflects a return to more normal construction activity.

<b>2006-2007</b>	<b>2007-2008</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2008-2009</b>	
<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Revised</u></b>	<b>City Manager</b>	<b><u>Difference</u></b>	<b><u>% Change</u></b>
			<b><u>Budget</u></b>		
\$2,689,348	\$2,547,343	\$2,716,000	\$2,570,000	\$(146,000)	-5.38%

**REVENUE TYPE: USER FEES AND OTHER** (13.8% of General Fund Revenue)

**CRITICAL ASSUMPTION:** These revenues are directly proportional to usage. Fiscal Year 2008 revenues are expected to increase over original estimates by \$218,470. This is primarily due to adjusting Court of Chancery fees and Kent County Book Reimbursement to actual revenues. Revenues for Fiscal Year 2009 are expected to increase.

<b>2006-2007</b>	<b>2007-2008</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2008-2009</b>	
<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Revised</u></b>	<b>City Manager</b>	<b><u>Difference</u></b>	<b><u>% Change</u></b>
			<b><u>Budget</u></b>		
\$5,432,701	\$4,315,071	\$4,533,541	\$4,662,098	\$128,557	2.84%

**REVENUE TYPE: GRANTS** (.3% of General Fund Revenue)

**CRITICAL ASSUMPTION:** Revised revenue estimates for Fiscal Year 2008 project a decrease of \$93,169 in grant revenue, which is below the original estimates. This is primarily because the City reclassified revenue from grants to user fees. In Fiscal Year 2009, grant revenue is expected to increase \$5,000.

<b>2006-2007</b>	<b>2007-2008</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2008-2009</b>	
<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Revised</u></b>	<b>City Manager</b>	<b><u>Difference</u></b>	<b><u>% Change</u></b>
			<b><u>Budget</u></b>		
\$582,891	\$190,609	\$97,440	\$102,440	\$5,000	5.13%

**REVENUE TYPE: TRANSFERS (24.18% of General Fund Revenue)**

**CRITICAL ASSUMPTION:** Transfers for Fiscal Year 2008 were decreased because monies originally budgeted to be transferred from the Parkland Reserve were transferred directly to the Governmental Capital Fund, where the projects are budgeted and not to the General Fund. These transfers are expected to increase in Fiscal Year 2009. Transfers from the Water/Wastewater Fund (\$564,810) represent 4.5% of Water/Wastewater Fund revenues. The Electric transfer (\$6,758,100) represents 6.5% of Electric Fund Revenues. The City's financial policies allow transfers of up to 8% of utility fund revenues.

<b>2006-2007 Actual</b>	<b>2007-2008 Budget</b>	<b>2007-2008 Revised</b>	<b>2008-2009 City Manager Budget</b>	<b>2008-2009 Difference</b>	<b>% Change</b>
\$6,998,836	\$9,813,469	\$7,917,743	\$8,133,256	\$215,513	2.72%

**REVENUE TYPE: FRANCHISE FEES (1.27% of General Fund Revenue)**

**CRITICAL ASSUMPTION:** The City collects a franchise fee from Comcast, Verizon and Cavalier each year. Fiscal Year 2008 revenues were projected to remain the same as originally projected. Fiscal Year 2009 revenue is projected to remain stable with revised Fiscal Year 2008 receipts.

<b>2006-2007 Actual</b>	<b>2007-2008 Budget</b>	<b>2007-2008 Revised</b>	<b>2008-2009 City Manager Budget</b>	<b>2008-2009 Difference</b>	<b>% Change</b>
\$440,745	\$422,000	\$422,000	\$426,220	\$4,220	1.00%

**REVENUE TYPE: INTRAFUND SERVICE RECEIPTS (14.16% of General Fund Revenue)**

**CRITICAL ASSUMPTION:** Beginning in Fiscal Year 2004, all previously classified Intergovernmental Service Fund divisions except Construction (classified as a Water/Wastewater division) were moved to the General Fund. Services provided by these divisions to the Electric Fund and Water Fund will be billed monthly based on pre-determined allocation percentages. Intrafund Service Receipts is added to each account for the billed allocations. In Fiscal Year 2008, \$1,025,557 was billed to the Water/Wastewater Fund for services and \$3,590,913 was billed to the Electric Fund. It is estimated that in Fiscal Year 2009, \$1,057,212 will be billed to Water/Wastewater Fund for services and \$3,704,510 will be billed to the Electric Fund.

<b>2006-2007 Actual</b>	<b>2007-2008 Budget</b>	<b>2007-2008 Revised</b>	<b>2008-2009 City Manager Budget</b>	<b>2008-2009 Difference</b>	<b>% Change</b>
\$4,771,370	\$4,899,522	\$4,616,470	\$4,761,722	\$145,252	3.15%

## GENERAL FUND REVENUES AND OTHER FINANCING TREND DATA

### LAST TEN FISCAL YEARS

Revenues:	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008*
Beginning Balance	\$ 1,973,939	\$ 2,252,671	\$ 2,810,398	\$ 2,827,370	\$ 380,166	\$ 2,266,936	\$ 2,890,843	\$ 2,865,516	\$ 3,223,548	\$ 5,437,696	\$ 4,051,979
Fines and Other Police Revenue	538,272	644,025	593,272	635,711	658,869	650,004	619,493	858,604	823,439	773,680	742,882
Franchise Fees	254,889	182,093	-	-	-	331,515	462,859	395,821	416,595	440,745	449,789
Right-of-Way Revenue	-	-	57,763	169,262	56,339	-	-	-	-	-	-
Court of Chancery Fees	-	-	-	-	-	-	559,260	710,380	792,280	929,120	883,880
Internet Revenue	-	-	-	-	10,613	17,903	20,779	17,205	12,951	7,483	1,894
Interest Earnings & Transfers	367,927	319,866	346,200	336,533	217,917	146,113	219,515	139,444	263,223	307,698	414,609
Library Revenue - General	42,645	47,375	36,332	34,601	33,536	42,251	37,357	50,852	58,905	56,430	59,520
Library Revenue - Co. Reimbursement	264,786	264,786	285,745	286,090	290,607	292,451	295,800	295,800	392,800	932,575	458,177
Library Trust Receipt	-	-	-	-	105,410	-	-	-	-	-	-
Licenses and Permits	1,403,271	1,595,404	1,514,171	2,141,937	1,888,673	1,934,820	2,017,287	2,251,092	2,465,845	2,689,348	2,916,749
Misc. Service Charges	124,221	192,292	128,749	215,266	49,991	98,447	55,184	55,310	120,433	239,646	103,451
Police Extra Duty Fees	115,130	173,977	194,381	345,324	389,503	393,601	307,426	303,195	250,985	358,756	370,379
Property Taxes	5,687,602	5,698,657	6,081,831	6,021,821	6,190,763	7,076,050	7,183,124	7,370,318	8,792,652	9,032,995	9,556,005
Recreation Revenue	85,115	89,115	94,181	88,460	88,865	92,699	102,483	101,296	98,254	98,613	129,101
Rent Revenue	-	-	-	65,610	15,250	28,214	28,214	28,213	35,533	35,533	35,533
Electric Fund Appropriation	3,975,000	3,975,000	3,975,000	3,975,000	3,975,000	4,525,000	4,701,664	5,463,008	5,716,956	4,700,000	6,601,269
Electric I & E Fund Appropriation	-	-	-	-	1,887,950	-	-	-	-	-	-
Water/Sewer Fund Appropriation	225,000	-	225,000	-	900,000	450,000	831,000	848,016	535,785	535,000	565,000
Transfer Tax	931,731	1,163,148	1,205,779	987,753	1,207,241	2,663,963	1,627,172	2,379,548	3,048,064	3,009,539	3,526,187
Curbside Recycling	-	-	-	-	-	-	-	-	8,869	10,041	-
Sanitation Fees	-	-	207,084	920,115	1,059,007	1,080,356	1,083,894	1,081,064	1,244,444	1,283,358	1,333,436
Transfer from Reserve	159,000	112,454	-	-	-	-	859,816	1,040	124,504	1,106,362	41,780
Sale of Land	-	-	-	-	-	66,263	2,800	13,000	59,850	169,900	500
Intrafund Service Receipts - Water/WW	-	-	-	-	-	-	846,864	932,708	1,045,326	1,092,328	988,643
Intrafund Service Receipts - Electric	-	-	-	-	-	-	3,151,045	3,536,040	3,652,063	3,679,042	3,448,680
Grants:											
Emergency Related	-	-	-	-	-	124,360	48,655	-	164,872	-	-
Municipal Street Aid	560,950	705,936	848,294	845,221	822,385	803,446	794,301	792,242	659,910	657,474	710,744
Police Department	201,212	194,208	369,219	114,270	96,611	-	248,070	611,801	1,279,116	681,399	563,925
Recreation Related	92,839	54,597	-	74,865	3,007	-	20,000	25,000	300,000	333,707	63,131
State Revenue - Sharing/Other	455,682	5,119	337,964	-	-	21,203	-	-	-	-	-
Misc. Grant Revenue	-	-	-	-	-	-	1,258	9,900	19,700	18,000	7,000
DE River & Bay Authority	-	15,910	-	-	-	-	-	-	-	-	-
Downtown Amenities	-	-	-	253,983	-	-	-	-	-	-	-
DelDOT Enhancements	-	-	-	-	57,056	-	-	-	-	-	-
Homeland Security Grant	-	-	-	-	-	-	-	-	-	87,351	-
<b>TOTAL REVENUES</b>	<b>\$ 17,459,211</b>	<b>\$ 17,686,633</b>	<b>\$ 19,311,363</b>	<b>\$ 20,339,192</b>	<b>\$ 20,384,759</b>	<b>\$ 23,105,595</b>	<b>\$ 29,016,163</b>	<b>\$ 31,136,413</b>	<b>\$ 35,606,902</b>	<b>\$ 38,703,819</b>	<b>\$ 38,024,243</b>

\*2008 revenue is based upon unaudited actuals and will vary slightly from the Fiscal Year 2008 Budget.

## GENERAL FUND EXPENDITURES, OTHER USES TREND DATA

### LAST TEN FISCAL YEARS

Expenditures:	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008*
Facilities Management	\$ 244,256	\$ 232,706	\$ 249,224	\$ 251,784	\$ 338,644	\$ 388,957	\$ 871,691	\$ 958,764	\$ 824,260	\$ 1,330,499	\$ 1,060,047
City Clerk	106,051	76,918	80,892	96,564	105,075	103,961	243,852	301,129	333,612	236,271	242,572
City Manager	84,224	89,555	117,662	111,332	91,399	101,439	310,272	358,401	563,970	629,503	622,733
Information Technology	194,556	146,747	128,127	132,062	135,569	180,100	675,002	741,812	859,120	892,449	955,270
Grounds	197,941	196,315	229,654	246,111	267,376	295,385	952,009	989,042	1,054,767	1,105,432	1,082,558
Engineering	40,446	45,023	44,359	48,286	47,030	56,703	225,658	253,299	289,208	314,729	-
Finance	137,125	147,273	140,523	181,055	157,672	172,862	526,973	598,639	649,802	654,883	726,153
Fire	575,037	579,802	631,868	765,747	582,435	775,129	858,193	911,534	948,785	1,188,173	923,705
Comm. Services Admin.	491	-	-	-	-	-	-	-	-	-	-
Vehicle Maintenance	506,702	552,450	492,592	667,421	449,159	502,044	533,699	581,669	672,608	649,012	688,554
Mayor and Council	36,327	72,738	69,261	79,580	87,893	111,910	223,890	221,958	225,071	217,312	235,916
Parks and Recreation	389,207	365,043	380,175	394,915	413,409	482,936	486,789	617,624	705,241	1,452,987	563,644
Planning	70,305	82,768	105,011	123,374	96,863	123,716	196,907	202,516	201,563	295,426	408,984
Police	7,111,440	7,084,608	7,504,239	8,082,681	8,646,777	9,016,043	9,952,938	10,472,023	11,205,497	11,695,791	12,169,398
Inspections	506,594	528,968	562,472	752,168	729,450	769,831	811,805	898,687	957,385	1,167,072	1,083,087
Public Services Admin.	65,086	68,108	71,091	74,125	81,657	78,312	273,982	306,773	318,900	235,183	397,699
Central Services Admin.	29,274	34,256	37,271	37,061	48,152	38,109	659,788	755,866	678,110	733,291	706,065
Streets	585,706	1,035,061	983,226	1,293,463	1,020,123	1,046,294	1,122,311	1,237,428	1,081,869	1,287,030	1,302,657
Tax Assessor	107,321	109,297	161,067	114,360	164,012	120,745	154,792	301,445	195,383	224,895	282,986
Sanitation	1,580,601	1,419,315	1,602,953	1,807,335	1,657,753	2,025,888	2,202,051	1,940,866	2,257,821	2,163,486	2,727,335
Library	698,001	765,926	742,208	779,665	759,169	791,726	910,126	909,005	953,761	1,005,737	1,141,524
Customer Services	37,017	39,779	38,139	39,744	41,327	38,759	849,620	1,072,083	951,557	1,048,692	1,165,649
Human Resources	60,879	61,903	67,628	68,297	88,830	102,472	236,467	271,823	306,782	349,509	385,420
Insurance	116,043	83,535	123,649	113,220	105,400	128,127	523,069	431,871	429,139	452,414	460,800
Construction	106,651	90,587	112,622	138,867	78,830	85,304	-	-	-	-	-
Other Charges:											
Other Appropriations	56,500	56,500	75,013	126,282	79,352	183,831	1,456	-	500,000	87,351	14,630
Park Construction	57,006	54,822	73,895	-	-	-	-	-	1,193,323	-	2,136,081
Approp. to Street Lights	-	-	-	-	-	-	470,110	534,682	545,426	624,242	917,439
Approp./Capital Outlays	40,000	20,000	60,000	60,000	20,000	-	-	-	150,000	159,810	2,683,062
Internet Service	-	-	-	10,493	7,622	-	-	-	-	-	-
Copier Expense	-	-	-	-	-	-	-	4,863	-	-	-
N. Dover Athletic Comp.	-	-	-	40,000	-	-	-	-	-	-	-
Transfer/Contingency Fund	50,000	50,000	50,000	50,000	-	250,000	-	-	-	-	34,500
Transfers to Reserves	-	-	-	-	105,410	796,372	634,774	974,970	-	3,240,511	1,783,884
Transfers to Grant Funds	-	-	-	-	-	-	867	-	-	-	-
Approp. to Other Funds	400,000	269,331	243,810	329,234	-	6,515	-	-	-	-	2,557
Environmental Related	14,196	3,494	35,568	61,227	30,000	-	-	-	-	-	-
DSWA Recycling Expense	-	-	-	-	-	-	-	-	-	-	-
Acct. Rec. Uncollectibles	-	-	-	-	-	-	-	10,000	10,000	10,000	10,000
Inventory Write-Offs	-	-	-	-	-	-	14,256	7,114	12,176	13,010	-
Retiree Benefits	198,607	218,417	243,187	306,106	375,173	456,025	541,715	590,587	654,457	736,286	758,185
Police Pension	-	-	-	226,863	-	-	-	-	-	-	-
Workers Comp. Fund	-	-	-	-	616,449	296,914	-	16,000	-	-	-
Trash Container Expense	43,360	47,246	-	-	-	-	-	-	9,894	-	-
Consulting	68,627	11,099	51,561	150,000	-	-	-	-	-	-	-
Debt Service	322,100	694,514	687,905	726,625	689,813	688,543	683,509	440,372	335,000	441,232	437,468
<b>TOTAL EXPENDITURES</b>	<b>\$ 15,212,677</b>	<b>\$ 15,334,104</b>	<b>\$ 16,196,852</b>	<b>\$ 18,486,047</b>	<b>\$ 18,117,823</b>	<b>\$ 20,214,952</b>	<b>\$ 26,085,239</b>	<b>\$ 27,912,865</b>	<b>\$ 30,074,487</b>	<b>\$ 34,642,218</b>	<b>\$ 38,110,561</b>

\*2008 revenue is based upon unaudited actuals and will vary slightly from the Fiscal Year 2008 Budget.

## PROPERTY TAX REVENUES

The City Council levies and collects taxes according to the City Charter. The City's property tax is levied each year in June. If additional monies are required during the year, a public meeting of the electors of the City is held. At this meeting, resolutions are prepared stating explicitly any necessary additional sums. Resolutions must be put to a citywide vote and can only be approved through a majority vote.

All taxes are due to the City before July 31 of each year. For taxes not paid on or before July 31, a penalty of 1.5% (18% per annum) is charged for every month or fraction of a month after July 31.

In the months of February, May, August, and November, a quarterly tax billing is issued on new construction within the City that was not taxed in the annual assessment. These taxes must be paid within 30 days of billing. Unpaid taxes accrue a penalty of 1.5% per month.

The following table provides important dates with reference to property taxes.

Beginning of fiscal year for taxes	July 1
Tax rate levied	June
Taxes billed	July 1
Taxes due and payable at par	July 31
Penalty of one and one half percent starts	August 1
Lien established on property for property taxes	July 1
Tax sales of property with unpaid taxes	Two years from date of billing

**CITY OF DOVER  
PROPERTY ASSESSMENT PROJECT**

<b>ASSESSED VALUE AS OF DECEMBER 31, 2007</b>	<b>\$ 3,001,038,575</b>
Additional assessed valuation for new construction	27,254,800
Previous and current building permits/Certificate's of Occupancy	9,634,700
Appeals (includes pending)	<u>(172,241,680)</u>
<b>TOTAL ASSESSED VALUE</b>	<b>\$ 2,865,686,395</b>

**CITY OF DOVER  
PROJECTED PROPERTY TAX RECEIPTS  
ACCRUAL METHOD OF ACCOUNTING  
7/01/08 - 6/30/09**

Using a tax of \$0.33 per \$100 of assessment, the estimated gross 7/01/08 billing will be	\$ 9,456,765
Penalties	67,800
Estimated Quarterly Billing	<u>63,938</u>
<b>PROJECTED PROPERTY TAX RECEIPT SUBTOTAL</b>	<b>\$ 9,588,503</b>
<u>Pay In Lieu of Taxes</u>	
Luther Towers \$29,687; State of Delaware \$338,097; Dover Housing \$36,186	403,970
Farmland Roll Back Taxes	<u>50,000</u>
<b>PROJECTED PROPERTY TAX RECEIPTS FOR FY 2009</b>	<b>\$ 10,042,473</b>
\$0.01 of tax rate equates to \$286,569	
<b>PROJECTED DOVER REALTY TRANSFER TAX RECEIPTS</b>	<b>\$ 2,650,222</b>
\$173,333,333 times 1.5% minus estimated exemptions	

### PROPERTY TAX LEVIES AND COLLECTIONS LAST TEN FISCAL YEARS

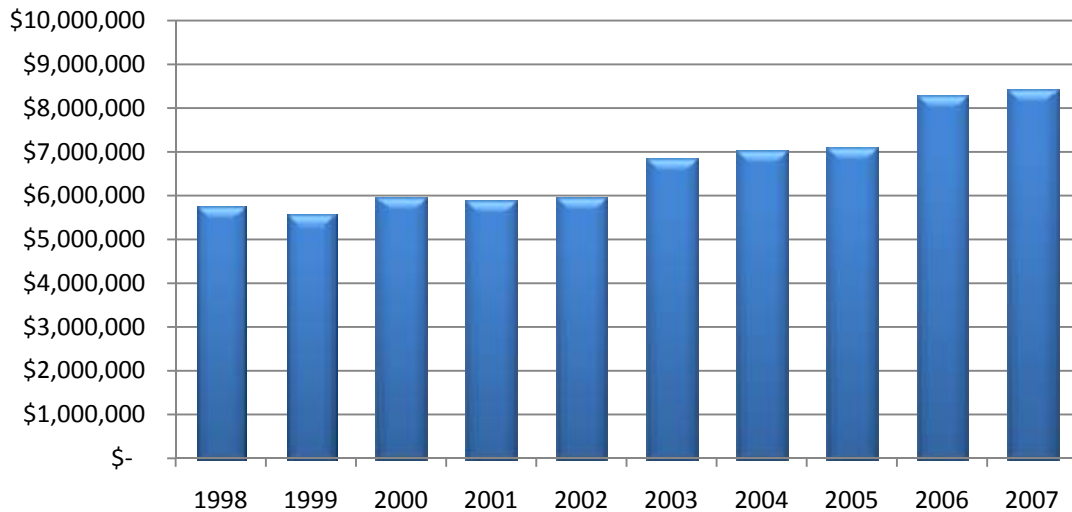
YEAR	FISCAL LEVY	TOTAL TAX COLLECTION
1998	5,738,198	5,735,872
1999	5,578,321	5,575,695
2000	5,894,545	5,891,917
2001	5,866,188	5,863,538
2002	5,974,417	5,971,767
2003	6,842,874	6,839,708
2004	7,011,906	7,001,887
2005	7,109,977	7,036,210
2006	8,287,539	8,258,461
2007	8,448,462	8,274,237

Source: City of Dover Financial Reports

#### NOTES

1. Section 48 of the City of Dover Charter provides that the amount of money to be raised through property taxes shall not exceed two percent (2%) of the total taxable assessment.
2. The table at right includes receipt of property taxes and penalties. It excludes payments in lieu of taxes and farmland roll back taxes.

### PROPERTY TAXES LEVIED LAST TEN FISCAL YEARS



**ASSESSED AND ESTIMATED ACTUAL VALUE OF  
TAXABLE PROPERTY  
LAST TEN FISCAL YEARS**

<u>REAL PROPERTY</u>		
FISCAL YEAR	ASSESSED VALUE (60% OF APPRAISED VALUE)	ESTIMATED ACTUAL VALUE
1998	810,141,900	2,042,611,000
1999	835,281,800	2,091,237,167
2000	859,585,100	2,638,419,000
2001	876,493,100	2,236,706,000
2002	903,205,600	2,812,786,833
2003	1,705,751,800	2,209,978,500
2004	1,734,815,100	2,576,251,900
2005	1,764,347,700	2,605,638,000
2006	2,527,380,500	3,146,043,800
2007	2,898,147,375	3,516,580,775
Source: Tax Assessor's Office, City of Dover		

**NOTES**

1. There is no tax on personal properties. Therefore, no figures are presented.
2. In 2003, the City changed assessed values to 100 percent of estimated actual values from 60 percent. In doing so, the tax rate was lowered from \$.685 to \$.411 to stay revenue neutral.
3. In 2005, the City property values were reassessed, effective for tax year 2006. The tax rate was lowered from \$.411 to \$.330.

**PROPERTY TAX RATES - ALL DIRECT AND OVERLAPPING GOVERNMENTS  
WITH THE CAPITAL SCHOOL DISTRICT  
(PER \$100 OF ASSESSED VALUE)  
LAST TEN FISCAL YEARS**

<b>FISCAL YEAR</b>	<b>CITY OF DOVER GENERAL FUND</b>	<b>KENT COUNTY</b>	<b>CAPITAL SCHOOL DISTRICT</b>	<b>VO-TECH SCHOOL DISTRICT</b>	<b>TOTAL</b>
1998	0.685	0.260	0.871	0.107	1.923
1999	0.685	0.250	0.879	0.105	1.919
2000	0.685	0.250	0.936	0.073	1.944
2001	0.685	0.250	0.936	0.073	1.944
2002	0.685	0.250	1.022	0.095	2.052
2003	0.411	0.250	1.120	0.087	1.868
2004	0.411	0.250	1.173	0.087	1.921
2005	0.411	0.250	1.173	0.087	1.921
2006	0.330	0.250	1.075	0.118	1.921
2007	0.330	0.250	1.459	0.118	2.157

Sources: Tax Assessor's Office, City of Dover

### NOTES

1. The City of Dover Charter provides that the amount of money to be raised through property taxes shall not exceed 2% of the total taxable assessment.
2. Kent County property tax rates reflect the 1987 reappraisal of properties in Kent County.
3. The City of Dover changed from 60% of assessed value to 100% and accordingly lowered the tax rate in 2003.
4. The City of Dover reassessed property values and “rolled back” the tax rate in 2006.

**PROPERTY TAX RATES - ALL DIRECT AND OVERLAPPING GOVERNMENTS**  
**WITH THE CAESAR RODNEY SCHOOL DISTRICT**  
 (PER \$100 OF ASSESSED VALUE)  
 LAST TEN FISCAL YEARS

FISCAL YEAR	CITY OF DOVER GENERAL FUND	KENT COUNTY	CAESAR RODNEY SCHOOL DISTRICT	VO-TECH SCHOOL DISTRICT	TOTAL
1998	0.685	0.260	0.860	0.107	1.912
1999	0.685	0.250	0.860	0.105	1.900
2000	0.685	0.250	0.884	0.073	1.892
2001	0.685	0.250	0.986	0.073	1.994
2002	0.685	0.250	1.030	0.095	2.060
2003	0.411	0.250	1.130	0.087	1.778
2004	0.411	0.250	1.161	0.087	1.909
2005	0.411	0.250	1.161	0.087	1.909
2006	0.330	0.250	1.459	0.087	2.126
2007	0.330	0.250	1.480	0.118	2.178

Sources: Tax Assessor's Office, City of Dover

### NOTES

1. Section 48 of the City of Dover Charter provides that the amount of money to be raised through property taxes shall not exceed 2% of the total taxable assessment.
2. Kent County Property tax rates reflect the 1987 reappraisal of properties in Kent County.
3. The City of Dover changed from 60% of assessed value to 100% and accordingly lowered the tax rate in 2003.
4. The City of Dover reassessed property values and rolled back the tax rate in 2006.

## PRINCIPAL TAX PAYERS 2007 vs. 1998

TAX PAYER	2007 ASSESSED VALUATION	PERCENTAGE OF TOTAL TAXABLE ASSESSED VALUATION	1998 ASSESSED VALUATION	PERCENTAGE OF TOTAL TAXABLE ASSESSED VALUATION
Dover Downs Prop., Inc.	\$98,824,600	3.41%	\$17,314,000	2.14%
Dover Mall LP	68,301,000	2.36%	23,671,400	2.92%
Kraft-General Foods Corp.	20,624,800	0.71%	13,920,000	1.72%
Robino Bay Court Plaza	19,087,300	0.66%	2,587,200	0.32%
Berks City Real Estate Assoc.	18,034,400	0.62%	5,004,400	0.62%
Country Village Association	15,691,800	0.54%	3,086,600	0.38%
Millers Dover Downs	14,470,300	0.50%	1,951,200	0.24%
Dover South Coast Partnership	14,470,300	0.50%	5,626,300	0.69%
Dover East Estates, LP	11,647,200	0.40%	599,600	0.07%
K.W. Lands GP	11,382,100	0.39%	4,959,500	0.61%
Proctor & Gamble	-	-	9,369,400	1.16%
Silver Lake Partnership	-	-	6,258,400	0.77%
United Dominion Realty Trust	-	-	6,957,400	0.86%
Playtex Apparel Inc.	-	-	6,434,600	0.79%
Playtex Products, Inc.	-	-	6,659,500	0.82%
First Flag	-	-	3,856,600	0.48%
<b>TOTAL</b>	<b>\$292,592,400</b>	<b>10.10%</b>	<b>\$118,256,100</b>	<b>10.87%</b>
Sources: Tax Assessor's Office, City of Dover				

### NOTES

1. 2007 total taxable assessed valuation: \$2,898,147,375
2. 1998 total taxable assessed valuation: \$ 810,141,900

**RATIO OF NET GENERAL OBLIGATION BONDED DEBT  
TO ASSESSED VALUE AND NET BONDED DEBT PER CAPITA  
LAST TEN FISCAL YEARS**

FISCAL YEAR	POPULATION	ASSESSED VALUE	GROSS BONDED DEBT	DEBT PAYABLE FROM ENTERPRISE REVENUES	NET BONDED DEBT	RATIO OF NET BONDED DEBT TO ASSESSED VALUE	NET BONDED DEBT PER CAPITA
1998	27,630	810,141,900	6,980,000	750,000	6,230,000	0.77%	225.48
1999	27,630	835,281,800	6,440,000	600,000	5,840,000	0.70%	211.36
2000	27,630	859,585,100	5,885,000	450,000	5,435,000	0.63%	196.71
2001	32,135	876,493,100	5,310,000	300,000	5,010,000	0.57%	155.90
2002	32,135	903,205,600	4,715,000	150,000	4,565,000	0.51%	142.06
2003	<sup>(2)</sup> 32,043	1,705,751,800	4,100,000	–	4,100,000	0.24%	138.95
2004	<sup>(2)</sup> 32,043	1,734,815,100	3,805,000	–	3,805,000	0.22%	118.75
2005	<sup>(2)</sup> 32,043	<sup>(3)</sup> 1,764,347,700	3,475,000	–	3,475,000	0.20%	108.45
2006	<sup>(2)</sup> 32,043	<sup>(3)</sup> 2,527,308,500	3,140,000	–	3,140,000	0.12%	97.99
2007	<sup>(2)</sup> 32,043	<sup>(3)</sup> 3,516,580,775	2,795,000	–	2,795,000	0.08%	87.23

Source: City of Dover Financial Records and Tax Assessor's Office

### NOTES

1. This table includes all long-term general obligation bonded debt only.
2. As a result of Count Question Resolution Process, the Census Bureau revised the 2000 population for the City of Dover to 32,043 people.
3. Assessed value reflects the net billable tax base and does not include the exempt value of \$599,135,900 and exemption for senior citizens of \$19,297,500.
4. In 2003, the City changed assessed values to 100% of estimated actual value from 60%. In doing so, the tax rate was lowered from \$.685 to \$.411 to stay revenue neutral.
5. In 2005, the City property values were reassessed, effective for tax year 2006. The tax rate was lowered from \$0.411 to \$0.330.

## WATER/WASTEWATER FUND

### ORIGIN, PURPOSE, AND ISSUES

This fund was established to provide production and distribution of potable water and the transmission of wastewater.

- During Fiscal Year 2009, the Water/Wastewater Fund will continue to face two major issues. The first issue, and the one of which most are aware, is brown water. The City began experiencing brown water shortly after chlorination was instituted due to a mandate by the State of Delaware. The City began receiving brown water complaints in December 2002. In Fiscal Year 2005, the Water Department retained the services of Black and Veatch, a consulting firm, to conduct a water quality evaluation of the water system to ‘make recommendations to resolve discolored water complaints resulting from the chlorination of the City of Dover’s water distribution system’. The results of this study were available in June 2006 and assisted the Department in continuing to make operational improvements as well as improving long term planning for the system. Implementation of some of the projects identified by the study started in Fiscal Year 2007. The key project identified in the study consisted of providing contact chambers at each of the deep well sites in order to stabilize the chemistry of the water prior to entering the distribution system. The design of each chamber, as well as construction of the first chamber, was performed in Fiscal Year 2007. The contact chambers at six additional well sites were constructed and brought on line in Fiscal Year 2008. The remaining six contact chambers will be constructed and brought on line in Fiscal Year 2009. In Fiscal Year 2008, staff also established a priority listing of all water mains within the water system to assist in determining which water lines will provide the greatest benefit through rehabilitation. It is proposed that the implementation of the water main rehabilitation program, based upon the priority listing, begin in Fiscal Year 2009. Eliminating brown water has been recognized by the Water Department as its highest priority.
- The second issue, inflow/infiltration, has resulted in higher volumes of wastewater being transported to Kent County for treatment. Wet weather in 2003 highlighted the fact that the City’s wastewater system is aging and requires increased rehabilitation efforts as well as monitoring of illicit connections to the system such as sump pumps and roof drains. All customers are impacted by inflow/infiltration since these are costs that are not assigned to an individual customer. This higher volume is unmetered and, therefore, the City cannot recover the costs through direct billing of our customers.

In 2006, the City contracted with a video pipe inspection company to clean, video inspect, smoke test, and provide digital reports of any problems detected within a predetermined section of the sanitary sewer system. Testing began in the Fairview area of Dover and continued to include Division Street, Lookerman Street, and the St. Jones River interceptor. An action plan based upon the results this investigation is being developed by staff.

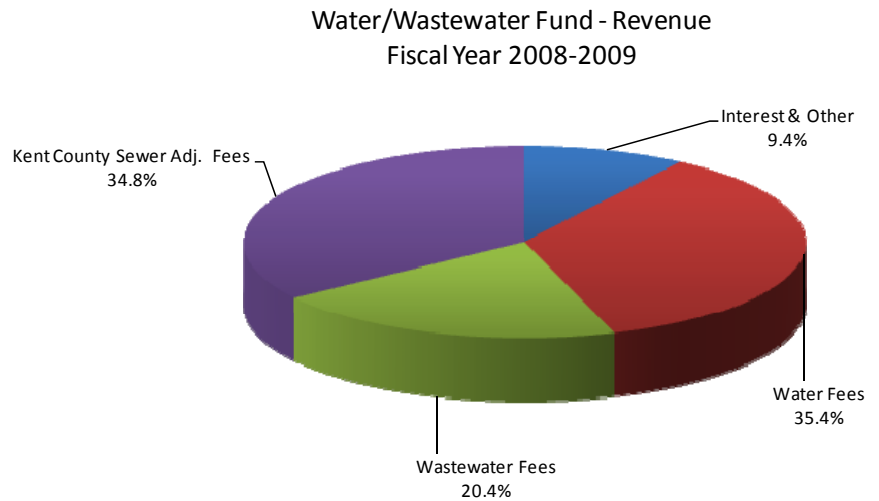
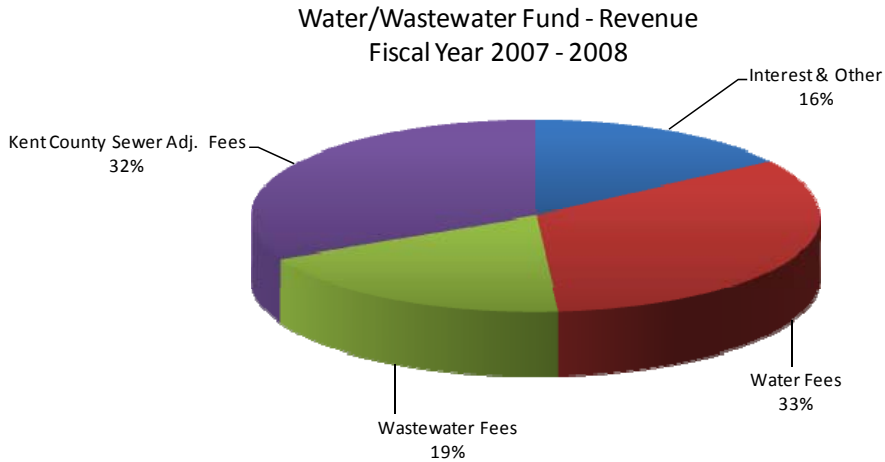
Moving forward, it is proposed that the continued inspection of the sanitary sewer system be performed by staff. Staff will be provided with pipe assessment certification training and reliable, up to date technology to video inspect the system to meet operational needs as well as inflow/infiltration inspections. In addition, it is planned that sanitary sewer mains will be inspected in conjunction with proposed water main rehabilitation areas. This is to ensure that necessary repairs to both utilities are completed systematically in the most cost efficient manner.

- Inflow/Infiltration has resulted in a projected deficit for Kent County Sewer Adjustment charges. The efforts made to date to remedy inflow/infiltration, as well as drier weather, have resulted in a decline of the deficit. In Fiscal Year 2007 the Kent County Sewer Adjustment Charge deficit was \$1.2 million. The

deficit is projected to be \$365,000 at the end of Fiscal Year 2008. By Fiscal Year 2009 year end the deficit is projected to be eliminated and the fund balance is projected to be approximately \$300,000.

**REVENUE HIGHLIGHTS**

- Fiscal Year 2009 Water revenues are projected to be \$4.4 million – due to one percent growth estimates. Wastewater revenues are expected to be \$2.5 million. Wastewater Adjustments fees are projected to be \$4.3 million.



**OPERATING EXPENSE HIGHLIGHTS**

The Water/Wastewater Operating Budget totals \$13.5 million.

- Public Utilities Water Treatment is reclassifying the Water Production Supervisor (PAS Grade 120) to a higher PAS Grade 124. This correctly reflects the positions actual duties. This individual has accepted responsibility for coordinating the flushing schedule and the pump crews. The cost of this change is projected to be approximately \$3,338.
- In the aggregate, \$729,176 will be carried from the Water/Wastewater Fund as a beginning balance into Fiscal Year 2009. A current year balance of \$1.5 million is proposed to carry forward from Fiscal Year 2009. It exceeds the required 8% of revenues in aggregate. The Kent County Sewer Adjustment Fee balance deficit is projected to be eliminated in Fiscal Year 2009. Projections indicate that a surplus will exist of approximately \$300,000. This is due to a decline in the water tables which results in less inflow and infiltration.
- The Contingency Fund balance equals \$245,832 and does not meet the required 2% of revenue by approximately \$9,000. We believe that interest earnings will eventually bring the amount of the reserve into compliance.

The Water/Wastewater Fund Budget includes the following:

- The transfer to the General Fund equals 4.5% of the fund's revenues and is proposed to be \$564,810. This transfer is viewed as returns on our tax payers investment in the City's utilities. Transfers are based on the availability of funds in the transferring fund and a need in the General Fund.
- An appropriation of \$500,000 is made to the Water/Wastewater Improvement and Extension Fund for Water capital improvements.
- An appropriation of \$200,000 is made to the Water/Wastewater Improvement and Extension Fund for Wastewater capital improvements.
- A Wastewater Master Plan is included in the budget and will cost approximately \$200,000. The last master plan was conducted in 1999.
- A cost of service and rate study is included for the Water and Wastewater utilities. This study is estimated to cost \$25,000 and is split between Water and Wastewater.
- A bond issue is planned for Fiscal Year 2009. This bond issue is necessary to complete the major capital improvements planned for our Water/Wastewater system. The bond issue will generate approximately \$11.3 million in funding for projects over the next two years. It is projected that the bond issue will require a rate increase for Water of approximately 5% in Fiscal Year 2010 and 3% in Fiscal Year 2011. It is also projected that the bond issue will require a rate increase for Wastewater of approximately 5% in Fiscal Year 2010 and 7% in Fiscal Year 2011.

**MAJOR WASTEWATER FUND PROJECTS FOR FISCAL YEAR 2009**

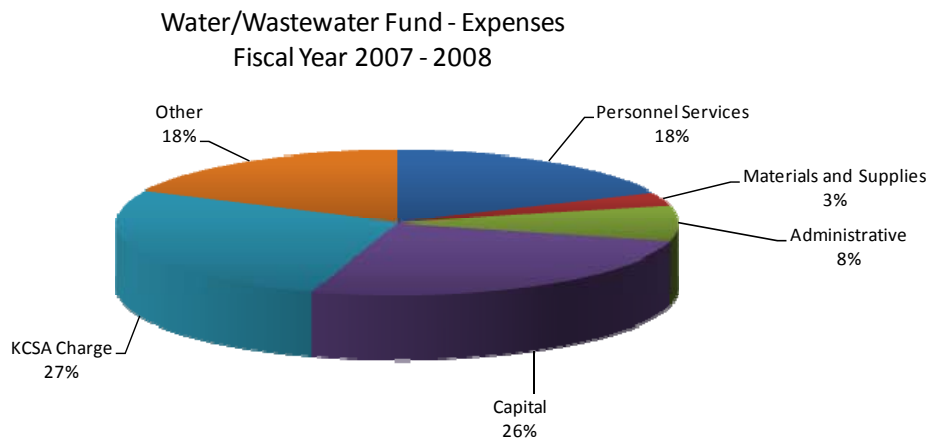
- The Meter Reading Technology Upgrade is in its final year. Both Water and Wastewater have budgeted \$147,250 each for further implementation of this project. This project will convert approximately 4,250 touch-read water meters to radio reading technology and will significantly increase meter reading efficiency by reducing manpower costs over the long run.
- The US Route 13 East Sanitary Sewer Interceptor will construct approximately 6,500 linear feet of various diameter gravity sewer from the entrance road to Dover Downs, Inc. to the west end of West Rustic Lane. Sewer diameters included in this project consist of 12-inch, 21-inch, 24-inch and 27-inch. The proposed gravity sewer interceptor will allow the City to abandon the existing Schwartz Pumping Station immediately adjacent to US Route 13. If the gravity sewer is not constructed, the Schwartz Pumping Station must be reconstructed due to its age and accessibility problems. This project is estimated to cost \$3.1 million.
- The Weaver Street Package Pump Station Replacement will replace the existing 1972 Smith & Loveless wet well mounted pumping station. The replacement will prevent the need for costly non-budgeted repairs to maintain operations at the pump station. This project will also provide a reliable sewage pumping station for another 25 years with adequate capacity for the existing development. The cost of the project is estimated to be \$400,000.
- The Inflow/Infiltration Removal Project will identify and correct areas in the sanitary sewer collection system that are deteriorating and allow groundwater to enter the sanitary sewer system through cracked pipes and/or joints. In addition, video investigation will help identify sump pump connections to the system which will have to be removed by individual property owners. The project is expected to span the next five years and cost approximately \$2.2 million with \$275,000 being spent in Fiscal Year 2009.

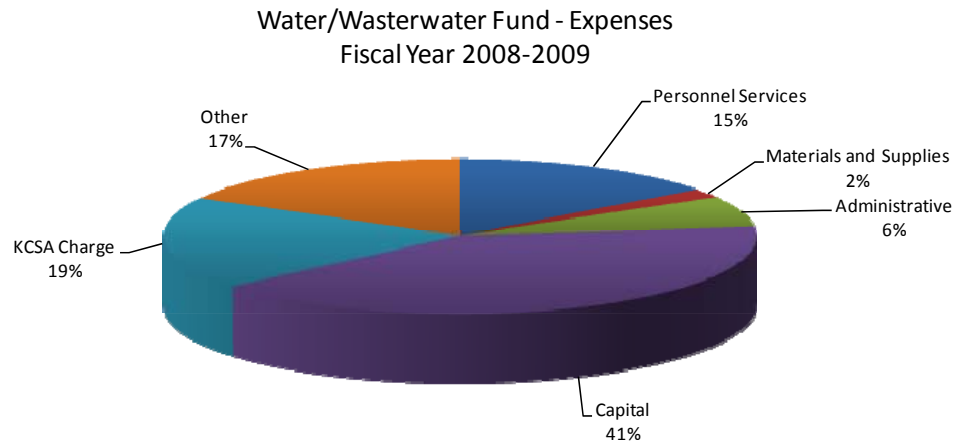
**MAJOR WATER FUND PROJECTS FOR FISCAL YEAR 2009**

- The Water Quality Improvements project first identified by staff and the 2004 Water Master Plan Update has become further refined with the Fiscal Year 2006 Water Quality Evaluation. Projects to be included under this category primarily consists of additional water system monitoring, replacement or relining of old unlined cast iron water main within the City's water distribution system; design and installation of piping at deep wells to improve contact time; installation of on-line analyzers to monitor water quality parameters at all source water locations; system upgrades to improve system control; and utilization of a consultant to provide additional design and evaluation services, as needed. Recent research and data collections have produced a Water Line 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's Public Services Street Rehabilitation Program. Also included in this category is the design and installation of piping at deep wells to improve contact time. The project is expected to continue for at least the next five years spending a minimum of approximately \$8.2 million. The budget for Fiscal Year 2009 is \$1.6 million.
- The construction of a 1.0 MG Elevated Water Storage Tank is also planned for Fiscal Year 2009. 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 in addition to enhancing fire suppression capability. Design and site procurement are planned for Fiscal Year 2009, with an estimated cost of \$695,000. Construction is planned for Fiscal Years 2010 and 2011.

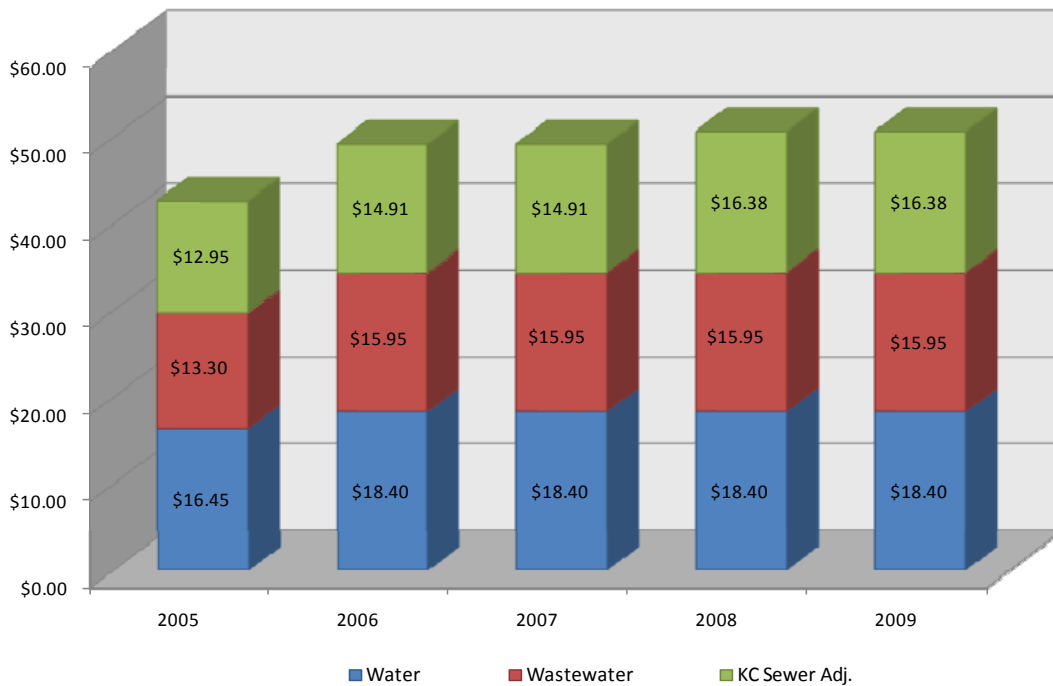
- The Piney Point Well project was identified by staff and confirmed by the 2004 Water Master Plan Update. It proposes the drilling of a new aquifer production well to increase production capacity up to our current permitted allocation, as well as increasing system pressure and stabilizing the chlorine residuals of the City. Design and site procurement are planned for Fiscal Year 2009 with an estimated cost of \$195,000.
- The Wellhead VFD Upgrades project will purchase and install variable frequency drives at deep well facilities. This project will provide additional production draw control and reduce water hammer and flow reversals resulting from wells turning on and off, which can lead to water quality concerns. Three VFDs have been purchased with installation of two of (Well #6 and Well #10) being completed in Fiscal Year 2006. The VFD for Well #2 was installed in Fiscal Year 2007. VFD's for Well #11, Well #13R, and Well #15 were installed in Fiscal Year 2008. VFD's for Well #3, Well #8, and Well #9 are proposed for installation in Fiscal Year 2009. Fiscal Year 2009 will complete VFD installation at all appropriate facilities with an estimated cost of \$124,000.
- Water/Wastewater Fund vehicle and equipment replacement is projected to be approximately \$239,000 for Fiscal Year 2009. Before each vehicle is recommended for replacement, it is thoroughly inspected by Fleet Maintenance.

The major expenditure category in the Water/Wastewater Fund in Fiscal Year 2009 is Capital. Capital expenses are 41% of the budget. This is 15% greater than in Fiscal Year 2008 and reflects the increased spending on water quality and inflow/infiltration. The next largest expense is the Kent Count Sewer Adjustment charge. This expense is 19% of the budget and is eight percent lower than Fiscal Year 2008, which reflects less ground water run off infiltration. Materials and supplies make up eight percent of the budget. This category is down three percent from Fiscal Year 2008 and reflects a conscious effort to curb any unnecessary spending. Other expenses including debt service, retirees' health care, and transfers to reserves are relatively unchanged from Fiscal Year 2008 and represent 17% of expenses.





### AVERAGE RESIDENTIAL WATER BILL Fiscal Year Comparison 2005-2009



Based on a 7,000 gallon bill.

## WATER/WASTEWATER FUND REVENUES

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
<b>BASE REVENUE:</b>					
PRIOR YEAR BALANCE - WATER	\$ 2,041,746	\$ 2,037,928	\$ 2,220,461	\$ 449,977	-79.7%
PRIOR YEAR BALANCE - WASTEWATER	808,997	1,289,956	1,092,732	643,949	-41.1%
PRIOR YEAR BALANCE - KCSA	(1,349,486)	(1,109,481)	(1,020,761)	(364,750)	-64.3%
WATER FEES	4,250,634	4,371,900	4,343,428	4,386,862	1.0%
WASTEWATER FEES	2,619,013	2,508,600	2,508,600	2,533,686	1.0%
WASTEWATER ADJUSTMENT FEES	3,854,100	4,264,357	4,264,357	4,307,001	1.0%
WATER TANK SPACE LEASING	287,017	242,798	237,986	250,275	5.2%
SEWER IMPACT FEES	725,120	746,500	746,500	712,500	-4.6%
WATER IMPACT FEES	-	-	25,200	196,000	677.8%
INTEREST EARNINGS	108,274	90,000	104,000	104,000	0.0%
INTEREST TRANSFERS	-	-	-	-	0.0%
MISCELLANEOUS SERVICE FEE	83,760	98,750	61,800	61,000	-1.3%
<b>REVENUE SUBTOTAL</b>	<b>13,429,175</b>	<b>14,541,308</b>	<b>14,584,303</b>	<b>13,280,500</b>	<b>-8.9%</b>
<b>GRANTS AND REIMBURSEMENTS:</b>					
STATE REIMBURSEMENT	-	-	-	-	0.0%
GRANT REVENUE	-	-	-	-	0.0%
<b>GRANTS AND REIMBURSEMENTS SUBTOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TRANSFERS FROM:</b>					
TRANSFER FROM CAPITAL ASSET RESERVE	-	-	-	200,000	0.0%
TRANSFER FROM CONTINGENCY	-	-	-	-	0.0%
<b>TRANSFERS FROM SUBTOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>0.0%</b>
<b>TOTALS</b>	<b>\$ 13,429,175</b>	<b>\$ 14,541,308</b>	<b>\$ 14,584,303</b>	<b>\$ 13,480,500</b>	<b>-7.6%</b>

## WATER/WASTEWATER FUND EXPENSE SUMMARY

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
<b>DIRECT EXPENSES:</b>					
ENGINEERING & INSPECTION	\$ -	\$ 646,464	\$ 615,632	\$ 705,585	14.6%
WATER CONSTRUCTION	516,610	521,595	504,419	516,094	2.3%
WATER DEPARTMENT	814,930	956,975	895,259	496,569	-44.5%
WATER TREATMENT PLANT	805,524	968,057	963,602	1,377,268	42.9%
WASTEWATER DEPARTMENT	739,840	1,159,137	907,826	1,222,541	34.7%
METER READING	62,525	63,293	64,863	73,577	13.4%
KENT COUNTY TREATMENT CHARGE	3,702,815	4,065,467	3,608,346	3,644,430	5.9%
<b>DIRECT EXPENDITURE SUBTOTAL</b>	<b>6,642,244</b>	<b>8,380,988</b>	<b>7,559,947</b>	<b>8,036,064</b>	<b>6.3%</b>
<b>OTHER EXPENSES:</b>					
DEBT SERVICE - WATER	276,231	79,060	79,060	501,360	534.2%
DEBT SERVICE - WASTEWATER	232,417	101,817	101,817	334,240	228.3%
RETIRES HEALTH CARE	125,480	113,730	113,730	128,515	13.0%
INTRAFUND SERVICE FEES	1,092,328	1,363,424	1,324,490	1,320,565	-0.3%
<b>OTHER EXPENSES SUBTOTAL</b>	<b>1,726,456</b>	<b>1,658,031</b>	<b>1,619,097</b>	<b>2,284,680</b>	<b>41.1%</b>
<b>TRANSFER TO:</b>					
GENERAL FUND FROM WATER	267,500	282,500	282,500	221,204	-21.7%
GENERAL FUND FROM WASTEWATER	267,500	282,500	282,500	343,606	21.6%
WATER IMP AND EXT	576,701	2,660,500	2,660,500	500,000	-81.2%
WASTEWATER IMP AND EXT	389,642	775,300	775,300	200,000	-74.2%
TRANSFER TO OPEB	50,000	-	-	-	0.0%
TRANSFER TO PENSION UNFUNDED LIABILITY	50,225	20,400	20,400	-	-100.0%
TRANSFER TO PENSION COLA	39,850	10,200	10,200	-	-100.0%
SEWER IMPACT FEE RESERVE	408,508	384,650	644,683	378,260	-41.3%
WATER IMPACT FEE RESERVE	-	-	-	-	-
CAPITAL ASSET RESERVE WATER	447,779	-	-	-	0.0%
CAPITAL ASSET RESERVE WASTEWATER	447,778	-	-	-	0.0%
<b>TRANSFER TO SUBTOTAL</b>	<b>2,945,483</b>	<b>4,416,050</b>	<b>4,676,083</b>	<b>1,643,070</b>	<b>-64.9%</b>
<b>CURRENT YEAR BALANCES</b>					
CURRENT YEAR BALANCE WATER	2,220,461	430,356	449,977	638,998	42.0%
CURRENT YEAR BALANCE WASTEWATER	1,092,732	566,474	643,949	579,867	-10.0%
CURRENT YEAR BALANCE KCSA	(1,198,201)	(910,591)	(364,750)	297,821	-181.7%
<b>CURRENT YEAR BALANCE SUBTOTALS</b>	<b>2,114,992</b>	<b>86,239</b>	<b>729,176</b>	<b>1,516,686</b>	<b>108.0%</b>
<b>TOTALS</b>	<b>\$ 13,429,175</b>	<b>\$ 14,541,308</b>	<b>\$ 14,584,303</b>	<b>\$ 13,480,500</b>	<b>-7.6%</b>

## WATER/WASTEWATER FUND REVENUES FISCAL YEAR 2009

### **REVENUE TYPE: DIRECT USER FEES – WATER** (33.88% of Water/Wastewater Revenue)

**CRITICAL ASSUMPTION:** Revenues from water user fees are projected to increase one percent. This is based on the assumption that consumption for Fiscal Year 2009 will increase approximately 1% from Fiscal Year 2008 which reflects growth in residential service.

2006-2007 <u>Actual</u>	2007-2008 <u>Budget</u>	2007-2008 <u>Revised</u>	2008-2009 City Manager <u>Budget</u>	2008-2009 <u>Difference</u>	<u>% Change</u>
\$4,250,634	\$4,371,900	\$4,343,428	\$4,386,862	\$43,434	1.00%

### **REVENUE TYPE: DIRECT USER FEES – WASTEWATER** (19.57% of Water/Wastewater Revenue)

**CRITICAL ASSUMPTION:** Revenues from user fees have been revised to reflect a transfer from Wastewater to the Wastewater Adjustment Fees to cover the increased cost of Wastewater Adjustment Fees from Kent County. The amount transferred is based on the estimated revenue raised from the last rate increases (45 cents per Tgal). Consumption for Fiscal Year 2009 is projected to increase approximately 1% from Fiscal Year 2008 which reflects growth in residential service.

2006-2007 <u>Actual</u>	2007-2008 <u>Budget</u>	2007-2008 <u>Revised</u>	2008-2009 City Manager <u>Budget</u>	2008-2009 <u>Difference</u>	<u>% Change</u>
\$2,619,013	\$2,508,600	\$2,508,600	\$2,533,686	\$25,086	1.00%

### **REVENUE TYPE: IMPACT FEES – WASTEWATER** (7.02% of Water/Wastewater Revenue)

**CRITICAL ASSUMPTION:** In Fiscal Year 2008, impact fees were increased to reflect current revenue trends. The cost per EDU (equivalent dwelling units) for Wastewater remains at \$1,900. In Fiscal Year 2009 impact fee revenue is based on 375 EDU and this is slightly lower than the Fiscal Year 2008 revised estimate of 392 EDUs. The revenue from impact fees is used to pay debt service first, and the balance not needed is transferred to a reserve where it is used to pay for extensions of water and wastewater service.

2006-2007 <u>Actual</u>	2007-2008 <u>Budget</u>	2007-2008 <u>Revised</u>	2008-2009 City Manager <u>Budget</u>	2008-2009 <u>Difference</u>	<u>% Change</u>
\$725,120	\$746,500	\$771,700	\$908,500	\$136,800	17.73%

**REVENUE TYPE: IMPACT FEES – WATER** (1.51% of Water/Wastewater Revenue)

**CRITICAL ASSUMPTION:** In February 2008 Council approved the implementation of Water Impact Fees to cover the cost of expansion projects within Dover’s water system. Water Impact Fees will be implemented over the next three years (February 2008 – 2010). The Water Impact Fees for those years are \$700, \$1,400 and \$2,100 respectively. Impact fee revenue is based on 375 EDU (equivalent dwelling units) for Fiscal Year 2009. This is slightly lower than the Fiscal Year 2008 revised estimate of 392 EDUs. The revenue from impact fees is used to pay debt service first, and the balance not needed is transferred to a reserve where it is used to pay for extensions of water and wastewater service.

<b>2006-2007</b> <b><u>Actual</u></b>	<b>2007-2008</b> <b><u>Budget</u></b>	<b>2007-2008</b> <b><u>Revised</u></b>	<b>2008-2009</b> <b>City Manager</b> <b><u>Budget</u></b>	<b>2008-2009</b> <b><u>Difference</u></b>	<b><u>% Change</u></b>
-	-	\$25,200	\$ 196,000	\$170,800	677.78%

**REVENUE TYPE: KENT COUNTY SEWER ADJUSTMENT FEES** (33.27% of Water/Wastewater Revenue)

**CRITICAL ASSUMPTION:** This revenue is a pass-through item and relates to the charge from Kent County and the level of usage. The fee for wastewater treatment remains at \$2.34/thousand gallons in Fiscal Year 2009.

<b>2006-2007</b> <b><u>Actual</u></b>	<b>2007-2008</b> <b><u>Budget</u></b>	<b>2007-2008</b> <b><u>Revised</u></b>	<b>2008-2009</b> <b>City Manager</b> <b><u>Budget</u></b>	<b>2008-2009</b> <b><u>Difference</u></b>	<b><u>% Change</u></b>
\$ 3,854,100	\$ 4,264,357	\$ 4,264,357	\$ 4,307,001	\$ 42,644	1.00%

## WATER/WASTEWATER IMPROVEMENT AND EXTENSION FUND

### ORIGIN AND PURPOSE

This fund was established in 1991 for the purpose of providing long-term financing of the expansion and improvement of the water/wastewater system.

### SOURCE OF FUNDS

Appropriations for projects included in this fund are received from the Water/Wastewater Fund.

### COMMENTS

The projects included in this fund are detailed in the Water/Wastewater Fund budget. This fund reflects only projects funded from the Water/Wastewater Operating Fund.

#### CASH RECEIPTS

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
PRIOR YEAR BALANCE - WATER	\$ 160,692	\$ 827	\$ 275,134	\$ 912,621	231.7%
PRIOR YEAR BALANCE - WASTEWATER	186,230	16,502	284,969	915,232	221.2%
PRIOR YEAR BOND PROCEED BALANCE SERIES 2009	-	-	-	-	0.0%
PRIOR YEAR BOND PROCEEDS - WASTEWATER	240,083	-	-	-	0.0%
BOND PROCEEDS - WATER	-	-	-	6,325,800	
BOND PROCEEDS - WASTEWATER	-	-	-	4,934,500	
TRANS FR WATER/WASTEWATER FOR WATER	576,701	2,660,500	2,660,500	500,000	-81.2%
TRANS FR WATER/WASTEWATER FOR WASTEWATER	389,642	775,300	775,300	200,000	-74.2%
TRANSFER FROM IMPACT FEE RESERVE	426,494	850,000	850,000	-	-100.0%
TRANSFER FROM CAPITAL ASSET RESERVE -WATER	-	-	-	-	0.0%
TRANSFER FROM CAPITAL ASSET RESERVE -WASTEWATER	-	-	-	-	0.0%
MISCELLANEOUS RECEIPTS	-	-	12,986	-	-100.0%
DEVELOPER CONTRIBUTIONS	-	-	20,000	-	-100.0%
STATE GRANTS/REIMBURSEMENTS	-	140,000	140,000	-	-100.0%
INTEREST INCOME	30,006	22,000	24,000	36,000	50.0%
<b>TOTALS</b>	<b>\$ 2,009,848</b>	<b>\$ 4,465,129</b>	<b>\$ 5,042,889</b>	<b>\$ 13,824,153</b>	<b>174.1%</b>

#### EXPENSE SUMMARY

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
WATER	\$ 447,201	\$ 2,237,476	\$ 2,096,857	\$ 3,058,450	45.9%
WASTEWATER	972,483	1,496,250	1,006,481	4,632,150	360.2%
WATER METER READING	-	5,648	5,648	-	0.0%
WATER TREATMENT PLANT	30,061	17,700	18,150	-	-100.0%
WATER CONSTRUCTION	-	39,450	39,450	29,000	-26.5%
ENGINEERING & INSPECTION	-	52,000	48,450	15,445	-68.1%
TRANSFER TO IMPACT FEE RESERVE	-	-	-	-	0.0%
CURRENT YEAR BALANCE - WATER BOND	-	-	-	3,848,800	
CURRENT YEAR BALANCE - WASTEWATER BOND	-	-	-	1,067,700	
CURRENT YEAR BALANCE - WATER	275,134	508,602	912,621	812,448	-11.0%
CURRENT YEAR BALANCE - WASTEWATER	284,969	108,003	915,232	360,160	-60.6%
<b>TOTALS</b>	<b>\$ 2,009,848</b>	<b>\$ 4,465,129</b>	<b>\$ 5,042,889</b>	<b>\$ 13,824,153</b>	<b>174.1%</b>

## WATER/WASTEWATER CAPITAL ASSET RESERVE FUND

### ORIGIN AND PURPOSE

This fund was established in 2002 for the purpose of providing funds for the replacement and expansion of the City's long-term assets (i.e., infrastructure, buildings).

### SOURCE OF FUNDS

Appropriations for projects included in this fund are received from the Water/Wastewater Fund.

#### CASH RECEIPTS ESTIMATE

	<b>2006-07</b>	<b>2007-08</b>	<b>2007-08</b>	<b>2008-09</b>	<b>%CHANGE</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REVISED</b>	<b>BUDGET</b>	<b>2008-09</b>
BEGINNING BALANCE	\$ 296,567	\$ 1,617,841	\$ 1,621,624	\$ 1,678,380	3.5%
INTEREST EARNINGS	34,500	46,000	56,756	58,744	3.5%
TRANSFER FROM WATER/WASTEWATER FUND	895,557	-	-	-	0.0%
TRANSFER FROM WATER/WASTEWATER CONTINGENCY	395,000	-	-	-	0.0%
<b>TOTALS</b>	<b>\$ 1,621,624</b>	<b>\$ 1,663,841</b>	<b>\$ 1,678,380</b>	<b>\$ 1,737,124</b>	<b>3.5%</b>

#### EXPENSE SUMMARY

	<b>2006-07</b>	<b>2007-08</b>	<b>2007-08</b>	<b>2008-09</b>	<b>%CHANGE</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REVISED</b>	<b>BUDGET</b>	<b>2008-09</b>
TRANSFER TO WATER/WASTEWATER I & E FUND	\$ -	\$ -	\$ -	\$ -	0.0%
TRANSFER TO WATER/WASTEWATER	-	-	-	200,000	
CARRY FORWARD TO NEXT YEAR	1,621,624	1,663,841	1,678,380	1,537,124	-8.4%
<b>TOTALS</b>	<b>\$ 1,621,624</b>	<b>\$ 1,663,841</b>	<b>\$ 1,678,380</b>	<b>\$ 1,737,124</b>	<b>3.5%</b>

## WATER/WASTEWATER CONTINGENCY FUND

### ORIGIN AND PURPOSE

This fund was established in Fiscal Year 1985 to serve as a "rainy day" source of funds in case of a water/wastewater emergency.

### SOURCE OF FUNDS

Transfer from the Water/Wastewater Fund

### COMMENTS

The Water/Wastewater Contingency Fund maintains a minimum balance of two percent of the current year operating revenues or \$240,039. Interest is retained in the fund. Only the City Council can authorize expenditures from the fund.

#### CASH RECEIPTS ESTIMATE

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
PRIOR YEAR BALANCE	\$ 612,710	\$ 228,687	\$ 229,487	\$ 237,519	3.5%
INTEREST EARNINGS	11,778	11,352	8,032	8,313	3.5%
TRANSFER FROM WATER/WASTEWATER		-			0.0%
<b>TOTALS</b>	<b>\$ 624,488</b>	<b>\$ 240,039</b>	<b>\$ 237,519</b>	<b>\$ 245,832</b>	<b>3.5%</b>

#### EXPENSE SUMMARY

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
TRANSFER TO WATER	\$ -	\$ -	\$ -	\$ -	0.0%
TRANSFER TO WASTEWATER	-	-	-	-	0.0%
TRANSFER TO CAPITAL ASSET RESERVE	395,000	-	-	-	
CURRENT YEAR BALANCE	229,488	240,039	237,519	245,832	3.5%
<b>TOTALS</b>	<b>\$ 624,488</b>	<b>\$ 240,039</b>	<b>\$ 237,519</b>	<b>\$ 245,832</b>	<b>3.5%</b>

## ELECTRIC FUND

### ORIGIN, PURPOSE, AND ISSUES

This fund was established to provide electric energy to the greater Dover community. The Electric Revenue Fund accounts for all operating activities necessary to provide electric service. This includes, but is not limited to, administration, energy procurement, transmission and distribution, engineering services, financing, and related debt service. The operations of the Electric Revenue Fund are financed and operated in a manner similar to private business enterprises where expenses of providing services are recovered primarily through user charges.

On May 4, 2006 the City of Dover entered into three year agreements for power supply management with PACE “PACE” Global Asset Management LLC and plant operation services with North American Energy Services Company “NAES” effective July 1, 2006.

The new agreements are for power supply based on market prices with hedge strategies to mitigate market volatility. The plant operation is a separate and distinct budget and not included in the power supply pricing. Both PACE and NAES have incentive formulas contained within their respective agreements for achieving budgetary targets.

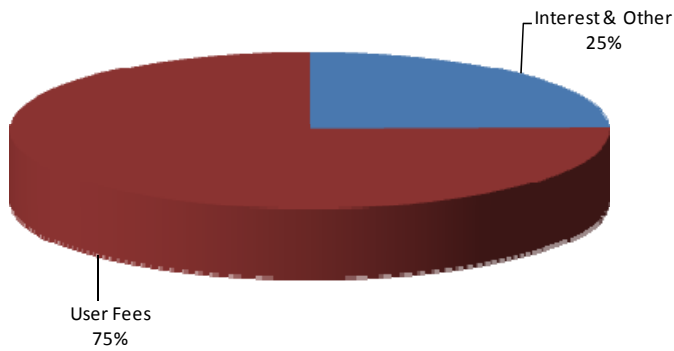
- The Electric Fund Operating Budget totals \$110.8 million representing a 6% increase from Fiscal Year 2008.

### REVENUE HIGHLIGHTS

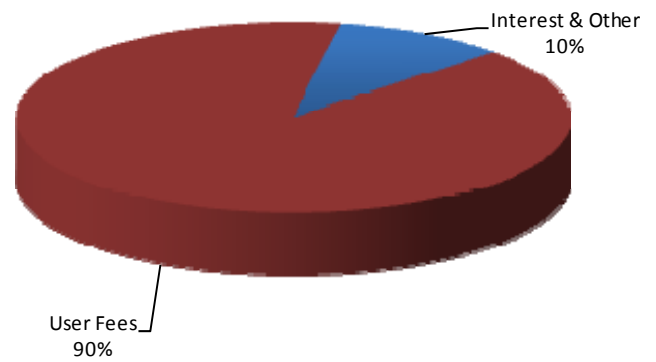
- Electric Fund Revenues are projected to cover the increased costs of purchased power. The total rate increase required is 7%. The 7% rate increase is based on a 5.4% increase in the cost of energy, with the remaining 1.6% attributed to debt service for capital improvement projects and increases in operating expenses. Overall customer rates will increase by 7%. Each individual rate class may experience different percentage increases.

<b>MONTHLY RESIDENTIAL RATES</b>	
Customer Charge	\$5.00
Energy per KWH	\$0.1450

Electric Fund - Revenue  
Fiscal Year 2007 - 2008



Electric Fund - Revenue  
Fiscal Year 2008-2009



Fiscal Year 2009 user fees, of \$98.5 million, account for 90% of the Electric Fund revenue. The other sources of Electric Fund revenue are as follows: 30.5% from residential use; 37.5% from commercial customers, 18.5% from larger primary service customers; the remaining 13.5% from industrial customers.

**OPERATING EXPENSE HIGHLIGHTS**

- Power supply costs in Fiscal Year 2009 are expected to increase 5.4% over Fiscal Year 2008.
- The transfer to the General Fund is 6.5% of revenue and is budgeted at \$6.8 million. The City's financial policy allows a transfer of up to 8%.
- It has been proposed to carry \$6.8 million from the Electric Fund, as a beginning balance, into Fiscal Year 2009. This carry forward balance equals 7.1% of revenues and does not meet the 8% requirement of the financial policy. A current year balance of \$8.35 million is projected to be carried forward from the Electric Fund as a beginning balance into Fiscal Year 2010. The ending fund balances for Fiscal Year 2009 does meet the minimum requirement of 8% of revenues minus the fund balances.
- The Contingency Fund balance equals \$1,039,704 and falls slightly below (\$132,362) the required minimum 1% of operating revenues minus the fund balances. Interest earnings will eventually bring the amount of the reserve into compliance.

The Electric Fund Budget includes the following:

- Transfer of \$1.7 million to the Electric Capital Projects Fund for capital projects.
- The IBEW bargaining unit 3.5% increase as contained in the negotiated contract.
- No additional positions or personnel changes for any of the Electric divisions.
- A reduction of one meter reader has been accomplished. This reduction is the result of the automated meter reading program and the purchase of a mobile data collection unit. Cost savings for Fiscal Year 2009 are projected to be \$53,300.

**MAJOR ELECTRIC FUND PROJECTS FOR FISCAL YEAR 2009**

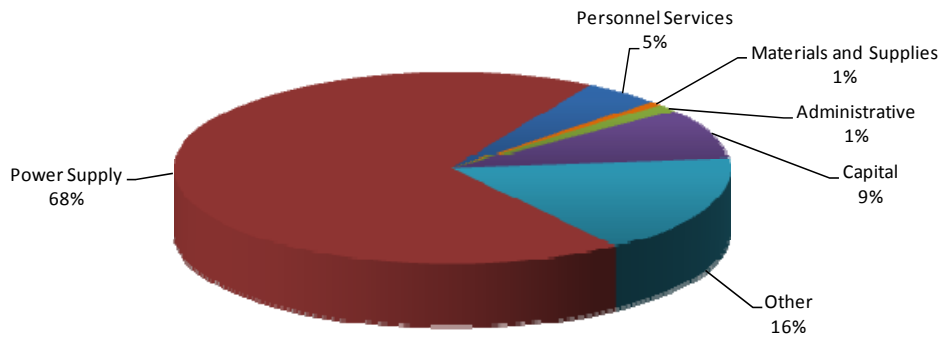
- The Fiscal Year 2009 capital budget proposes \$.9 million for new development upgrades. This is an ongoing project that provides for the purchase of materials to install new lines to new service locations.
- The second and third phases of the 69 Kv Feeders 3 and 4 project will occur in Fiscal Year 2009. Phase II of the project will begin in the fall of 2008 and continue the double circuits from the St. Jones Substation to a point near Fulton and West Street, where they will interconnect with existing lines. Phase II also includes installing approximately four spans of transmission lines at North Street, near the railroad tracks, and the removal of obsolete lines along North Street near the Enterprise Industrial Park. If one line would fail due to weather, and/or accidents, 50% of the City would be without power. Phase II of this project is budgeted at \$3.9 million and will be funded through debt issuance.
- The St. Jones Substation project will replace the current St. Jones Substation in coordination with the new 69 Kv Feeders 3 & 4 project. The new station will consist of a bus tie for the two new 69 Kv circuits, installation of a new transformer and switchgear to replace the existing obsolete equipment, and converting the last 22 Kv substation to 69 Kv. The installation of the bus tie will provide additional reliability to the transmission system by providing a protection scheme for line faults, allow the interconnection of the two new feeders at this location to provide greater reliability, and provide a dual transmission feed, with protection/isolation, to ensure that the substation continues to operate in

instances where the transmission line fails. The station's current transformer and equipment have reached their life expectancy and need to be replaced; therefore, this is an ideal time to convert the station to the 69 Kv system. This will facilitate the removal of approximately 6 miles of 22 Kv transmission lines, which will reduce the maintenance requirements and system losses. This project's budget equals \$4 million and will be funded by debt issuance and operating funds.

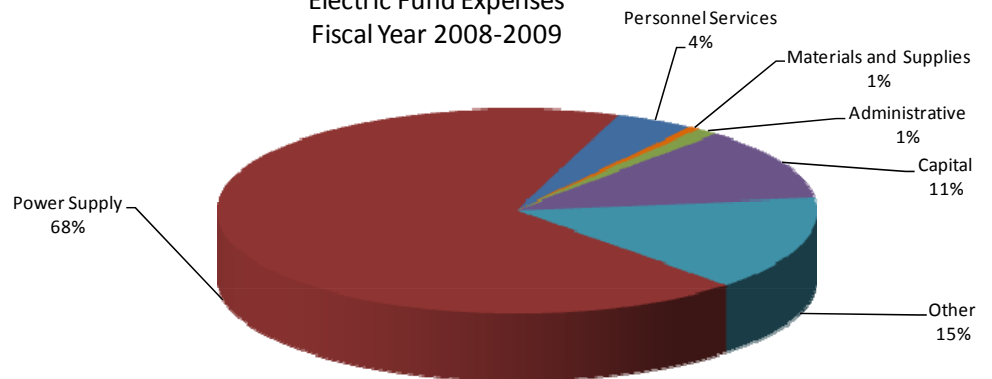
- The Horsepond 600 Transformer project will replace a 1970 substation transformer. Consequences of delaying or eliminating this project would be a total transformer failure. Without replacing the transformer, the City will most likely have oil spills and incur additional repair costs. A total transformer failure will result in extended outages and extremely high costs for environmental cleanup services. The transformer was ordered in October 2007 and this project is scheduled to be completed by May 2009. Fiscal Year 2009 budget for this project equals \$695,000 and will be funded by reserve funds.
- The Power Plant at McKee Run will convert all three units to number two oil and perform burner modifications to reduce the pollution output at the plant. This work is being performed in order to comply with Delaware Pollution Regulations. The conversion will reduce the NOx emissions from the flue gas going out the stack. The costs are divided into two years with partial engineering and design costs in Fiscal Year 2008 and final design and construction in Fiscal Year 2009. Total cost of the project is estimated at \$3.8 million, with \$2.6 million budgeted for Fiscal Year 2009. This project is funded by operating revenues and bond sale.
- Electric Fund vehicle and equipment replacements are projected to be approximately \$49,000 for Fiscal Year 2009. Before each vehicle is recommended for replacement, it is thoroughly inspected by Fleet Maintenance.

The following graphs depict the Electric Fund expenses by category. Power supply is the largest expense citywide. It is approximately 68% of the expenses, as a percentage of total expenses are unchanged from Fiscal Year 2008. Capital expenses are the next largest for Fiscal Year 2009. Capital expenses are approximately 11% of the budget and are two percent greater than in Fiscal Year 2008. Other expenses, which include reserves, retirees' health care, and debt service are approximately 15% of the expenses and are one percent less than Fiscal Year 2008. Personnel costs are four percent of the expenses for Fiscal Year 2009. Materials & supplies, and administrative expenses are two percent of the expenses in the Electric Fund budget.

Electric Fund - Expenses  
Fiscal Year 2007 - 2008



Electric Fund Expenses  
Fiscal Year 2008-2009



## ELECTRIC REVENUE FUND

REVENUES

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
<b>BASE REVENUE:</b>					
PRIOR YEAR BALANCE	\$ 5,455,085	\$ 7,822,873	\$ 8,281,653	\$ 6,816,609	-17.7%
DIRECT SALES TO CUSTOMER	79,505,603	93,516,294	91,239,700	92,081,400	0.9%
PURCHASE POWER ADJUSTMENT	2,142,773	-	-	6,445,700	0.0%
UTILITY TAX	1,461,435	1,599,100	1,633,100	1,763,500	8.0%
GREEN ENERGY	133,852	134,350	134,350	137,600	2.4%
MISCELLANEOUS REVENUE	2,420,949	1,894,900	1,183,030	1,041,000	-12.0%
RENT REVENUE	205,289	186,816	186,816	186,816	0.0%
DUKE CONTRACT REVENUE	1,079,000	800,000	-	-	0.0%
EMISSION CREDIT SALES	-	-	1,068,190	1,632,000	52.8%
TRANSFER FROM RATE STABILIZATION	5,000,000	-	-	-	0.0%
INTRAFUND SERVICE RECEIPTS WATER/WASTEWATER	-	267,483	298,933	263,353	-11.9%
INTEREST EARNINGS	427,328	450,000	470,000	418,000	-11.1%
<b>TOTALS</b>	<b>\$ 97,831,314</b>	<b>\$ 106,671,816</b>	<b>\$ 104,495,772</b>	<b>\$ 110,785,978</b>	<b>6.0%</b>

## ELECTRIC REVENUE FUND

## EXPENSE SUMMARY

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
<b>EXPENSES:</b>					
POWER SUPPLY	\$ 57,926,074	\$ 60,764,531	\$ 57,431,472	\$ 63,410,077	10.4%
POWER SUPPLY MANAGEMENT	3,153,000	3,255,038	3,009,240	3,088,808	2.6%
PJM CHARGES - LOAD	5,054,477	2,684,707	3,383,494	3,510,195	3.7%
CAPACITY CHARGES	-	11,493,950	12,163,918	10,692,738	-12.1%
<b>SUB-TOTAL POWER SUPPLY</b>	<b>66,133,551</b>	<b>78,198,226</b>	<b>75,988,124</b>	<b>80,701,818</b>	<b>6.2%</b>
PLANT OPERATIONS	5,084,842	6,258,151	5,879,263	5,921,646	0.7%
GENERATIONS FUELS	3,879,167	2,858,979	2,374,594	2,382,179	0.3%
PJM CREDITS	(4,517,569)	(3,696,990)	(2,472,013)	(2,552,753)	3.3%
CAPACITY CREDITS	-	(11,933,536)	(11,417,244)	(9,265,997)	-18.8%
<b>GENERATION SUBTOTAL</b>	<b>4,446,440</b>	<b>(6,513,396)</b>	<b>(5,635,400)</b>	<b>(3,514,925)</b>	<b>-37.6%</b>
<b>POWER SUPPLY &amp; GENERATION SUBTOTAL</b>	<b>70,579,991</b>	<b>71,684,830</b>	<b>70,352,724</b>	<b>77,186,893</b>	
TRANSITION COSTS	87,001	-	-	-	0.0%
TRANSMISSION/DISTRIBUTION	3,168,037	3,541,793	3,490,597	3,680,134	5.4%
ELECTRICAL ENGINEERING	1,826,367	1,806,923	1,574,607	1,668,347	6.0%
ADMINISTRATION	654,609	744,423	786,998	662,515	-15.8%
METER READING	281,728	318,995	311,493	293,494	-5.8%
SYSTEMS OPERATIONS	-	464,503	545,809	553,954	1.5%
UTILITY TAX	1,461,435	1,599,100	1,633,100	1,763,500	8.0%
<b>DIRECT EXPENDITURE SUBTOTALS</b>	<b>78,059,168</b>	<b>80,160,567</b>	<b>78,695,328</b>	<b>85,808,837</b>	<b>9.0%</b>
<b>OTHER EXPENSES:</b>					
ALLOW FOR UNCOLLECTIBLES	-	100,000	125,000	135,000	8.0%
RETIRES HEALTH CARE	498,269	464,620	497,895	557,727	12.0%
GREEN ENERGY PAYMENT TO DEMEC	133,852	134,350	134,350	137,600	2.4%
INTRAFUND SERVICE FEES	3,679,042	3,803,581	3,590,913	3,704,510	3.2%
INTEREST ON DEPOSITS	39,323	35,000	40,000	42,000	5.0%
INVENTORY WRITE OFFS	-	100,000	175,000	175,000	0.0%
DEBT SERVICE	2,149,044	3,379,104	2,804,104	3,431,323	22.4%
<b>OTHER EXPENSES SUBTOTAL</b>	<b>6,499,530</b>	<b>8,016,655</b>	<b>7,367,262</b>	<b>8,183,160</b>	<b>11.1%</b>
<b>TRANSFER TO:</b>					
IMPROVEMENT & EXTENSION	-	2,925,000	2,925,000	1,684,000	-42.4%
GENERAL FUND	4,700,000	6,601,269	6,601,269	6,758,100	2.4%
TRANSFER TO OPEB	100,000	-	-	-	0.0%
TRANSFER TO PENSION UNFUNDED LIABILITY	89,271	39,750	39,750	-	-100.0%
TRANSFER TO PENSION COLA	101,692	19,875	19,875	-	-100.0%
RATE STABILIZATION RESERVE	-	1,000,000	2,030,679	-	-100.0%
<b>TRANSFER TO SUBTOTAL</b>	<b>4,990,963</b>	<b>10,585,894</b>	<b>11,616,573</b>	<b>8,442,100</b>	<b>-27.3%</b>
<b>CURRENT YEAR BALANCE</b>	<b>8,281,653</b>	<b>7,908,700</b>	<b>6,816,609</b>	<b>8,351,881</b>	<b>22.5%</b>
<b>TOTALS</b>	<b>\$ 97,831,314</b>	<b>\$ 106,671,816</b>	<b>\$ 104,495,772</b>	<b>\$ 110,785,978</b>	<b>6.0%</b>

Debt Service in FY 2006 and 2007 has been reduced in order to return our bond reserve balances to normal levels.

## ELECTRIC FUND REVENUES FISCAL YEAR 2009

### **REVENUE TYPE: DIRECT SALES** (96.46% of Electric Revenue)

**CRITICAL ASSUMPTION:** Revenues for Fiscal Year 2008 were revised downward to reflect actual sales revenue. System kWh sales are expected to increase 1.5% in Fiscal Year 2009 from previous fiscal year estimates. Revenues are projected to cover the increased costs of purchased power. A 7% rate increase has been implemented. Utility tax is included in this revenue source. Utility tax revenue is offset by a utility tax expense. This is a tax collected from commercial entities in the State of Delaware and is paid to the State by utilities.

<b>2006-2007 Actual</b>	<b>2007-2008 Budget</b>	<b>2007-2008 Revised</b>	<b>2008-2009 City Manager Budget</b>	<b>2008-2009 Difference</b>	<b>% Change</b>
\$83,109,811	\$95,249,744	\$92,872,800	\$100,290,600	\$7,417,800	8.0%

### **REVENUE TYPE: INTEREST AND OTHER** (3.54% of Electric Revenue)

**CRITICAL ASSUMPTION:** Interest revenue is expected to increase slightly over original budget estimates for Fiscal Year 2008. Fiscal Year 2009 estimates are projected to be 11% less than Fiscal Year 2008 revised estimates. This reflects current interest rates. Rent revenue is budgeted with no change for Fiscal Year 2009. Miscellaneous revenue is the revenue received for general work requested by customers, penalties for late payments, and connection fees, etc. Included in Fiscal Year 2008 and Fiscal Year 2009 is the sale of emissions credits. These sales are projected at \$1.1 million for revised Fiscal Year 2008 and approximately \$1.6 million for Fiscal Year 2009.

<b>2006-2007 Actual</b>	<b>2007-2008 Budget</b>	<b>2007-2008 Revised</b>	<b>2008-2009 City Manager Budget</b>	<b>2008-2009 Difference</b>	<b>% Change</b>
\$9,266,418	\$3,733,549	\$3,341,319	\$3,678,769	\$337,450	10.1%

## ELECTRIC IMPROVEMENT AND EXTENSION FUND

### ORIGIN AND PURPOSE

This fund is required by the Electric Bond Covenants for the purpose of providing long-term financing for the expansion and improvement of the electric system.

### SOURCE OF FUNDS

Appropriations for this fund are received from the Electric Revenue, Depreciation Reserve, Insurance Stabilization, Future Capacity Funds, and reimbursements from the State of Delaware.

### COMMENTS

All projects in this fund are itemized in each fund budget.

#### CASH RECEIPTS

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
PRIOR YEAR BALANCE	\$ 2,709,730	\$ 13,954	\$ 1,366,983	\$ 229,629	-83.2%
PRIOR YEAR BALANCE BOND			-	10,694,083	0.0%
INTEREST EARNINGS	165,459	160,000	160,000	113,037	-29.4%
INTEREST TRUSTEE	-	-	-	-	0.0%
ELECTRIC NEW SERVICE FEES	-	-	-	-	0.0%
RECEIPT FROM DEPRECIATION RESERVE	2,620,238	4,288,392	4,699,579	2,000,000	-57.4%
RECEIPT FROM FUTURE CAPACITY RESERVE	-	-	1,000,000	3,000,000	200.0%
TRANSPORTATION ENHANCEMENT GRANT	39,500	-	-	-	0.0%
STATE REIMBURSEMENT FOR PROJECTS	-	710,318	-	805,558	0.0%
GREEN ENERGY GRANT	-	-	-	50,000	0.0%
BOND ISSUE 2008	-	19,500,000	19,500,000	-	-100.0%
					0.0%
TRANSFER FROM ELECTRIC	-	2,925,000	2,925,000	1,684,000	-42.4%
<b>TOTALS</b>	<b>\$ 5,534,927</b>	<b>\$ 27,597,664</b>	<b>\$ 29,651,562</b>	<b>\$ 18,576,307</b>	<b>-37.4%</b>

#### EXPENSE SUMMARY

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
ELECTRIC GENERATION	\$ -	\$ 377,000	\$ 777,000	\$ 2,690,000	246.2%
TRANSMISSION AND DISTRIBUTION	1,938,515	1,634,250	1,515,803	933,500	-38.4%
ELECTRICAL ENGINEERING	2,142,930	16,046,710	16,389,149	9,556,887	-41.7%
ADMINISTRATION	56,271	8,000	25,498	-	-100.0%
METER READING	30,228	28,241	20,400	-	-100.0%
SYSTEMS OPERATIONS	-	-	-	-	0.0%
CURRENT YEAR BALANCE	1,366,983	153,463	229,629	5,395,920	2249.8%
CURRENT YEAR BALANCE -BOND		9,350,000	10,694,083	-	-100.0%
<b>TOTALS</b>	<b>\$ 5,534,927</b>	<b>\$ 27,597,664</b>	<b>\$ 29,651,562</b>	<b>\$ 18,576,307</b>	<b>-37.4%</b>

## ELECTRIC CONTINGENCY FUND

### ORIGIN AND PURPOSE

This fund was established by Council action to serve as a "rainy day" source of funds in case of an Electric Fund emergency.

### SOURCE OF FUNDS

Transfer from the Electric Fund and Depreciation Reserve Fund.

### COMMENTS

The Electric Contingency Fund must equal one percent or \$988,489 of Electric Fund operating revenue. Interest is retained in the fund. Only City Council can authorize expenditures from the fund.

The fund was initially established by transferring money from the Depreciation Reserve Fund. Future funds will come from the Electric Fund.

#### CASH RECEIPTS ESTIMATE

	<b>2006-07</b>	<b>2007-08</b>	<b>2007-08</b>	<b>2008-09</b>	<b>%CHANGE</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REVISED</b>	<b>BUDGET</b>	<b>2008-09</b>
BEGINNING BALANCE	\$ 1,150,123	\$ 840,652	\$ 847,032	\$ 876,632	3.5%
INTEREST EARNINGS	37,380	38,000	29,600	30,700	3.7%
TRANSFER FROM INSURANCE STABILIZATION	-	-	-	-	0.0%
TRANSFER FROM ELECTRIC REVENUE	-	-	-	-	0.0%
<b>TOTALS</b>	<b>\$ 1,187,503</b>	<b>\$ 878,652</b>	<b>\$ 876,632</b>	<b>\$ 907,332</b>	<b>3.5%</b>

#### EXPENSE SUMMARY

	<b>2006-07</b>	<b>2007-08</b>	<b>2007-08</b>	<b>2008-09</b>	<b>%CHANGE</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REVISED</b>	<b>BUDGET</b>	<b>2008-09</b>
TRANSFER TO ELECTRIC FUND	\$ -	\$ -	\$ -	\$ -	0.0%
TRANSFER TO RATE STABILIZATION FUND	340,471	-	-	-	0.0%
CARRY FORWARD TO NEXT YEAR	847,032	878,652	876,632	907,332	3.5%
<b>TOTALS</b>	<b>\$ 1,187,503</b>	<b>\$ 878,652</b>	<b>\$ 876,632</b>	<b>\$ 907,332</b>	<b>3.5%</b>

## ELECTRIC DEPRECIATION RESERVE FUND

### ORIGIN AND PURPOSE

This fund was established in 1981 to provide funds for the replenishment of assets that wear out because of time, usage, or technical reasons. The amount of depreciation less the principal paid on the debt service in a given year is the funding level goal.

### SOURCE OF FUNDS

This fund receives an appropriation from the Electric Revenue Fund as a transfer. Interest earned is also credited to this fund.

#### CASH RECEIPTS

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
PRIOR YEAR BALANCE	\$ 15,652,798	\$ 13,450,200	\$ 13,535,183	\$ 9,144,804	-32.4%
RECEIPT FROM ELECTRIC REVENUE FUND	-	-	-	-	0.0%
INTEREST EARNINGS	618,983	576,000	309,200	250,100	-19.1%
<b>TOTALS</b>	<b>\$ 16,271,781</b>	<b>\$ 14,026,200</b>	<b>\$ 13,844,383</b>	<b>\$ 9,394,904</b>	<b>-32.1%</b>

#### BUDGET SUMMARY

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
TRANSFER TO IMPROVEMENT AND EXTENSION	\$ 2,620,238	\$ 4,288,392	\$ 4,699,579	\$ 2,000,000	-57.4%
TRANSFER TO INSURANCE STABILIZATION FOR CAPITAL ITEMS	116,360	-	-	-	0.0%
CURRENT YEAR BALANCE	13,535,183	9,737,808	9,144,804	7,394,904	-19.1%
<b>TOTALS</b>	<b>\$ 16,271,781</b>	<b>\$ 14,026,200</b>	<b>\$ 13,844,383</b>	<b>\$ 9,394,904</b>	<b>-32.1%</b>

## FUTURE CAPACITY FUND

### ORIGIN AND PURPOSE

This fund was established in 1982 to provide funds for such projects as capacity supply studies, load management programs, the possible purchase of an additional unit, cooperative supply alternatives, and engineering or design work for a possible new unit. The original goal of this fund was to reach \$5 million by 1990.

### SOURCE OF FUNDS

Funds are received from the Electric Revenue Fund as a transfer. Interest earnings remain in the fund.

#### CASH RECEIPTS

	<b>2006-07 ACTUAL</b>	<b>2007-08 BUDGET</b>	<b>2007-08 REVISED</b>	<b>2008-09 BUDGET</b>	<b>%CHANGE 2008-09</b>
PRIOR YEAR BALANCE	\$ 8,569,070	\$ 8,893,070	\$ 8,958,792	\$ 8,237,392	-8.1%
RECEIPT FROM ELECTRIC REVENUE FUND	-	-	-	-	0.0%
INTEREST EARNINGS	389,722	401,000	278,600	183,300	-34.2%
<b>TOTALS</b>	<b>\$ 8,958,792</b>	<b>\$ 9,294,070</b>	<b>\$ 9,237,392</b>	<b>\$ 8,420,692</b>	<b>-8.8%</b>

#### BUDGET SUMMARY

	<b>2006-07 ACTUAL</b>	<b>2007-08 BUDGET</b>	<b>2007-08 REVISED</b>	<b>2008-09 BUDGET</b>	<b>%CHANGE 2008-09</b>
TRANSFER TO IMPROVEMENT AND EXTENSION	\$ -	\$ -	\$ 1,000,000	\$ 3,000,000	200.0%
CURRENT YEAR BALANCE	8,958,792	9,294,070	8,237,392	5,420,692	-34.2%
<b>TOTALS</b>	<b>\$ 8,958,792</b>	<b>\$ 9,294,070</b>	<b>\$ 9,237,392</b>	<b>\$ 8,420,692</b>	<b>-8.8%</b>

## INSURANCE STABILIZATION FUND

### ORIGIN AND PURPOSE

The City of Dover Electric Utility has several specialized insurance policies. These policies are budgeted in the Electric Revenue Budget. To provide the funding of the deductibles in case of a claim, the City established an Insurance Stabilization Fund in June 1981. The goal is to maintain a minimum of \$350,000 in the fund.

### SOURCE OF FUNDS

This fund receives an appropriation from the Electric Revenue Fund as needed. Interest earned is kept in the fund.

#### CASH RECEIPTS

	<b>2006-07 ACTUAL</b>	<b>2007-08 BUDGET</b>	<b>2007-08 REVISED</b>	<b>2008-09 BUDGET</b>	<b>%CHANGE 2008-09</b>
PRIOR YEAR BALANCE	\$ 224,140	\$ 350,000	\$ 351,255	\$ 363,555	3.5%
RECEIPT FROM ELECTRIC DEPRECIATION RESERVE FUND	116,360	-	-	-	0.0%
INTEREST EARNINGS	10,755	10,500	12,300	12,700	3.3%
<b>TOTALS</b>	<b>\$ 351,255</b>	<b>\$ 360,500</b>	<b>\$ 363,555</b>	<b>\$ 376,255</b>	<b>3.5%</b>

#### BUDGET SUMMARY

	<b>2006-07 ACTUAL</b>	<b>2007-08 BUDGET</b>	<b>2007-08 REVISED</b>	<b>2008-09 BUDGET</b>	<b>%CHANGE 2008-09</b>
TRANSFER TO ELECTRIC REVENUE CONTINGENCY	\$ -	\$ -	\$ -	\$ -	0.0%
CURRENT YEAR BALANCE	351,255	360,500	363,555	376,255	3.5%
<b>TOTALS</b>	<b>\$ 351,255</b>	<b>\$ 360,500</b>	<b>\$ 363,555</b>	<b>\$ 376,255</b>	<b>3.5%</b>

## ELECTRIC RATE STABILIZATION FUND

### ORIGIN AND PURPOSE

Beginning in Fiscal Year 2005, a rate stabilization fund was established to offset the costs of the power cost adjustment to our customers. In 2007, the purpose of the fund was re-established to provide for price fluctuations in the power markets.

### SOURCE OF FUNDS

The funding source for this reserve shall consist of the following potential sources: (a) one-time non-recurring operating revenues, (b) all or some of positive carry-forward balance variance, (c) annual appropriations, if available. The balance shall be maintained at a minimum of three percent not to exceed ten percent of the purchase power cost in any given year.

#### CASH RECEIPTS

	<b>2006-07 ACTUAL</b>	<b>2007-08 BUDGET</b>	<b>2007-08 REVISED</b>	<b>2008-09 BUDGET</b>	<b>%CHANGE 2008-09</b>
PRIOR YEAR BALANCE	\$ 5,003,510	\$ 377,981	\$ 379,783	\$ 2,423,762	538.2%
RECEIPT FROM ELECTRIC REVENUE FUND	-	1,000,000	2,030,679	-	-100.0%
RECEIPT FROM ELECTRIC CONTINGENCY	340,471	-	-	-	0.0%
INTEREST EARNINGS	35,802	20,000	13,300	84,800	537.6%
<b>TOTALS</b>	<b>\$ 5,379,783</b>	<b>\$ 1,397,981</b>	<b>\$ 2,423,762</b>	<b>\$ 2,508,562</b>	<b>3.5%</b>

#### BUDGET SUMMARY

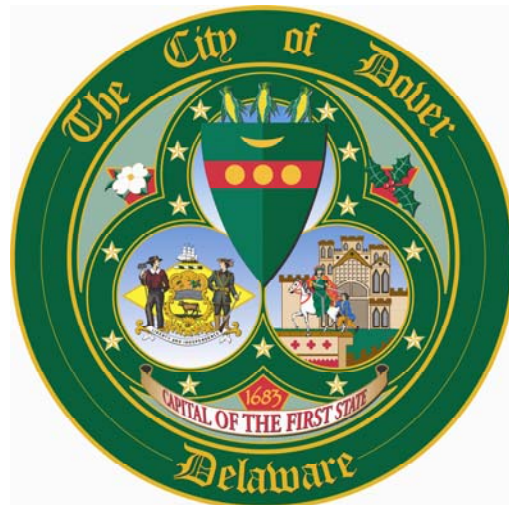
	<b>2006-07 ACTUAL</b>	<b>2007-08 BUDGET</b>	<b>2007-08 REVISED</b>	<b>2008-09 BUDGET</b>	<b>%CHANGE 2008-09</b>
TRANSFER TO ELECTRIC	\$ 5,000,000	\$ -	\$ -	\$ -	0.0%
CURRENT YEAR BALANCE	379,783	1,397,981	2,423,762	2,508,562	3.5%
<b>TOTALS</b>	<b>\$ 5,379,783</b>	<b>\$ 1,397,981</b>	<b>\$ 2,423,762</b>	<b>\$ 2,508,562</b>	<b>3.5%</b>

# PERSONNEL INFORMATION

**THE FOLLOWING SUBSECTIONS ARE INCLUDED:**

**NEW POSITION RECOMMENDATIONS**

**RECLASSIFICATIONS/UPGRADES**



## City of Dover

### Pay Plans for Non Bargaining Positions

1. Pay grades for non bargaining positions were not adjusted for Fiscal Year 2009. Non bargaining employees were not paid according to performance for Fiscal Year 2009, as Council is re-evaluating the Pay-for-Performance plan. Instead, non bargaining employees were paid according to which bargaining unit they supervised. Increases ranged from 3.5 percent to four percent.

Grade	CURRENT		
	Below Market	At Market	Above Market
101	16,016	19,070	22,124
102	16,816	20,023	23,231
103	17,657	21,025	24,393
104	18,540	22,077	25,612
105	19,466	23,180	26,892
106	20,440	24,339	28,237
107	21,463	25,556	29,649
108	22,535	26,833	31,132
109	23,662	28,175	32,687
110	24,846	29,584	34,323
111	26,088	31,063	36,039
112	27,392	32,616	37,840
113	28,762	34,246	39,732
114	30,200	35,959	41,718
115	31,709	37,757	43,803
116	33,295	39,645	45,993
117	34,959	41,627	48,293
118	36,708	43,708	50,708
119	38,542	45,893	53,242
120	40,471	48,188	55,906
121	42,494	50,597	58,700
122	44,619	53,128	61,635
123	46,849	55,783	64,718
124	49,191	58,573	67,953
125	51,652	61,501	71,350
126	54,235	64,577	74,918
127	56,949	67,805	78,663
128	59,794	71,196	82,596
129	62,783	74,755	86,727
130	65,922	78,492	91,062
131	69,219	82,417	95,615
132	72,679	86,537	100,396
133	76,314	90,865	105,416
134	80,130	95,408	110,687
135	84,135	100,178	116,221
136	88,342	105,187	122,032
137	92,760	110,446	128,133

**2. New Positions Recommendations**

During the budget process, the City Manager received twelve (12) requests for new positions. While originally supporting six (6), due to budget constraints none were approved for inclusion in the budget. There are three new positions for the newly formed Economic Development Division; however these positions were outside of the departmental request process. One of those three positions currently exists in the Main Street budget and will be transferred to the City. The new positions are summarized in the table below.

<b>Department</b>	<b>Position</b>	<b>Justification</b>	<b>Amount Budgeted</b>
Economic Development	Main Street Manager	Coordination of City’s economic development efforts. Existing position from existing Main Street budget.	\$71,642
Economic Development	Marketing Professional	Coordination of City’s economic development efforts.	\$83,853
Economic Development	Administrative Assistant	Coordination of City’s economic development efforts.	\$61,853

**3. Reclassification/Upgrades for Non-Bargaining Positions**

Eight requests for reclassifications/re-gradings and promotions of non-bargaining positions were reviewed. Seven were included in the budget. Some involved creating a new position title, some involved creating a career ladder and some involved increasing the labor grade of a current position as a result of increased responsibilities.

The Library division of Parks and Recreation is recommending that the Office Assistant II be reclassified to Administrative Assistant.

The budget includes two reclassifications for the Public Services Group and a creation of a career ladder for Planners. The recommendations for reclassifications are GIS Coordinator to GIS Manager and Weed and Seed Coordinator to Community Prevention Manager. The creation of a career ladder among the planning staff is desired. This ladder is being developed for acknowledgement of obtainment of professional certifications. The ladder is being suggested for recruitment and retention, and is similar to the State of Delaware’s career ladder for Planners.

The Public Utilities department is recommending the Water Production Supervisor be re-graded however retain the same job title.

The changes are summarized in the following table.

Department	Position	Justification	Amount Budgeted
Library	Secretary II to Administrative Assistant	Performing Administrative Assistant duties.	\$2,605
Public Services Admin	GIS Coordinator to GIS Manager	Additional responsibilities as the function expand and grow.	\$3,068
Public Services Planning	Weed & Seed Coordinator to Community Prevention Manager	Reclassified to fit actual duties being performed.	\$744
Public Services Planning	Planner I	Creates a progressive career path for Planners.	N/A
Public Services Planning	Senior Planner	Creates a progressive career path for Planners.	N/A
Public Services Planning	Planner to Planner II	Creates a progressive career path for Planners.	\$2,303
Public Utilities Water Treatment	Water Production Supervisor Re-grading	Reclassified to fit actual duties being performed.	\$3,338

#### 4. Reclassification Re-grading of Bargaining Positions

These positions were reviewed with the IUE Union and department heads outside of negotiations. The union, as well as, the City reviewed the positions for consideration. These changes are supported by management.

The changes are summarized in the table below.

Department	Position	Justification	Amount Budgeted
Police	Communications Operators	Re-grading 11 from a grade 17 to 18	\$30,261
Police	Animal Control Officer	Re-grade one from a grade 11 to 12	\$1,909
Central Services	Mechanic I to Mechanic II	Re-grade one from grade 15 to 19	\$10,468
Central Services	Courier to Central Mailroom Clerk	Re-grade one from grade 12 to 13	\$1,747
Central Services	Storekeeper I	Re-grade two from grade 12 to 13	\$3,454
Central Services	Storekeeper II	Re-grade one from grade 14 to 15	\$2,198

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# **CAPITAL INVESTMENTS PLAN**

**THE FOLLOWING SUBSECTIONS ARE INCLUDED:**

**INTRODUCTION**

**IMPACT ON OPERATING BUDGET**

**REVENUE SOURCES AND FUNDS**

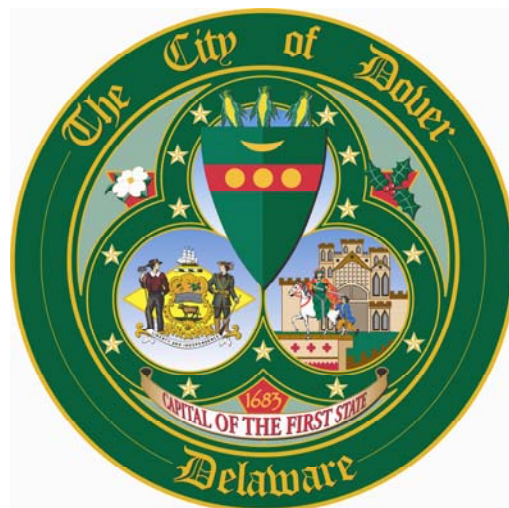
**TOTAL CITY SUMMARY**

**GENERAL**

**WATER/WASTEWATER**

**ELECTRIC**

**VEHICLE REPLACEMENTS**



## CAPITAL INVESTMENTS PLAN

### INTRODUCTION

The 2009-2013 CIP plays a key role in the City of Dover where an aging infrastructure and a growing community demanding expansion exist. This CIP reflects the City's commitment to orderly expansion, staying current with technology, improving infrastructure, and planning for our future. The CIP proposes spending \$94.8 million over the next five years.

The CIP reflects the emphasis we gave over the last four fiscal years to strategic planning. In a series of meetings with Council, department heads, and other City employees, we have developed a vision, mission, and critical success factors for the City over the next two years. We want to be 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. We believe this CIP supports that by providing improvements to our parks and recreational facilities; supporting our police and fire services; and maintaining our streets and infrastructure. Copies of the strategic plan may be obtained from the City Manager's office.

The 2009 CIP totals \$23.4 million, a decrease of approximately \$4 million over the 2008 CIP. The 2009 CIP also contains proposed vehicle/equipment purchases of \$1.2 million. The decrease is due to deferring numerous projects due to budget constraints.

Electric capital projects total \$13.1 million in Fiscal Year 2009 versus \$17.8 million in Fiscal Year 2008, a \$4.7 million difference. The remaining phase of the 69 KV Feeders 3 and 4 (\$4 million) is approximately \$5 million dollars less than last year's phase and accounts for most of the difference.

Water/Wastewater capital projects total \$6.9 million for Fiscal Year 2009, an increase of \$3.6 million over Fiscal Year 2008. The increase can be attributed to increased efforts to address water quality and mitigate inflow infiltration of our wastewater system. In Fiscal Year 2009 water quality improvements are budgeted to be \$1.6 million. The City will be completing the final phase of the US Route 13 East Sanitary Sewer Interceptor which is estimated to cost \$3.1 million. Three of the City's sewer pumping stations (\$500,900) will be replaced.

General Fund projects in the CIP include the annual Street and Alley Program; beginning work on the new regional library; continued work on the upgrade and replacement of an inner city fiber optic loop; and dredging of Mirror Lake.

In the Water/Wastewater Fund, projects include continuation of the meter reading technology upgrade; work on improving water quality and inflow infiltration; the final phase of the US Route 13 East Sanitary Sewer Interceptor; South Governors Avenue water and sewer main improvements and upgrades; and replacement and upgrades to pumping stations at Delaware State University, Weaver Street, and Acorn Lane.

Electric projects include replacement of the current St. Jones Substation in coordination with the 69 Kv Feeders 3 and 4 project in its final phase; improvement to Governors Avenue; pollution control project at the power plant; and continuation of New Development/Upgrade projects.

The St. Jones Substation project will replace the current substation. The new station will consist of a bus tie for the two new 69Kv circuits, installation of a new transformer and switchgear to replace the existing obsolete equipment. The 69 KV Feeders 3 and 4 will install feeders from Cartanza Substation to the existing 69 KV loop. FY 2009 is its final phase. Land acquisition and design specification began in Fiscal Year 2006 with major work and expense occurring from Fiscal Year 2008 through Fiscal Year 2009. This project will insure reliability to our customers. The Governors Avenue Rebuild project is part of a DelDOT road improvement project. All utility poles and wires will be replaced with underground equipment. This project will be partly reimbursed by the State.

Vehicular purchases for Fiscal Year 2009 are budgeted at \$1,241,682. Major vehicular purchases include twelve Police Department vehicles and two motorcycles; two Sanitation trash trucks; a sewer camera truck for Wastewater Division; and a street sweeper for the Streets Division.

## **DEFINITION**

The Capital Investments Plan (CIP) is strictly a planning document designed to coordinate and communicate the City's capital requirements for the next five years. It should be utilized as a guide, not a final commitment. Funding is committed only when City Council approves the project or equipment purchase in an operating budget.

The City prepares a five-year CIP annually. This is in accordance with financial policies. This method provides for the orderly maintenance, replacement, and expansion of the City's capital assets.

With the CIP, emphasis and importance was placed on the process in order to provide a more orderly and comprehensive plan. Departments were encouraged to include all possible projects for consideration. Each request was reviewed in-depth and discussed in terms of priority and feasibility. The draft CIP was reviewed by Council Committees before budget review and by the entire Council during the budget review process in May. This approach allows for fewer revisions.

A schedule called "2009 CIP by Revenue Sources and Funds" is provided on pages 132 and 133. This schedule provides a comparison of the Fiscal Year 2008 capital budget to the proposed Fiscal Year 2009 CIP.

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.

## **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).

## IMPACT ON OPERATING BUDGET

An important consideration in any CIP is its impact on the operating budget. The Fiscal Year 2009 capital budget is funded primarily from operating funds (\$14.5 million), bond proceeds (\$13.8 million), reserve funds (\$1.4 million) and bonds (\$10.2 million) totaling \$24.6 million. Please refer to the table below for projections of impact to operating budgets over the next five years by project. Because some capital investments are funded from general obligation and revenue bonds, the greatest impact on the operating budget is payment of debt service. The debt service for Fiscal Year 2009 is approximately \$4.7 million. In addition, completed projects may have operational costs such as maintenance, utilities, and manpower. In some cases, operational efficiencies result from capital projects that decrease costs in the operating budget. In the Capital Investments Plan description section, operation costs (savings) are shown for each project by year under "Impact on Operating Budget." A section, "Explanation of Impact on Operating Budget", is included to discuss and clarify what the impact of the project is anticipated to be. A summary of each project's "Impact on Operating Budget" follows in the next table.

### Impact on Operating Budget for 2009-2013 CIP

Project Begins	Project Name	2009	2010	2011	2012	2013
2009	Upgrade/Replacement of Inner City Fiber Optic		-	10,000	10,000	10,000
2009	Playground Equipment Purchase Program	300	300	300	300	-
2009	Splash Pad at Schutte Park		15,000	16,000	17,000	18,000
2009	Skate Park		10,000	10,300	10,609	10,927
2009	Replacement Library	-	-	-	168,144	-
2009	GIS Infrastructure and Mobile Solutions		1,000	2,500	4,000	4,000
2010	Expand Document Imaging Functionality	-	12,915	12,915	12,915	12,915
2010	GPS Tracking of City Fleet	-	19,000	18,000	27,000	27,000
2010	Lighted Soccer/Multi-Purpose Field	-	-	15,000	15,000	-
	<b>Total Impact on Operating Budget</b>	\$ 300	\$ 58,215	\$ 85,015	\$ 264,968	\$ 82,842

**2009 CIP BY REVENUE SOURCE AND FUNDS  
PREPARED AS OF AUGUST 1, 2008**

PROJECT	General	Community	Water/Wastewater	Bond	Electric & E	Electric Deprec.	Electric	State Grant	Other	Impact Fee	State	TOTALS
	Fund	Trans. Fund	Fund	Financing	Fund	Reserve	Bond			Reserve	Reimb.	
Annual Contribution to Robbins Hose	288,210											288,210
Concrete Construction and Replacement Program	65,000											65,000
GIS Infrastructure and Mobile Solutions	38,380											38,380
Handicapped Accessibility Improvements	25,000											25,000
Mirror Lake Dredging								400,000				400,000
Playground Equipment Purchase Program	40,000							40,000				80,000
Replacement Library								600,000	600,000			1,200,000
Silver Lake Park Revitalization Project	50,000											50,000
Skate Park	10,000											10,000
Space Needs Study Implementation	115,000											115,000
Splash Pad at Schutte Park	10,000											10,000
Street and Alley Program	400,000	500,000										900,000
Upgrade/Replacement of Inner City Fiber Optic Loop	86,000											86,000
<b>General Total</b>												<b>3,267,590</b>
69 KV Feeders 3 and 4							3,956,820					3,956,820
Danner Farm Transformer					45,000							45,000
DEMA Safety & Security Grant											75,000	75,000
Distribution Upgrades							500,000					500,000
Horsepond 600 Transformer							695,000					695,000
Lighting Project and Rehabilitation					50,000							50,000
McKee Run & Vansant Arc Flash Analysis					50,000							50,000
McKee Run Unit 3 CEMS Software & Computer					30,000							30,000
McKee Run Unit 3 COMS Replacement					30,000							30,000
McKee Run Unit 3 Selective Non-Catalytic Reduction Sys.					2,600,000							2,600,000
New Developments					865,000							865,000
Replacement of 69 KV Breakers							183,000					183,000
St. Jones Substation					519,122		3,509,000					4,028,122
Vansant Unit 11 CEMS Software & Computer					30,000							30,000
<b>Electric Total</b>												<b>13,137,942</b>

**2009 CIP BY REVENUE SOURCE AND FUNDS  
PREPARED AS OF AUGUST 1, 2008**

PROJECT	General Fund	Community Trans. Fund	Water/Wastewater Fund	Bond Financing	Electric I & E Fund	Electric Deprec. Reserve	Electric Bond	State Grant	Other	Impact Fee Reserve	State Reimb.	TOTALS
1.0 MG Elevated Water Storage Tower												695,000
2nd Meter Reading Tech Upgrade (WW)			147,250									147,250
Acorn Lane Package Pump Station Replacement				50,000								50,000
Delaware State University Pumping Station Replacement				50,000								50,000
Fox Hall/Retreat Force Main Rerouting				25,900								25,900
Inflow/Infiltration Removal				275,000								275,000
Meter Reading Technology Upgrade			147,250									147,250
Miscellaneous Distribution System Improvements										60,000		60,000
Miscellaneous Sewer System Improvements			31,500									31,500
Piney Point Well				195,000								195,000
SCADA Equipment Technology Upgrade			76,600									76,600
US Route 13 East Sanitary Sewer Interceptor												3,065,000
Water Quality Improvements												1,587,000
Weaver Street Package Pump Station Replacement				400,900								400,900
Wellhead Redevelopment Program			50,000									50,000
Wellhead VFD Upgrades			124,200									124,200
<b>Water/Wastewater Total</b>			<b>576,800</b>	<b>996,800</b>	<b>4,219,122</b>	<b>1,378,000</b>	<b>7,465,820</b>	<b>1,040,000</b>	<b>600,000</b>	<b>60,000</b>	<b>75,000</b>	<b>23,386,132</b>
<b>TOTALS</b>	<b>1,127,590</b>	<b>500,000</b>	<b>576,800</b>	<b>996,800</b>	<b>4,219,122</b>	<b>1,378,000</b>	<b>7,465,820</b>	<b>1,040,000</b>	<b>600,000</b>	<b>60,000</b>	<b>75,000</b>	<b>23,386,132</b>

## TOTAL CITY SUMMARY

### EXPENDITURES

CATEGORY	PAGE	TOTAL 5 YEAR COST	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
General	137	45,852,347	3,267,590	12,521,851	12,370,486	6,734,667	10,957,753
Water/Wastewater	171	21,058,400	6,980,600	6,464,100	2,371,100	2,854,300	2,388,300
Electric	207	27,869,955	13,137,942	3,366,201	3,587,715	3,535,106	4,242,991
<b>TOTAL</b>		<b>94,780,702</b>	<b>23,386,132</b>	<b>22,352,152</b>	<b>18,329,301</b>	<b>13,124,073</b>	<b>17,589,044</b>

### REVENUE

REVENUE SOURCE	TOTAL 5 YEAR COST	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
General Fund	22,087,347	1,127,590	3,064,851	2,492,486	5,684,667	9,757,753
Community Transportation Fund	4,775,000	500,000	1,125,000	1,000,000	1,000,000	1,150,000
Water/Wastewater Fund	5,694,800	576,800	219,300	1,177,100	1,408,300	2,313,300
Bond Financing	12,144,700	6,343,800	5,800,900	-	-	-
Capital Asset Reserve	578,000	-	202,100	375,900	-	-
Electric I and E Fund	16,392,135	4,219,122	2,683,201	2,899,715	2,847,106	3,742,991
Electric Depreciation Reserve Fund	3,937,000	1,378,000	683,000	688,000	688,000	500,000
Electric Bond	7,465,820	7,465,820	-	-	-	-
State Grant	9,290,000	1,040,000	4,060,000	4,050,000	50,000	50,000
Other	9,700,000	600,000	4,272,000	4,828,000	-	-
Impact Fee Reserve	2,490,900	60,000	91,800	818,100	1,446,000	75,000
State Reimbursement	75,000	75,000	-	-	-	-
Homeland Security Grant	150,000	-	150,000	-	-	-
<b>TOTAL</b>	<b>94,780,702</b>	<b>23,386,132</b>	<b>22,352,152</b>	<b>18,329,301</b>	<b>13,124,073</b>	<b>17,589,044</b>

## TOTAL CITY SUMMARY

### with Vehicles Included

#### EXPENDITURES

CATEGORY	PAGE	TOTAL 5 YEAR COST	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
General	137	45,852,347	3,267,590	12,521,851	12,370,486	6,734,667	10,957,753
Water/Wastewater	171	21,058,400	6,980,600	6,464,100	2,371,100	2,854,300	2,388,300
Electric	207	27,869,955	13,137,942	3,366,201	3,587,715	3,535,106	4,242,991
<b>Subtotal</b>		<b>94,780,702</b>	<b>23,386,132</b>	<b>22,352,152</b>	<b>18,329,301</b>	<b>13,124,073</b>	<b>17,589,044</b>
Vehicles	237	7,603,916	1,241,682	2,531,353	1,564,966	781,665	1,483,776
<b>TOTAL</b>		<b>102,384,144</b>	<b>24,627,814</b>	<b>24,883,981</b>	<b>19,894,267</b>	<b>13,905,738</b>	<b>19,072,820</b>

#### REVENUE

REVENUE SOURCE	TOTAL 5 YEAR COST	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
General Fund	28,076,109	2,080,882	4,522,235	3,805,607	6,466,332	11,241,529
Community Transportation Fund	4,775,000	500,000	1,125,000	1,000,000	1,000,000	1,150,000
Water/Wastewater Fund	7,080,590	815,800	1,179,745	1,363,445	1,408,300	2,313,300
Bond Financing	12,144,700	6,343,800	5,800,900	-	-	-
Capital Asset Reserve	578,000	-	202,100	375,900	-	-
Electric I and E Fund	16,621,025	4,268,512	2,797,201	2,965,215	2,847,106	3,742,991
Electric Depreciation Reserve Fund	3,937,000	1,378,000	683,000	688,000	688,000	500,000
Electric Bond	7,465,820	7,465,820	-	-	-	-
State Grant	9,290,000	1,040,000	4,060,000	4,050,000	50,000	50,000
Other	9,700,000	600,000	4,272,000	4,828,000	-	-
Impact Fee Reserve	2,490,900	60,000	91,800	818,100	1,446,000	75,000
State Reimbursement	75,000	75,000	-	-	-	-
Homeland Security Grant	150,000	-	150,000	-	-	-
<b>TOTAL</b>	<b>102,384,144</b>	<b>24,627,814</b>	<b>24,883,981</b>	<b>19,894,267</b>	<b>13,905,738</b>	<b>19,072,820</b>

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## GENERAL

## EXPENDITURES

CATEGORY	PAGE	TOTAL 5 YEAR COST	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>Central Services</b>							
Space Needs Study Implementation	140	13,075,798	115,000	422,224	390,724	4,044,007	8,103,843
10K Forklift	141	25,000	-	25,000	-	-	-
Conference Room & Office	142	12,000	-	12,000	-	-	-
Upgrade the Optical Mark Recognition (OMR) scanner	143	10,000	-	-	-	10,000	-
<b>Subtotal</b>		<b>13,122,798</b>	<b>115,000</b>	<b>459,224</b>	<b>390,724</b>	<b>4,054,007</b>	<b>8,103,843</b>
<b>Facilities Management</b>							
Handicapped Accessibility Improvements	144	25,000	25,000	-	-	-	-
<b>Subtotal</b>		<b>25,000</b>	<b>25,000</b>	-	-	-	-
<b>Fire</b>							
Annual Contribution to Robbins Hose	145	1,720,450	288,210	288,210	288,210	427,910	427,910
<b>Subtotal</b>		<b>1,720,540</b>	<b>288,210</b>	<b>288,210</b>	<b>288,210</b>	<b>427,910</b>	<b>427,910</b>
<b>Information Technology</b>							
Upgrade/Replacement of Inner City Fiber Optic Loop	146	86,000	86,000	-	-	-	-
Expand Document Imaging Functionality	147	112,580	-	112,580	-	-	-
IT Long Range Planning Process, Review and Update	148	65,000	-	65,000	-	-	-
Technology Projects per TAC Recommendations	149	1,011,814	-	465,450	546,364	-	-
GPS Tracking of City Fleet	150	44,250	-	14,750	14,750	14,750	-
<b>Subtotal</b>		<b>1,319,644</b>	<b>86,000</b>	<b>657,780</b>	<b>561,114</b>	<b>14,750</b>	-
<b>Parks and Recreation</b>							
Playground Equipment Purchase	151	80,000	80,000	-	-	-	-
Mirror Lake Dredging	152	400,000	400,000	-	-	-	-
Splash Pad at Schutte Park	153	255,000	10,000	245,000	-	-	-
Skate Park	154	160,000	10,000	150,000	-	-	-
Park & Playground Improvements	155	132,000	-	30,000	33,000	33,000	36,000
Schutte Park Pathway	156	120,000	-	120,000	-	-	-
Lighted Soccer/Multi-purpose field	157	190,000	-	-	190,000	-	-
Shutte Park Land Improvements	158	100,000	-	-	100,000	-	-
Dog Park	159	20,000	-	-	-	20,000	-
Tennis Courts at Shutte Park	160	150,000	-	-	-	150,000	-
Repave Parking Lot at Shutte Park	161	300,000	-	-	-	-	300,000
<b>Subtotal</b>		<b>1,907,000</b>	<b>500,000</b>	<b>545,000</b>	<b>323,000</b>	<b>203,000</b>	<b>336,000</b>

**EXPENDITURES**

<b>CATEGORY</b>	<b>PAGE</b>	<b>TOTAL 5 YEAR COST</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>
<b>Library</b>							
Replacement Library	162	18,200,000	1,200,000	8,272,000	8,728,000	-	-
<b>Subtotal</b>		<b>18,200,000</b>	<b>1,200,000</b>	<b>8,272,000</b>	<b>8,728,000</b>	-	-
<b>Police</b>							
Server Room Fire Suppression System	163	50,000	-	50,000	-	-	-
Repave Station Parking Lots	164	95,200	-	95,200	-	-	-
Second Floor Expansion	165	122,875	-	61,437	61,438	-	-
Second Evidence Storage Facility	166	20,000	-	-	20,000	-	-
<b>Subtotal</b>		<b>288,075</b>	-	<b>206,637</b>	<b>81,438</b>	-	-
<b>Public Services - Administration</b>							
GIS Infrastructure & Mobile Solutions	167	74,380	38,380	18,000	18,000	-	-
<b>Subtotal</b>		<b>74,380</b>	<b>38,380</b>	<b>18,000</b>	<b>18,000</b>	-	-
<b>Public Services - Streets</b>							
Street & Alley Program	168	8,200,000	900,000	1,750,000	1,800,000	1,850,000	1,900,000
Concrete Construction & Replacement Program	168	395,000	65,000	75,000	80,000	85,000	90,000
Silver Lake Revitalization Project	170	600,000	50,000	250,000	100,000	100,000	100,000
<b>Subtotal</b>		<b>9,195,000</b>	<b>1,015,000</b>	<b>2,075,000</b>	<b>1,980,000</b>	<b>2,035,000</b>	<b>2,090,000</b>
<b>TOTAL</b>		<b>45,852,347</b>	<b>3,267,590</b>	<b>12,521,851</b>	<b>12,370,486</b>	<b>6,737,667</b>	<b>10,957,753</b>

**REVENUE**

<b>REVENUE SOURCE</b>	<b>TOTAL 5 YEAR COST</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>
General Fund	22,087,347	1,127,590	3,064,851	2,492,486	5,684,667	9,757,753
Community Transportation Fund	4,775,000	500,000	1,125,000	1,000,000	1,000,000	1,150,000
State Grant	9,290,000	1,040,000	4,060,000	4,050,000	50,000	50,000
Other	9,700,000	600,000	4,272,000	4,828,000	-	-
<b>TOTAL</b>	<b>45,852,347</b>	<b>3,267,590</b>	<b>12,521,851</b>	<b>12,370,486</b>	<b>6,734,667</b>	<b>10,957,753</b>

## Space Needs Study Implementation



**FISCAL YEARS:** 2009 - 2013  
**PROJECT NO:** FM701  
**CATEGORY:** General  
**DEPARTMENT:** Central Services  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes

**PROJECT DESCRIPTION:** This is a ten-year plan for City buildings that will create spaces and places for the City's elected officials and employees to provide quality services to the citizens. The Facility Space Committee toured all City buildings, interviewed all department heads, conducted a needs assessment and proximity matrix, created measured drawings of buildings, and consulted with an architect as needed.

**NEED, JUSTIFICATION, BENEFIT:** The Study revealed (1) a lack of space for public and customers, (2) a lack of working space, (3) poor locations, (4) substandard space, (5) a lack of storage space, and (6) a lack of security.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** We will continue to face all the problems associated with a lack of space, lack of security, poor locations, and substandard space.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Impact on Operating Budget has yet to be determined at this time.

**TIME-LINE/CURRENT STATUS:** Project will begin in Fiscal Year 2007 and continue through Fiscal Year 2016.

**COMMENTS:**

Description	Current Estimate	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Project Total
Move IT to 2nd Floor	18,000	18,900						18,900
Move Finance to 2nd Floor	20,000	20,000						20,000
Move HR to Finance	10,000	10,800						10,800
Build Meeting Room	10,000	22,000						22,000
Public Works Addition	180,000							-
Electric Admin Addition	10,000							-
Parks & Recreation	100,000	55,000	65,000					120,000
Police 2nd Floor	123,000				149,507			149,507
Council Chambers	338,000		50,000	381,383				431,383
A/V Communication	32,000			40,841				40,841
Relocate Grounds	180,000				241,217			241,217
City Hall East Wing	2,566,000					3,610,620		3,610,620
City Hall West Wing	4,860,000						7,180,433	7,180,433
Connectors	616,000					433,387	462,444	895,830
City Hall	312,000						460,966	460,966
<b>Total</b>	<b>9,375,000</b>	<b>126,700</b>	<b>115,000</b>	<b>422,224</b>	<b>390,724</b>	<b>4,044,007</b>	<b>8,103,843</b>	<b>13,202,498</b>

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design		50,000						50,000
Land								
Construction	126,700	65,000	422,224	390,724	4,044,007	8,103,843		13,152,498
Miscellaneous								
Other								
<b>TOTAL</b>	<b>126,700</b>	<b>115,000</b>	<b>422,224</b>	<b>390,724</b>	<b>4,044,007</b>	<b>8,103,843</b>		<b>13,202,498</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund	126,700	115,000	422,224	390,724	4,044,007	8,103,843		13,202,498
<b>TOTAL</b>	<b>126,700</b>	<b>115,000</b>	<b>422,224</b>	<b>390,724</b>	<b>4,044,007</b>	<b>8,103,843</b>		<b>13,202,498</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## 10K Forklift

**FISCAL YEAR S :** 2010  
**PROJECT NO:** N/A  
**CATEGORY:** General  
**DEPARTMENT:** Central Services  
**DEPT. RANKING:** 3  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** This project involves the purchase of a new 10,000 lb. capacity forklift to replace the 1987 6,000 lb. capacity forklift.

**NEED, JUSTIFICATION, BENEFIT:** The stock levels of three phase transformers have increased due to Electric Department requirements. These transformers can weigh up to 10,000 pounds each. We currently drive the 6,000 lb. forklift to the North Street storage yard and unload what we can. We then request assistance from the Electric Department to unload using a line truck. Ownership of a 10K forklift will allow warehouse staff to manage out-sized and extremely heavy materials. The forklift will also be available for the use of other City departments.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** As the workload of the Electric Department increases, the availability of their crews to help us will diminish.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** This project will include a maintenance program to be funded during the years after purchase.

**TIME-LINE/CURRENT STATUS:** Project should be bid in spring 2009.

**COMMENTS:** None

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous			25,000					25,000
Other								
<b>TOTAL</b>			<b>25,000</b>					<b>25,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund			25,000					25,000
<b>TOTAL</b>			<b>25,000</b>					<b>25,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Conference Room & Office

**FISCAL YEAR S :** 2010  
**PROJECT NO:**  
**CATEGORY:** General  
**DEPARTMENT:** Central Services  
**DEPT. RANKING:** 2  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** Construct conference room and additional office in warehouse #1 at 710 William Street.

**NEED, JUSTIFICATION, BENEFIT:** There is no conference room available within Central Services to conduct pre-bid meetings, contract negotiations or conduct other meetings/training. We will also require more office space for staffing needs.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** All procurement type meetings must be conducted within the department requesting the purchase. All other meetings must be held in the break room at the warehouse. This delays the procurement process and applies unreasonable time constraints caused by scheduling meeting around employee break and meal times. There are no other areas available to use for staffing purposes.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Construction materials will be bid FY 2009.

**COMMENTS:**

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction			12,000					12,000
Miscellaneous								
Other								
<b>TOTAL</b>			<b>12,000</b>					<b>12,000</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund			12,000					12,000
<b>TOTAL</b>			<b>12,000</b>					<b>12,000</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Upgrade the Optical Mark Recognition (OMR) Scanner



**FISCAL YEARS :** 2011 - 2012  
**PROJECT NO:** N/A  
**CATEGORY:** General  
**DEPARTMENT:** Central Services  
**DEPT. RANKING:** 4  
**NEW PROJECT:** Yes

**PROJECT DESCRIPTION:** The mail room has OMR level 0 which allows for end of collation only. Upgrading to OMR level 2 will allow for selective feed. We would not insert items into bills that don't belong. Example, no return envelope if signed up for electronic payment, no local insert if out of state.

**NEED, JUSTIFICATION, BENEFIT:** This will reduce costs by eliminating unnecessary inserts in the utility bills. It will also increase efficiency by allowing targeted inserts based on district or any other data we wish to use.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** None

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:**

**COMMENTS:**

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous					10,000			10,000
Other								
<b>TOTAL</b>					<b>10,000</b>			<b>10,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund					10,000			10,000
<b>TOTAL</b>					<b>10,000</b>			<b>10,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Handicapped Accessibility Improvements

**FISCAL YEAR :** 2009  
**PROJECT NO:** FM0601  
**CATEGORY:** General  
**DEPARTMENT:** Facilities Management  
**DEPT. RANKING:** 1  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** The goal of this program is to make City facilities accessible to handicapped citizens. This program will be carried out in conformance with the ADA Implementation Plan which was completed in Fiscal Year 2004. The program sets aside money each year to implement plan recommendations.

**NEED, JUSTIFICATION, BENEFIT:** The City has been advised to bring its facilities up to ADA standards.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** City facilities may be in violation of ADA requirements.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** City ADA Implementation Committee Study

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Implementation of the ADA planned upgrades has begun. Six City buildings have had automatic doors installed.

**COMMENTS:** The William Street Warehouse is next building scheduled to have handicapped accessibility.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction	68,500	25,000						93,500
Miscellaneous								
Other	7,500							7,500
<b>TOTAL</b>	<b>76,000</b>	<b>25,000</b>						<b>101,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund	41,000	25,000						66,000
	35,000							35,000
<b>TOTAL</b>	<b>76,000</b>	<b>25,000</b>						<b>101,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Annual Contribution to Robbins Hose Company

**FISCAL YEAR:** 2009 - 2013  
**PROJECT NO:** N/A  
**CATEGORY:** General  
**DEPARTMENT:** Fire  
**DEPT. RANKING:** 1



**PROJECT DESCRIPTION:** This contribution covers payments to the Robbins Hose Company to cover the Major Fire Apparatus Replacement Plan and the annual mortgage payment for Station #2.

**NEED, JUSTIFICATION, BENEFIT:** The annual mortgage payment is based on an earlier agreement that the City has with the Robbins Hose Company. The Major Fire Apparatus Replacement Plan ensures loan payments for replacement according to a schedule which guarantees equipment will not be outdated and unserviceable. This plan is based on replacing one of the Company's five engines and one rescue vehicle every three years which would put the average replacement age at 18 years. The two ladder trucks would be replaced every 15 years depending on condition and current needs. This schedule would reduce overall maintenance costs because fire apparatus would be replaced before major problems occur. By providing the Robbins Hose Company with the needed payments for the Major Fire Apparatus Replacement Plan, the Robbins Hose Company will be enabled to pay for a \$5.5 million door rehabilitation of the Company Headquarters on Governors Avenue. This renovation is designed to handle 25 years of growth of the company and would preclude any need for an additional fire station in Dover. The Robbins Hose Company will also cover costs associated with miscellaneous apparatus and equipment such as command units, utility vehicles, and large hose replacement.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** increased maintenance costs; possibility of not meeting ISO requirements and NFPA standards

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

Fiscal Year	Prior to 2009	2009	2010	2011	2012	2013	TOTALS
Mtge Stat. #2	35,000						\$ 35,000
Ladder 1 (2001)	70,000				130,000	130,000	\$ 330,000
Ladder 2 (1993)	92,910	92,910	92,910	92,910	92,910	92,910	\$ 557,460
Engine 4 (1989)							\$ -
Engine 5 (2008)		195,300	195,300	195,300			\$ 585,900
Engine 7 (1997)					205,000	205,000	\$ 400,000
<b>Totals</b>	<b>\$ 197,910</b>	<b>\$ 288,210</b>	<b>\$ 288,210</b>	<b>\$ 288,210</b>	<b>\$ 427,910</b>	<b>\$ 427,910</b>	<b>\$ 1,918,360</b>

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous Equipment		197,910	288,210	288,210	288,210	427,910	427,910	1,918,360
Other								
<b>TOTAL</b>		<b>197,910</b>	<b>288,210</b>	<b>288,210</b>	<b>288,210</b>	<b>427,910</b>	<b>427,910</b>	<b>1,918,360</b>

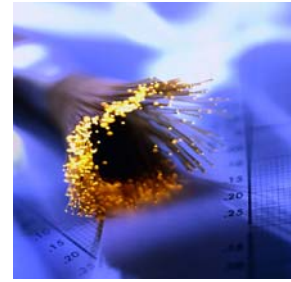
**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund	197,910	288,210	288,210	288,210	427,910	427,910		1,918,360
<b>TOTAL</b>	<b>197,910</b>	<b>288,210</b>	<b>288,210</b>	<b>288,210</b>	<b>427,910</b>	<b>427,910</b>		<b>1,918,360</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Upgrade/Replacement of Inner City Fiber Optic Loop



**FISCAL YEAR S :** 2008 - 2009  
**PROJECT NO:** 3  
**CATEGORY:** General  
**DEPARTMENT:** Information Technology  
**DEPT. RANKING:** 3  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** This is the second year for this project. The Fiber Network Evaluation Study completed June 2007 by CTC, Inc. identified more work and costs than we were able to budget for in 2007/2008. This second year will provide funds necessary to complete the redundant fiber loop.

**NEED, JUSTIFICATION, BENEFIT:** If we have a break in the current fiber, there will be loss of services (computer and phone) until the break can be located and repaired by specialized third party fiber splicing personnel.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Possible outages of network and phone for several hours at a time.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** EE0710 is the first year project.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** There will be approximately \$100,000 used for electronics. All equipment will be purchased with warranties so the impact to operating budget, if any, may not be seen until 2011 or later. A ball park estimate of 10% for annual maintenance is being used here and will be refined after equipment is actually purchased.

**TIME-LINE/CURRENT STATUS:** Project is currently in progress and will be completed during the first half of fiscal year 2008/2009.

**COMMENTS:** CTC estimated \$233,000 for this project. \$122,000 was budgeted for 2007/2008 so the remaining balance, \$111,000, is budgeted for 2008/2009.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous								
Other	122,000	86,000						208,000
<b>TOTAL</b>	<b>122,000</b>	<b>86,000</b>						<b>208,000</b>

### FINANCING:

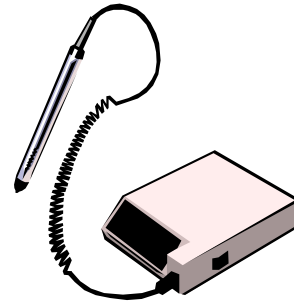
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund	122,000	86,000						208,000
<b>TOTAL</b>	<b>122,000</b>	<b>86,000</b>						<b>208,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Yearly Maintenance				10,000	10,000	10,000		30,000

## Expand Document Imaging Functionality

**FISCAL YEAR S :** 2010  
**PROJECT NO:** 1  
**CATEGORY:** General  
**DEPARTMENT:** Information Technology  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** Document Imaging has been used in parts of the City for approximately ten years and was expanded in 2007/2008 to include HTE report integration. This project expands the depth of this methodology to include three new functions. Those may include: Integrated application enabling, digital signature entry and integration, web enabling document retrieval for Intranet and Internet, document flow control, etc. In addition to hardware and software, this project will include a significant amount of time and funds for comprehensive in-house imaging and work flow training.

**NEED, JUSTIFICATION, BENEFIT:** This particular proposal received the highest number of votes at the October 11, 2007 Technology Advisory Committee, which is made up by representatives of all departments. This project will reduce storage and paper usage, as well as the time required to store it, search through it, and destroying it when retention has expired.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** We will continue to do these things manually, continue to print paper and add file cabinets, and continue to pay people to file, search, and destroy paper documents.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Successful completion of the 2008 IT Implement Citywide Document Imaging System CIP.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Software will have on-going annual maintenance fees. Estimated at 15% per year. Any hardware purchased for this project will eventually need to be replaced.

**TIME-LINE/CURRENT STATUS:** Project to start in August 2008. To be completed by the end of April 2009.

**COMMENTS:** Software Estimates are based on September 2007 software quotes from our current imaging vendor. Image It - \$17,000 for 15 users, Enable It - \$50,000, Form Processing - \$9,600, Data Entry Assistant - \$3,000, Sign It - \$6,500. Total Software Estimate - \$86,100. Hardware estimates are based on IT experience. Server - \$7,500 for 1, Signature Pads - \$980 for 10 and workgroup printer/scanners for Customer Service - \$2,000 for 3. Total Hardware Estimate - \$10,480. Training based on current vendor rate (\$100 per hour) \$16,000 for 4 weeks. Total Project Estimate - \$112,580.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous								
Other	80,000		112,580					192,580
<b>TOTAL</b>	<b>80,000</b>		<b>112,580</b>					<b>192,580</b>

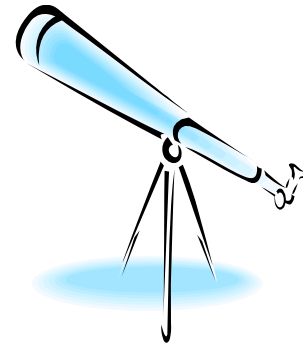
### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund	80,000		112,580					192,580
<b>TOTAL</b>	<b>80,000</b>		<b>112,580</b>					<b>192,580</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Software Maintenance			12,915	12,915	12,915	12,915		51,660

# IT Long Range Planning Process Review and Update



**FISCAL YEARS :** 2010  
**PROJECT NO:** 1  
**CATEGORY:** General  
**DEPARTMENT:** Information Technology  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes

**PROJECT DESCRIPTION:** In 2004, the City hired a third party to help us put a framework around long range technology planning and spending. The outcome which included a five year plan has provided a roadmap and format that has allowed us to continue to move forward with technology in an organized and predictable manner. This new is to repeat the process and update our plan. This update was presented to the TAC group and received a high number of votes October 2008.

**NEED, JUSTIFICATION, BENEFIT:**

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Less predictable technology planning and spending in future years.

**THIS PROJECT IS RELATED TO THE FOLLOWING:**

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** none.

**TIME-LINE/CURRENT STATUS:** Start in 2010.

**COMMENTS:** Estimate is based on cost of 2004 study \$50,000 plus \$15,000 for inflation (calculated at 4% per year).

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous								
Other			65,000					65,000
<b>TOTAL</b>			<b>65,000</b>					<b>65,000</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund			65,000					65,000
<b>TOTAL</b>			<b>65,000</b>					<b>65,000</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Technology Projects per TAC Recommendations



**FISCAL YEARS :** 2009 - 2011  
**PROJECT NO:** 3  
**CATEGORY:** General  
**DEPARTMENT:** Information Technology  
**DEPT. RANKING:** 3  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** During 2004, a third party company, BDMP, Inc., interviewed department heads and City Council members to establish our desired level of sustained investment in technology. This was estimated to be 3.69% of fund expenditures (not including debt and electric). As a result of this study, the City formed the TAC (Technology Advisory Committee) which consists of all participating Department Heads and the City Manager. Each year this group submits technology projects for review and selection. Each year the TAC will identify specific technology investments for the next fiscal year. This CIP sheet is presented as a placeholder for that block of monies in future years.

**NEED, JUSTIFICATION, BENEFIT:** To improve efficiencies, service levels, and to be viewed by constituents and businesses as a technology friendly city. If we want to be on the leading edge, a sustained investment is necessary.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Quality of systems and services will not hold pace with other cities and our ability to serve will decrease as will the external perception of our City.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Impact to the operating budget will be recalculated each year after the TAC selects which projects are the top priorities.

**TIME-LINE/CURRENT STATUS:** Driven by annual TAC meetings

**COMMENTS:** Cost estimates are presented only as a placeholder and adjusted for inflation. Amounts are reduced by the amount of known projects requested for the respective years. Projects for 2009 are listed separately within the CIP.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous								
Other			465,450	546,364				1,011,814
<b>TOTAL</b>			<b>465,450</b>	<b>546,364</b>				<b>1,011,814</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund			465,450	546,364				1,011,814
<b>TOTAL</b>			<b>465,450</b>	<b>546,364</b>				<b>1,011,814</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## GPS Tracking of City Fleet

**FISCAL YEARS :** 2009 - 2011

**PROJECT NO:** 2

**CATEGORY:** General

**DEPARTMENT:** Information Technology

**DEPT. RANKING:** 2

**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** requests. This project, which was identified in the 2004 IT Long Range Plan, involves the project planning and subsequent implementation of Global Positioning Systems (GPS) in city vehicles. By utilizing this technology in conjunction with our GIS systems, we will be able to improve utilization of our city fleet and improve response times for our citizens. This project received enough votes at the Technology Advisory Committee in October 2007 to appear in the top ten

**NEED, JUSTIFICATION, BENEFIT:** The system will be accessible from any computer with Internet connection and pays for itself quickly in fuel savings, better allocation of mobile resources, and faster response to customer requests. Being able to provide faster response to service requests leads to satisfied customers. More efficient fleet routing, decreased driver down-time, and minimized impact of traffic. Dispatchers receive vehicle location and status information in real-time without driver's intervention.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Non-efficient fleet routing with some driver down-time

**THIS PROJECT IS RELATED TO THE FOLLOWING:** High priority project from annual TAC Meeting

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** There will be a monthly wireless connectivity charge for each vehicle. Estimates are \$25/month per vehicle. Per the state contract with Networkcar, the first three years are prepaid with the vehicle equipment. Since the service is prepaid with the capital investment, the impact on operating budget will appear three years afterward.

**TIME-LINE/CURRENT STATUS:** During 2008 we expect to perform initial planning and vendor selection since no moneys were available. This project will pick up from there to fund the roll out of this technology to the City fleet (estimated to be 90 vehicles) over the next three years.

**COMMENTS:** These estimates are based on the current State of Delaware contract with Networkcar. The state uses this vendor to track the entire state fleet. The current cost per vehicle is \$425 for hardware (self installation) and roughly \$900 per vehicle for 3 year cell communication contract. I have added \$10,000 for training in the first year. I have also added \$2000 per year as the hardware cost will be higher for adapting the devices to larger trucks.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous			14,750	14,750	14,750			44,250
Other								
<b>TOTAL</b>			<b>14,750</b>	<b>14,750</b>	<b>14,750</b>			<b>44,250</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund			14,750	14,750	14,750			44,250
<b>TOTAL</b>			<b>14,750</b>	<b>14,750</b>	<b>14,750</b>			<b>44,250</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Maintenance/Training			19,000	18,000	27,000	27,000	27,000	145,000

## Playground Equipment Purchase Program

**FISCAL YEARS :** 2009  
**PROJECT NO:**  
**CATEGORY:** General  
**DEPARTMENT:** Parks and Recreation  
**DEPT. RANKING:** 2  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project will purchase playground equipment for Schutte Park.

**NEED, JUSTIFICATION, BENEFIT:** Schutte Park (57 acres) has no existing playground equipment. By purchasing, age-appropriate play equipment will be accessible to all children.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** No play equipment will be provided at these sites.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Improving area parks and neighborhoods

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** The impact on operating budget is for monthly inspections of the play equipment.

**TIME-LINE/CURRENT STATUS:** Schutte Park - Begin work in September 2008; finish by December 2008.

**COMMENTS:** The State of Delaware has approved \$40,000 for this project from the Delaware Land & Water Conservation Fund. Prior to 2008 funding was for play equipment at Millcreek subdivision. This was a \$40,000 project with \$20,000 from state grant and \$20,000 from general fund. Due to budget constraints this project has been delayed until Fiscal Year 2010.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction	40,000	80,000						120,000
Miscellaneous								
Other								
<b>TOTAL</b>	<b>40,000</b>	<b>80,000</b>						<b>1200,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
State Grant	20,000	40,000						100,000
General Fund	20,000	40,000						20,000
<b>TOTAL</b>	<b>40,000</b>	<b>80,000</b>						<b>100,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Equipment Inspections		300	300	300	300			1,200

## Mirror Lake Dredging

**FISCAL YEAR:** 2009  
**PROJECT NO:** PR0703  
**CATEGORY:** General  
**DEPARTMENT:** Parks and Recreation  
**DEPT. RANKING:** 4  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project would dredge Mirror Lake to restore water level and improve the overall appearance.

**NEED, JUSTIFICATION, BENEFIT:** At the present time, Mirror Lake is filling with sediment. During low tide about 40% of the lake bottom is exposed. Dredging the lake will restore the normal water level.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Continual buildup of sediment in the lake could cause the lake to become a wetland area.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Mirror Lake Testing and Analysis

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Find a site for the disposed materials & dredge the lake beginning in September 2008. To be completed by June 2009.

**COMMENTS:** Several comments have been received from concerned residents about the water level in Mirror Lake. During low tide, 40% of the lake bottom is exposed due to sediment. Staff has consulted with DNREC officials regarding analysis results. Cost estimates were provided by DRNEC, and the potential for Brownfield funding does exist.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design	50,000	400,000						450,000
Land								
Construction								
Miscellaneous								
Other								
<b>TOTAL</b>	<b>50,000</b>	<b>400,000</b>						<b>450,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
State Grant	50,000	400,000						450,000
<b>TOTAL</b>	<b>50,000</b>	<b>400,000</b>						<b>450,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Splash Pad at Schutte Park

**FISCAL YEAR:** 2009 - 2010

**PROJECT NO:**

**CATEGORY:** General

**DEPARTMENT:** Parks and Recreation

**DEPT. RANKING:** 1

**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project would construct a ground-level splash pad located in Schutte park.

**NEED, JUSTIFICATION, BENEFIT:** It would improve quality of life for our Dover families, be an enhancement to our summer outdoor camp and sport activities, and provide outdoor water activity during summer months.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Lack in meeting the needs of residents dependent upon water quality of Silver Lake to provide outdoor water play.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Water usage

**TIME-LINE/CURRENT STATUS:** Plan Design Phase to be completed in Fiscal 2009.

**COMMENTS:** Due to budget constraints the planning and design phase will be done in Fiscal 2009. Construction will be delayed until Fiscal 2010.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design		10,000						10,000
Land								
Construction			110,000					110,000
Miscellaneous								
Other			135,000					135,000
<b>TOTAL</b>		<b>10,000</b>	<b>245,000</b>					<b>255,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund		10,000	245,000					255,000
<b>TOTAL</b>		<b>10,000</b>	<b>245,000</b>					<b>255,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water Usage			15,000	16,000	17,000	18,000	19,000	85,000

## Skate Park

**FISCAL YEARS :** 2009-2010  
**PROJECT NO:** PR10  
**CATEGORY:** General  
**DEPARTMENT:** Parks and Recreation  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** This project would construct a skate park for the Dover area youth.

**NEED, JUSTIFICATION, BENEFIT:** Many youth and parents have approached the City with requests for a skate park. Area business owners have complained about skaters damaging their property. This park would give the youth a designated skate area.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Continual lack in meeting the needs of our youth population; more destruction and problems with business property

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Skate Park construction to begin in March 2010 and finish by May 2010.

**COMMENTS:** Local business may be willing to lease land for the purpose of a skate park. Due to budget constraints the planning and design phase will be done in Fiscal 2009. Construction will be delayed until Fiscal 2010.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design		10,000						10,000
Land								
Construction			150,000					150,000
Miscellaneous								
Other								
<b>TOTAL</b>		<b>10,000</b>	<b>150,000</b>					<b>160,000</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund		10,000	150,000					160,000
<b>TOTAL</b>		<b>10,000</b>	<b>150,000</b>					<b>160,000</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
			10,000	10,300	10,609	10,927	11,255	53,091

## Schutte Park Pathway

**FISCAL YEAR:** 2010  
**PROJECT NO:**  
**CATEGORY:** General  
**DEPARTMENT:** Parks and Recreation  
**DEPT. RANKING:** 1  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project will involve the continuation of the ten-foot wide, multi-use pathway at Schutte Park.

**NEED, JUSTIFICATION, BENEFIT:** Loop pathway in Schutte Park for park users. The existing pathway goes from back parking lot to Wyoming Mill Road.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Walkers will not have a trail system that connects from beginning to end.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Existing Schutte Park trail (installed in May 2003); City's Greenway System.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Construction of pathway scheduled to begin in August 2009 and be completed by October 2009.

**COMMENTS:** We will apply for a State grant from the Delaware Land, Water & Trust Fund (DLWTF) to pay 50 percent of the project costs.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction			120,000					120,000
Miscellaneous								
Other								
<b>TOTAL</b>			<b>120,000</b>					<b>120,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
State Grant			60,000					60,000
General Fund			60,000					60,000
<b>TOTAL</b>			<b>120,000</b>					<b>120,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Park and Playground Improvement Program



**FISCAL YEARS:** 2010 - 2013  
**PROJECT NO:** PR0704  
**CATEGORY:** General  
**DEPARTMENT:** Parks and Recreation  
**DEPT. RANKING:** 4  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** This project would resurface the basketball courts in Mayfair Park in FY 2009 and repair existing park facilities.

**NEED, JUSTIFICATION, BENEFIT:** The existing basketball court has cracks and creates a safety issue.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** The courts may need to be closed for public use due to safety issues.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Playground replacement program to meet Consumer Product Safety Commission playground safety guidelines

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** n/a

**TIME-LINE/CURRENT STATUS:** Construction on the Mayfair Park Basketball Court will begin in March 2009 and is scheduled to be completed by May 2009.

**COMMENTS:** Project was formerly called "Playground Equipment Replacement Program."

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction	134,066		30,000	33,000	33,000	36,000		266,066
Miscellaneous	96,724							96,724
Other	36,210							36,210
<b>TOTAL</b>	<b>267,000</b>		<b>30,000</b>	<b>33,000</b>	<b>33,000</b>	<b>36,000</b>		<b>399,000</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund	267,000		30,000	33,000	33,000	36,000		399,000
<b>TOTAL</b>	<b>267,000</b>		<b>30,000</b>	<b>33,000</b>	<b>33,000</b>	<b>36,000</b>		<b>399,000</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Lighted Soccer/Multi-Purpose Field



**FISCAL YEARS:** 2010 - 2011  
**PROJECT NO:**  
**CATEGORY:** General  
**DEPARTMENT:** Parks and Recreation  
**DEPT. RANKING:** 3  
**NEW PROJECT:** Yes

**PROJECT DESCRIPTION:** Provide appropriate night time lighting for one soccer/multi-purpose field at Schutte Park.

**NEED, JUSTIFICATION, BENEFIT:** Due to the loss of field space due to the construction of John W. Pitts Center and the growing demand for soccer, lacrosse, flag football & field hockey, we can increase usage of existing fields by providing the necessary lighting.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** We will not be able to provide field space for outdoor sport leagues.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Cost of electricity for lights, which would be charged to the teams using the lighted field.

**TIME-LINE/CURRENT STATUS:** Construction will begin in September 2011 and be completed by December 2011.

**COMMENTS:**

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction				190,000				190,000
Miscellaneous								
Other								
<b>TOTAL</b>				<b>190,000</b>				<b>190,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund				190,000				190,000
<b>TOTAL</b>				<b>190,000</b>				<b>190,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
				15,000	15,000			30,000

## Schutte Park Land Improvements



**FISCAL YEAR:** 2011  
**PROJECT NO:** PR0702  
**CATEGORY:** General  
**DEPARTMENT:** Parks and Recreation  
**DEPT. RANKING:** 3  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** This project involves a probable land donation from a local developer. Wyoming Mill Road will be reconfigured to intersect with the Village of Westover entrance. The price listed is for grading and seeding the donated land which will become athletic fields.

**NEED, JUSTIFICATION, BENEFIT:** Increased acreage for outdoor athletic fields.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Lack of outdoor athletic field space.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** We are pursuing donations to cover the cost of the grading and seeding.

**COMMENTS:**

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction				100,000				100,000
Miscellaneous								
Other								
<b>TOTAL</b>				<b>100,000</b>				<b>100,000</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Other				100,000				100,000
<b>TOTAL</b>				<b>100,000</b>				<b>100,000</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Dog Park



**FISCAL YEAR:** 2012  
**PROJECT NO:** PR12-1  
**CATEGORY:** General  
**DEPARTMENT:** Parks and Recreation  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes

**PROJECT DESCRIPTION:** This project would construct a dog park.

**NEED, JUSTIFICATION, BENEFIT:** Department has received calls from dog owners who have expressed an interest in a location to exercise their dogs.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Not meeting the needs of our growing community and issues in our city parks with pets unsupervised.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Construction will be September 2012 and be completed by December 2012.

**COMMENTS:** The Dog Park will be located in an existing City park.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction					20,000			20,000
Miscellaneous								
Other								
<b>TOTAL</b>					<b>20,000</b>			<b>20,000</b>

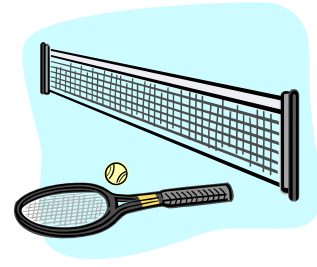
**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund					20,000			20,000
<b>TOTAL</b>					<b>20,000</b>			<b>20,000</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Tennis Courts at Schutte Park



**FISCAL YEAR:** 2012  
**PROJECT NO:** PR12-2  
**CATEGORY:** General  
**DEPARTMENT:** Parks and Recreation  
**DEPT. RANKING:** 3  
**NEW PROJECT:** Yes

**PROJECT DESCRIPTION:** This project will construct tennis courts at Schutte Park.

**NEED, JUSTIFICATION, BENEFIT:** There are no public tennis courts on the west side of RT13. The department has received several requests from local residents for tennis courts at Schutte Park.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** No public tennis courts on west side of Dover.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Master Plan for Schutte Park developed by Sasaki Associates, Inc. in 1991.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Purchase of tennis nets on a yearly basis.

**TIME-LINE/CURRENT STATUS:** Construction will begin March 2012 and be completed by May 2012.

**COMMENTS:**

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction					150,000			150,000
Miscellaneous								
Other								
<b>TOTAL</b>					<b>150,000</b>			<b>150,000</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund					150,000			150,000
<b>TOTAL</b>					<b>150,000</b>			<b>150,000</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Pave Parking Lots at Schutte Park



**FISCAL YEARS:** 2013  
**PROJECT NO:** PR13  
**CATEGORY:** General  
**DEPARTMENT:** Parks and Recreation  
**DEPT. RANKING:** 3  
**NEW PROJECT:** Yes

**PROJECT DESCRIPTION:** Pave, stripe & install lighting for two existing parking areas.

**NEED, JUSTIFICATION, BENEFIT:** Existing parking doesn't have marked parking spaces and is not lighted. By paving these areas we can increase parking spaces & increase safety for park users after dark.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Inadequate parking for events.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Overall master plan for Schutte Park.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:**

**TIME-LINE/CURRENT STATUS:** Begin construction September 2012, finish by November 2012.

**COMMENTS:** These items have been identified as an issue on the Softball Survey the department completes each year.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction						300,000		300,000
Miscellaneous								
Other								
<b>TOTAL</b>						<b>300,000</b>		<b>300,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund						150,000		150,000
Community Transportation Fund						150,000		150,000
<b>TOTAL</b>						<b>300,000</b>		<b>300,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Replacement Library

**FISCAL YEARS:** 2009 - 2011

**PROJECT NO:**

**CATEGORY:** General

**DEPARTMENT:** Library

**DEPT. RANKING:** 1

**NEW PROJECT:** No



**PROJECT DESCRIPTION:** The Dover Public Library is insufficient due to its small size and it needs to be replaced with a new 52,000 square foot building in the downtown Dover area. The new Dover Public "Anchor" Library will have a sufficient infrastructure to provide a wide array of library and information services for its citizenry.

**NEED, JUSTIFICATION, BENEFIT:** In 2004, library facilities planners Robert H. Rohlf Associates conducted a library facilities plan and recommended that the City of Dover build a 39,000-50,000 square foot library in the downtown area because the current library is insufficient to meet the needs of citizens. The study concluded that the current library does not provide enough parking, shelving, programming areas, quiet study rooms, or sufficient office space, and that there are ADA issues throughout the building. The study compared the Dover Public Library to libraries in similar-sized communities and services are lacking in many areas, including collection and reference. The benefit of replacing the current library is that the community will have access to a library with sufficient space for collections and computers, lighting, parking, quiet study areas, and programming space.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Members of the community will continue to be offered very limited library services due to space and other deficiencies in the current location.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** The Delaware Division of Libraries statewide Master Plan

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** A larger library will require more maintenance, increased operational funding for heating and cooling, increased janitorial services, and at least three additional full-time library staff.

**TIME-LINE/CURRENT STATUS:** The library facilities plan was completed in 2004. In late 2007, a revised building strategic plan began to be realized and implemented. This plan continues to explore building design options, fundraising options, and outreach to the public.

**COMMENTS:** The Dover Public Library supports the continued development of the Delaware Division of Libraries statewide master plan for future public library services. This project must be in line with that plan in order for the City of Dover to receive funds from the state of DE for construction costs. Under financing, the breakdown for "other" is as follows: Kent County \$3,700,000; City of Dover \$3,700,000; Friends of DPL \$200,000; Foundations \$850,000; Grants \$100,000; Private Foundations \$50,000 and sell the existing library building for \$1,000,000.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design		600,000	984,000					1,584,000
Land		600,000						600,000
Construction			7,288,000	7,288,000				14,576,000
Miscellaneous								
Other				1,440,000				1,440,000
<b>TOTAL</b>		<b>1,200,000</b>	<b>8,272,000</b>	<b>8,728,000</b>				<b>18,200,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
State Grant		600,000	4,000,000	4,000,000				8,600,000
Other		600,000	4,272,000	4,728,000				9,600,000
<b>TOTAL</b>		<b>1,200,000</b>	<b>8,272,000</b>	<b>8,728,000</b>				<b>18,200,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Increased Expenses					168,144	173,225		341,369

## Server Room Fire Suppression System



**FISCAL YEAR:** 2009  
**PROJECT NO:** PD0901  
**CATEGORY:** General  
**DEPARTMENT:** Police  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes

**PROJECT DESCRIPTION:** This project will replace and upgrade the current water-based fire suppression system which is in use in our computer server room located on the second floor of our building with a dry chemical-based system (FM system). Our server room currently houses approximately 18 servers and computers that run all of the Law Enforcement applications in our building as well as Verizon’s computerized 911 telephone system and our Motorola radio equipment. Installation of the new fire suppression system would involve replacing the ceiling tiles in the room to make the room air tight and also replacing the existing water distribution system with the chemical-based system components.

**NEED, JUSTIFICATION, BENEFIT:** In the case of an emergency, a water-based system would extinguish the fire in the computer server room, but the computer equipment would be destroyed in the process by the water damage. New equipment would have to be purchased to replace the old computer equipment just to keep the department operating and funds for this purchase are not programmed in any part of our budget. Implementing the dry chemical-based system would allow the fire to be extinguished with minimal damage if any to the computer equipment in server room. The exact cost of the current computer operating in our server room is not immediately known but it is well over \$100,000.00.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Should a fire disaster occur, failure to upgrade the current fire suppression system will result in huge costs for the department to replace all the computer equipment destroyed by fire and/or water damage. Although some workarounds are possible for some portions of the systems used by department personnel, most of the systems will not be accessible until replacement computer equipment can be purchased. If this computer equipment was to be destroyed by a fire or even by water damage it would be a catastrophic event to the department as all of our computers operate out of this one control room.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Although the total cost for all the computer equipment maintained in the server room is not known, savings will occur because new equipment should not have to be purchased after a fire disaster event. Current estimate of existing equipment is over \$100,000.00.

**TIME-LINE/CURRENT STATUS:** If approved, the department would work to have the new fire suppression system installed as soon as possible.

**COMMENTS:** When the current server room was constructed funding was not available to install a fire suppression system other than a water based system. The City of Dover Fire Marshall Mr. Truax strongly recommends a replacing our current system with the chemical based fire suppression system for the server room .

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction			50,000					50,000
Miscellaneous								
Other								
<b>TOTAL</b>			<b>50,000</b>					<b>50,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund			50,000					50,000
<b>TOTAL</b>			<b>50,000</b>					<b>50,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Repave Police Station Parking Lots

**FISCAL YEAR:** 2009  
**PROJECT NO:** PD0804  
**CATEGORY:** General  
**DEPARTMENT:** Police  
**DEPT. RANKING:** 2  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project will mill down, repave, and restripe the parking lots on the southeast and southwest sides of the building. Currently, the southwest lot has several potholes that need to be filled in and repaired more permanently. Both lots are developing cracks and deteriorating quickly. The City crews came over and put cold patches down on the southwest side, but have not been back to perform a more permanent repair that will sustain us through the winter.

**NEED, JUSTIFICATION, BENEFIT:** The potholes are bad enough that they could cause damage to Department and personal vehicles if not fixed.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** The potholes are bad enough that they could cause damage to Department and personal vehicles if not fixed and could be considered a safety liability issue due to the fact that numerous people use our parking lots/facility.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Currently waiting for the City crews to put hot patches down to temporarily fix the areas that are the worst.

**COMMENTS:** None

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous								
Other			95,200					95,200
<b>TOTAL</b>			<b>95,200</b>					<b>95,200</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund			95,200					95,200
<b>TOTAL</b>			<b>95,200</b>					<b>95,200</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Second Floor Expansion

**FISCAL YEARS :** 2010 - 2011  
**PROJECT NO:** PD0603  
**CATEGORY:** General  
**DEPARTMENT:** Police  
**DEPT. RANKING:** 2  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project encompasses the second and third increments of funding for the renovation/expansion of the police station in the attic area of the second floor to accommodate the increasing needs of the department. The first increment of this project was accomplished in FY05 & FY06 and encompassed the upgrade of the computer/server room area needed to accommodate dispatch communications upgrade projects funded by the State.

**NEED, JUSTIFICATION, BENEFIT:** In the past few years, the department has been expanding in size and adding programs. We are currently using interview rooms as office space due to the lack of available space. In addition, state mandates have increased computer requirements and systems maintained in our department. The dispatch communications upgrade is the most intensive and was funded by state and federal pass-through dollars and required the redesign of our dispatch area, replacing the dispatch communications consoles and displaced the computers driving dispatch systems due to lack of space. The DEMA funding provided paid for the consoles, computer enhancements and the associated furniture for the dispatch area. The current computer room located in the basement was not large enough to accommodate all the systems involved, so these assets were moved to the new location in the expansion area on the second floor of the station during FY06. The additional space on the second floor will ensure enough space is available for additional office space needed for new units and personnel being added to the department in the next several years. We plan to execute this project incrementally over a two-year period to accommodate space requirements for new and existing units in the department.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** If not funded, new unit personnel in the department will have no office space or area in which they can accomplish the daily administrative functions required for their units because there is no other space available in the building.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Dispatch communications upgrade and Server Room projects in FY06.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** There will be additional utilities costs once the second floor area is completed the amount is unknown at this point. In addition, initial furniture for these areas will be required and the amount is identified below.

**TIME-LINE/CURRENT STATUS:** N/A

**COMMENTS:** As the city's population continues to grow and expand, the Police Department receives additional demands for service. As a result, the department will have to increase its force strength to sufficiently meet the increasing needs for service and to maintain public safety. The additional space this project affords will help keep the department in step with the changing times and demands for service.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction	103,725		61,437	61,438				226,600
Miscellaneous								
Other								
<b>TOTAL</b>	<b>103,725</b>		<b>61,437</b>	<b>61,438</b>				<b>226,600</b>

### FINANCING:

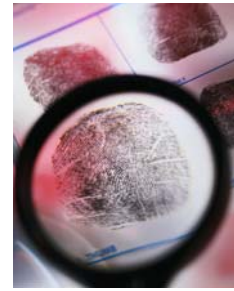
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund	103,725		61,437	61,438				226,600
<b>TOTAL</b>	<b>103,725</b>		<b>61,437</b>	<b>61,438</b>				<b>226,600</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Second Evidence Storage Facility

**FISCAL YEAR:** 2011  
**PROJECT NO:** PD0803  
**CATEGORY:** General  
**DEPARTMENT:** Police  
**DEPT. RANKING:** 2  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project funds the renovation of the area in the basement vacated by the department’s LAN Technician in the wake of his move to the second floor expansion area completed during FY06. We plan to consolidate the space that was used by the LAN technician and other smaller areas currently used as storage space to make one larger area for permanent evidence storage. A growing portion of evidence retained by our department is attributable to capital crime cases or subjects serving long sentences in prison that require very long term storage of the associated evidence items (20+ years in many cases). The amount of this type of evidence is increasing greatly and overflowing into the evidence area used for “normal” evidence storage. In addition, these items cannot be stored in the department warehouse because it is not climate controlled space and the high profile nature of these types of cases dictates that the security of these items is paramount to the integrity of the evidence.

**NEED, JUSTIFICATION, BENEFIT:** As stated above, there is not enough space in the current evidence storage facility to store these items long term. The amount of evidence accumulated is continuing to increase as the calls for service increase within the city. Although our Evidence Technician continues to purge the evidence in his charge periodically, in accordance with internal procedures, the space cleared up is being overtaken by new cases and articles retained.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Over time, there will be no space in the current facility to store new case items. The day is not here yet, but it is not far down the road. At the current rate, we hope to get the new space renovated in early FY08.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** N/A

**COMMENTS:** N/A

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction				20,000				20,000
Miscellaneous								
Other								
<b>TOTAL</b>				<b>20,000</b>				<b>20,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund				20,000				20,000
<b>TOTAL</b>				<b>20,000</b>				<b>20,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## GIS Infrastructure and Mobile Solutions



**FISCAL YEARS:** 2009 - 2011  
**PROJECT NO:**  
**CATEGORY:** General  
**DEPARTMENT:** Public Services - Administration  
**DEPT. RANKING:** 3  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** The GIS Infrastructure and Mobile Solutions Strategy is a plan to work toward improving GIS technologies by expanding its infrastructure. Having the ability to implement departmental needs throughout the City because of a sound cutting edge infrastructure is paramount. As the City moves forward in technology many of its needs are being pioneered in the GIS field. Mobile computing, wireless networking, custom web viewers and AVL (vehicle) tracking are just some examples of technology being utilized and developed with GIS.

**NEED, JUSTIFICATION, BENEFIT:** This strategy would procure hardware and software as well as perform pilot projects that would test the ability of the City to expand in such areas of technology. The types of hardware to be purchased are GPS receivers, patch antennas, laptops, vehicle mounts and lightweight clients. Software would be extensions used in conjunction with ESRI’s ArcGIS software to perform specific tasks. Types of extensions are spatial analyst, network analyst, etc. ESRI Services may be purchased for help with advancement in the City’s use of ArcGIS Server Mobile.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delay deployment of GIS technology to various areas of City government.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** GIS, IT Long Range Plan

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** As pilot projects are preformed and found to be successful budgets will grow as the pilots are implemented department or city-wide. Future software maintenance and hardware replacement (sustainability)

**TIME-LINE/CURRENT STATUS:**

**COMMENTS:** The City is using two NASCAR races a year to implement new technologies. Along with training employees in these technologies we are utilizing techniques used in damage assessment and emergency recovery during daily race weekend operations. To continue expanding on such pilot projects we would need additional hardware and software. Other below represents ESRI services and support. Miscellaneous below represents mostly hardware and some software.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous		30,380	10,000	10,000				50,380
Other		8,000	8,000	8,000				24,000
<b>TOTAL</b>		<b>38,380</b>	<b>18,000</b>	<b>18,000</b>				<b>74,380</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund		38,380	18,000	18,000				74,380
<b>TOTAL</b>		<b>38,380</b>	<b>18,000</b>	<b>18,000</b>				<b>74,380</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
			1,000	2,500	4,000	4,000		11,500

## Street and Alley Program

**FISCAL YEARS:** 2009 - 2013

**PROJECT NO:**

**CATEGORY:** General

**DEPARTMENT:** Public Services - Streets

**DEPT. RANKING:** 1

**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project will rehabilitate approximately five percent of the street and alley network each year. The estimated capital maintenance costs are \$33.7 million over a 20-year planning horizon in Fiscal Year 2005 dollars. This estimate is based on the needs survey conducted by Public Services in Fiscal Year 2004.

**NEED, JUSTIFICATION, BENEFIT:** The program identifies maintenance costs for 81.03 miles of streets and 15.24 miles of alleys. Replacement of deteriorated curbs, gutters, and sidewalks provides improved use, drainage, and the appearance of the pavement section.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Continuous maintenance on these assets will prevent more costly reconstruction in the future.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** This project combines the former Street Resurfacing Program, the Alley Program, and the Barrier Free Access Ramp Program.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** The Street and Alley Program schedule is driven by funding and road ratings.

**COMMENTS:** The improvement schedule is based on the Fiscal Year 2004 ratings and Community Transportation Funds committed by area legislators. The annual funding split is proposed to be \$700,000 from the General Fund and \$1,000,000 from Community Transportation Funds in Fiscal Year 2009. Below is an outline of the Community Transportation Funding by fiscal year: Fiscal Year 2005 - \$1,370,005, Fiscal Year - 2006 \$569,350, Fiscal Year 2007 - \$459,808, Fiscal Year - 2008 \$435,945 as of January 28, 2008.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction	5,300,000	900,000	1,750,000	1,800,000	1,850,000	1,900,000		13,500,000
Miscellaneous								
Other								
<b>TOTAL</b>	<b>5,300,000</b>	<b>900,000</b>	<b>1,750,000</b>	<b>1,800,000</b>	<b>1,850,000</b>	<b>1,900,000</b>		<b>13,500,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund	1,550,000	400,000	750,000	800,000	850,000	900,000		5,200,000
Community Transportation Fund	3,750,000	500,000	1,000,000	1,000,000	1,000,000	1,000,000		8,250,000
<b>TOTAL</b>	<b>5,300,000</b>	<b>900,000</b>	<b>1,750,000</b>	<b>1,800,000</b>	<b>1,850,000</b>	<b>1,900,000</b>		<b>13,900,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Concrete Construction and Replacement Program

**FISCAL YEARS :** 2009 - 2013  
**PROJECT NO:**  
**CATEGORY:** General  
**DEPARTMENT:** Public Services - Streets  
**DEPT. RANKING:** 2  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This program replaces and rehabilitates deteriorated sidewalks and curbs throughout the City using in-house labor and private contractors. This is in accordance with the ADA.

**NEED, JUSTIFICATION, BENEFIT:** 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.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating the project will result in continued complaints and insurance claims from citizens and visitors. In addition, further deterioration of the sidewalk network will occur.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Street and Alley Program, Water and Sewer System Repairs, Electric Department projects

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** There is no impact on the operating budget as reduction in insurance claims and improved pedestrian mobility is difficult to financially quantify.

**TIME-LINE/CURRENT STATUS:** Priority list updated continuously.

**COMMENTS:** The Department of Public Services maintains a prioritization list that outlines the categories of replacement. Complaints are entered on the list as they are received and prioritized by City staff.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction	235,000	65,000	75,000	80,000	85,000	90,000		630,000
Miscellaneous								
Other								
<b>TOTAL</b>	<b>235,000</b>	<b>65,000</b>	<b>75,000</b>	<b>80,000</b>	<b>85,000</b>	<b>90,000</b>		<b>630,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund	235,000	65,000	75,000	80,000	85,000	90,000		630,000
<b>TOTAL</b>	<b>235,000</b>	<b>65,000</b>	<b>75,000</b>	<b>80,000</b>	<b>85,000</b>	<b>90,000</b>		<b>630,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Silver Lake Park Revitalization Project

**FISCAL YEARS :** 2009 - 2013  
**PROJECT NO:**  
**CATEGORY:** General  
**DEPARTMENT:** Public Services - Streets  
**DEPT. RANKING:** 4  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** The proposed project will remove all of the old pavement and parking areas and construct a new central parking lot and access to the boat ramp area as well as access from Kings Highway. The existing pavement condition is in poor quality and the parking pods create a public perception problem. This project will plant trees, flowers, and shrubs below the dam on Silver Lake to Court Street along the St. Jones River in order to improve water quality and protect the stream bank. Project will be a multi-year project.

**NEED, JUSTIFICATION, BENEFIT:** Currently there are no stormwater management practices being implemented on this site and the location adjacent to the St. Jones River causes direct stormwater discharge to an environmentally sensitive area. The proposed reconstruction and relocation of the loaded parking lot will allow for best management practices regarding stormwater management to be implemented at this site.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Continuance of complaints regarding the parking pods, the further deterioration of the existing pavement sections and parking areas, lack of stormwater management practices, bank erosion related to stormwater runoff and poor site lighting.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** St. Jones River Project as well as the dredging of Mirror Lake.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** none

**TIME-LINE/CURRENT STATUS:** Design proposed for Fiscal-2009, construction Fiscal-2010, landscaping implementation Fiscal-2011-2013.

**COMMENTS:** The proposed project includes parking reconstruction, planning and design and ultimately landscaping for this section of the St. Jones River. The project includes components of the Silver Lake Revitalization Project.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design		50,000						50,000
Land								
Construction			250,000					250,000
Miscellaneous				100,000	100,000	100,000		300,000
Other								
<b>TOTAL</b>		<b>50,000</b>	<b>250,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>		<b>600,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
General Fund		50,000	125,000	50,000	50,000	50,000		325,000
Comm. Transportation Fund			125,000					125,000
State Grant				50,000	50,000	50,000		150,000
<b>TOTAL</b>		<b>50,000</b>	<b>250,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>		<b>600,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## WATER/WASTEWATER

### EXPENDITURES

CATEGORY	PAGE	TOTAL 5 YEAR COST	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>Public Utilities-Wastewater Mgmt</b>							
2 <sup>nd</sup> Meter Reading Tech Upgrade	173	147,250	147,250	-	-	-	-
US Rt. 13 East Sanitary Sewer Interceptor	174	3,065,000	3,065,000	-	-	-	-
Weaver Street Package Pump Station Replacement	175	400,900	400,900	-	-	-	-
Delaware State Univ. Pump Station Replacement	176	386,400	50,000	336,400	-	-	-
Fox Hall/Retreat Force Main Rerouting	177	133,100	25,900	107,200	-	-	-
Acorn Lane Package Pump Station Replacement	178	386,400	50,000	336,400	-	-	-
SCADA Equipment Technology Upgrade	179	410,800	76,600	79,300	82,100	84,900	87,900
Inflow/Infiltration Removal	180	1,509,500	275,000	287,700	301,000	315,400	330,400
Misc. Sewer System Improvements	181	175,500	31,500	33,000	35,000	37,000	39,000
Fox Hall Pump Station Rehabilitation	182	427,900	-	52,000	375,900	-	-
Dover East Pump Station Abandonment & Sewer Line	183	265,800	-	52,000	213,800	-	-
Delaware State Univ. Force Main Rerouting	184	96,100	-	26,800	69,300	-	-
Heatherfield Pump Station Upgrade	185	220,400	-	-	40,000	180,400	-
Brandywine Package Pump Station Replacement	186	414,400	-	-	54,000	360,400	-
Lepore Road Pump Station Relocation	187	900,200	-	-	70,000	830,200	-
Rolling Acres Pump Station Replacement	188	429,000	-	-	-	56,000	373,000
Dover Brook Gardens Pump Station Upgrade	189	70,000	-	-	-	20,000	50,000
Baltray Pump Station Replacement	190	245,000	-	-	-	45,000	200,000
McKee Road Pump Station Communator Replacement	191	70,000	-	-	-	25,000	75,000
Turnberry Force Main Redirect	192	45,000	-	-	-	-	45,000
Del. Tech. Pump Station Replacement/Redirect	193	58,000	-	-	-	-	58,000
Westover Pump Station & Force Main Upgrade	194	85,000	-	-	-	-	85,000
<b>Subtotal</b>		<b>9,941,650</b>	<b>4,122,150</b>	<b>1,310,800</b>	<b>1,241,100</b>	<b>1,954,300</b>	<b>1,313,300</b>
<b>Public Utilities – Water Mgmt</b>							
Meter Reading Technology Upgrade	195	147,250	147,250	-	-	-	-
Well VFD Upgrades	196	124,200	124,200	-	-	-	-
Piney Point Well	197	453,800	195,000	258,800	-	-	-
1.0 MG Elevated Water Storage Tower	198	3,285,000	695,000	2,590,000	-	-	-
Water Quality Improvement	199	6,061,400	1,587,000	1,884,400	1,000,000	760,000	830,000
Wellhead Redevelopment Program	200	300,000	50,000	55,000	60,000	65,000	70,000
Misc. Distribution System Improvements	201	345,000	60,000	65,000	70,000	75,000	75,000

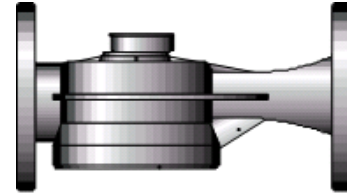
**EXPENDITURES**

CATEGORY	PAGE	TOTAL 5 YEAR COST	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>Public Utilities – Water Mgmt</b>							
Remote Control & Monitor Wells	202	150,100	-	150,100	-	-	-
Emergency Generators (Wells)	203	150,000	-	150,000	-	-	-
Future Well Installation	204	25,000	-	-	-	-	25,000
Water Treatment Plant Process	205	75,000	-	-	-	-	75,000
<b>Subtotal</b>		<b>11,116,750</b>	<b>2,858,450</b>	<b>5,153,300</b>	<b>1,130,000</b>	<b>900,000</b>	<b>1,075,000</b>
<b>TOTAL</b>		<b>21,058,400</b>	<b>6,980,600</b>	<b>6,464,100</b>	<b>2,371,100</b>	<b>2,854,300</b>	<b>2,388,300</b>

**REVENUE**

REVENUE SOURCE	TOTAL 5 YEAR COST	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Water/Wastewater Fund	5,694,800	576,800	219,300	1,177,100	1,408,300	2,313,300
Bond Financing	12,144,700	6,343,800	5,800,900	-	-	-
Capital Asset Reserve	578,000	-	202,100	375,900	-	-
Impact Fees	2,490,900	60,000	91,800	818,100	1,446,000	75,000
Homeland Security Grant	150,000	-	150,000	-	-	-
<b>TOTAL</b>	<b>21,058,400</b>	<b>6,980,600</b>	<b>6,464,100</b>	<b>2,371,100</b>	<b>2,854,300</b>	<b>2,388,300</b>

## 2nd Meter Reading Tech Upgrade (WW)



**FISCAL YEAR:** 2009  
**PROJECT NO:** WS0802  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 1  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** This project will convert touch reading water meter technology to radio reading technology on approximately 4,250 water meters per year based on two meter technicians.

**NEED, JUSTIFICATION, BENEFIT:** The project will significantly increase meter reading efficiency by reducing manpower costs over the long term.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating this project will result in an increased manpower demand due to the increasing number of water meters and the increase in the size of the water service territory.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** The conversion of electric meters to similar technology.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Approximately 4,713 meters have been converted through Fiscal Year 2007.

**COMMENTS:** All work on this project is completed by City staff assigned to the water utility. The total number of water meters in the City's system is estimated to be 13,186.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous	408,150	147,250						555,400
Other								
<b>TOTAL</b>	<b>408,150</b>	<b>147,250</b>						<b>555,400</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund	408,150	147,250						555,400
<b>TOTAL</b>	<b>408,150</b>	<b>147,250</b>						<b>555,400</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## US Route 13 East Sanitary Sewer Interceptor



**FISCAL YEARS:** 2009  
**PROJECT NO:** WW0810  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 2  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** This project will construct approximately 6,500 linear feet of various diameter gravity sewer from the entrance road to Dover Downs, Inc. to the west end of West Rustic Lane. Sewer diameters included in this project consist of 12-inch, 21-inch, 24-inch and 27-inch.

**NEED, JUSTIFICATION, BENEFIT:** The proposed gravity sewer interceptor will allow the City to abandon the existing Schwartz Pumping Station immediately adjacent to US RT 13. If the gravity sewer is not constructed, the Schwartz Pumping Station must be reconstructed due to its age and accessibility problems. The life cycle costs of the proposed gravity sewer interceptor are significantly less than reconstructing the pumping station, even though the initial construction costs are higher. In addition, the gravity sewer interceptor will allow further gravity sewer extensions to the surrounding area which will allow redevelopment of properties on the east and west side of US RT 13. These properties are currently under utilized due to the lack of public sewer. This project is also necessary to redirect flow to the US RT 13 gravity basin and relieve problems at Kent County Station #2. This would be accomplished through the future redirecting of force mains from the Delaware State University, Delaware Tech and McKee Pumping Stations. This project will also extend sewer to the proposed convention center property.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** The Schwartz Pumping Station will need major renovations estimated at \$800,000. The existing sewer system will be unable to handle growth within the area including the proposed Convention Center. Delaying or eliminating this project will also result in an extended reliance on Kent County Station #2 which is located on Denneys Road across from Delaware Tech Campus.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Pump Station and Sewer Basin Study, Central Transmission Bypass Project (Kent County), Convention Center.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Approximately 1,000 linear feet of 27-inch gravity sewer was installed in FY 2007. Design, alignment and easement acquisition to be completed in FY 2008. Construction to be completed in FY 2009.

**COMMENTS:** \$150,000 has been added for construction inspection services.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design	103,715							103,715
Land	10,000							10,000
Construction	330,000	3,065,000						3,395,000
Miscellaneous								
Other								
<b>TOTAL</b>	<b>443,715</b>	<b>3,065,000</b>						<b>3,508,715</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Impact Fee Reserve	443,715							443,715
Bond Financing		3,065,000						3,065,000
<b>TOTAL</b>	<b>443,715</b>	<b>3,065,000</b>						<b>3,508,715</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Weaver Street Package Pump Station Replacement



**FISCAL YEAR:** 2009  
**PROJECT NO.:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 5  
**NEW PROJECT:** Yes

**PROJECT DESCRIPTION:** The proposed project includes the replacement of the existing 1972 Smith & Loveless wet well mounted pumping station on Weaver Street. The existing wet well mounted station was originally located in the Turnberry Subdivision and has exceeded its anticipated life expectancy of 20-25 years. The station is located at the rear of Wild Meadows.

**NEED, JUSTIFICATION, BENEFIT:** Replace the aged station with a completely new station to prevent the need for costly non budgeted repairs to maintain operation. Provide a reliable sewage pumping station for another 25 years with adequate capacity for the existing development.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Due to the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly. Failures could result in sewage spills.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design, bid, and install in Fiscal Year 2009.

**COMMENTS:** This station was originally installed as a temporary measure until the Garrison Oaks Pump Station became available. It operates outside appropriate levels and cannot run for any length of time without tripping thermo-overloads. The whole station is 35 years old and requires additional alarm measures.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design		50,000						50,000
Land								
Construction		350,900						350,900
Miscellaneous								
Other								
<b>TOTAL</b>		<b>400,900</b>						<b>400,900</b>

**FINANCING:**

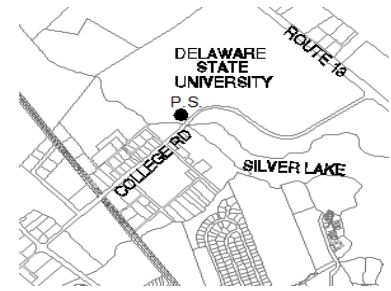
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Bond		400,900						400,900
<b>TOTAL</b>		<b>400,900</b>						<b>400,900</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Delaware State University Pump Station Replacement

**FISCAL YEARS:** 2009 - 2010  
**PROJECT NO.:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 4  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** The proposed project includes the replacement of the Smith & Loveless package capsular pumping station and wet well replacement/relocation installed in 1975. The below grade capsular station will be replaced with a wet well mounted package pumping station eliminating a confined space entry requirement. The station is located at the rear of Delaware State University campus adjacent to Silver Lake. The station has exceeded its anticipated life expectancy of 20-25 years. This project is anticipated to provide the capacity required for growth of the campus.

**NEED, JUSTIFICATION, BENEFIT:** Replace the aged station with a completely new station to prevent the need for costly non budgeted repairs to maintain operation.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Pump failure resulting in a sewage spill into Silver Lake

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Delaware State University Master Plan update, routine operational replacement of old exhausted equipment

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and bid in Fiscal Year 2009; install by Fiscal Year 2010.

**COMMENTS:** This station was installed by Kent County to serve the Delaware State University in the mid 1970's and transferred to the City in the late 1990's. The basin collection area includes College Road from the railroad tracks to Silver Lake and all of the University except the new University Village apartments on College Road. The station is located approximately 300 feet from Silver Lake.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design		50,000						50,000
Land								
Construction			336,400					336,400
Miscellaneous								
Other								
<b>TOTAL</b>		<b>50,000</b>	<b>336,400</b>					<b>386,400</b>

**FINANCING:**

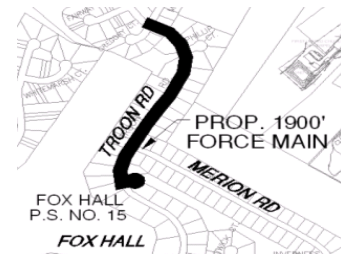
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Bond		50,000	336,400					386,400
<b>TOTAL</b>		<b>50,000</b>	<b>336,400</b>					<b>386,400</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Fox Hall/Retreat Force Main Rerouting

**FISCAL YEARS:** 2009 - 2010  
**PROJECT NO:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 7  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project was identified in the Wastewater Master Plan Technical Documents and will reroute approximately 1,600 linear feet of six-inch and eight-inch force main exiting the Fox Hall and Retreat Pump Station. Rerouting will direct sewer currently flowing into the Walker Road basin.

**NEED, JUSTIFICATION, BENEFIT:** Transfer of flow from the Walker Road basin to the McKee Road basin will reduce future costs at the Walker Road Pump Station and Kent County P.S. #3 as well as better utilization of the McKee Road infrastructure.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating this project would result in continued stress on the Walker Road Pump Station in addition to increased costs for the upgrades to the Walker Road Pump Station.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Walker Road Pump Station Upgrade, Fox Hall Pump Station Rehabilitation Project, and Kent County Central Transmission Project

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design in FY 2009, construction in FY 2010 using in-house crew.

**COMMENTS:** Rerouting of the force main will allow for the Walker Road Pump Station to function through the 20-year planning period outlined in the 1999 Wastewater Plan Technical Documents. Current alignment proposal will utilize road right-of-way to minimize need for private easements. Work is to be completed by in-house construction.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design		25,900						25,900
Land								
Construction			107,200					107,200
Miscellaneous								
Other								
<b>TOTAL</b>		<b>25,900</b>	<b>107,200</b>					<b>133,100</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Bond Financing		25,900	107,200					133,100
<b>TOTAL</b>		<b>25,900</b>	<b>107,200</b>					<b>133,100</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Acorn Lane Package Pump Station Replacement



**FISCAL YEARS :** 2009 - 2010  
**PROJECT NO:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 10  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** This project involves the replacement of the Smith & Loveless package pumping station installed in 1978 with the construction of the Independence Village Subdivision. The station has exceeded its life expectancy of 20-25 years. The capacity will shortly be exceeded with the addition of 500 new contributing homes (Patriot Village, Lexington Glenn, and Clearview Meadows). This project is anticipated to be completed utilizing an outside contractor.

**NEED, JUSTIFICATION, BENEFIT:** Replace the aged station with a completely new station to prevent the need for costly non budgeted repairs to maintain operation. Over the years the City of Dover has had to hire contractors to replace check valves and piping within the pumping station.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** A loss of capacity or failure resulting in surcharges back into the collection system; pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** The Kent County Central Transmission Bypass (CTB), White Oak Farms Pumping Station VFDs

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and bid project in FY 2009; construction in FY 2010.

**COMMENTS:** This station is related to the Kent County Central Transmission Bypass because it will have to be directed in the bypass to recover lost capacity at the White Oak Farms pumping station. The Acorn Lane Pumping Station currently discharges to the White Oak Farms pumping station. When the White Oak Farms station is directed into the CTB, capacity is anticipated to decrease due to the change in discharge pressures. In order to recover the increased capacity the Acorn Lane station, flows will be directed in the CTB by pumping around the White Oak Pumping Station and removing the need of re-pumping by White Oak Farms.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design		50,000						50,000
Land								
Construction			336,400					336,400
Miscellaneous								
Other								
<b>TOTAL</b>		<b>50,000</b>	<b>336,400</b>					<b>386,400</b>

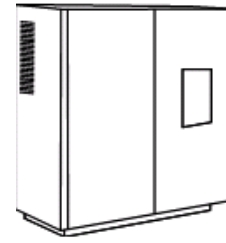
**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Bond Financing		50,000	336,400					386,400
<b>TOTAL</b>		<b>50,000</b>	<b>336,400</b>					<b>386,400</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## SCADA Equipment Technology Upgrade



**FISCAL YEARS:** 2009 - 2013  
**PROJECT NO:** WW0804  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 3  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** This project involves the replacement of antiquated and/or obsolete remote terminal units (RTUs) at sewage pumping stations with new up-to-date serviceable SCADA equipment. Microwave radios, antennas and enclosures would be upgraded as needed. The RTU and radio are the reporting equipment for the SCADA system (Supervisory Control and Data Acquisition) which reports, on a constant basis, the status of alarms at the City's pumping stations. The RTUs that are being replaced are outdated and unable to be repaired. Most of the equipment is installed in two steel cabinets mounted outside and are corroding. The new equipment is installed within a single fiberglass NEMA 4 enclosure.

**NEED, JUSTIFICATION, BENEFIT:** Replace failing antiquated equipment with completely new alarm reporting equipment to provide reliable SCADA system reporting and to prevent the need for costly non budgeted emergency repairs.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Lack of alarms resulting in costly sewer backup claims. A RTU or radio failure would provide no advance warning of a failure resulting in costly sewer backup claims or sewage overflows into waterways.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Routine operational replacement of old exhausted equipment

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Each Year: order equipment and construct cabinets and back-plates by December; complete installation by June.

**COMMENTS:** Currently, the purchase of this equipment has had to come out of the operation budget to replace equipment as it fails. Lack of alarms resulting in costly sewer backup claims. It is estimated that five stations will be upgraded each year.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction	14,000	14,500	15,000	15,500	16,000	16,600	16,600	108,200
Miscellaneous	60,000	62,100	64,300	66,600	68,900	71,300	71,300	464,500
Other								
<b>TOTAL</b>	<b>74,000</b>	<b>76,600</b>	<b>79,300</b>	<b>82,100</b>	<b>84,900</b>	<b>87,900</b>	<b>87,900</b>	<b>572,700</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund	74,000	76,600	79,300	82,100	84,900	87,900	87,900	572,700
<b>TOTAL</b>	<b>74,000</b>	<b>76,600</b>	<b>79,300</b>	<b>82,100</b>	<b>84,900</b>	<b>87,900</b>	<b>87,900</b>	<b>572,700</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Inflow/Infiltration Removal

**FISCAL YEARS :** 2009 - 2013  
**PROJECT NO:** WS0803  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 6  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** The project will identify and correct 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. In addition, video investigation will help identify sump pump connections to the system which will have to be removed by individual property owners.

**NEED, JUSTIFICATION, BENEFIT:** The wet weather experienced in 2003, 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 sump pump 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.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** 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.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** The project will reduce the operating budget over time due to the reduction in costs for sewage treatment paid to Kent County. The goal is to reduce inflow and infiltration by ten gallons per minute each year for five years (approximately \$10,000 per year treatment charge). All savings are cumulative.

**TIME-LINE/CURRENT STATUS:** Investigation and program development occurred in Fiscal Year 2005; project scoping occurred in Fiscal Year 2006; video inspection and testing of pipe occurred in Fiscal Years 2006 and 2007; relining/replacement of pipe/ disconnects will occur in Fiscal Years 2008 through 2013.

**COMMENTS:** In the first five months of Fiscal Year 2004, the Kent County Wastewater Adjustment Charge was approximately \$68,454 over the target budget per month. In Fiscal Year 2005, City Council approved a \$.45/Tgal rate increase on the City's sewer rate to compensate for this problem. Inflow and infiltration created an additional budget deficit of \$68,890 through the first quarter of Fiscal Year 2005. The project will reduce the operating budget over time due to the reduction in costs for sewage treatment paid to Kent County.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design	64,000	75,000	77,700	80,500	83,400	86,400	89,000	556,000
Land								
Construction	286,000	200,000	210,000	220,500	232,000	244,000	251,300	1,643,800
Miscellaneous								
Other								
<b>TOTAL</b>	<b>350,000</b>	<b>275,000</b>	<b>287,700</b>	<b>301,000</b>	<b>315,400</b>	<b>330,400</b>	<b>340,300</b>	<b>2,199,800</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund	350,000				315,400	330,400	340,300	2,199,800
Bond Financing		275,000	287,700					
Impact Fee				301,000				
<b>TOTAL</b>	<b>350,000</b>	<b>275,000</b>	<b>287,700</b>	<b>301,000</b>	<b>315,400</b>	<b>330,400</b>	<b>340,300</b>	<b>2,199,800</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Miscellaneous Sewer System Improvements



**FISCAL YEARS :** 2009 - 2013  
**PROJECT NO:** WW0808  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 9  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** This project will replace sewer line segments that are rapidly deteriorating due to age and location. No specific locations for this work have been programmed to date; however, this project is intended to focus on the residential collection system in the areas where water main work is scheduled.

**NEED, JUSTIFICATION, BENEFIT:** These funds are necessary to address failing or deteriorated infrastructure where City crews are replacing old water mains through the miscellaneous water system improvement project.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating this project will result in increased utility cuts on roads where water main work is scheduled to be completed due to the age of the old lines or break history.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Miscellaneous Distribution System Improvements for the water system

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Proposed as an annual project; locations will be identified.

**COMMENTS:** All work is intended to be done by the in-house construction crew in areas where water system work is scheduled.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction	70,000	31,500	33,000	35,000	37,000	39,000	40,100	285,600
Miscellaneous	40,000							40,000
Other								
<b>TOTAL</b>	<b>110,000</b>	<b>31,500</b>	<b>33,000</b>	<b>35,000</b>	<b>37,000</b>	<b>39,000</b>	<b>40,100</b>	<b>325,600</b>

### FINANCING:

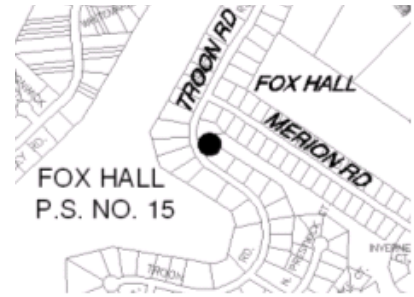
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund	110,000	31,500	33,000	35,000	37,000	39,000	40,100	325,600
<b>TOTAL</b>	<b>110,000</b>	<b>31,500</b>	<b>33,000</b>	<b>35,000</b>	<b>37,000</b>	<b>39,000</b>	<b>40,100</b>	<b>325,600</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Fox Hall Pump Station Rehabilitation

**FISCAL YEARS :** 2010 - 2011  
**PROJECT NO:** WW0403  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 1  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project will completely rehabilitate the wet well side of the pump station using the poly-triplex system liner.

**NEED, JUSTIFICATION, BENEFIT:** The wet well has deteriorated due to age and is subject to groundwater infiltration. This project was identified in the Wastewater Master Plan Technical Documents.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating this project will result in the continued deterioration of the station and increased costs of Kent County treatment charges due to groundwater infiltration.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Fox Hall/Retreat Force Main Rerouting

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** This project will slightly reduce the operating budget by reducing inflow/infiltration into the wet well. Inflow/infiltration reduction equates to a reduction in our treatment costs with Kent County due to a reduced quantity of flow.

**TIME-LINE/CURRENT STATUS:** Design and bid project in 2010; construct in 2011.

**COMMENTS:**

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design			52,000					52,000
Land				375,900				375,900
Construction								
Miscellaneous								
Other								
<b>TOTAL</b>			<b>52,000</b>	<b>375,900</b>				<b>427,900</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Capital Asset Reserve			52,000	375,900				427,900
<b>TOTAL</b>			<b>52,000</b>	<b>375,900</b>				<b>427,900</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Dover East Pump Station Abandonment & Sewer Line



**FISCAL YEARS:** 2010 - 2011  
**PROJECT NO:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 2  
**NEW PROJECT:** Yes

**PROJECT DESCRIPTION:** The proposed project includes the abandonment and removal of the existing Smith & Loveless package capsular pumping station. This scope of work will also include the removal of the existing wet well. The station will be eliminated due to the construction to occur on the Rojan Meadows Subdivision site. Sanitary sewer with East Dover MHP will connect to the new Rojan Meadows pump station by installing approximately 400 lf of 12" gravity sanitary sewer. The existing Dover East station has exceeded its anticipated life expectancy of 20-25 years and the removal of this station can be justified because of the pump station being constructed at the Rojan Meadows Subdivision site. The pump station at Rojan Meadows will be sized to handle the Dover East wastewater and will discharge directly into the Central Transmission Bypass.

**NEED, JUSTIFICATION, BENEFIT:** The removal of the existing pump station will prevent the need for maintenance, and costly repairs to the system. The gravity sanitary sewer line will be beneficial to the City of Dover because of the low maintenance costs compared to the costs of maintaining and operating the existing pump station.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly. Continuation of increased operation and maintenance costs.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** The Kent County Central Transmission Bypass (CTB), the routine operational replacement of old exhausted equipment

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and bid out project by 2010; construct by 2011.

**COMMENTS:** This station was installed with the development of the East Dover Mobile Home Park in 1973 by Robino. The station currently handles the entire park, Rojan Meadows proposed pump station is being sized for Stratford Place (72 units), Clearview Meadows (220 units) and Dover East (240 units), in addition to the 160 proposed units in their subdivision.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design			52,000					52,000
Land								
Construction				213,800				213,800
Miscellaneous								
Other								
<b>TOTAL</b>			<b>52,000</b>	<b>213,800</b>				<b>265,800</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund			52,000					52,000
Impact Fees				213,800				213,800
<b>TOTAL</b>			<b>52,000</b>	<b>213,800</b>				<b>265,800</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Delaware State University Force Main Rerouting

**FISCAL YEARS:** 2010 - 2011  
**PROJECT NO.:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 3  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** This project was identified in the Wastewater Master Plan Technical Documents and will reroute approximately 2,750 linear feet of eight-inch force main exiting from the Delaware State University Pump Station. The new force main will discharge into the upstream end of the new Rt. 13 Sanitary Sewer Interceptor at the end of West Rustic Lane. This project will entail the installation of approximately 750 feet of new eight-inch force main.

**NEED, JUSTIFICATION, BENEFIT:** Rerouting the existing force main from the Delaware State University P/S will significantly reduce the total length of force main from the station and will reroute flows to City of Dover infrastructure. Flows from the pump station will no longer discharge into Kent County Station #2.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating this project would result in continued stress on downstream infrastructure.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Route 13 Sanitary Sewer Interceptor

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design in Fiscal Year 2010; construction in Fiscal Year 2011.

**COMMENTS:**

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design			26,800					26,800
Land								
Construction				69,300				69,300
Miscellaneous								
Other								
<b>TOTAL</b>			<b>26,800</b>	<b>69,300</b>				<b>96,100</b>

**FINANCING:**

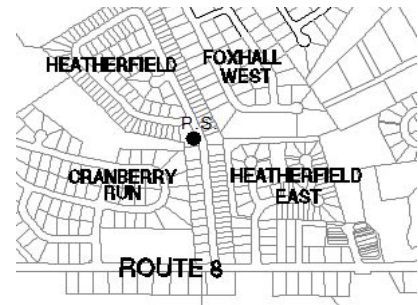
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Impact Fees			26,800	69,300				96,100
<b>TOTAL</b>			<b>26,800</b>	<b>69,300</b>				<b>96,100</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

# Heatherfield Pump Station Upgrade

**FISCAL YEARS:** 2011 - 2012  
**PROJECT NO:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 2  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project calls for replacement of approximately 1,200 linear of existing four inch force main with six inch force main and downsize the existing impellers to increase the capacity of the station to over 200 gallons per minute. The increase in force main size does not require the small 1.5-hp single phase motors and electric service to be upgraded. Currently, it is not economical for the City to provide three-phase electric power to this station due low loads required by the small horsepower motors, and it would require extending a new electric service 1,200 feet from DE Rt. 8 and three-phase transformers.

**NEED, JUSTIFICATION, BENEFIT:** Upgrade the force main to meet the capacity requirements incurred by the previous extension and development of the collection basin.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** A failure would result in a backup into the collection system causing a sewage spill into waterways or backups in toresidences.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** The Wastewater Facilities Master Plan of 1998 and residential growth; a prerequisite to routine replacement of the station.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Project needs to be performed in advance of the pumping station replacement and coordinated with the street resurfacing of Stoney Drive to minimize pavement restoration costs.

**COMMENTS:** The station is a Smith & Loveless wet well mounted package pumping station installed in 1985 with the construction of the Heatherfield Subdivision. The station is approaching its life expectancy of 20-25 years, but is a new style station in that all mechanical and electrical equipment is above grade and accessible for routine maintenance and parts replacement. The capacity of the pumping station was exceeded with the connection of the Heatherfield East, Cranberry Run, and a portion of Fox Hall West Addition subdivisions. The current capacity utilization is 125 percent. These improvements will lower the utilization to 75 percent. The force main upgrade needs to be completed prior to the to the station replacement in the upcoming out years. Without replacing the force main, the pump station capacity upgrade would require ten hp motors and new electrical equipment and an electrical service upgrade to include three-phase power.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design				40,000				40,000
Land								
Construction					180,400			180,400
Miscellaneous								
Other								
<b>TOTAL</b>				<b>40,000</b>	<b>180,400</b>			<b>220,400</b>

**FINANCING:**

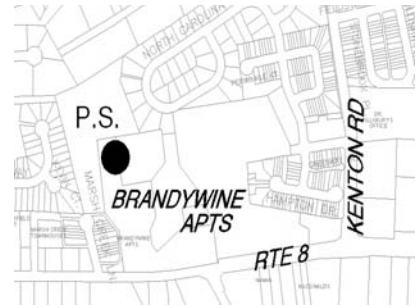
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Impact Fees				40,000	180,400			220,400
<b>TOTAL</b>				<b>40,000</b>	<b>180,400</b>			<b>220,400</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Brandywine Package Pump Station Replacement

**FISCAL YEARS:** 2011 - 2012  
**PROJECT NO.:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 1  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** The proposed project includes the replacement of the Smith & Loveless package pumping station installed in 1977. The station has exceeded its life anticipated expectancy of 20-25 years and is in need of a capacity upgrade due to the increased growth in the basin. This project is anticipated to utilize an outside contractor to replace the pumping station, electrical service panel, and SCADA equipment.

**NEED, JUSTIFICATION, BENEFIT:** Replace the aged station with a completely new station to prevent the need for costly non budgeted repairs to maintain operation.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable and replacement of equipment is costly.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Routine operational replacement of old exhausted equipment

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and bid in FY 2011; construction in FY 2012.

**COMMENTS:** This station was installed for the Dover Country Club Apartments when City sewer was made available to this area. The site was previously outside the City's service area and had its own on site sewer treatment system. Over the life span of this station, it has seen increased flows with the construction of Mallard Pond, Marsh Creek, and Westwind Meadows, and the extension of service to Fox Hall Drive and possible infiltration. Based on the monthly runtime hours, the station is currently operating at 130 percent of desired capacity. Staff has observed numerous pump clogs and failures in the past years. The Dover Country Club and Brandywine Condo sewer lines are old and possibly influenced by infiltration.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design				54,000				54,000
Land								
Construction					360,400			360,400
Miscellaneous								
Other								
<b>TOTAL</b>				<b>54,000</b>	<b>360,400</b>			<b>414,400</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Impact Fee				54,000	360,400			414,400
<b>TOTAL</b>				<b>54,000</b>	<b>360,400</b>			<b>414,400</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Lepore Road Pump Station Relocation

**FISCAL YEARS:** 2011 - 2012  
**PROJECT NO.:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 3  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** An upgrade of this station was identified in the Wastewater Master Plan Technical Documents, and the current proposal is to completely replace the aging station with a new Smith & Loveless Station to be located on adjacent lands. In addition, approximately 1,000 linear feet of gravity sewer main from Silver Mill Apartments to the proposed station location will be replaced.

**NEED, JUSTIFICATION, BENEFIT:** The existing pumps are over sized and inefficient. Therefore, new pumps will be sized for the correct capacity of the wet well. The brick wet well is subject to the groundwater infiltration.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating this project would result in the continued deterioration of the infrastructure necessitating the need for more extensive repairs in the future.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and bid in Fiscal Year 2011; construction in Fiscal Year 2012.

**COMMENTS:** This project will have a slight impact on our Inflow and Infiltration problem. In addition, \$50,000 has been added for construction inspection services.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design				70,000				70,000
Land								
Construction					830,200			830,200
Miscellaneous								
Other								
<b>TOTAL</b>				<b>70,000</b>	<b>830,200</b>			<b>900,200</b>

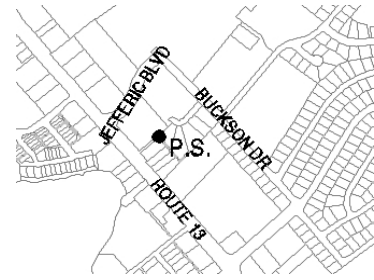
**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Impact Fee				70,000	830,200			900,200
<b>TOTAL</b>				<b>70,000</b>	<b>830,200</b>			<b>900,200</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Rolling Acres Pumping Station Replacement



**FISCAL YEARS:** 2012 - 2013  
**PROJECT NO:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 1  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** This project calls for replacement of the Smith & Loveless package pumping station installed in 1973 in order to handle the commercial areas from Harrington Realty Shopping Center to the Howard Johnson Hotel. The station has exceeded its life anticipated expectancy of 20-25 years and is in need of a capacity upgrade due to the high peak inflow rates.

**NEED, JUSTIFICATION, BENEFIT:** Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** 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.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Routine operational replacement of old exhausted equipment.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and bid in FY 2012; construction in FY 2013.

**COMMENTS:** Over the life span of this station, it has seen minimal increased flows but experiences periods of high inflow rates due to the hotel occupancy and is susceptible to possible inflow/infiltration due to the redevelop of the old Bike Line site. Staff has observed numerous pump high wet well alarms due to high inflows and increased runtimes during wet months.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design					56,000			56,000
Land								
Construction						373,000		373,000
Miscellaneous								
Other								
<b>TOTAL</b>					<b>56,000</b>	<b>373,000</b>		<b>429,000</b>

**FINANCING:**

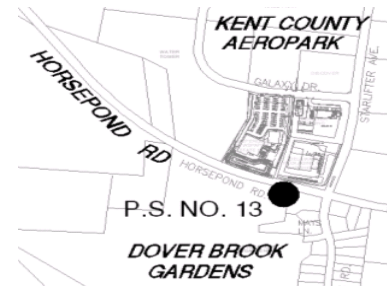
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund					56,000	373,000		429,000
<b>TOTAL</b>					<b>56,000</b>	<b>373,000</b>		<b>429,000</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Dover Brook Gardens Pump Station Upgrade

**FISCAL YEARS:** 2012 - 2013  
**PROJECT NO:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 2  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project would construct a force main priming loop to insure adequate back pressure is provided to the check valves to maintain prime on the vacuum primed Smith & Loveless pumps and upgrade to maintain or increase capacity. The loop is to create a high point in the force main above the pumps to provide a column of water against the check valves. The existing force main was originally installed with a constant slope away from the station to the receiving gravity sewer manhole. The force main drains by gravity away from the check valves providing very little static water pressure to hold check valves closed.

**NEED, JUSTIFICATION, BENEFIT:** Reduce maintenance time of cleaning check valves weekly and on-call or over time pay when the pumps lose prime

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Pump failure resulting in a sewage spill into waterways; increased maintenance time and emergency call-out overtime pay

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Routine operational improvement of existing infrastructure

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and bid in FY 2012; construction in FY 2013.

**COMMENTS:** Originally this station was recommended to have a channel grinder installed on the influent piping which currently is not necessary due to the recent closure of the Sunroc facility within the Kent County Aeropark. Staff has observed numerous high wet well alarms due pump loss of prime.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design					20,000			20,000
Land								
Construction						50,000		50,000
Miscellaneous								
Other								
<b>TOTAL</b>					20,000	50,000		70,000

### FINANCING:

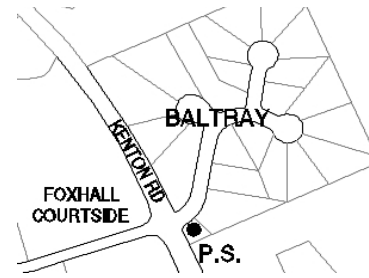
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund					20,000	50,000		70,000
<b>TOTAL</b>					20,000	50,000		70,000

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Baltray Pump Station Replacement

**FISCAL YEARS:** 2012 - 2013  
**PROJECT NO:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 3  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** The proposed project includes the replacement of the grinder pumping station installed with the construction of the Baltray Subdivision in 1988. The station is approaching its anticipated life expectancy of 20-25 years. The grinder pumps, rail system and electric controls will be replaced.

**NEED, JUSTIFICATION, BENEFIT:** Replace the aging station with a completely new station to prevent the need for costly non budgeted repairs to maintain operation.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Non budgeted repair/replacement costs to maintain service.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Routine operational replacement of old exhausted equipment

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and bid out equipment in FY 2012; construction in FY 2013.

**COMMENTS:** Grinder pumps require periodic repairs and replacement to maintain efficient operation. During previous pump removal staff has noticed leaking seals and instability in the rail system for the pumps due to corrosion.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design					45,000			45,000
Land								
Construction						200,000		200,000
Miscellaneous								
Other								
<b>TOTAL</b>					45,000	200,000		245,000

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund					45,000	200,000		245,000
<b>TOTAL</b>					45,000	200,000		245,000

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

# McKee Road Pump Station Communator Replacement

**FISCAL YEARS:** 2012 - 2013  
**PROJECT NO:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 4  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** The proposed project includes the replacement of the comunator at the influent line to the pumping station installed in 1995. This acts as a screen/grinder at the influent side of the station cutting or stopping large debris from entering the wet well and clogging the pumps. The comunator motor has run 24/7 since the initial startup of the pumping station.

**NEED, JUSTIFICATION, BENEFIT:** Replace the aging equipment to prevent the need for costly unbudgeted repairs to maintain operation.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** unbudgeted costly repairs to comunator and damage to a pump when failure occurs

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Routine replacement of old exhausted equipment.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and bid in FY 2012; construction in FY 2013.

**COMMENTS:**

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design					25,000			25,000
Land								
Construction						45,000		45,000
Miscellaneous								
Other								
<b>TOTAL</b>					<b>25,000</b>	<b>45,000</b>		<b>70,000</b>

**FINANCING:**

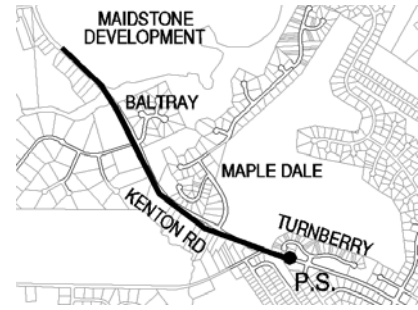
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund					25,000	45,000		70,000
<b>TOTAL</b>					<b>25,000</b>	<b>45,000</b>		<b>70,000</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Turnberry Force Main Redirect

**FISCAL YEARS:** 2013  
**PROJECT NO:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 1  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project will redirect the sanitary sewage handled by the Turnberry Pumping Station to the McKee Pumping Station drainage basin where it can be re-pumped into the Central Transmission Bypass (CTB). Project consists of approximately 6,000 linear feet of eight-inch force main from the Turnberry Station to Mudstone Interceptor in the Maidstone Subdivision at the intersection of Denney's and Kenton Roads. The project will require a rotating assembly change to increase the motor horsepower and pump rate.

**NEED, JUSTIFICATION, BENEFIT:** To provide adequate pump rates to meet the demand of new development in this basin and minimize backups in the receiving gravity sewers, the high flows added need to be redirected to relieve the overcapacity receiving sewers. This allows for more efficient utilization of the McKee Pumping Station and lowers the chance of a backup of sewer into basements due to the current layout.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Continued stress on the Walker Road station.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** This project is in line with the Kent County Central Transmission Bypass (KCCTB) project to redirect flows away from the Downtown drainage basin and Kent County Pumping Station #2.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and bid in FY 2013; construction in FY 2014.

**COMMENTS:** This project is primarily dependent of the development in this area. The receiving sewer downstream of the Turnberry Station is nearing capacity with the increased discharges within the Turnberry collection basin.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design						45,000		45,000
Land								
Construction							461,000	461,000
Miscellaneous								
Other								
<b>TOTAL</b>						45,000	461,000	506,000

### FINANCING:

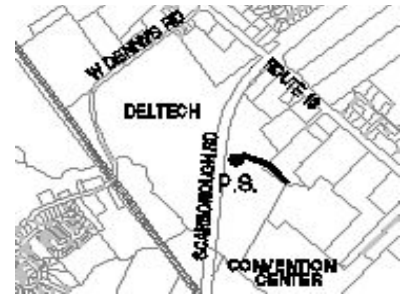
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund						45,000	461,000	506,000
<b>TOTAL</b>						45,000	461,000	506,000

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Delaware Tech Pump Station Replacement/Redirect

**FISCAL YEARS:** 2013  
**PROJECT NO:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 2  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** The proposed project includes the replacement of the Smith & Loveless package capsular pumping station and wet well replacement/relocation installed in 1975. The below-grade capsular station will be replaced with a wet well mounted package pumping station eliminating a confined space entry requirement. The station is located at the rear of the Delaware Tech campus on the corner of Scarborough Road and Crawford Carroll Avenue. The station has exceeded its anticipated life expectancy of 20-25 years.

**NEED, JUSTIFICATION, BENEFIT:** Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Pump failure resulting in a sewage spill into Silver Lake.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** McKee Road Force main rerouting, West Rustic Lane Interceptor Sewer Extension, Kent County Central Transmission Bypass (CTB), and routine operational replacement of old exhausted equipment.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and bid in FY 2013; construction in FY 2014.

**COMMENTS:** This station was installed by Kent County to serve the Delaware Tech and Delaware State University campuses in the mid 1970s and transferred to the City in the late 1990s. The pumping station handles the Delaware Tech Terry Campus complex and the sewage from the Delaware State University Pumping Station. The station currently repumps all the sewage from DSU to the Kent County Pumping Station #2 on Denney's Road. With the construction of the West Rustic Lane Interceptor Sewer Extension, the force main from DSU pumping station will be directed away from the Del Tech station and into the new interceptor. The Del Tech pumping station will re-directed through the former DSU force main also into the interceptor. This diversion is in compliance with Kent Count Central Transmission Bypass (KCCTB) and will take approximately a quarter of a million gallons per day away the aged county system and place it in the KCCTB.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design						58,000		58,000
Land								
Construction							416,800	416,800
Miscellaneous								
Other								
<b>TOTAL</b>						<b>58,000</b>	<b>416,800</b>	<b>474,800</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund						58,000	416,800	474,800
<b>TOTAL</b>						<b>58,000</b>	<b>416,800</b>	<b>474,800</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Westover Pumping Station and Force Main Upgrade



**FISCAL YEAR:** 2013  
**PROJECT NO.:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Wastewater Mgmt  
**DEPT. RANKING:** 3  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** The proposed project includes the upgrade of the Smith & Loveless pumping station and force main installed in 1994. The pump station's available capacity will be consumed with the build out of the Village of Cannon Mills and will be in need of additional capacity in order to be able receive additional flow from the west. The project will include replacement of interior six inch suction and discharge piping with eight-inch pipe, upgrade 1,400 feet of six-inch force main to 12-inch diameter pipe from the station to Electric Avenue.

**NEED, JUSTIFICATION, BENEFIT:** Provide adequate capacity to receive additional sewage flow from the immediate vicinity due to development and annexation.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Possible pipe rupture due to high head pressures and water hammer. A rupture could cause the station to flood, damaging the motors and controls or spilling raw sewage into the Puncheon Run stream.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** The Planning office's recent update of the Comprehensive Plan and development of the Carey Farm; if the Puncheon Run Sewer Extension remains in the CIP program, this project will not be required.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and bid in FY 2013; construction in FY 2014.

**COMMENTS:**

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design						85,000		85,000
Land								
Construction							493,600	493,600
Miscellaneous								
Other								
<b>TOTAL</b>						<b>85,000</b>	<b>493,600</b>	<b>578,600</b>

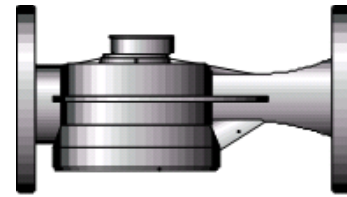
**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund						85,000	493,600	578,600
<b>TOTAL</b>						<b>85,000</b>	<b>493,600</b>	<b>578,600</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Meter Reading Technology Upgrade



**FISCAL YEARS:** 2009  
**PROJECT NO:** WS0802  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Water Mgmt  
**DEPT. RANKING:** 1  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** This project will convert touch reading water meter technology to radio reading technology on approximately 4,250 water meters per year based on two meter technicians.

**NEED, JUSTIFICATION, BENEFIT:** The project will significantly increase meter reading efficiency by reducing manpower costs over the long term.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating this project will result in an increased manpower demand due to the increasing number of water meters and the increase in the size of the water service territory.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** 4,713 meters have been converted through Fiscal Year 2007.

**COMMENTS:** All work on this project is completed by City staff assigned to the water utility. The total number of water meters in the City's system is estimated to be 13,186.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous	408,150	147,250						555,400
Other								
<b>TOTAL</b>	<b>408,150</b>	<b>147,250</b>						<b>555,400</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund	408,150	147,250						555,400
<b>TOTAL</b>	<b>408,150</b>	<b>147,250</b>						<b>555,400</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Wellhead VFD Upgrades

**FISCAL YEAR S :** 2009  
**PROJECT NO:** WD0808  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Water Mgmt  
**DEPT. RANKING:** 4  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project will purchase and install Variable Frequency Drives (VFDs) at deep well facilities.

**NEED, JUSTIFICATION, BENEFIT:** This project will provide additional production draw control and reduce water hammer and flow reversals resulting from wells turning on and off which can lead to water quality concerns.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** In order to address water quality concerns, it is necessary to implement system improvements, including water production improvements, to provide further operational control of the water system. Delaying this project will delay the ability to address water quality issues.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Water Quality Improvements

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Three VFDs have been purchased. The installation of two of them (Well #6 and Well #10) was completed in Fiscal Year 2006, the VFD for Well #2 was installed in Fiscal Year 2007. VFD's for Well #11, Well #13R, and Well #15 are to be installed in FY 2008. VFD's for Well #3, Well #8, and Well #9 are proposed for installation in Fiscal Year 2009. The proposed cost schedule will complete VFD installation at all appropriate facilities.

**COMMENTS:** Specifying the appropriate VFD for each well to be provided by a consultant. Installation of VFDs is to be provided by an outside contractor. Out year costs have been increased at 3.5 percent per year. Providing water production controls supports the ability to defray the costs of water main relining and/or replacement over time rather than requiring additional funding in the short term to address the worst mains.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design	9,000	9,200						18,200
Land								
Construction								
Miscellaneous	113,000	115,000						228,000
Other								
<b>TOTAL</b>	<b>122,000</b>	<b>124,200</b>						<b>246,200</b>

### FINANCING:

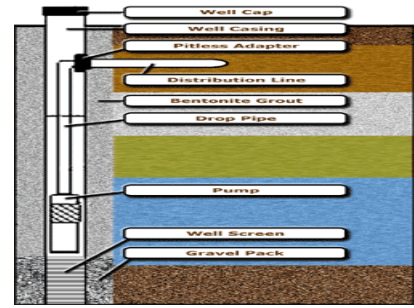
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund	122,000	124,200						246,200
<b>TOTAL</b>	<b>122,000</b>	<b>124,200</b>						<b>246,200</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Piney Point Well

**FISCAL YEARS:** 2009 - 2010  
**PROJECT NO:** WD0805  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Water Mgmt  
**DEPT. RANKING:** 6  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project, identified by staff and confirmed by the 2004 Water Master Plan Update, proposes the drilling of a new Piney Point Aquifer Production Well to increase production capacity up to our current permitted allocation as well as increase system pressure and stabilize the chlorine residuals of the City.

**NEED, JUSTIFICATION, BENEFIT:** A reduction in long-term yield from our Piney Point Well is causing a greater reliance on our more costly aquifers.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating this project would result in the continued reduction in our production capabilities under our permitted allocation.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** 1.0 MG Elevated Water Storage Tank

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Planning occurred in Fiscal Year 2008. Design and site procurement are planned for Fiscal Year 2009. Construction to be completed in Fiscal Year 2010.

**COMMENTS:** The specific location of a proposed wellhead has not been determined at this time. The location will be selected with the assistance of a consultant during the planning and design phase. In addition, the yield from a new production well may allow us to abandon some of our poorly performing wells. Costs identified in the 2004 Water Master Plan Update have been increased based upon 3.5 percent per year. Land costs are based upon the need of 1/2 acre of land for the project.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design	10,000	75,000						85,000
Land		120,000						55,000
Construction			258,800					258,800
Miscellaneous								
Other								
<b>TOTAL</b>	<b>10,000</b>	<b>195,000</b>	<b>258,800</b>					<b>398,800</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Bond	10,000	195,000	258,800					398,800
<b>TOTAL</b>	<b>10,000</b>	<b>195,000</b>	<b>258,800</b>					<b>398,800</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## 1.0 MG Elevated Water Storage Tower



**FISCAL YEARS:** 2009 - 2011  
**PROJECT NO:** WD0804  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Water Mgmt  
**DEPT. RANKING:** 5  
**NEW PROJECT:** No

**PROJECT 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.

**NEED, JUSTIFICATION, BENEFIT:** 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.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** The City's western and southern territories will experience pressure fluctuations due to changes in demand. In addition, fire suppression measures could be affected.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Piney Point Well, Southeast Water Loop, franchise and service territory expansion to the west and south; possible future interconnections with Dover Air Force Base, Tidewater Utilities, and the Camden/Wyoming Sewer & Water Authority.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** The impact on the operating budget has not been analyzed at this time.

**TIME-LINE/CURRENT STATUS:** Planning occurred in Fiscal Year 2008. Design and site procurement are planned for Fiscal Year 2009. Construction is planned for Fiscal Years 2010 and 2011.

**COMMENTS:** Original project costs were provided in the 2004 Water Master Plan based upon 2005 dollars. Out year costs have been increased by 3.5 percent per year. Contractual services will be required to assist with planning, design and site selection and land aquisition and to perform construction. Land costs are based upon the estimated need of two (2) acres of land for the project.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design	55,000	95,000						150,000
Land		600,000						600,000
Construction			2,590,000					2,590,000
Miscellaneous								
Other								
<b>TOTAL</b>	<b>55,000</b>	<b>695,000</b>	<b>2,590,000</b>					<b>3,340,000</b>

### FINANCING:

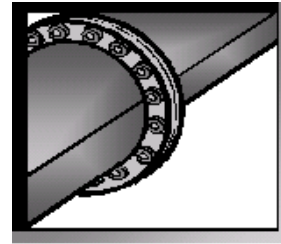
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund	55,000							55,000
Bond Financing		695,000	2,590,000					3,285,000
<b>TOTAL</b>	<b>55,000</b>	<b>695,000</b>	<b>2,590,000</b>					<b>3,340,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Water Quality Improvements

**FISCAL YEARS:** 2009 - 2013  
**PROJECT NO:** WS0811  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Water Mgmt  
**DEPT. RANKING:** 2  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project was first identified by staff and the 2004 Water Master Plan Update, and has since become further refined with the Fiscal Year 2006 Water Quality Evaluation. Projects to be included under this category primarily consists of additional water system monitoring, replacement or relining of old unlined cast iron water main within the City's water distribution system; design and installation of piping at deep wells to improve contact time; installation of on-line analyzers to monitor water quality parameters at all source water locations; system upgrades to improve system control; and utilization of a consultant to provide additional design and evaluation services, as needed. Recent research and data collections have produced a Water Line Rehabilitation Priority List, based on several criteria's 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. Also included in this category are design and installation of piping at deep wells to improve contact time.

**NEED, JUSTIFICATION, BENEFIT:** 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 2004 Water Master Plan Update and the Fiscal Year 2006 Water Quality Evaluation.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating this project will prolong the customer dissatisfaction and further erode confidence in the City's water supply. In addition, the City will continue to have to reimburse customers for damaged clothing resulting from the brown water.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** 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.

**TIME-LINE/CURRENT STATUS:** The primary Water Quality Improvement project completed to date consists of the replacement of unlined eight-inch and fourteen-inch cast iron pipe in Division Street between State Street and Bayard Avenue. In Fiscal Year 2008, the contact time designs were completed and installation is largely completed. Operational efforts, such as flushing, will occur on a continuous basis.

**COMMENTS:** As part of the water quality waterline rehabilitation priority program, water lines were identified throughout the City that require replacement/relining. Using this as a guide the following water line rehabilitation projects are scheduled for Fiscal Year 2009: Greenhill Road, Madison Street, N. Pennsylvania Ave., Rodney Street, American Avenue Ext., Rte. 13 Design, Pear Street, N. West Street, Bayard Avenue, Hazel Road, Maryland Avenue, and Smith Street. In some cases it may only be portions of the streets that require replacement; we have not differentiated that within this listing. If a street is added to the City's street program that was not anticipated we may defer one of the listed projects to address that street before it is repaved.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design	225,000	400,000	350,000	500,000	420,000	240,000	240,000	2,375,000
Land	240,000				30,000	60,000		330,000
Construction	800,000	1,187,000	1,534,400	500,000	310,000	530,000	590,000	
Miscellaneous								
Other								
<b>TOTAL</b>	<b>1,265,000</b>	<b>1,587,000</b>	<b>1,884,400</b>	<b>1,000,000</b>	<b>760,000</b>	<b>830,000</b>	<b>830,000</b>	<b>8,156,400</b>

### FINANCING:

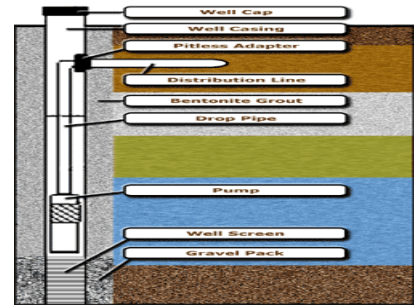
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund	1,265,000			1,000,000	760,000	830,000	830,000	4,685,000
Bond		1,587,000	1,884,400					3,471,400
<b>TOTAL</b>	<b>1,265,000</b>	<b>1,587,000</b>	<b>1,884,400</b>	<b>1,000,000</b>	<b>760,000</b>	<b>830,000</b>	<b>830,000</b>	<b>8,156,400</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Wellhead Redevelopment Program

**FISCAL YEARS:** 2009 - 2013  
**PROJECT NO:** WD0801  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Water Mgmt  
**DEPT. RANKING:** 3  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project will provide for rehabilitation and repair of each deep wellhead in an effort to maintain operations and/or increase the yield of each well as it relates to the permitted allocation.

**NEED, JUSTIFICATION, BENEFIT:** 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.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** 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 and emergency repairs and decreased capacity. These issues can lead to increased flow pattern changes and water quality concerns.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Improved operating efficiencies at the wellhead will slightly reduce power costs, but this savings has not been quantified.

**TIME-LINE/CURRENT STATUS:** Tentative Schedule: Fiscal Year 2008 total well inspection and testing; Wells for out years will be determined based on FY 08.

**COMMENTS:** Fiscal Year 2005: Wells #8, #10 and #11 were completed. Fiscal Year 2006: Wells #2 and #6 were completed.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction	230,962	50,000	55,000	60,000	65,000	70,000	75,000	605,962
Miscellaneous								
Other								
<b>TOTAL</b>	<b>230,962</b>	<b>50,000</b>	<b>55,000</b>	<b>60,000</b>	<b>65,000</b>	<b>70,000</b>	<b>75,000</b>	<b>605,962</b>

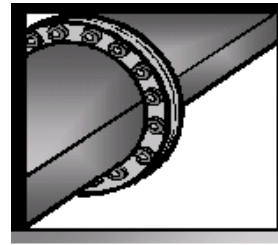
### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund	230,962	50,000	55,000	60,000	65,000	70,000	75,000	605,962
<b>TOTAL</b>	<b>230,962</b>	<b>50,000</b>	<b>55,000</b>	<b>60,000</b>	<b>65,000</b>	<b>70,000</b>	<b>75,000</b>	<b>605,962</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Miscellaneous Distribution System Improvements



**FISCAL YEARS:** 2009 - 2013  
**PROJECT NO:** WD0806  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Water Mgmt  
**DEPT. RANKING:** 7  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** This project will eliminate hydraulically inefficient water mains throughout the City by interconnecting dead ends with existing mains already in place, removing bottlenecks within the system, and installing improvements identified by the flushing program. In addition, these funds can be used to partner with private developers to oversize future mains to meet the long term goals of the utility.

**NEED, JUSTIFICATION, BENEFIT:** Existing dead end mains and bottlenecks do not provide adequate circulation within the water system. The result is stagnant water which continually produces complaints from residents. Implementing improvements identified by the flushing program will aide in improved operational control of the system. Missing opportunities to oversize strategic mains will result in higher construction costs in the future.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating this project would result in continued complaints from customers and residents regarding water quality and missed opportunities to expand the transmission and distribution system.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** This is an ongoing annual program. We identify, plan, and construct improvements each year.

**COMMENTS:** All work will be done using in house construction, and costs are for materials used to make water main improvements only. All costs for over sizing will be paid to private developers through negotiated cost and public works agreements. This project is ongoing.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction	333,948	60,000	65,000	70,000	75,000	75,000	75,000	753,948
Miscellaneous								
Other								
<b>TOTAL</b>	<b>333,948</b>	<b>60,000</b>	<b>65,000</b>	<b>70,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>753,948</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Impact Fee	333,948	60,000	65,000	70,000	75,000	75,000	75,000	753,948
<b>TOTAL</b>	<b>333,948</b>	<b>60,000</b>	<b>65,000</b>	<b>70,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>753,948</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Remote Control and Monitor Wells

**FISCAL YEARS:** 2010  
**PROJECT NO:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Water Mgmt  
**DEPT. RANKING:** 2  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project, identified in the 2004 Water Master Plan Update, would provide SCADA system and monitoring upgrades for the production wells.

**NEED, JUSTIFICATION, BENEFIT:** This project will provide SCADA System and monitoring upgrades to improve accuracy, totalization, compatibility, and monitoring ability with SCADA system. This project will also improve VFD control and increase the ability to comply with reporting requirements.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating this project would result in the continuation of less than adequate control of wells and monitoring ability.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Tentative schedule: Implementation in Fiscal Year 2010

**COMMENTS:** This project was recommended in the 2004 Water Master Plan Update with original project estimates based upon 2005 dollars. Out year costs have been increased at 3.5 percent per year.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous	139,700		150,100					289,800
Other								
<b>TOTAL</b>	<b>139,700</b>		<b>150,100</b>					<b>289,800</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund	139,700							139,700
Capital Asset Reserve			150,100					150,100
<b>TOTAL</b>	<b>139,700</b>		<b>150,100</b>					<b>289,800</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Emergency Generators (Wells)



**FISCAL YEAR S :** 2010

**PROJECT NO:**

**CATEGORY:** Water/Wastewater

**DEPARTMENT:** Public Utilities - Water Mgmt

**DEPT. RANKING:** 3

**NEW PROJECT:** No

**PROJECT DESCRIPTION:** This project, identified in the 2004 Water Master Plan Update, would provide emergency generators for production wells.

**NEED, JUSTIFICATION, BENEFIT:** This project will provide emergency power to wells for continued water production and reliability in the event of power disruptions or other emergencies.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating this project would result in reduced or suspended water service in the event of power disruptions or other emergencies.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Remote Control and Monitor Wells, Water Quality

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Portable or fixed generators are currently not available to most of the deep wells. The Water Treatment Plant is equipped with a fixed generator.

**COMMENTS:** Provision of standby generators at each well facility was recommended in the 2004 Water Master Plan Update with original project estimates based upon 2005 dollars. Out year costs have been increased at 3.5 percent per year. Additional funding resources such as Homeland Security funding, may become available for this program. (The generator located at Well #10 was purchased with Homeland Security funding.)

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous	140,000		150,000					290,000
Other								
<b>TOTAL</b>	<b>140,000</b>		<b>150,000</b>					<b>290,000</b>

### FINANCING:

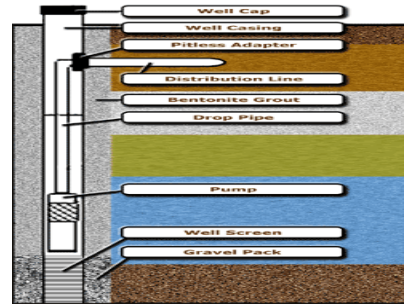
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Homeland Security Grant	140,000		150,000					290,000
<b>TOTAL</b>	<b>140,000</b>		<b>150,000</b>					<b>290,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Future Well Installation

**FISCAL YEAR:** 2013  
**PROJECT NO.:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Water Mgmt  
**DEPT. RANKING:** 2  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** This project, identified by staff and confirmed by the 2004 Water Master Plan Update, proposes the drilling of a new Production Well to increase production capacity up to our current permitted allocation as well as increase system pressure and stabilize the chlorine residuals of the City.

**NEED, JUSTIFICATION, BENEFIT:** To meet increased demand and fire suppression requirements.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating this project would result in the continued reduction in our production capabilities under our permitted allocation.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Planning is proposed for Fiscal Year 2013. Design and site procurement are planned for Fiscal Year 2014. Construction to be completed in Fiscal Year 2015.

**COMMENTS:** The specific location of a proposed wellhead has not been determined at this time. The location will be selected with the assistance of a consultant during the planning and design phase. In addition, the yield from a new production well may allow us to abandon some of our poorly performing wells. Costs, identified in the 2004 Water Master Plan Update, have been increased based upon 3.5 percent per year. Land costs are based upon the need of 1/2 acre of land for the project.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design						25,000	89,000	114,000
Land							65,000	65,000
Construction							307,000	307,000
Miscellaneous								
Other								
<b>TOTAL</b>						<b>25,000</b>	<b>461,000</b>	<b>486,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund						25,000	461,000	486,000
<b>TOTAL</b>						<b>25,000</b>	<b>461,000</b>	<b>486,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Water Treatment Plant Process Improvements

**FISCAL YEARS:** 2013  
**PROJECT NO:**  
**CATEGORY:** Water/Wastewater  
**DEPARTMENT:** Public Utilities - Water Mgmt  
**DEPT. RANKING:** 3  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** This project, identified in the 2004 Water Master Plan Update, proposes process improvements to the existing Water Treatment Plant.

**NEED, JUSTIFICATION, BENEFIT:** Process improvements will allow for capacity enhancements as well as improved ability to meet regulatory requirements.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying or eliminating this project can result in production capacity decreases and/or regulatory non-compliance.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Planning is proposed for Fiscal Year 2013. Construction to begin in Fiscal Year 2014.

**COMMENTS:**

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design						75,000		75,000
Land								
Construction							171,000	171,000
Miscellaneous								
Other								
<b>TOTAL</b>						<b>75,000</b>	<b>171,000</b>	<b>246,000</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Water/Wastewater Fund						75,000	171,000	246,000
<b>TOTAL</b>						<b>75,000</b>	<b>171,000</b>	<b>246,000</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

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## EXPENDITURES

CATEGORY	PAGE	TOTAL 5 YEAR COST	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>Public Utilities – Admin</b>							
DEMA Safety & Security Grant	209	75,000	75,000	-	-	-	-
<b>Subtotal</b>		<b>75,000</b>	<b>75,000</b>	-	-	-	-
<b>Public Utilities – Electric Eng</b>							
69 Kv Feeders 3 and 4	210	3,956,820	3,956,820	-	-	-	-
St. Jones Substation	211	4,028,122	4,028,122	-	-	-	-
Horsepond Transformer	212	695,000	695,000	-	-	-	-
Danner Farm Transformer	213	45,000	45,000	-	-	-	-
Replacement of 69 Kv Breakers	214	742,000	183,000	183,000	188,000	188,000	-
Distribution Upgrades	215	2,500,000	500,000	500,000	500,000	500,000	500,000
Lighting Project and Rehabilitation	216	250,000	50,000	50,000	50,000	50,000	50,000
Mid-City Substation	217	1,488,461	-	483,000	1,005,461	-	-
Walker Road Distribution Upgrade	218	633,112	-	350,511	282,601	-	-
Substation PT & CT Replacement	219	784,813	-	260,880	256,218	267,715	-
Distribution Feeder Replacement Prog.	220	1,510,040	-	377,510	377,510	377,510	377,510
Distribution Capacitors	221	320,000	-	120,000	-	120,000	-
Frazier Substation Reliability Upgrade	222	1,408,302	-	-	-	155,000	1,253,302
College Rd to McKee Substation	223	307,000	-	-	-	307,000	-
Horsepond Substation Reliability	224	130,000	-	-	-	-	130,000
<b>Subtotal</b>		<b>18,798,670</b>	<b>9,457,942</b>	<b>2,324,901</b>	<b>2,659,790</b>	<b>2,045,225</b>	<b>2,310,812</b>
<b>Public Utilities – T &amp; D</b>							
New Developments	225	4,491,285	865,000	881,300	897,925	914,881	932,179
<b>Subtotal</b>		<b>4,491,285</b>	<b>865,000</b>	<b>881,300</b>	<b>897,925</b>	<b>914,881</b>	<b>932,179</b>
<b>Public Utilities – Power Plant</b>							
McKee Run Unit 3 SNCR	226	2,600,000	2,600,000	-	-	-	-
McKee Run Unit 3 CEMS Software & Computer	227	30,000	30,000	-	-	-	-
VanSant Unit 11 CEMS Software & Computer	228	30,000	30,000	-	-	-	-
McKee Run Unit 3 COMS Replacement	229	30,000	30,000	-	-	-	-
McKee Run & VanSant Arc Flash	230	125,000	50,000	75,000	-	-	-
McKee Run Unit 1 COMS Replacement	231	30,000	-	30,000	-	-	-
McKee Run Warehouse/Admin Smoke & Heat Detection System	232	55,000	-	55,000	-	-	-
McKee Run Unit 2 COMS Replacement	233	30,000	-	-	30,000	-	-
McKee Run Units 1 & 2 Stack Repairs	234	75,000	-	-	-	75,000	-
McKee Run Unit 1 Turbine Outage	235	500,000	-	-	-	500,000	-
McKee Run Unit 3 Turbine Outage	236	1,000,000	-	-	-	-	1,000,000
<b>Subtotal</b>		<b>4,505,000</b>	<b>2,740,000</b>	<b>160,000</b>	<b>30,000</b>	<b>575,000</b>	<b>1,000,000</b>
<b>TOTAL</b>		<b>27,869,955</b>	<b>13,137,942</b>	<b>3,366,201</b>	<b>3,587,715</b>	<b>3,535,106</b>	<b>4,242,991</b>

**REVENUE**

<b>REVENUE SOURCE</b>	<b>TOTAL 5 YEAR COST</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>
Electric I and E Fund	16,392,135	4,219,122	2,683,201	2,899,715	2,847,106	3,742,991
Electric Depreciation Reserve Fund	3,937,000	1,378,000	683,000	688,000	688,000	500,000
Electric Bond	7,465,820	7,465,820	-	-	-	-
State Reimbursement	75,000	75,000	-	-	-	-
<b>TOTAL</b>	<b>27,869,955</b>	<b>13,137,942</b>	<b>3,366,201</b>	<b>3,587,715</b>	<b>3,535,106</b>	<b>4,242,991</b>

## DEMA Safety & Security Grant

**FISCAL YEAR :** 2009  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Electric Admin  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** Delaware Emergency Management Agency (DEMA) issued the Public Utilities Department a grant in the amount of \$75,000 to be used for safety and security of administration building and substation properties.

**NEED, JUSTIFICATION, BENEFIT:** For system protection and terroristic threat protection. The operation of the electric and wastewater system can be controlled via a computer link located in the Public Utilities. This grant will be used to enhance the current security system in an effort to make the building more secure.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Material thefts and system wide disturbances.

**THIS PROJECT IS RELATED TO THE FOLLOWING:**

**EXPLANATION OF IMPACT ON OPERATING BUDGET:**

**TIME-LINE/CURRENT STATUS:** Project completion pending DEMA approval.

**COMMENTS:**

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction		75,000						75,000
Miscellaneous								
Other								
<b>TOTAL</b>		<b>75,000</b>						<b>75,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
State Reimbursement		75,000						75,000
<b>TOTAL</b>		<b>75,000</b>						<b>75,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

### 69 Kv Feeders 3 and 4

**FISCAL YEARS :** 2008 - 2009  
**PROJECT NO:** EE0601  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Electric Eng  
**DEPT. RANKING:** 1  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project will install two new 69 Kv circuits starting at the Cartanza Substation and interconnecting with our existing 69 Kv network near Fulton and West Streets. The completion of this project will provide redundancy to the existing transmission system and allow any one of the four transmission lines to be taken out of service due to a component failure, or for maintenance, without causing a large scale outage. Additionally, it should be able to supply future transmission capacity for at least 20 years. The project will be completed in two phases. Phase I of this project, with construction beginning in the spring of 2008, will build two new circuits to the St. Jones Substation location (located at the intersection of Kings Hwy. and Division Street); while it will not provide any interconnection or service at this location, it is an electrically appropriate mid-point in the project. Phase II of the project will begin in the fall of 2008 and continue the double circuits from St. Jones Substation to a point near Fulton and West Street where they will interconnect with our existing lines. Phase II also includes installing approximately four spans of transmission line at North Street, near the railroad tracks and the remove of obsolete lines along North Street near the Enterprise Industrial Park.

**NEED, JUSTIFICATION, BENEFIT:** The existing two lines from the Cartanza Substation carry the entire system load. If one line should fail due to weather, accidents, or equipment failure during peak loading times approximately 50 percent of the electric customers would be out of power until the failure was resolved. Additionally, the current transmission lines share the same poles for approximately the first mile, if one of these support structures were to be knocked down, the entire City would be without power until the generation could be started and could take approximately ten hours before restoration would be completed. The addition of the two new circuits will provide a diverse path and double the transmission capacity.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** As previously discussed, prolonged, widespread outages on the transmission system and/or the operation of generation at a substantial economic loss during transmission maintenance (approximately \$1M in FY07).

**THIS PROJECT IS RELATED TO THE FOLLOWING:** St. Jones Substation

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Started in FY 06 and completed in FY 09.

**COMMENTS:**

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design	846,475	379,000						1,225,475
Land								
Construction	4,777,455	3,577,820						8,355,275
Miscellaneous								
Other								
<b>TOTAL</b>	<b>5,623,930</b>	<b>3,956,820</b>						<b>9,580,750</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric Bond	5,623,930	3,956,820						9,580,750
<b>TOTAL</b>	<b>5,623,930</b>	<b>3,956,820</b>						<b>9,580,750</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## St. Jones Substation

**FISCAL YEARS :** 2008 - 2009

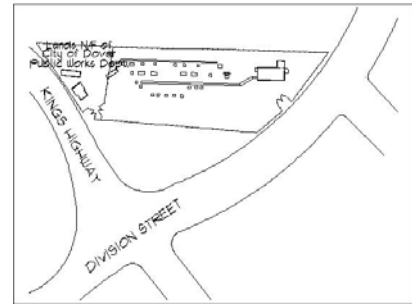
**PROJECT NO:**

**CATEGORY:** Electric

**DEPARTMENT:** Public Utilities - Electric Eng

**DEPT. RANKING:** 2

**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project will replace the current St. Jones Substation in coordination with the new 69 Kv Feeders 3 & 4 project. The new station will consist of a bus tie for the two new 69 Kv circuits, installation of a new transformer and switchgear to replace the existing obsolete equipment, and converting the last 22 Kv substation to 69 Kv.

**NEED, JUSTIFICATION, BENEFIT:** The installation of the bus tie will provide additional reliability to the transmission system by providing a protection scheme for line faults, allow the interconnection of the two new feeders at this location to provide greater reliability, and provide a dual transmission feed, with protection/isolation, to ensure that the substation continues to operate in instances where the transmission line fails. The current station transformer and equipment have reached their life expectancy and need to be replaced; therefore, this is an ideal time to convert the station to the 69 Kv system. This will facilitate the removal of approximately 6 miles of 22 Kv transmission lines, which will reduce the maintenance requirements and system losses.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** We would not be able to complete Phase II of the 69 Kv project, update the obsolete equipment, or remove the 22 Kv transmission system.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** 69 Kv Feeders 3 and 4.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and material procurement in FY 08, construction to begin in the fall of 2008 with completion scheduled for June of 2009.

**COMMENTS:** This is a revised CIP due to the revision of the 69 Kv Feeders 3 & 4 to only two phases and to ensure that the bond funds are expended in three years.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design	400,000	144,500						544,500
Land								
Construction	1,780,655	3,883,622						5,664,277
Miscellaneous								
Other								
<b>TOTAL</b>	<b>2,180,655</b>	<b>4,028,122</b>						<b>6,208,777</b>

### FINANCING:

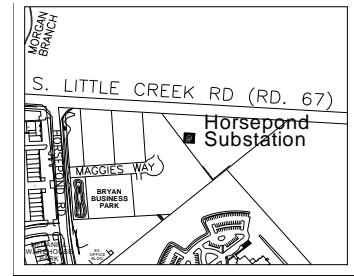
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric Bond	2,180,655	3,509,000						5,689,655
Electric I and E Fund		519,122						519,122
<b>TOTAL</b>	<b>2,180,655</b>	<b>4,028,122</b>						<b>6,208,777</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Horsepond 600 Transformer

**FISCAL YEAR:** 2009  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Electric Eng  
**DEPT. RANKING:** 3  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project will replace a 1970 substation transformer.

**NEED, JUSTIFICATION, BENEFIT:** This substation currently feeds Little Creek, Kitts Hummock, Pickering Beach, and the Kent County Industrial Park. The transformer backs up St. Jones, Lebanon, and Danner Farm.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Consequences of delaying or eliminating this project would be total transformer failure. Without replacing the transformer, the City will most likely continue to have oil spills and repair costs. Total transformer failure will result in extended outages and extremely high costs in environmental cleanup services.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** This project will reduce major maintenance cost.

**TIME-LINE/CURRENT STATUS:** Transformer was ordered in October 2007 and project is scheduled to be completed by May 2009.

**COMMENTS:** The replacement transformer is larger in order to handle the additional load growth east of US Route 13 for areas such as Luther Towers and Clearview Meadows.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design	25,000							25,000
Land								
Construction	300,000	695,000						995,000
Miscellaneous								
Other								
<b>TOTAL</b>	<b>325,000</b>	<b>695,000</b>						<b>1,020,000</b>

### FINANCING:

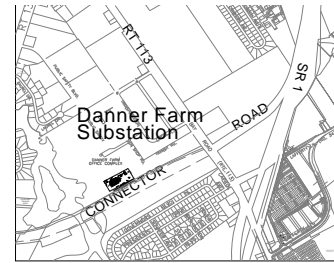
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric Depreciation Reserve Fund	325,000	695,000						1,020,000
<b>TOTAL</b>	<b>325,000</b>	<b>695,000</b>						<b>1,020,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Danner Farm Transformer

**FISCAL YEAR :** 2009  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Electric Eng  
**DEPT. RANKING:** 7  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** Replace a 1971 substation transformer with a larger, more reliable transformer that will be moved from Horsepond 500 Substation.

**NEED, JUSTIFICATION, BENEFIT:** Danner Farm Substation currently feeds the State of Delaware Danner Farm Complex, the east side of U.S. Rt. 13, and the Blue Hen Corporate Center. The substation backs up Horsepond, St. Jones, Mid City, and Lebanon Substation circuits.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Consequences of delaying or eliminating this project would be total transformer failure. Without replacing the transformer, the City will most likely continue to have oil spills and repair costs. Total transformer failure will result in extended outages and extremely high costs in environmental cleanup services.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Horsepond 600 Transformer

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Completion in Fiscal Year 2009.

**COMMENTS:**

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction		45,000						45,000
Miscellaneous								
Other								
<b>TOTAL</b>		<b>45,000</b>						<b>45,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund		45,000						45,000
<b>TOTAL</b>		<b>45,000</b>						<b>45,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Replacement of 69 Kv Breakers

**FISCAL YEARS:** 2009 - 2012  
**PROJECT NO:** EE0408  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Electric Eng  
**DEPT. RANKING:** 4  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project involves the replacement of 69 KV breakers.

**NEED, JUSTIFICATION, BENEFIT:** The 69 KV breakers in the transmission system vary in age and reliability. Currently there are 39 of these breakers in the transmission system. Installation of the 230 Kv substation did place the breakers in a higher fault current environment than they are rated to safely operate in. This project will replace the most vulnerable breakers first and will eventually replace all of the oil-filled breakers with SF6 gas-filled breakers. Additionally, at the time the breakers are replaced the control wiring and relays will also be replaced to bring the installation into current standards.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Since these breakers have reached the end of their expected life, failure to replace them will result in miss-operation and either cause larger outages than necessary or cause greater damage to protected equipment. If the breaker failed on an interconnected customer, this failure could result in greater liability exposure.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** The first two groups of four breakers are located at North Street substation. New locations include the following substations: McKee Run, Frazier, Danner Farm, Mid City, and Dover Air Force Base.

**COMMENTS:** Implementation of this project will allow for the replacement of several old and unreliable breakers allowing full utilization of the new 230 Kv substation. The expected total project cost of \$1,225,000 will be spread out over a seven-year timetable.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design	3,000	3,000	3,000	3,000	3,000			15,000
Land								
Construction	480,000	180,000	180,000	185,000	185,000			1,210,000
Miscellaneous								
Other								
<b>TOTAL</b>	<b>483,000</b>	<b>183,000</b>	<b>183,000</b>	<b>188,000</b>	<b>188,000</b>			<b>1,225,000</b>

**FINANCING:**

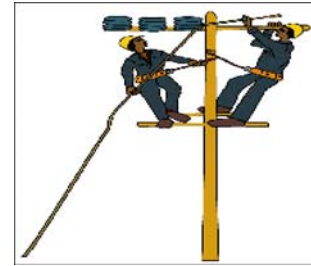
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric Depreciation Reserve Fund	483,000	183,000	183,000	188,000	188,000			1,225,000
<b>TOTAL</b>	<b>483,000</b>	<b>183,000</b>	<b>183,000</b>	<b>188,000</b>	<b>188,000</b>			<b>1,225,000</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Distribution Upgrades

**FISCAL YEARS :** 2009 - 2013  
**PROJECT NO:** EU0601  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Electric Eng  
**DEPT. RANKING:** 5  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project involves the systemic replacement of overhead lines with underground lines whenever services are being moved, wire is damaged, or trees cause a high number of outages. This can involve a single service up to an entire residential neighborhood. Annual outage records are reviewed, and selected areas are scheduled for upgrade to underground service. Additionally, this program funds the replacement of existing underground conductors and equipment that have reached their useful life and have started failing and require replacement.

**NEED, JUSTIFICATION, BENEFIT:** The number of storm and tree-related outages has been greatly reduced under this program, and further improvements can be made to insure the most reliable electric service possible. Reliability has become the single most important factor to electric customers, even more so than cost. We must provide the most reliable system possible. The useful, reliable life of the original underground cable was 20 – 30 years. We have many established neighborhoods where we are experiencing primary cable faults because of the age of the cable. By proactively replacing this cable we will minimize outages and improve our reliability. In addition to overhead lines this project replaces underground cable which has reached the end of its life and begins to fail.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Continued outages lead to increased complaints from our customers and will lead to customer dissatisfaction. There will be increased costs for repairs made under outage conditions as well as loss of electric revenue.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Ongoing commitment to reduce outages and high costs associated with them.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** This project will be ongoing over the 12 months of the budget year.

**COMMENTS:** This account is used to upgrade any trouble areas during the year. The following developments are to be upgraded in the future years: Kent Acres, Highland Acres, Schoolview, Crossgates, Pennwood, and Buchanan Acres.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction	800,000	500,000	500,000	500,000	500,000	500,000	500,000	3,800,000
Miscellaneous								
Other								
<b>TOTAL</b>	<b>800,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,800,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric Depreciation Reserve Fund	800,000	500,000	500,000	500,000	500,000	500,000	500,000	3,800,000
<b>TOTAL</b>	<b>800,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,800,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Lighting Project and Rehabilitation



**FISCAL YEARS:** 2009 - 2013  
**PROJECT NO:** EE0605  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Electric Eng  
**DEPT. RANKING:** 6  
**NEW PROJECT:** No

**PROJECT DESCRIPTION:** This fund was developed to replace and repair existing street lights or install new lights upon customer request.

**NEED, JUSTIFICATION, BENEFIT:** The Electric Department has received several requests for lighting improvements. There are many developments that are in need of street light improvements. This fund would also provide funding for new large security light requests. Areas completed are Sherwood, The Hamlet, Mayfair/Crossgates, and North Governors Avenue.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Constant complaints of poor street lighting and poor security due to antiquated lights.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** This project is ongoing.

**COMMENTS:** This fund will remain active as long as there are improvements to be made. Private area lighting requests are a source of revenue for the City.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction	200,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Miscellaneous								
Other								
<b>TOTAL</b>	<b>200,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>500,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund	200,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
<b>TOTAL</b>	<b>200,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>500,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Mid-City Substation

**FISCAL YEARS :** 2010 - 2011

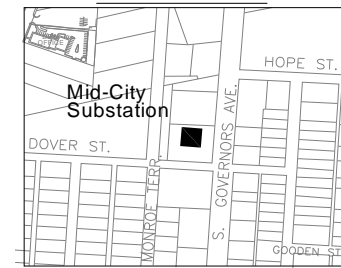
**PROJECT NO:**

**CATEGORY:** Electric

**DEPARTMENT:** Public Utilities - Electric Eng

**DEPT. RANKING:** 1

**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project will allow the Utility to provide a containment area for the transformer and upgrade the 69 Kv line/transformer protection to a three-breaker scheme.

**NEED, JUSTIFICATION, BENEFIT:** The transformer does not have a containment pit to protect the environment in case of a catastrophic failure as required by standard operating procedures and mandated by the EPA. Additionally the transmission line serving this substation is protected at Dover Air Force Base and North Street switching yards, which means that five substations (Lebanon, Danner Farm, Mid City, Mayfair, and Van Sant Substations) will lose power when a line fault occurs. The placement of the 3-breaker scheme at this location will help minimize substation outages during line faults and will ensure that Mid City Substation does not lose service under normal line fault situations. It accomplishes this by determining which line section is faulted and opens only the line that is affected; whereby, the station will receive power from the other side of the loop.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** The failure to place the transformer in a containment pit prior to a catastrophic failure would mean oil would be spilled into the area and could contaminate the surrounding vicinity, which also includes a water well. Additionally, we could be cited by the EPA for failure to enclose the oil vessel. Not upgrading the transmission line protection will result in large, unnecessary, outages for transmission line faults, ultimately affecting a large number of customers.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Engineering and long lead time material will be ordered in Fiscal Year 2010, with construction completed in Fiscal Year 2011.

**COMMENTS:**

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design			75,000	25,000				100,000
Land								
Construction			408,000	980,461				1,388,461
Miscellaneous								
Other								
<b>TOTAL</b>			<b>483,000</b>	<b>1,005,461</b>				<b>1,488,461</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund			483,000	1,005,461				1,488,461
<b>TOTAL</b>			<b>483,000</b>	<b>1,005,461</b>				<b>1,488,461</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Walker Road Distribution Upgrade

**FISCAL YEARS:** 2010 - 2011  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Electric Eng  
**DEPT. RANKING:** 2  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** This project will be constructed in conjunction with the water main upgrade planned for this section of Walker Road. The Electric Division will install conduit, cable and equipment and remove the overhead power lines as the Water Division installs the new water main.

**NEED, JUSTIFICATION, BENEFIT:** The installation of the new power lines will increase the power capacity and improve the reliability to the customers by decreasing the exposure of the system to weather events. Additionally, the existing overhead requires upgrading to increase the capacity of the electric system.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** The aging pole line will require the replacement of new poles and overhead wire. Leaving the overhead line up increases the chances of weather related damages.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Water Division Walker Water Main Upgrade

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and material procurement in Fiscal Year 2010, construction to begin in the fall of 2009 with along with the water line installation. This will be a two year project and completion is scheduled for June of 2011.

**COMMENTS:**

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction				117,901				117,901
Miscellaneous			350,511					350,511
Other				164,700				164,700
<b>TOTAL</b>			<b>350,511</b>	<b>282,601</b>				<b>633,112</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund			350,511	282,601				633,112
<b>TOTAL</b>			<b>350,511</b>	<b>282,601</b>				<b>633,112</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Substation PT & CT Replacement

**FISCAL YEARS :** 2010 - 2012  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Electric Eng  
**DEPT. RANKING:** 4  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** This project will be replacing aging metering/system protection equipment in the older substations. The equipment to be replaced measures the line voltage and current which is then interpreted by the relays for system protection. Additionally the lightning arrestors will be replaced which protects the equipment during lightning strikes.

**NEED, JUSTIFICATION, BENEFIT:** This equipment has a normal 30 year life and has exceeded that in all of our substations except the newest substations. By replacing the equipment during normal scheduled maintenance shut downs it will prevent larger outages due to equipment failure.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Such equipment has caused large outages by faulting due to its age. Additionally many of the current components have not been tested for PCB's which could result in expensive cleanup charges should they fail.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Materials to be ordered in October 2009. Equipment will start arriving in the Spring 2010 and be installed during the regular scheduled Substation maintenance schedules until the project is completed in FY 13.

**COMMENTS:**

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design			10,000					10,000
Land								
Construction			250,880	256,218	267,715			774,813
Miscellaneous								
Other								
<b>TOTAL</b>			<b>260,880</b>	<b>256,218</b>	<b>267,715</b>			<b>784,813</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund			260,880	256,218	267,715			784,813
<b>TOTAL</b>			<b>260,880</b>	<b>256,218</b>	<b>267,715</b>			<b>784,813</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Distribution Feeder Replacement Program



**FISCAL YEARS:** 2010 - 2013  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Electric Eng  
**DEPT. RANKING:** 3  
**NEW PROJECT:** Yes

**PROJECT DESCRIPTION:** Substation feeders are defined as the 3-phase lines that carry the load from the substations to the customers' neighborhood. Additionally they interconnect to other substations to provide load redundancy should there be a failure of an adjacent substation. Many of the older substation feeders have smaller conductors that cannot carry the load that is required during system peaks and emergency situations. This project would systematically upgrade these conductors to increase the capacity of the feeders as well as ultimately reducing system losses. Lastly, many of the feeder components have reached the end of their useful life and require substantial maintenance.

**NEED, JUSTIFICATION, BENEFIT:** These lines are typically older, smaller, and reaching the end of their useful life. This program will provide the needed systematic maintenance to the conductors, cross arms, and insulators as well as increasing system capacity, ultimately resulting in more efficient operations by reducing line losses.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Due to the age and condition of the current feeders delaying this systematic maintenance/upgrade program will result in reduced system utilization as well as detrimentally impacting future reliability.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** This will be a multi-year project until all circuits have been upgraded as required.

**COMMENTS:** The cost for to run one (1) mile of underground equates to \$135,400 per mile; the cost to run one (1) mile of overhead equates to \$21,342. It is our goal to run two (2) miles of underground and five (5) miles of overhead per year.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction			377,510	377,510	377,510	377,510	377,510	1,887,550
Miscellaneous								
Other								
<b>TOTAL</b>			<b>377,510</b>	<b>377,510</b>	<b>377,510</b>	<b>377,510</b>	<b>377,510</b>	<b>1,887,550</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund			377,510	377,510	377,510	377,510	377,510	1,887,550
<b>TOTAL</b>			<b>377,510</b>	<b>377,510</b>	<b>377,510</b>	<b>377,510</b>	<b>377,510</b>	<b>1,887,550</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Distribution Capacitors

**FISCAL YEARS:** 2010 - 2012

**PROJECT NO:**

**CATEGORY:** Electric

**DEPARTMENT:** Public Utilities - Electric Eng

**DEPT. RANKING:** 5

**NEW PROJECT:** No



**PROJECT DESCRIPTION:** Install distribution capacitors throughout the system to correct poor power factor on distribution circuits.

**NEED, JUSTIFICATION, BENEFIT:** Additional capacitance is required in order to meet system power factor requirements at the Delmarva Power and Light interchange point. This was substantiated through a load-flow study conducted by Shaw in early 2004 and distribution study by Wilson & Wilson in 2006.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Without the additional capacitor banks, the City may experience a low voltage problem and the possibility of having to pay power factor penalties to Delmarva Power and Light.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** N/A

**COMMENTS:**

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction	344,995		120,000		200,000			664,995
Miscellaneous								
Other								
<b>TOTAL</b>	<b>344,995</b>		<b>120,000</b>		<b>200,000</b>			<b>664,995</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund	344,995		120,000		200,000			664,995
<b>TOTAL</b>	<b>344,995</b>		<b>120,000</b>		<b>200,000</b>			<b>664,995</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Frazier Substation Reliability Upgrade

**FISCAL YEARS :** 2012 - 2013  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Electric Eng  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** The high-side of the substation will be upgraded to include transmission line protection breakers as well as the transformer breaker.

**NEED, JUSTIFICATION, BENEFIT:** When the transmission line experiences a fault this substation loses power until the short circuit is found and the appropriate switching is accomplished. With the installation of the line breakers the faulted transmission line will be isolate from the substation and the customers will not experience an interruption of service.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Accepting the outages in the north-west section of the system during transmission line faults.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** The design will begin in July 2011; materials should be ordered in July 2012 and construction to be completed in June 2013.

**COMMENTS:**

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design					155,000			155,000
Land								
Construction						778,447		778,447
Miscellaneous								
Other						474,855		474,855
<b>TOTAL</b>					<b>155,000</b>	<b>1,253,302</b>		<b>1,408,302</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund					155,000	1,253,302		1,408,302
<b>TOTAL</b>					<b>155,000</b>	<b>1,253,302</b>		<b>1,408,302</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## College Road to McKee Substation Feeders



**FISCAL YEARS :** 2012  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Electric Eng  
**DEPT. RANKING:** 2  
**NEW PROJECT:** Yes

**PROJECT DESCRIPTION:** This project will be performed in conjunction with the water main upgrade. The Electric division will bury the overhead power lines as the Water department installs the new water main.

**NEED, JUSTIFICATION, BENEFIT:** The installation of the new power lines will increase the capacity and improve the reliability to the customers by decreasing the chances of wind, rain and lightening damage. Additionally this will replace the overhead power lines through the Meadow between McKee Rd and College road thus reducing the maintenance of the right of way.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** The aging pole line will require the installation of new poles and overhead wire due to their age. Leaving the overhead line up increases the chances of weather related damages.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** McKee Run Tank Water Main Upgrade.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** Design and material procurement in FY 2011, construction to begin in the fall of 2011 with along with the water line installation. This will be a two year project and completion is scheduled for June of 2012.

**COMMENTS:**

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design					10,000			10,000
Land								
Construction								
Miscellaneous					297,000			297,000
Other								
<b>TOTAL</b>					<b>307,000</b>			<b>307,000</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund					307,000			307,000
<b>TOTAL</b>					<b>307,000</b>			<b>307,000</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## Horsepond Substation Reliability Upgrade

**FISCAL YEAR:** 2013  
**PROJECT NO.:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Electric Eng  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** The high-side of the substation will be upgraded to include transmission line protection breakers as well as the transformer breaker.

**NEED, JUSTIFICATION, BENEFIT:** When the transmission line experiences a fault this substation loses power until the short circuit is found and the appropriate switching is accomplished. With the installation of the line breakers the faulted transmission line will be isolate from the substation and the customers will not experience an interruption of service.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Accepting the outages in the south-east section of the system during transmission line faults.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** The design work will begin in July 2012, materials to be ordered in July 2013, and construction to be completed by June 2014.

**COMMENTS:**

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design						130,000		130,000
Land								
Construction							883,461	883,461
Miscellaneous								
Other								
<b>TOTAL</b>						<b>130,000</b>	<b>883,461</b>	<b>1,013,461</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund						130,000	883,461	1,013,461
<b>TOTAL</b>						<b>130,000</b>	<b>883,461</b>	<b>1,013,461</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## New Developments

**FISCAL YEARS :** 2009 - 2013  
**PROJECT NO:** EE0808  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Trans and Dist  
**DEPT. RANKING:** 1  
**NEW PROJECT:** No



**PROJECT DESCRIPTION:** This project would purchase materials in order to provide electric service to new housing developments, businesses, and industrial developments. This will be an on-going project. Additionally, a portion of this expense is offset by the extension payments that new developers pay \$1,200.00 per residential lot connection fee.

**NEED, JUSTIFICATION, BENEFIT:** During the course of each budget year, new development projects request electric service. Some are new projects, and some are projects that had received approval several years ago but were not completed for any number of reasons.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** N/A

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** This project is on-going.

**COMMENTS:** Materials are budgeted in a number of different accounts depending on the type of material.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction	2,498,500	865,000	881,300	897,925	914,881	932,179	949,823	7,939,608
Miscellaneous								
Other								
<b>TOTAL</b>	<b>2,498,500</b>	<b>865,000</b>	<b>881,300</b>	<b>897,925</b>	<b>914,881</b>	<b>932,179</b>	<b>949,823</b>	<b>7,939,608</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund	2,498,500	865,000	881,300	897,925	914,881	932,179	949,823	7,939,608
<b>TOTAL</b>	<b>2,498,500</b>	<b>865,000</b>	<b>881,300</b>	<b>897,925</b>	<b>914,881</b>	<b>932,179</b>	<b>949,823</b>	<b>7,939,608</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## McKee Run Unit 3 Selective Non-Catalytic Reduction System



**FISCAL YEARS :** 2008 - 2009  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Power Plant  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes

**PROJECT DESCRIPTION:** Install SNCR Pollution Control System for McKee Run Unit 3.

**NEED, JUSTIFICATION, BENEFIT:** The power plant will convert all three units at McKee Run to number two (#2) oil and perform burner modifications to reduce the pollution output at the plant. This work is being performed in order to comply with Delaware Pollution Regulations. The conversion will reduce the NOx emissions from the flue gas going out the stack. The costs are divided into two years with partial engineering and design costs in Fiscal Year 2008 and final design and construction in Fiscal Year 2009. Total cost of the project is estimated at \$3.8 million with \$2.6 million budgeted for Fiscal Year 2009. This project is funded by operating revenues and bond sale.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Failure to comply with Regulation 1146 could result in monetary fines from DNREC.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** N/A

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** N/A

**TIME-LINE/CURRENT STATUS:** N/A

**COMMENTS:**

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design	1,200,000							1,200,000
Land								
Construction		2,200,000						2,200,000
Miscellaneous								
Other		400,000						400,000
<b>TOTAL</b>	<b>1,200,000</b>	<b>2,600,000</b>						<b>3,800,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund	1,200,000	2,600,000						3,800,000
<b>TOTAL</b>	<b>1,200,000</b>	<b>2,600,000</b>						<b>3,800,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## McKee Run Unit 3 CEMS Software & Computer

**FISCAL YEARS:** 2008 - 2009  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Power Plant  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** It is necessary to install a new computer and CEMS software for the continued operation of Unit 3. The recommendation is to replace the existing computer and software before 10/1/08 to ensure that the entire last quarter of the reporting period is using the new system thus minimizing the potential for reporting errors.

**NEED, JUSTIFICATION, BENEFIT:** The replacement of the CEMS equipment for Unit 3 is the direct result of a new EPA regulation Compliance with the new regulation is required by 1/1/09.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Potential for unit to be out of compliance, unavailable for operation resulting in forced outages, loss of capacity payments and potential to receive an NOV.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** The CEMS computer and software will also need to be changed at the VanSant Combustion Turbine facility to ensure compliance with the new EPA regulation. Replacement at the VanSant facility is also expected to be completed by 10/1/08.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Would expect this project to be funded outside the normal operating budget due to the new EPA regulation.

**TIME-LINE/CURRENT STATUS:** Unit 3 replacement to be completed in fiscal year 2008.09 before 10/1/08.

**COMMENTS:** Delaying the completion of this project could result in the inability to comply with the new EPA regulation resulting in increased forced outages and loss of income from capacity sales and potential to receive an NOV.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous		30,000						30,000
Other								
<b>TOTAL</b>		<b>30,000</b>						<b>30,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund		30,000						30,000
<b>TOTAL</b>		<b>30,000</b>						<b>30,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## VanSant Unit 11 CEMS Software & Computer

**FISCAL YEARS:** 2008 - 2009  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Power Plant  
**DEPT. RANKING:** 2  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** It is necessary to install a new computer and CEMS software for the continued operation of the VanSant combustion turbine Unit 11. The recommendation is to replace the existing computer and software before 10/1/08 to ensure that the entire last quarter of the reporting period is using the new system thus minimizing the potential for reporting errors.

**NEED, JUSTIFICATION, BENEFIT:** The replacement of the CEMS equipment for Unit 11 is the direct result of a new EPA regulation Compliance with the new regulation is required by 1/1/2009.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Potential for unit to be out of compliance, unavailable for operation resulting in forced outages, loss of capacity payments and potential to receive an NOV.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** The CEMS computer and software will also need to be changed on the McKee Run Unit 3 to ensure compliance with the new EPA regulation. Replacement at the McKee Run facility is also expected to be completed by 10/1/2008.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Would expect this project to be funded outside the normal operating budget due to the new EPA regulations.

**TIME-LINE/CURRENT STATUS:** The VanSant Combustion Turbine Unit 11 replacement to be completed in before 10/1/2008.

**COMMENTS:** Delaying the completion of this project could result in the inability to comply with the new EPA regulation resulting in increased forced outages and loss of income from capacity sales and potential to receive an NOV.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous		30,000						30,000
Other								
<b>TOTAL</b>		<b>30,000</b>						<b>30,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund		30,000						30,000
<b>TOTAL</b>		<b>30,000</b>						<b>30,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## McKee Run Unit 3 COMS Replacement

**FISCAL YEARS :** 2008 - 2009  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Power Plant  
**DEPT. RANKING:** 3  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** It is becoming more and more difficult to locate spare parts to repair the existing opacity analyzers on all three McKee Run units. The recommendation is to replace the existing monitors beginning with Unit 3 in fiscal year 2008/09. This replacement is necessary to keep Unit 3 operational.

**NEED, JUSTIFICATION, BENEFIT:** In accordance with the existing Title V permit continuous opacity monitors are necessary during all periods of boiler operation. The purchase and installation of a new opacity monitor will ensure compliance with this section of the regulation, reliability of the unit and maximization of capacity payments. All three McKee Run units are currently operating with the same vintage opacity monitoring equipment. The expectation is that all three systems will need to be replaced in the year's ahead. Our hopes are to spread the costs for total replacement over a three year period by using the replaced units as an additional source of spare parts for the existing units still in service. All three units are expected to be replaced by fiscal year 2010/11. This is the first unit to be replaced.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Potential for unit to be unavailable for operation resulting in forced outages and loss of capacity payments.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** All three McKee Run units are currently operating with the same vintage opacity monitoring equipment. The expectation is that all three systems will need to be replaced in the year's ahead. Our hopes are to spread the costs for total replacement over a three year period by using the replaced units as an additional source of spare parts for the existing units still in service. All three units are expected to be replaced by fiscal year 2010-2011.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Would expect this project to b funded outside the normal operating budget. This would be considered a direct replacement for aging equipment.

**TIME-LINE/CURRENT STATUS:** Unit 3 replacement to be completed in fiscal year 2009.

**COMMENTS:** Delaying the completion of this project could result in the inability to comply with the Title V operating permit, resulting in increased forced outages and loss of income from capacity sales.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous		30,000						30,000
Other								
<b>TOTAL</b>		<b>30,000</b>						<b>30,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund		30,000						30,000
<b>TOTAL</b>		<b>30,000</b>						<b>30,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## McKee Run & VanSant Arc Flash Analysis

**FISCAL YEARS :** 2008 - 2009  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Power Plant  
**DEPT. RANKING:** 4  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** It is currently only an OSHA recommendation that facilities perform an Arc Flash Analysis on their equipment. The engineering analysis identifies the risk of personal injury as the result of an arc flash event, provides information to employees about arc flash and identifies personal protective equipment necessary to minimize injuries.

**NEED, JUSTIFICATION, BENEFIT:** Beginning in 2009 the National Electric Code will require employers to perform an assessment to determine potential exposure to electric arc for employees working near energized equipment. OSHA regulation identifies by reference the NFPA standard 70 E requirement to perform an arc flash analysis and for electrical workers to wear appropriate protection. Should we have an injury or death at the facility as the result of an arc flash incident the facility would most likely be cited for not performing the analysis and providing optimum protection to its employee's.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Potential for injury or harm to employees, damage to electrical equipment throughout the facilities and citations from regulatory agencies during the first six months of the year. The final cost to employers and insurers for a single serious injury can approach \$10 million according to one agency.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** NFPA standard 70 E identifying the need for an arc flash analysis.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Would expect this project to be funded outside the normal operating budget. This project is the result of recommendations to ensure the safety of employees and protection of equipment. A 50K placeholder has been identified to complete the analysis in Fiscal 2009 and an additional placeholder in 2010 because of the level of corrective actions at each operating facility remains unknown until the actual analysis is performed.

**TIME-LINE/CURRENT STATUS:** Would expect the project to be completed no later than January of 2009 to meet the National Electric Code's requirement to complete an Arc Flash Analysis.

**COMMENTS:** Delaying the completion of this project could result in a more severe injury to employees who may be involved in an arc flash incident, increased damage to equipment resulting in forced outages, possible enforcement actions by regulatory agencies and costs associated with a potential claim.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous		50,000	75,000					125,000
Other								
<b>TOTAL</b>		<b>50,000</b>	<b>75,000</b>					<b>125,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund		50,000	75,000					125,000
<b>TOTAL</b>		<b>50,000</b>	<b>75,000</b>					<b>125,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## McKee Run Unit 1 COMS Replacement

**FISCAL YEARS:** 2009 - 2010  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Power Plant  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** It is becoming more and more difficult to locate spare parts to repair the existing opacity analyzers on all three McKee Run units. The recommendation is to replace the existing monitors beginning with Unit 3 in fiscal year 2009. This replacement is necessary to keep Unit 1 operational.

**NEED, JUSTIFICATION, BENEFIT:** In accordance with the existing Title V permit, continuous opacity monitors are necessary during all periods of boiler operation. The purchase and installation of a new opacity monitor will ensure compliance with this section of the regulation, reliability of the unit and maximization of capacity payments.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Potential for unit to be unavailable for operation resulting in forced outages and loss of capacity payments.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** All three McKee Run units are currently operating with the same vintage opacity monitoring equipment. The expectation is that all three systems will need to be replaced in the years ahead. The total cost of replacement can be spread over a three year period by using the replaced units as an additional source of spare parts for the existing units still in service. All three units are expected to be replaced by Fiscal 2010-2011.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Would expect this project to be funded outside the normal operating budget. This would be considered a direct replacement for aging equipment.

**TIME-LINE/CURRENT STATUS:** Unit 1 replacement to be completed in fiscal year 2010.

**COMMENTS:** Delaying the completion of this project could result in the inability to comply with the Title V operating permit, resulting in increased forced outages and loss of income from capacity sales.

**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous			30,000					30,000
Other								
<b>TOTAL</b>			<b>30,000</b>					<b>30,000</b>

**FINANCING:**

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund			30,000					30,000
<b>TOTAL</b>			<b>30,000</b>					<b>30,000</b>

**IMPACT ON OPERATING BUDGET:**

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## McKee Run Warehouse/Admin Smoke & Heat Detection System

**FISCAL YEARS:** 2009 - 2010  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Power Plant  
**DEPT. RANKING:** 2  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** The project will install a fire and heat alarm system in the warehouse and administration buildings.

**NEED, JUSTIFICATION, BENEFIT:** Insurance company recommendation is to provide for smoke and heat detection in the plants un-manned areas that contain combustible materials to provide early warning of the onset of any fire. Two areas to be addressed in the project include the administrative building and the warehouse.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Potential for fire detection and location to be delayed thereby causing extensive fire damage to vital areas of the power plant.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** All three McKee Run units are currently operating with the same vintage opacity monitoring equipment. The expectation is that all three systems will need to be replaced in the year's ahead. Our hopes are to spread the costs for total replacement over a three year period by using the replaced units as an additional source of spare parts for the existing units still in service. All three units are expected to be replaced by fiscal year 2010/11. This is the second unit to be replaced.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** This project would be considered a capital equipment addition and therefore is expected to be funded outside the normal operating budget.

**TIME-LINE/CURRENT STATUS:** Project to be completed in fiscal year 2009-2010.

**COMMENTS:** Delaying the completion of this project could result in an increase in the damage to warehouses or to the Plant administrative building due to delayed emergency response in the event of a fire.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous			55,000					55,000
Other								
<b>TOTAL</b>			<b>55,000</b>					<b>55,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund			55,000					55,000
<b>TOTAL</b>			<b>55,000</b>					<b>55,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## McKee Run Unit 2 COMS Replacement

**FISCAL YEAR:** 2011  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Power Plant  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** It is becoming more and more difficult to locate spare parts to repair the existing opacity analyzers on all three McKee Run units. The recommendation is to replace the existing monitors beginning with Unit 3 in fiscal year 2008/09. This replacement is necessary to keep Unit 2 operational.

**NEED, JUSTIFICATION, BENEFIT:** In accordance with the existing Title V permit continuous opacity monitors are necessary during all periods of boiler operation. The purchase and installation of a new opacity monitor will ensure compliance with this section of the regulation, reliability of the unit and maximization of capacity payments. All three McKee Run units are currently operating with the same vintage opacity monitoring equipment. The expectation is that all three systems will need to be replaced in the year's ahead. Our hopes are to spread the costs for total replacement over a three year period by using the replaced units as an additional source of spare parts for the existing units still in service. All three units are expected to be replaced by fiscal year 2010/11. This is the third and last unit to be replaced.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Potential for unit to be unavailable for operation resulting in forced outages and loss of capacity payments.

**THIS PROJECT IS RELATED TO THE FOLLOWING:**

**EXPLANATION OF IMPACT ON OPERATING BUDGET:**

**TIME-LINE/CURRENT STATUS:** Unit 2 replacement to be completed in fiscal year 2011.

**COMMENTS:** Delaying the completion of this project could result in the inability to comply with the Title V operating permit, resulting in increased forced outages and loss of income from capacity sales.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous				30,000				30,000
Other								
<b>TOTAL</b>				<b>30,000</b>				<b>30,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund				30,000				30,000
<b>TOTAL</b>				<b>30,000</b>				<b>30,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## McKee Run Units 1 & 2 - Stack Repairs

**FISCAL YEARS :** 2011 - 2012  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Power Plant  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** It may become necessary to repair the internal area of Units 1 & 2 common stack.

**NEED, JUSTIFICATION, BENEFIT:** Our current plans are to perform in-house inspections of the stack on an annual basis and to contract an internal inspection of the stack by outside contractors on an as needed basis to determine the need for repairs.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying necessary repairs could lead to more costly repairs in the future, simultaneous unplanned forced outages on both Units 1 & 2, fall out of internal material upon the surrounding community and potential injury to employees. Earnings from the sale of capacity may also be affected.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** Continuous availability of operating Units 1 & 2.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Due to the reduced operation of Units 1 & 2 we have moved the project out to fiscal year 2012. Our plans to perform regular assessments of the internal damage to the common stack will determine when repairs may be necessary. Severe damage may move the repairs to an earlier date however the reduced run time of Units 1 & 2 may continue to afford us the ability to postpone repairs to a later date.

**TIME-LINE/CURRENT STATUS:** The current expectation is to perform the repairs in fiscal year 2012.

**COMMENTS:** A determination for the necessity of repairs to Units 1 & 2 common stack will be performed on an annual basis.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous					75,000			75,000
Other								
<b>TOTAL</b>					<b>75,000</b>			<b>75,000</b>

### FINANCING:

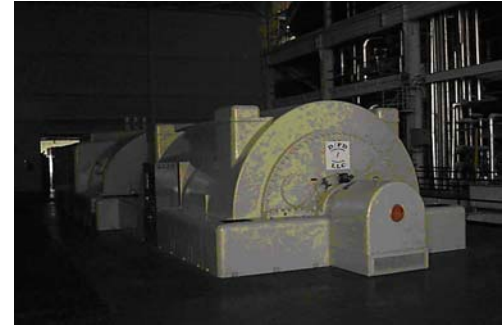
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund					75,000			75,000
<b>TOTAL</b>					<b>75,000</b>			<b>75,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## McKee Run Unit #1 Turbine Outage

**FISCAL YEAR:** 2012  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Power Plant  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** Inspect turbine to determine if any repairs are needed to keep the unit operational and to assess life of the unit. Assess repair quotes, if repairs are needed, to determine best available options.

**NEED, JUSTIFICATION, BENEFIT:** An assessment of the unit needs to be performed due to insufficient data or industry standards on cycling units to determine inspection and estimated repair frequency.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Possible catastrophic equipment failure.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** The plant will attempt a borescope in 2008 to determine the internal conditions. If successful and conditions allow, this project can be scheduled for 2011. If the borescope results indicate conditions that are unacceptable, this project might need to be moved up or the unit retired.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:**

**TIME-LINE/CURRENT STATUS:** Borescope will be attempted in 2008.

**COMMENTS:** Total project includes removing the turbine shell and inspection of all turbine parts including blades. McKee Run Units 1 and 2 are both scheduled for 2011 inspections in order to capitalize on common mobilization costs low. The project price is an estimated cost to perform the work. It would be possible to split this into one unit one year and one unit the next year, however there would be a slight increase in the expected cost for the two projects together.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous								
Other					500,000			500,000
<b>TOTAL</b>					<b>500,000</b>			<b>500,000</b>

### FINANCING:

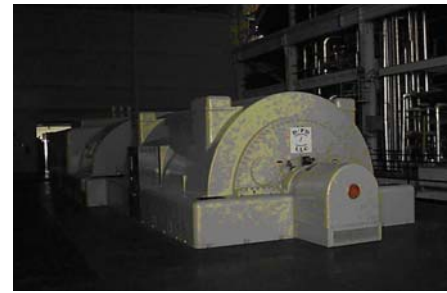
	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund					500,000			500,000
<b>TOTAL</b>					<b>500,000</b>			<b>500,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## McKee Run Unit 3 Turbine Outage

**FISCAL YEARS :** 2012 - 2013  
**PROJECT NO:**  
**CATEGORY:** Electric  
**DEPARTMENT:** Public Utilities - Power Plant  
**DEPT. RANKING:** 1  
**NEW PROJECT:** Yes



**PROJECT DESCRIPTION:** Inspect turbine to determine if any repairs are needed to keep the unit operational and to assess life of the unit. Assess repair quotes, if repairs are needed, to determine best available options.

**NEED, JUSTIFICATION, BENEFIT:** An assessment of the unit needs to be performed due to insufficient data or industry standards on cycling units to determine inspection and estimated repair frequency.

**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Possible catastrophic equipment failure and indefinite loss of unit availability.

**THIS PROJECT IS RELATED TO THE FOLLOWING:** The need for an internal inspection of Unit 3 turbine may be determined by the amount of hours that the unit operates in the years ahead and the efficiency of the unit during this period of operation. Facility personnel will also investigate the impact our cyclic operation on the need for an internal inspections.

**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Would expect this project to be funded outside the normal operating budget.

**TIME-LINE/CURRENT STATUS:** Would expect this outage to occur during the spring outage of 2013.

**COMMENTS:** Total project includes removing the turbine shell and inspection of all turbine parts including blades. The project price is an estimated cost to perform the work no bids have been solicited at this time.

### FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous								
Other						1,000,000		1,000,000
<b>TOTAL</b>						<b>1,000,000</b>		<b>1,000,000</b>

### FINANCING:

	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL
Electric I and E Fund						1,000,000		1,000,000
<b>TOTAL</b>						<b>1,000,000</b>		<b>1,000,000</b>

### IMPACT ON OPERATING BUDGET:

Description	Prior to 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	After 2013	TOTAL

## VEHICLE REPLACEMENT EXPENDITURES

### Total Vehicle Summary

CATEGORY	PAGE	TOTAL 5 YEAR COST	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>General Fund</b>							
Electric Meter Reading	238	20,250	-	20,250	-	-	-
Facilities Management	238	48,288	-	48,288	-	-	-
Mayor	238	21,000	-	21,000	-	-	-
Parks and Recreation	238	17,400	-	17,400	-	-	-
Police	239	1,769,832	316,322	309,921	305,753	311,031	526,807
Public Services - Planning	240	16,177	-	16,177	-	-	-
Public Services - Inspections	240	60,000	-	28,000	32,000	-	-
Public Services - Grounds	241	631,069	109,500	134,598	163,818	78,184	144,969
Public Services - Sanitation	241	2,018,000	315,000	542,000	558,000	13,000	590,000
Public Services - Streets	242	1,367,220	212,470	299,750	253,550	379,450	222,000
Tax Assessor	242	20,000	-	20,000	-	-	-
<b>Subtotal</b>		<b>5,989,236</b>	<b>953,292</b>	<b>1,457,384</b>	<b>1,313,121</b>	<b>781,665</b>	<b>1,483,776</b>
<b>Electric I and E Fund</b>							
Public Utilities - Electric Eng	242	77,445	15,445	15,000	47,000	-	-
Public Utilities - Trans and Dist	243	136,000	18,500	99,000	18,500	-	-
<b>Subtotal</b>		<b>228,890</b>	<b>49,390</b>	<b>114,000</b>	<b>65,500</b>	-	-
<b>Water/Wastewater Fund</b>							
Public Utilities – W/WW Eng	243	64,690	15,445	49,245	-	-	-
Public Utilities - Wastewater Mgmt	243	426,400	210,000	207,800	8,600	-	-
Public Utilities - Water Mgmt	243	177,300	-	168,700	8,600	-	-
Public Utilities - Water Construction	244	694,145	29,000	496,000	169,145	-	-
Public Utilities - Water Treat	244	38,700	-	38,700	-	-	-
<b>Subtotal</b>		<b>1,385,790</b>	<b>239,000</b>	<b>960,445</b>	<b>186,345</b>	-	-
<b>TOTAL</b>		<b>7,603,916</b>	<b>1,241,682</b>	<b>2,531,829</b>	<b>1,564,966</b>	<b>781,665</b>	<b>1,483,776</b>

## VEHICLE DETAIL

### Electric Meter Reading

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2010 Full Size Pick-up	155	2001 Dodge 1500 Pick-Up		20,250			
<b>TOTAL</b>				<b>20,050</b>			

### Facilities Management

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2009 Ford Van ¾ Ton E350	435	1999 Dodge RMV Van		16,096			
2010 Ford Van ¾ Ton E350	436	1996 Ford Van		16,096			
2009 Ford Van ¾ Ton E350	438	1996 Dodge B2500		16,096			
<b>TOTAL</b>				<b>48,288</b>			

### Mayor

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2008 Crown Victoria	2	2000 Ford Taurus		21,000			
<b>TOTAL</b>				<b>21,000</b>			

### Parks and Recreation

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2010, 7-Passenger Mini Van	590	2002 Dodge Van		17,400			
<b>TOTAL</b>				<b>17,400</b>			

**Police**

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2009 Ford Fusion	203	1998 Ford Taurus	19,890				
2009 Ford Fusion	204	1998 Ford Taurus	19,890				
2009 Ford Fusion	205	1999 Ford Taurus	19,890				
2009 Ford Fusion	269	1999 Ford Taurus	19,890				
2009 Ford Crown Victoria	222	1999 Ford Crown Victoria	24,826				
2009 Ford Crown Victoria	225	2003 Ford Crown Victoria	24,826				
2009 Ford Crown Victoria	235	2001 Ford Crown Victoria	26,526				
2009 Ford Crown Victoria	234	2000 Ford Crown Victoria	24,826				
2009 Ford Crown Victoria	250	2003 Ford Crown Victoria	24,826				
2009 Ford Crown Victoria	273	2003 Ford Crown Victoria	24,826				
2009 Ford Crown Victoria	286	2003 Ford Crown Victoria	24,826				
2009 Ford Crown Victoria	297	2003 Ford Crown Victoria	24,826				
2009 Harley Davidson FLHTP1	266	2004 Harley Davidson	18,228				
2009 Harley Davidson FLHTP1	268	2004 Harley Davison FLHTP1	18,228				
2010 Ford Fusion	241	2000 Ford Taurus		20,366			
2010 Ford Fusion	242	2000 Ford Taurus		20,366			
2010 Ford Fusion	282	2001 Chevy Malibu		20,366			
2010 Ford Fusion	283	2001 Chevy Malibu		20,366			
2010 Ford Crown Victoria	237	2004 Ford Crown Victoria		25,369			
2010 Ford Crown Victoria	251	2004 Ford Crown Victoria		25,369			
2010 Ford Crown Victoria	252	2004 Ford Crown Victoria		27,069			
2010 Ford Crown Victoria	253	2004 Ford Crown Victoria		27,069			
2010 Ford Crown Victoria	254	2004 Ford Crown Victoria		25,369			
2010 Ford E-250 Van	281	1999 Ford E-250 Van		98,212			
2011 Ford Fusion	206	2002 Ford Taurus			20,854		
2011 GMC Savana 1500	207	1998 Ford E-250 Van			18,811		
2011 Ford Fusion	208	2002 Ford Taurus			20,854		
2011 Ford Fusion	284	2001 Chevy Malibu			20,854		
2011 Harley Davidson FLHTP1	267	2006 Harley Davidson			19,128		
2011 Ford Crown Victoria	275	2005 Ford Crown Victoria			25,926		
2011 Ford Crown Victoria	276	2005 Ford Crown Victoria			25,926		
2011 Ford Crown Victoria	277	2005 Ford Crown Victoria			27,626		
2011 Ford Crown Victoria	279	2005 Ford Crown Victoria			27,626		
2011 Ford Crown Victoria	288	2005 Ford Crown Victoria			25,926		
2011 Ford F-150 Pick Up Truck	296	2002 Ford F-150 Pick Up			21,205		
2011 Ford E-350 Custom	299	2001 Ford E-350			51,017		
2012 Ford E-450 Custom	246	1996 Ford E-450				86,367	
2012 Ford Crown Victoria	219	2006 Ford Crown Victoria				26,496	
2012 Ford Crown Victoria	226	2006 Ford Crown Victoria				26,496	
2012 Ford Crown Victoria	229	2006 Ford Crown Victoria				26,496	
2012 Ford Crown Victoria	233	2006 Ford Crown Victoria				26,496	
2012 Ford Crown Victoria	232	2006 Ford Crown Victoria				26,496	

**Police**  
(continued)

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2012 Ford Crown Victoria	217	2007 Ford Crown Victoria				26,496	
2012 Ford Crown Victoria	218	2007 Ford Crown Victoria				26,496	
2012 Harley Davidson FLHTP1	256	2008 Harley Davidson FLHTP1				19,596	
2012 Harley Davidson FLHTP1	257	2008 Harley Davidson FLHTP1				19,596	
2013 Ford Crown Victoria	236	2007 Ford Crown Victoria					27,081
2013 Ford Crown Victoria	228	2007 Ford Crown Victoria					27,081
2014 Ford Crown Victoria	280	2007 Ford Crown Victoria					27,681
2013 Ford Crown Victoria	227	2007 Ford Crown Victoria					27,081
2013 Ford Crown Victoria	216	2007 Ford Crown Victoria					27,081
2014 Ford Crown Victoria	292	2007 Ford Crown Victoria					27,681
2014 Ford Crown Victoria	290	2007 Ford Crown Victoria					27,681
2013 Ford Crown Victoria	201	2007 Ford Crown Victoria					27,081
2014 Ford Crown Victoria	272	2007 Ford Crown Victoria					27,681
2013 Ford Crown Victoria	220	2007 Ford Crown Victoria					27,081
2014 Ford Fusion	260	2007 Ford Fusion					22,392
2014 Ford Crown Victoria	278	2007 Ford Crown Victoria					27,681
2013 Ford F-150 4WD	245	2005 Ford F-150 4WD					22,200
2014 Ford Fusion	261	2007 Ford Fusion					22,392
2013 Ford E-450 SD Cutaway	298	2001 Ford E-450 SD Cutaway					137,390
2014 Ford E-250 Cargo Van	295	2005 Ford E-250 Cargo Van					21,542
<b>TOTAL</b>			<b>316,322</b>	<b>309,921</b>	<b>305,753</b>	<b>311,031</b>	<b>526,807</b>

**Public Services – Planning**

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2010, 7-Passenger Van	3	2009 Chevy Uplander Ext		16,177			
<b>TOTAL</b>				<b>16,177</b>			

**Public Services – Inspections**

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2010 Full-size ½ Ton Pick-Up	19	2001 Dodge Ram Pick-Up		16,000			
2010 Mid-size Sedan	20	1997 Dodge Neon		12,000			
2011 Full-size ½ Ton Pick-Up	18	2002 Dodge Pick-Up			16,000		
2011 Full-size ½ Ton Pick-Up	22	2001 Dodge Pick-Up			16,000		
<b>TOTAL</b>				<b>28,000</b>	<b>32,000</b>		

## Public Services – Grounds

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2009, ¾ Ton 4WD Pick-Up	558	1999 Dodge Pick-Up	28,000				
2009 Wing Mower	561	2001 Toro 455-D Mower	49,500				
2009, ¾ Ton Pick-Up w/Dump	557	1992 Dodge Pick Up	32,000				
2010, ¾ Ton 4WD Pick-Up	553	2001 Dodge Pick-up		31,823			
2010, 4 WD Wing Mower	562	2002 Toro Wing Mower		51,975			
2010, 52" Cut Front Mount	563	1993 X-Mark Mower EXS20K0		9,800			
2010, 1-Ton Dump Truck	577	1992 Ford 1-Ton Dump Truck		41,000			
2011 Stump Grinder	566	1998 Vermeer Stump Grinder			39,072		
2011, 52" Cut Front Mount	568	1998 X-Mark Mower			13,000		
2011 Dump Truck w/Chip Body	554	1999 Chevy Dump Truck			57,000		
2011 Tractor w/ 4WD	569	2001 Kubota Tractor			26,716		
2011, ¾ Ton 4WD Pick-Up	550	2002 Dodge ¾ Ton Pick-Up			28,030		
2012, 1-Ton Dump Truck	551	1998 Chevy 1-Ton Crew Cab				38,862	
2012 Utility Trailer	578	1991 International Trailer				8,450	
2012, 300-Gallon Sprayer	585	2002 Bean 300-Gallon Sprayer				20,022	
2012 X-Mark Mower	573	2006 X-Mark Mower				10,850	
2013, 1-Ton Crew Cab Dump	552	1995 Ford 1-Ton Crew Cab					45,000
2013, 300-Gallon Sprayer	565	1990 FMC 300-Gallon Sprayer					16,207
2013 Brush Chipper	579	1999 Bandit Chipper					43,222
2013 Brush Chipper	588	1994 Vermeer Chipper					40,540
<b>TOTAL</b>			<b>109,500</b>	<b>134,598</b>	<b>163,818</b>	<b>78,184</b>	<b>144,969</b>

## Public Services – Sanitation

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2009 Bulky Trash Truck	446	1990 Int'l. Bulk Truck	116,000				
2009 Automated Trash Truck	455	2001 Volvo Automated Truck	199,000				
2010 Automated Trash Truck	444	2003 Peterbilt Automated		205,000			
2010 Automated Trash Truck	450	2003 Peterbilt Automated		205,000			
2010, 20-Year Rear Loader	449	2002 Int'l Rear Loader		132,000			
2011 Bulk Trash Truck	447	2003 Sterling Bulk Truck			120,000		
2011 Automated Trash Truck	442	2004 Peterbilt Automated			219,000		
2011 Automated Trash Truck	443	2004 Peterbilt Automated			219,000		
2012 Trailer	453	2002 Hurst Trailer				13,000	
2013 Rear Loader	445	2008 Int'l Rear Loader					150,000
<b>TOTAL</b>			<b>315,000</b>	<b>542,000</b>	<b>558,000</b>	<b>13,000</b>	<b>150,000</b>

**Public Services – Streets**

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2009, 1-Ton Roller	308	1997 Wolfpac Roller	23,300				
2009, 1 Ton Pick-Up w/Dump	330	1999 Dodge Pick-Up	15,170				
2009 Street Sweeper	357	2002 Int'l Street Sweeper	137,000				
2009 Leaf Vacuum Trailer	363	2002 OLDM Leaf Vac Trailer	37,000				
2010, 6-Wheel Dump Truck	328	1992 Int'l Dump Truck		99,750			
2010 Backhoe	319	1986 Case Backhoe		96,000			
2010, 6-Wheel Dump w/Snow	322	2001 Int'l Dump Truck		104,000			
2011, 6-Whell Dump Truck	326	1992 Int'l Dump Truck			99,750		
2011, 6-Wheel Dump Truck	324	2001 Int'l Dump Truck			115,000		
2011, ½ Ton V8 Pick-Up	332	2003 Chevrolet Pick-Up			19,800		
2011 Air Compressor	382	2002 Airman Air Compressor			19,000		
2012, 1-Ton Diesel Utility Truck	345	2001 Dodge Utility Truck				39,500	
2012, 6-Wheel Dump w/Plow	321	2001 Int'l Dump Truck				115,000	
2012 F/E Loader	312	2001 Case F/E Loader				100,650	
2012 Wheel Loader	316	2002 Case F/E Loader				111,300	
2012 Blacktop Trailer	394	1986 Hudson Trailer				13,000	
2013 Leaf Vacuum	361	2002 ODB Leaf Vac Trailer					37,000
2013, 1-Ton Dump Truck	394	2006 ,1-Ton Dump Truck					50,000
2013 Sweeper	356	2006 Int'l Sweeper					135,000
<b>TOTAL</b>			<b>212,470</b>	<b>299,750</b>	<b>253,550</b>	<b>379,450</b>	<b>222,000</b>

**Tax Assessor**

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2010, 4-door sedan	4	2002 Dodge Stratus		20,000			
<b>TOTAL</b>				<b>20,000</b>			

**Public Utilities – Electric Engineering**

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2009 Pick-Up	782	2001 Dodge Pick-Up	15,445				
2010 Pick-Up	785	1993 Ranger Pick-Up		15,000			
2011 Pick-Up	784	2000 Dodge Pick-Up			23,500		
2011 Pick-Up	786	2000 Dodge Pick-Up			23,500		
<b>TOTAL</b>			<b>15,445</b>	<b>15,000</b>	<b>47,000</b>		

**Public Utilities – Electric Transmission and Distribution**

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2009 Pick-Up	791	1996 Dodge Pick-Up	18,500				
2010 Pick-Up	740	2001 Dodge Pick-Up		24,000			
2010 Int'l w/ Reel Loader	757	1995 Int'l 40S		75,000			
2011 Pick-Up	767	2001 Dodge Pick-Up			18,500		
<b>TOTAL</b>			<b>18,500</b>	<b>99,000</b>	<b>18,500</b>		

**Public Utilities – Water/Wastewater Engineering**

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2009 Pick-Up	742	2001 Dodge Pick-Up	15,445				
2010 ½ Ton 4WD Pick-Up	418	2003 Chevrolet Pick-Up		22,245			
2010 Ford Escape Hybrid	421	1995 GMC Jimmy		27,000			
<b>TOTAL</b>			<b>15,445</b>	<b>49,245</b>			

**Public Utilities – Wastewater Management**

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2009 Sewer Camera	-	New Request	210,000				
2010 Trailer Mounted Generator	601	1987 Empire Generator		24,000			
2010 Trailer Mounted Generator	602	1987 Empire Generator		24,000			
2010 Trailer Mounted Generator	603	1987 Empire Generator		24,000			
2010, ½ Ton Pick-Up	655	2003 Chevy Pick-Up		8,600			
2010, ½ Ton Pick-Up	663	2002 Dodge Pick-Up		9,000			
2010, 1-Ton Utility Truck	664	2002 Ford 1-Ton Pickup		39,000			
2010, ½, Ton Pick-up	668	2002 Dodge Pick-Up		9,000			
2010 Dump Truck w/10' Body	671	2002 Sterling Dump Truck		46,900			
2010 Air Compressor	683	2000 Airman Air Compressor		8,000			
2011, ½ Ton Pick-Up	695	2001 Dodge Pick-up			8,600		
<b>TOTAL</b>			<b>210,000</b>	<b>207,800</b>	<b>8,600</b>		

**Public Utilities – Water Management**

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2010 ¾ Ton Pick-Up w/V8	-	New Request		26,000			
2010 Case 590 Backhoe	674	1997 New Holland Backhoe		45,900			
2010, ½ Ton Pick-Up	655	2003 Chevy Pick-Up		8,600			
2010, ½ Ton Pick-Up	663	2002 Dodge Pick-Up		9,000			
2010, ½ Ton Pick-Up	668	2002 Dodge Pick-Up		9,000			
2010, 1-Ton Utility Truck	680	2001 Dodge 1-Ton Pick-Up		15,300			
2010 Dump Truck w/ 10' Body	671	2002 Sterling Dump Truck		46,900			

**Public Utilities – Water Management**  
(continued)

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2010 Air Compressor	683	2000 Airman Air Compressor		8,000			
2011, ½ Ton Pick-Up	695	2001 Dodge Pick-Up			8,600		
<b>TOTAL</b>				<b>168,700</b>	<b>8,600</b>		

**Public Utilities – Water Construction**

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2009 Vibratory Trench Roller	401	1996 Wacker RT820	29,000				
2010 Excavator w/ 36	400	1995 Caterpillar Excavator		263,000			
2010 Loader	402	1995 Caterpillar Loader		150,000			
2010 Flat Bed Truck	422	1991 International Flat Bed		65,000			
2010, ½ Ton Pick-Up	426	2001 Dodge Pick-Up		18,000			
2011, 1-Ton Utility Truck	403	1999 Dodge 1 Ton Pick-Up			30,650		
2011 Broom Tractor	406	1995 John Deere Broom			30,000		
2011 Dozer	408	1995 Caterpillar Dozer			89,500		
2011, ½ Ton V-8 Pick-Up	419	2001 Dodge Pick-Up			18,995		
<b>TOTAL</b>			<b>29,000</b>	<b>496,000</b>	<b>169,145</b>		

**Public Utilities – Water Treatment Plant**

DESCRIPTION OF PROPOSED VEHICLE/EQUIPMENT	NO.	REPLACES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
2010, ¾ Ton Van	621	1992 Dodge Van		18,000			
2010, ¾ Ton Pick-Up	660	2001 Dodge Pick-Up		20,700			
<b>TOTAL</b>				<b>38,700</b>			

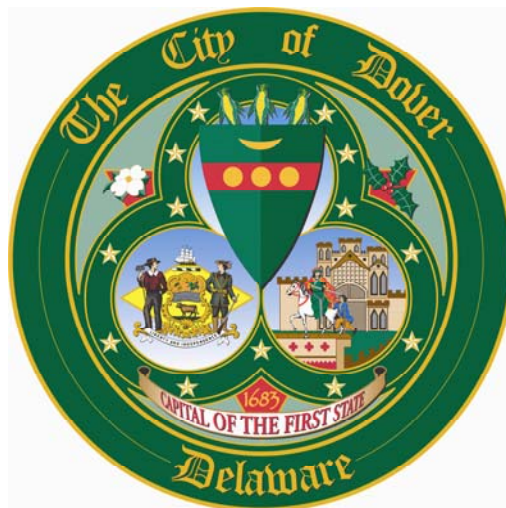
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>GRAND TOTAL</b>	<b>1,241,682</b>	<b>2,531,353</b>	<b>1,564,966</b>	<b>781,665</b>	<b>1,483,776</b>

# DEBT SERVICE

**THE FOLLOWING SUBSECTIONS ARE INCLUDED:**

**DEBT LIMIT**

**DEBT SERVICE SCHEDULES**



## DEBT POLICY

1. The City will maintain a policy of full disclosure on financial reports and bond prospectus.
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 years.
5. The City will pay for all capital projects and capital improvements on a pay-as-you-go basis using current revenues whenever possible. If a project or improvement cannot be financed with current revenues, long-term debt 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.

## DEBT LIMIT

The Mayor and Council are empowered to borrow monies up to \$1,000,000 and not exceeding one percent of the total taxable assessment for a general tax in the aggregate outstanding at any one time without referendum. These monies may be used to finance public storm sewers, streets, and appurtenances. Any other borrowing must be approved by a referendum vote of the qualified voters of the City of Dover.

The aggregate of the amounts borrowed on the full faith and credit of the City of Dover shall not exceed a sum equal to 25 percent of the total assessed value of real property within the City of Dover.

The Mayor and Council are empowered to issue special assessment revenue bonds to finance public projects for which the City may levy and collect special assessments. These bonds do not obligate the faith and credit of the City, but are payable solely from the proceeds of the special assessments pledged. These bonds are authorized without referendum vote by a resolution having a three-fourths vote of the Council and approval of the Mayor.

NOTE: For a more thorough description of Debt Limit, refer to Article IV Section 50 of the City Charter.

**CITY OF DOVER  
BOND RATINGS AS OF JUNE 30, 2007**

BOND TYPE	RATING AGENCY	RATING
General Obligation Insured Bonds	Moody's Fitch	AAA AAA
Water/Wastewater Insured Bonds	Moody's Fitch	AAA AAA
Electric Revenue Bonds Taxable Series, Insured	Moody's Fitch	AAA AAA
Electric Revenue Bonds Tax Exempt Series, Non-Insured	Moody's Fitch	A1 A+

**LONG-TERM OBLIGATIONS AS OF JUNE 30, 2007**

The City had certain capital leases on vehicles and construction equipment. The lease payments were budgeted in the applicable department budget as an annual appropriation. All of the City's leases expired as of June 30, 2007.

Long-Term indebtedness of the City of Dover consists of the following general purpose General Obligation Bonds:

GENERAL OBLIGATION BONDS	GENERAL PURPOSE
1993 Series	\$ 160,000
2003 Series	2,635,000
<b>TOTAL</b>	<b>\$ 2,795,000</b>

The total General Obligation Bonds outstanding amount includes \$350,000 payable within one year.

## CHANGE IN LONG-TERM DEBT

The following tables summarize the debt transactions for the year ended June 30, 2007, including bonds and capital leases payable within one year.

### GENERAL LONG-TERM DEBT

ITEM	BALANCE JULY 1, 2006	ADDITIONS	REDUCTIONS	BALANCE JUNE 30, 2007	PAYABLE WITHIN ONE YEAR
Vehicle & Equipment Leases	\$ 23,384	\$ -	\$ 23,384	\$ -	\$ -
Compensated Absences	1,145,341	1,282,826	1,060,012	1,368,155	727,263
General Obligation Bonds	3,140,000	-	345,000	2,795,000	350,000
<b>Subtotal of General Long-Term Debt</b>	<b>\$ 4,308,725</b>	<b>\$ 1,282,826</b>	<b>\$ 1,428,396</b>	<b>\$ 4,163,155</b>	<b>\$ 1,077,263</b>

### ENTERPRISE FUNDS DEBT Water/Wastewater Fund

ITEM	BALANCE JULY 1, 2006	ADDITIONS	REDUCTIONS	BALANCE JUNE 30, 2007	PAYABLE WITHIN ONE YEAR
Vehicle & Equipment Leases	\$ 9,287	\$ -	\$ 9,287	\$ -	\$ -
Compensated Absences	104,762	100,840	103,460	102,142	43,739
Revenue Bonds – Water and Wastewater	6,475,000	-	1,360,000	5,115,000	620,000
State of Delaware Municipal Revenue Bond	578,065	-	32,408	545,657	33,585
<b>Subtotal of Water/Wastewater Fund</b>	<b>\$ 7,167,114</b>	<b>\$ 100,840</b>	<b>\$ 1,505,155</b>	<b>\$ 5,762,799</b>	<b>\$ 697,324</b>

### ELECTRIC REVENUE FUND

ITEM	BALANCE JULY 1, 2006	ADDITIONS	REDUCTIONS	BALANCE JUNE 30, 2007	PAYABLE WITHIN ONE YEAR
Vehicle & Equipment Leases	\$ 36,221	\$ -	\$ 36,221	\$ -	\$ -
Compensated Absences	577,260	218,079	411,950	383,389	147,573
Revenue Bonds	20,680,000	-	1,730,000	18,950,000	1,780,000
<b>Subtotal of Electric Revenue Fund</b>	<b>\$ 21,293,481</b>	<b>\$ 218,079</b>	<b>\$ 2,178,171</b>	<b>\$ 19,333,389</b>	<b>\$ 1,927,573</b>
<b>Subtotal of Enterprise Funds Debt</b>	<b>\$ 28,460,595</b>	<b>\$ 318,919</b>	<b>\$ 3,683,326</b>	<b>\$ 25,096,188</b>	<b>\$ 2,624,897</b>

<b>Grand Totals of Long-Term Debt</b>	<b>\$ 32,769,320</b>	<b>\$ 1,601,745</b>	<b>\$ 5,111,722</b>	<b>\$ 29,259,343</b>	<b>\$ 3,702,160</b>
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## DEBT SERVICE REQUIREMENTS

The following are the debt service requirements to maturity on the City's general obligation bonds, revenue bonds, and capital leases.

### Governmental Activities:

FISCAL YEAR	1993 GENERAL OBLIGATION BONDS		2003 GENERAL OBLIGATION BONDS		TOTAL
	Principal	Interest	Principal	Interest	
2008	\$ 80,000	\$ 6,150	\$ 270,000	\$ 81,318	\$ 437,468
2009	80,000	2,050	285,000	75,269	442,319
2010	–	–	260,000	68,410	328,410
2011	–	–	270,000	60,850	330,850
2012	–	–	275,000	52,262	327,262
2013	–	–	285,000	42,738	327,738
2014	–	–	295,000	32,440	327,440
2015	–	–	220,000	22,950	242,950
2016	–	–	230,000	14,285	244,285
2017	–	–	245,000	4,900	249,900
<b>TOTAL</b>	<b>\$ 160,000</b>	<b>\$ 8,200</b>	<b>\$ 2,635,000</b>	<b>\$ 455,422</b>	<b>\$ 3,258,622</b>

### Business-Type Activities:

FISCAL YEAR	WATER/WASTEWATER FUND				2004 ELECTRIC REVENUE FUND		TOTAL
	REVENUE BONDS		MUNICIPAL REVENUE BONDS		TAXABLE REVENUE BONDS		
	Principal	Interest	Principal	Interest	Principal	Interest	
2008	\$ 620,000	\$ 157,748	\$ 33,585	\$ 19,343	\$ 1,780,000	\$ 797,104	\$ 3,407,780
2009	640,000	142,706	34,804	18,124	1,840,000	726,448	3,402,082
2010	655,000	125,022	36,070	16,859	1,905,000	647,580	3,385,531
2011	290,000	116,322	37,379	15,550	1,995,000	560,300	3,014,551
2012	300,000	106,422	38,737	14,192	2,080,000	464,620	3,003,971
2013	310,000	95,572	40,144	12,785	2,180,000	361,070	2,999,571
2014	320,000	84,052	41,601	11,326	2,270,000	248,706	2,975,685
2015	330,000	71,512	43,113	9,815	2,390,000	128,010	2,972,450
2016	155,000	65,468	44,679	8,250	2,510,000	–	2,783,397
2017	160,000	59,068	46,301	6,626	–	–	271,995
2018	165,000	52,302	47,984	4,946	–	–	270,232
2019	175,000	44,866	49,727	3,202	–	–	272,795
2020	180,000	37,126	51,534	1,397	–	–	270,056
2021	190,000	28,766	–	–	–	–	218,766
2022	200,000	19,764	–	–	–	–	219,764
2023	210,000	10,106	–	–	–	–	220,106
2024	215,000	–	–	–	–	–	215,000
<b>TOTAL</b>	<b>\$ 5,115,000</b>	<b>\$ 1,216,822</b>	<b>\$ 545,657</b>	<b>\$ 142,415</b>	<b>\$ 18,950,000</b>	<b>\$ 3,933,838</b>	<b>\$ 29,903,732</b>

The above table does not include compensated absences or capital leases.

**COMPUTATION OF LEGAL DEBT MARGIN  
JUNE 30, 2007**

Net (Taxable) Assessed Value on Books	<u>\$ 2,898,147</u>
Debt Limit - 25 Percent of Total Assessed Value	724,537
DEBT (For which the City's full faith and credit has been pledged)	
Gross Bonded Debt	<u>2,795</u>
LEGAL DEBT MARGIN	<u>\$ 721,742</u>
Source: City of Dover Financial Reports, City of Dover Charter, Section 50(b), and Tax Assessor's Office	

## COMPUTATION OF DIRECT AND OVERLAPPING DEBT JUNE 30, 2007

### Capital School District

JURISDICTION	NET DEBT OUTSTANDING	PERCENTAGE APPLICABLE TO CITY OF DOVER	AMOUNT APPLICABLE TO CITY OF DOVER
City of Dover	\$ 2,703,457	100%	\$ 2,703,457
Kent County <sup>(1)</sup>	5,930,468	35%	2,075,664
Capital School District <sup>(2)</sup>	17,571,220	-	-
<b>TOTAL</b>	<b>\$ 26,205,145</b>		<b>\$ 4,779,121</b>
Sources: City of Dover Financial Records; Kent County Levy Court, Accounting Department; Capital School District, Administration Department			

### Caesar Rodney School District

JURISDICTION	NET DEBT OUTSTANDING	PERCENTAGE APPLICABLE TO CITY OF DOVER	AMOUNT APPLICABLE TO CITY OF DOVER
City of Dover	\$ 2,703,457	100%	\$ 2,703,457
Kent County <sup>(1)</sup>	5,930,468	35%	2,075,664
Caesar Rodney School District <sup>(2)</sup>	9,934,693	-	-
<b>TOTAL</b>	<b>\$ 18,568,615</b>		<b>\$ 4,779,121</b>
Sources: City of Dover Financial Records; Kent County Levy Court, Accounting Department; Caesar Rodney School District, Administration Department			

### NOTES

1. KENT COUNTY: Total debt for Kent County is \$22,894,771 as of June 30, 2007. Although Kent County's bonds are general obligation bonds, \$16,964,303 is payable from the Kent County Sewer Fund(s) or other committed sources.
2. CAESAR RODNEY SCHOOL DISTRICT: As of June 30, 2007, the net outstanding debt was \$9,934,690. The percentage and amount applicable to the City is not available.

**RATIO OF ANNUAL DEBT SERVICE EXPENDITURES FOR GENERAL BOND  
DEBT TO TOTAL GENERAL EXPENDITURES**  
LAST TEN FISCAL YEARS

<b>FISCAL YEAR</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL DEBT SERVICE (1)</b>	<b>TOTAL GENERAL EXPENDITURES (2)</b>	<b>RATIO OF DEBT SERVICE TO TOTAL GENERAL EXPENDITURES</b>
1998	\$ 375,000	\$ 322,100	\$ 697,100	\$ 15,212,677	4.58%
1999	390,000	304,514	694,514	15,334,104	4.53%
2000	405,000	282,904	687,904	16,196,852	4.25%
2001	425,000	301,625	726,625	18,486,047	3.93%
2002	445,000	244,813	689,813	18,002,861	3.83%
2003	465,000	223,543	688,543	20,214,952	3.41%
2004	485,000	200,740	685,740	26,195,060	2.62%
2005	330,000	110,371	440,371	27,912,865	1.58%
2006	335,000	103,718	438,718	30,169,206	1.45%
2007	345,000	96,232	441,232	34,651,840	1.27%
Source: City of Dover Financial Records					

**NOTES**

1. The debt service figures include the General Obligation Bonds payable from the General Fund only.
2. The General Expenditures include all operating items, capital items, and debt service.

## REVENUE BOND COVERAGE ELECTRIC REVENUE BONDS LAST TEN FISCAL YEARS

YEAR	GROSS REVENUE	OPERATING EXPENSES	AVAILABLE FOR DEBT SERVICE	DEBT SERVICE REQUIREMENTS OF EACH FISCAL YEAR			
				PRINCIPAL	INTEREST	TOTAL	COVERAGE
1998	\$ 46,834,241	\$ 34,918,906	\$ 11,915,335	\$ 845,000	\$ 1,815,765	\$ 2,660,765	4.48%
1999	49,354,963	37,160,994	12,193,969	900,000	1,755,363	2,655,363	4.59%
2000	52,264,065	40,153,523	12,110,542	960,000	1,690,922	2,650,922	4.57%
2001	51,765,524	41,007,889	10,757,635	1,025,000	1,620,938	2,645,938	4.07%
2002	54,903,340	44,315,614	10,587,726	1,095,000	1,549,344	2,644,344	4.00%
2003	59,737,571	46,611,778	13,125,793	1,170,000	1,480,203	2,650,203	4.95%
2004	59,611,552	47,393,103	12,218,449	1,255,000	1,380,002	2,635,002	5.01%
2005	63,467,514	51,505,300	11,962,214	1,335,000	1,115,728	2,450,728	4.88%
2006	68,377,8922	53,839,945	14,537,947	1,855,000	910,256	2,765,256	5.26%
2007	87,606,858	83,006,505	4,600,353	1,730,000	859,048	2,589,048	1.78%

Source: City of Dover Financial Records

### NOTES

1. Coverage required by the bond resolution is 1.25%.
2. Calculation of gross revenue for Fiscal Year 2007 is as follows:
 

<u>Gross Revenue</u>	
Operating revenues	\$ 87,014,071
Interest earned - operating funds	<u>592,787</u>
Total Gross Revenue	\$ 87,606,858
3. Direct operating expenses do not include depreciation expense.
4. Figures presented in this table compare the net revenue available for debt service to the debt service requirements of the same fiscal year.
5. In June 1990, the City issued Electric Revenue Bonds in the amount of \$29,830,000 for partial defeasance of 1985 Electric Revenue Refunding Bonds and for financing the Combustion Turbine Project. The debt service for Fiscal Year 1991 reflects only the actual debt service on 1985 Electric
6. In January 1993, the City issued Electric Revenue Refunding Bonds in the amount of \$20,985,000 to partially refund the 1990 Series. The interest payment on these bonds is included in the above figures for Fiscal Year 1993.
7. Up to the Fiscal Year 1996, the total debt service includes payments on the Series 1985, 1990, and 1993 bonds. The debt service for Fiscal Years 1996, 1997, and 1998 includes the City's payments on un-refunded series 1990 bonds and Series 1993 bonds.
8. In August 2004, the City issued Electric Revenue Refunding Bonds in the amount of \$22,535,000 to refund the outstanding Electric Revenue Bonds Series 1990 and Electric Revenue Refunding Bonds Series 1993.

**WATER/WASTEWATER BOND COVERAGE**  
**REVENUE BONDS**  
 LAST TEN FISCAL YEARS

YEAR	GROSS REVENUE	DIRECT OPERATING EXPENSES	NET REVENUE AVAILABLE FOR DEBT SERVICE	MAXIMUM REQUIREMENTS		
				MAXIMUM DEBT SERVICE REQUIREMENT	ACTUAL COVERAGE	COVERAGE REQUIRED
1998	7,554,016	6,059,855	1,494,161	1,484,797	1.01%	1.20%
1999	7,772,228	5,124,037	2,648,191	1,484,797	1.78%	1.20%
2000	8,236,506	5,777,844	2,458,662	1,484,310	1.66%	1.20%
2001	8,932,763	6,620,732	2,312,031	1,524,280	1.52%	1.20%
2002	9,639,256	6,185,232	3,454,024	1,524,380	2.27%	1.20%
2003	10,604,052	7,180,175	3,423,877	1,472,412	2.33%	1.20%
2004	10,101,660	7,608,196	2,493,464	1,553,713	1.93%	1.20%
2005	10,619,688	7,223,283	3,396,405	1,551,228	2.19%	1.20%
2006	12,372,563	7,805,396	4,467,167	1,551,228	2.94%	1.20%
2007	12,294,847	8,242,898	4,051,949	797,748	5.08%	1.20%

Source: City of Dover Financial Records

**NOTES**

1. In January 1993, the City issued Water and Wastewater Revenue Refunding bonds in the amount of \$7,745,000. These bonds were issued to partially defease Water and Wastewater Revenue bonds 1986 Series A, 1986 Series B, and fully defease all outstanding bonds of Series 1989.
2. In September 1993, the City issued Water and Sewer Revenue Bonds in the amount of \$4,595,000 through 1993 Series A.
3. The maximum debt service requirement presented above includes all outstanding revenue bonds including non-refunded Series 1986B, Series 1993, 1993A, and 2003.
4. Direct operating expenses do not include depreciation expense for coverage purposes as per the bond indenture.
5. The operating expenses for Fiscal Year 1997 include 18 months of Kent County Sewer fees. This was due to a change in the County's billing system. This extraordinary item is for this one year only.
6. In October 2003, the City issued Water and Sewer Revenue Bonds in the amount of \$7,980,000. These bonds were issued to fully defease Water and Wastewater Revenue Bond Series 1986B and to partially defease Water and Wastewater Revenue Bond Series 1993 and Series 1993A to provide approximately \$1,600,000 for future capital projects.

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# **GENERAL**

**THE FOLLOWING SUBSECTIONS ARE INCLUDED:**

**MAYOR**

**CITY COUNCIL**

**CITY MANAGER**

**CENTRAL SERVICES**

**CITY CLERK**

**CUSTOMER SERVICES**

**FINANCE**

**FIRE**

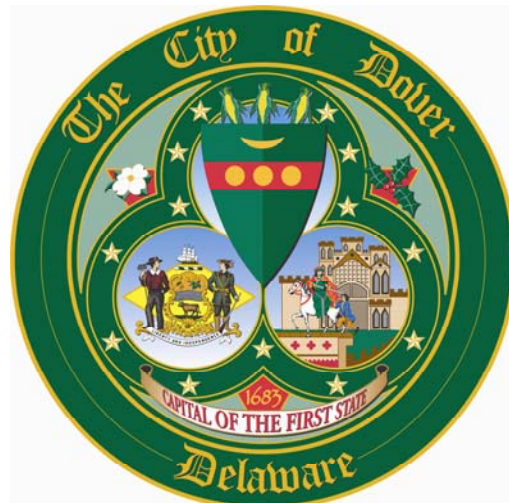
**HUMAN RESOURCES**

**INFORMATION TECHNOLOGY**

**PARKS, RECREATION, AND LIBRARY**

**POLICE**

**TAX ASSESSOR**



# MAYOR

## DEPARTMENT VISION

The Mayor is the executive and chief elected official of the City of Dover, the elected representative of all of the 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 government of 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. (Employment statistics source: U.S. Dept. of Labor, Bureau of Labor Statistics, Dover MSA)

**Measures:**

1. Maintain the unemployment rate below five percent.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	3.8% unemployment rate	3.7% unemployment rate as of March 2008	≤5% unemployment rate

2. Maintain the unemployment rate below the average for the State of Delaware. (Delaware unemployment rate: 3.9%, March 2008)

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	3.8% unemployment rate	3.7% unemployment rate as of March 2008	Maintain below average rate for the State of Delaware

3. Maintain the unemployment rate below the national average. (U.S. unemployment rate: 5.1%, March 2008)

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	3.8% unemployment rate	*3.8% unemployment rate as of March 2008	Maintain rate below national average

4. Maintain job growth above the national average: +.2%\* (May 2007 – May 2009). \*Source: Philadelphia Federal Reserve.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	1.5% - Delaware average job growth	-0.4% - Delaware average job growth	Maintain Delaware average above the national average

5. Maintain close ties with Dover Air Force Base (DAFB), and provide an atmosphere conducive to promoting DAFB’s current missions and expansion to new missions.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Goal met	Goal met	Goal will be met

**COMMUNITY DEVELOPMENT**

**Objective:** Encourage balanced growth, and protect our quality of life.

**Measures:**

1. Encourage the advancement of high quality residential developments including, but not limited to, Eden Hill Farm, Brittingham Farm, McClements property, and the Bush Farm.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	- Eden Hill Farm received approval for office, commercial, and residential sections. - New developments take advantage of TND, PND, and other ordinances to produce innovative designs.	- Eden Hill Farm construction began on the office building and construction infrastructure improvements (water, sewer, stormwater management, and streets). - Plan review process started for development of the Bush Farm as a Planned Neighborhood Design.	- Construction of other buildings, including residential units and infrastructure will continue at Eden Hill. - Other developments take advantage of TND and PND ordinances.

2. Increase the City’s home ownership rate from 52% in 2000 to at least 60% by 2010.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Home ownership rate not available until the 2010 Census.	Home ownership rate not available until the 2010 Census.	Home ownership rate not available until the 2010 Census.

3. Increase the home ownership rate downtown from 36% to 50% over the next five years.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	40% increase in home ownership rate downtown	20.3% increase in home ownership rate downtown	≥50% in home ownership rate downtown

4. Increase the commercial occupancy rate downtown from 80% to 90% over the next five years.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	83% commercial occupancy rate downtown	84.7% commercial occupancy rate downtown	≥90% commercial occupancy rate downtown

*Note: Statistics provided by Main Street Dover.*

5. Attend an average of at least two community events each month.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Attended 24 to 41 community events.	Attended 89 to 100 community events.	Attend ≥100 community events.

6. Attend at least ten neighborhood association meetings.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Attended 10 to 12 neighborhood association meetings.	Attended 10 to 12 neighborhood association meetings.	Attend ≥10 neighborhood association meetings.

**EFFICIENT OPERATIONS**

**Objective:** The objective of this program is to improve efficiency and productivity in City operations and transparency in City financial statements.

**Measures:**

1. Encourage and facilitate additional, efficient, and productive uses of technology.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Began use of Decision Support Software. Secured additional Homeland Defense funding to rectify City security weaknesses.	Promoted Green Energy initiatives, continued to look for Homeland Security funds to rectify City security weaknesses.	Additional projects will be identified in Fiscal 2009.

2. Support effort to create paperless packets for planning and zoning documents.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Priority goal for the Planning Department for this fiscal year.	Paperless packets created and available online for members of the Planning Commission.	Goal completed in Fiscal 2008

3. Mitigate the need for tax increases.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Continued to receive funds for the State Payment in Lieu of Taxes. Garnered additional Homeland Security funds for protection of city's critical infrastructure.	Continued to receive increases in State's Payment in Lieu of Taxes. Garnered \$4 million in State funding for the new Library Project.	Continue to receive an increase in State Payment in Lieu of Taxes. Continue to gather support and funding for the new Library Project.

4. Ensure license and other fees remain reasonable and competitive with other government jurisdictions and fair to the rate payers.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	No changes in license fees. All fees remained reasonable and competitive with other government jurisdictions and fair to the rate payers. Maintained electric rates among the lowest municipal rates in Delaware.	No changes in license fees. All fees remained reasonable and competitive with other government jurisdictions and fair to the rate payers. Maintained electric rates among the lowest municipal rates in Delaware.	Ensure no changes in license fees. All fees will remain reasonable and competitive with other government jurisdictions and fair to the rate payers. Maintain electric rates among the lowest municipal rates in Delaware.

## FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS

### 1. Increase home ownership rates in the City and revitalize the downtown residential area.

**Measures:**

- a. Council adoption of a mixed-use downtown zone. Goal currently underway.
- b. Eliminate provisions allowing single-family to multi-family conversions in the RG-1 district. Goal Met.
- c. Nuisance property complaints resolved to the satisfactions of the complainants. Goal Met.
- d. The Dover Community Partnership continues to acquire property downtown and converts uses to owner-occupied residences. Staff is currently working with the Blue Print Communities project on this goal and training programs have been established for areas needing assistance. Goal Met.

### 2. Continue to work closely with the Delaware Economic Development Office (DEDO) and the Central Delaware Economic Development Council (CDEDC) to address future job opportunities.

**Measure:** Attract one major new employer to Dover; replace Bank of America's call center with a suitable employer. Efforts continue to attract a major employer to the Dover area. Goal Not Met.

### 3. Secure funding for the Delaware Civic Center to be built in Dover.

**Measure:** Secure City, County, and State agreements to provide all necessary funding sources to start architectural design of the Delaware Civic Center. City Council voted not to support funding for the proposed Civic Center. Goal Not Met.

### 4. Facilitate the Delaware Department of Transportation's adoption of an official concept design for the West Dover Connector, which will provide improved traffic patterns on the southwest side of the City.

**Measure:** Attending meetings of the West Dover Connector Working Group and DeDOT and assist in the selection of an option which will extend Saulsbury Road so that it intersects U.S. Route 13 south of Webbs Lane. The Saulsbury Road extension will only reach the new medical center and residential area. Goal Partially Met.

### 5. Facilitate the adoption of a Transfer of Development Rights (TDR) Ordinance to complement Kent County's TDR Ordinance.

**Measure:** Council adoption of a TDR Ordinance to govern future annexation and development in the City. This goal is currently on hold pending completion and approval of the City's Comprehensive Plan.

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

1. **Continue to work closely with the Delaware Economic Development Office (DEDO) and the Central Delaware Economic Development Council to address future job opportunities.** This objective is a part of the Economic Development program and advances the critical success factors of Economic Development and Job Growth.

**Measure:** Attract two major employers to Dover; replace Bank of America's call center and facilities vacated by Discover Card.

2. **Secure funding for the Delaware Civic Center to be built in Dover.** This objective is a part of the Economic Development program and advances the critical success factors of Economic Development and Job Growth.

**Measure:** Secure City, County, and State agreements to provide all necessary funding sources to start architectural design of the Delaware Civic Center.

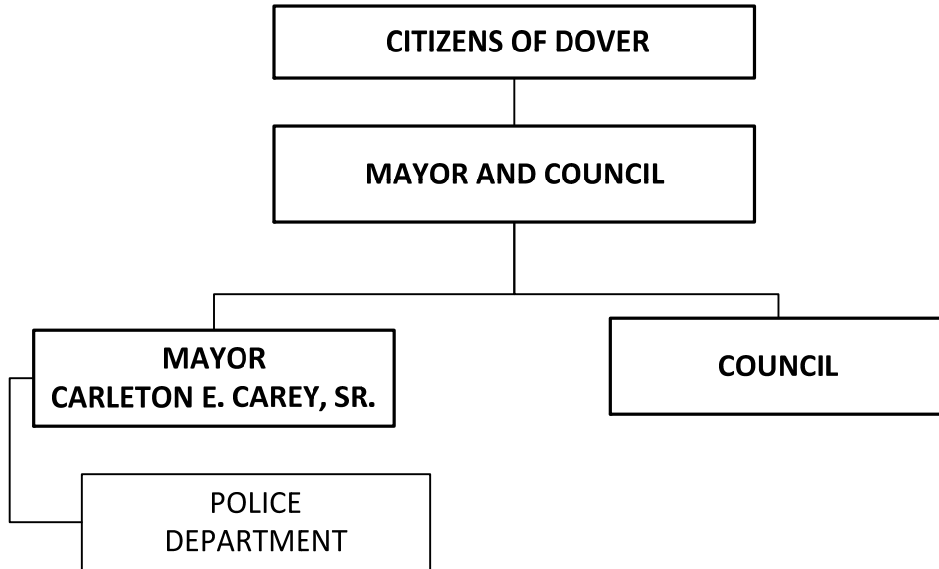
3. **Facilitate the adoption of a Transfer of Development Rights (TDR) Ordinance to compliment Kent County's TDR Ordinance.** This objective is a part of the Community Development program and the Economic Development program, and advances the critical success factors of Customer Satisfaction and Effective Community Communication in addition to Cost and Revenue Efficiency.

**Measure:** City Council adoption of a TDR Ordinance to govern future annexation and development within the City.

4. **Secure the necessary funding for the City's anchor library.** This objective is a part of the Community Development program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

**Measure:** Secure, County and State agreements to provide all necessary funding sources to establish an anchor library within the City of Dover.

**MAYOR**  
ORGANIZATION CHART  
FISCAL YEAR 2009



**MAYOR**  
**110-3200-519**

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	45,001	55,000	45,000	45,124
10-14	FICA TAXES	3,214	4,086	3,539	3,539
10-15	HEALTH INSURANCE	7,988	8,026	6,678	6,678
10-16	L I D INSURANCE	-	-	-	342
10-17	WORKERS COMPENSATION	238	243	239	239
	<b>PERSONNEL COSTS</b>	<b>56,441</b>	<b>67,355</b>	<b>55,456</b>	<b>55,922</b>
20-22	OFFICE SUPPLIES	73	125	125	127
20-23	PRINTING AND DUPLICATING	102	400	1,225	408
20-24	PHOTOGRAPHIC	-	50	700	51
20-38	COMPUTER HARDWARE	-	3,385	3,641	-
	<b>MATERIALS &amp; SUPPLIES</b>	<b>175</b>	<b>3,960</b>	<b>5,691</b>	<b>586</b>
30-21	TELEPHONE/FAX	1,139	1,250	1,000	1,275
30-25	ADVERTISEMENT	4,970	5,000	2,854	4,675
30-27	SUBSCRIPTIONS AND DUES	332	450	450	3,900
30-28	TRAINING/CONF/FOOD/TRAVEL	2,606	2,700	4,521	4,000
30-31	CONTRACTUAL SERVICES	36	40	-	-
30-35	COMMUNITY RELATIONS EXP	5,252	6,900	6,900	6,800
30-37	OTHER EXPENSES	3,784	5,000	5,000	5,000
30-62	GASOLINE	152	200	625	650
30-63	AUTO REPAIRS/MAINTENANCE	-	200	200	204
30-91	ECONOMIC DEVELOPMENT	32,021	46,000	46,000	15,000
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>50,292</b>	<b>67,740</b>	<b>67,550</b>	<b>41,504</b>
	<b>TOTAL EXPENDITURES</b>	<b>106,908</b>	<b>139,055</b>	<b>128,697</b>	<b>98,012</b>
	REVENUES:				
	GENERAL FUND	106,908	139,055	128,697	98,012
	PERSONNEL:				
	FULL-TIME EQUIVALENT	1.0	1.0	1.0	1.0

## 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 appoint and evaluate the performance of those appointed by Council, City agencies, departments, and citizen advisory boards and commissions.

**Measures:**

1. Review and adopt measurable goals and objectives within the concept of the Strategic Organization Plan developed by the City Manager. Monitor and evaluate the performance of the City Manager and departments throughout the year to ensure that high standards for performance are maintained by reviewing and approving 12 monthly reports from each department.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	12 monthly reports reviewed and adopted	12 monthly reports reviewed and adopted	Review and adopt 12 monthly reports

2. Maintain a Council presence during recognition programs, including Service Awards, Munch Lunch, and Employee Appreciation Day for employee satisfaction so our work force is proud, safe, and motivated to complete the City mission.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Members of Council attended Service Awards, Munch Lunch & Employee Appreciation Day.	Members of Council attended Service Awards, Munch Lunch & Employee Appreciation Day.	Maintain Council presence at employee recognition programs.

#### **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.

**Measures:**

1. Identify areas where additional or amended policies, procedures, and controls are needed in order to carry out the Council’s fiduciary responsibilities. Develop, review, or adopt three policies a year.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Three policies reviewed	Three policies reviewed	Develop, review, or adopt three policies

2. Ensure that adequate funding, personnel, and organizational resources are provided in support of the City’s mission, policies, and administration by adopting a balanced budget and capital program by reviewing and approving 12 budget reports and four quarterly revenue reports.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Reviewed and approved 12 budget reports and four quarterly revenue reports.	Reviewed and approved 12 budget reports and four quarterly revenue reports.	Review and approve 12 budget reports and four quarterly revenue reports.

3. Set Budget guidelines for the City Manager in February/March of each fiscal year.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	New Goal	Budget guidelines for City Manager set in March 2008.	Budget guidelines for City Manager to be set in March 2009.

**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.

**Measures:**

1. Respond effectively to issues and problems identified by citizens and propose ways of dealing with them in a timely manner. Respond to 100% of citizen concerns received in writing and expressed during the Open Forum within seven days.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Responded to 100% of citizen concerns received in writing within seven days.	Responded to 100% of citizen concerns received in writing within four days.	Respond to 100% of citizen concerns received in writing and expressed during the Open Forum within seven days.

2. Ensure that citizens have opportunities to be heard and that City policies, procedures, regulations, and programs are acceptable to citizens. Ensure that citizens are included in the process as the City administration implements the Council’s policies and delivers City services. Hold 22 Open Forum sessions to allow public comment.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	22 open forum sessions held	22 open forum sessions held	Hold ≥22 open forum sessions

**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS**

1. **Establish a bus station/terminal in the City.** A site has been identified on Governor’s Avenue, and the Delaware Department of Transportation (DelDOT) is working on design plans for the bus station. Our goal is to accomplish this by June 30, 2009. Goal Partially Met.
  
2. **Develop a creative nuisance property maintenance ordinance and a loitering ordinance.** The State is implementing a nuisance law, and Council has encouraged cooperation with State and local law enforcement to identify nuisance houses within the City. Goal Met.
  
3. **Aggressively pursue replacement of the water infrastructure.** Funds have been budgeted, and several projects within the Water/Wastewater division have been identified to address this objective with the overall goal scheduled to be completed by June 30, 2010. Goal Partially Met.
  
4. **Develop an Economic Development Strategy.** An Economic Development Strategy has been developed and incorporated into the 2008 Comprehensive Plan and is currently being reviewed by City Council. The City has also established an Economic Development division within the Public Services group. Goal Met.

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

1. **Planning and funding of Dover Public Anchor Library.** This objective is a part of the Community Interaction Program and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

**Measure:** Our goal is to complete construction of the new Library by the fall of 2012.

2. **Restructure the permitting process to create a known and efficient process.** This objective is a part of the Community Interaction Program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

**Measure:** Our goal is to implement a new permitting process by June 30, 2009.

3. **Develop a strategy to address affordable housing and development costs.** This objective is a part of the Community Interaction Program and advances the critical success factors of Improving Downtown and Surrounding Neighborhoods in addition to Customer Satisfaction and Effective Community Communication.

**Measure:** Our goal is to develop a strategy to address affordable housing and development costs by June 30, 2009.

4. **Review City funding of non-profits and conduct a due diligence evaluation.** This objective is a part of the Fiduciary Program and advances the critical success factor of Cost and Revenue Efficiency.

**Measure:** Our goal is to complete the review and evaluation by June 30, 2009.

5. **Implement steps necessary to obtain International Association of Assessing Officers (IAAO) certification for the City Assessor's office.** This objective is a part of the Legislative, Policy, and Administration Program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

**Measure:** Our goal is to implement the recommendations of the IAAO and to obtain certification by June 30, 2009.

## COMMENTS

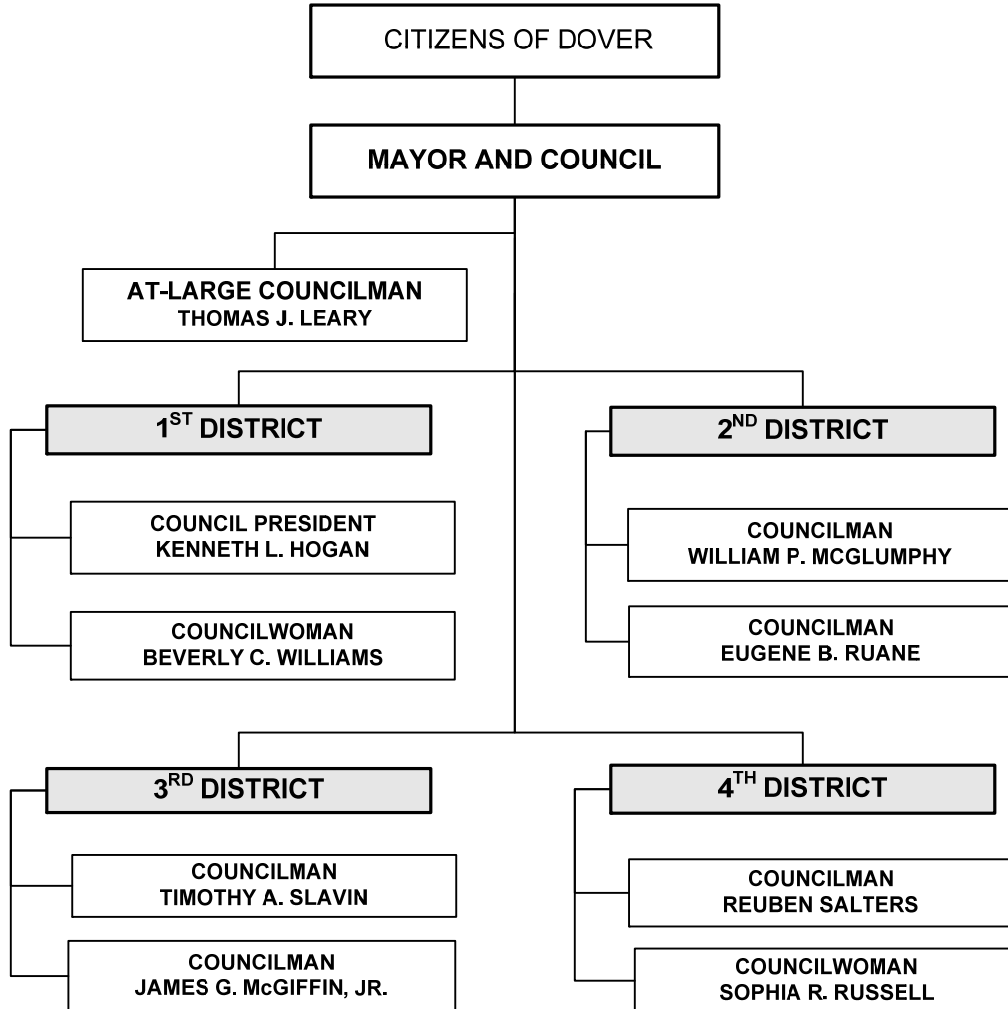
As elective Legislature, the priorities of Dover City Council continually reflect, through its regulatory and budgetary enactments, the aspirations of the citizens of Dover. These priorities are implicit in the programs adopted and set in the annual operating budget for the City of Dover.

## CITY COUNCIL FISCAL YEAR 2008-2009



City Council: (back row) Councilwoman Beverly C. Williams; Councilman Eugene B. Ruane; Mayor Carleton E. Carey, Sr.; Councilman Thomas J. Leary; Councilman William P. McGlumphy; Councilman James G. McGiffin, Jr. (front row) Councilman Timothy A. Slavin; Councilwoman Sophia R. Russell; Council President Kenneth L. Hogan; Councilman Reuben Salters.

# CITY COUNCIL ORGANIZATION CHART FISCAL YEAR 2009



## COUNCIL 110-1200-512

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-13	TEMPORARY HELP	74,604	79,547	79,547	92,740
10-14	FICA TAXES	5,708	6,121	6,121	7,147
10-17	WORKERS COMPENSATION	620	353	353	497
	<b>PERSONNEL COSTS</b>	<b>80,932</b>	<b>86,021</b>	<b>86,021</b>	<b>100,384</b>
20-21	FURNITURE/FIXTURES	-	440	440	-
20-22	OFFICE SUPPLIES	516	400	400	400
20-23	PRINTING AND DUPLICATING	133	450	450	450
20-24	PHOTOGRAPHIC	16	103	50	50
20-37	COMPUTER SOFTWARE	310	195	195	420
20-38	COMPUTER HARDWARE	-	9,000	6,500	-
	<b>MATERIALS &amp; SUPPLIES</b>	<b>975</b>	<b>10,588</b>	<b>8,035</b>	<b>1,320</b>
30-21	TELEPHONE/FAX	283	300	250	250
30-27	SUBSCRIPTIONS AND DUES	10,117	10,255	10,743	11,050
30-28	TRAINING/CONF/FOOD/TRAVEL	12,134	18,500	14,000	17,513
30-35	COMMUNITY RELATIONS EXP	2,628	2,600	2,600	2,600
30-92	HRC-OFFICE SUPPLIES	-	3,750	3,750	3,705
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>25,162</b>	<b>35,405</b>	<b>31,343</b>	<b>35,118</b>
	<b>COUNCIL EXPENDITURES</b>	<b>107,069</b>	<b>132,014</b>	<b>125,399</b>	<b>136,822</b>
	PERSONNEL:				
	FULL-TIME EQUIVALENT	-	-	-	-

## HUMAN RELATIONS COMMISSION 110-1200-524

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
20-22	OFFICE SUPPLIES	40	-	-	-
20-23	PRINTING & DUPLICATING	61	-	-	-
	<b>MATERIALS &amp; SUPPLIES</b>	<b>101</b>	<b>-</b>	<b>-</b>	<b>-</b>
30-22	POSTAGE & SHIPPING	78	-	-	-
30-56	BROCHURES, PUBLICITY	2,319	-	-	-
30-57	MEETING EXPENSES	825	-	-	-
30-58	PUBLIC FORUMS	12	-	-	-
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>3,234</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>HUMAN RELATIONS COMMISSION EXPENDITURES</b>	<b>3,335</b>	<b>-</b>	<b>-</b>	<b>-</b>
	REVENUES:				
	GENERAL FUND	110,404	132,014	125,399	136,822

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## CITY MANAGER

### DEPARTMENTAL VISION

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 leadership, resourcefulness, program development, and guidance in planning, budgeting, and managing the activities of the City. This is especially true for the eight departments (Central Services; Customer Services; Human Resources; Information Technology; Parks, Recreation, and Library; Public Services and Public Utilities) that report to the City Manager. Through these coordinated efforts, the office contributes to maintaining Dover’s high quality of life and being a place where people want to live.

### MAJOR PROGRAMS

#### *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.

**Measures:**

1. Hold a City Council retreat, each fiscal year, that is rated better than 3.0 on a 4.0 point scale by members of City Council.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Rated 3.30 on a 4.0 point scale	Rated 3.25 on a 4.0 point scale	Rate ≥3.4 on a 4.0 scale

2. Complete the budget approval process, requiring no more than five scheduled workshops sessions annually.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Budget approval process completed in five workshops	Budget approval process completed in eight workshops	Complete budget approval process in ≤five workshops

3. Annually receive a better than average rating (≥70 points on a 100 point scale) in the Annual Citizen Survey for the following: “I receive good value for the City of Dover taxes that I pay.”

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Average rating of 66 points on a 100 point scale,	Average rating of 64 points on a 100 point scale	≥70 points on a 100 point scale

**DEPARTMENT MANAGEMENT**

**Objective:** The objective of this program is to provide support and guidance to the City Manager departments so they can achieve their goals and objectives.

**Measures:**

1. Ninety percent of all departments' operating expenses and revenues are within 95% of their budget, indicating that all budgetary needs have been met.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	81% were within 95% of their budget	70% were within 95% of their budget	≥90% within 95% of their budget

2. Annually, have 90% of Capital Investment Plan (CIP) projects completed on time and under budget, indicating that needed projects are complete.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	76% of CIP projects completed on time and under budget	62% of CIP projects completed on time and under budget	≥75% of CIP projects completed on time and under budget

3. Ensure 90% of departmental strategic objectives are met annually.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	58% of strategic objectives were met; 18% of strategic objectives were partially met; 12% of strategic objectives were not met; and 12% of strategic objectives were deferred due to staffing.	56% of strategic goals were met; 29% of strategic objectives were partially met; 15% of strategic objectives were not met.	≥90% of strategic objectives to be met annually.

**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.

**Measure:** Annually, identify two to four new strategic objectives related to new programs that advance the City’s vision.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	1. Cool Cities/Green Energy Alternatives Identified. 2. Explored alternative Health Benefits. 3. Created an Economic Strategy.	1. Customer Relations Management System selected and implemented. 2. Economic Development division created. 3. Implementation of IAAO recommendations for Assessor’s office.	Identify two new strategic objectives.

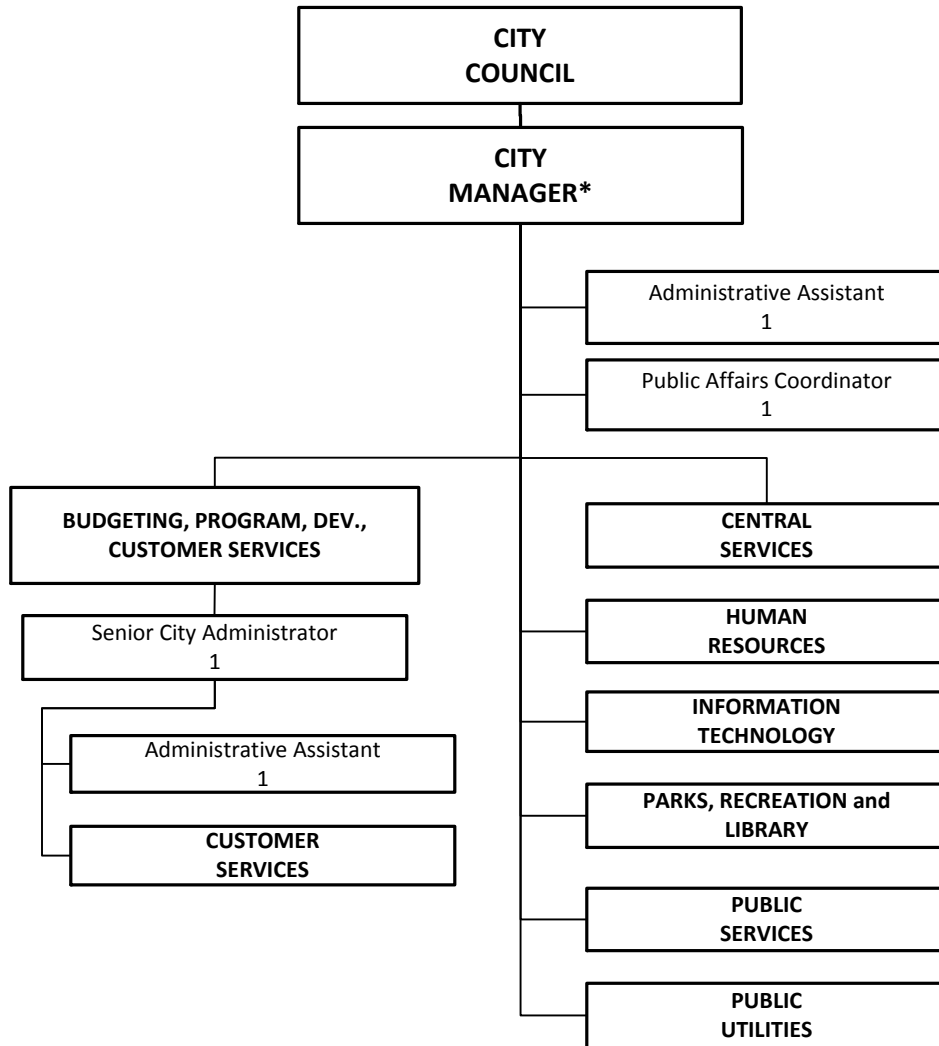
**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS**

1. **Promote the building of a new library, by advancing designs, finalizing site location, and obtaining public support for the project.** A final site has been selected for the proposed library. Several support committees have been formed and meet on a monthly basis to coordinate and begin design, public relations, and fund-raising efforts. An architect has been selected for the planning and design phase of this project. Goal Met.
  
2. **Create an economic development strategy.** An economic development strategy has been identified and placed in the updated Comprehensive Plan. An Economic Development division has also been created within the Public Services Group. Goal Met.
  
3. **Implement three new practices that support the U.S. Conference of Mayors Climate Protection Act.** Solar panels have been installed at the Public Utilities building; City fleet currently using bio-fuel and a downsizing of fleet vehicles has been conducted. City buildings have begun recycling with pick ups scheduled once weekly by the Solid Waste Authority. Goal Met.
  
4. **Implement year three of the Facility Space Plan and update the plan for future years.** The Facility Space Plan has been updated for the future. The revised plan includes a new library and Public Utilities Administration building. The following projects were completed last fiscal year; moving Finance to Weyandt Hall, the construction of new space, and the moving of Planning and Inspections. Goal Met.
  
5. **Explore and develop one new revenue source.** Two new revenue sources were researched and developed during Fiscal Year 2008. Pole Attachment and Water Impact Fees have been implemented. Goal Met.

**FISCAL YEAR 2008-2009 STRATEGIC OBJECTIVES**

1. **Oversee the implementation of the IAAO recommendations for the Assessor's Office.** The implementation of the IAAO recommendations will improve the overall operations of the Assessor's office, in addition to establishing best practices. This objective is a part of the Department Management Program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.
2. **Implement the recommendations identified in the Economic Development Strategy,** establish and monitor the goals and objectives created for the new Economic Development division. This objective is a part of the Department Management Program and advances the critical success factors of Economic Development and Job Growth, in addition to Customer Satisfaction and Effective Community Communication.
3. **Explore, develop, and implement one new revenue source.** This objective is a part of the Project Development Program and advances the critical success factors of Cost and Revenue Efficiency.
4. **Implement three new practices in support of the U.S. Conference of Mayors Climate Protection Act.** This objective is a part of the Project Development Program and advances the critical success factor of Cost and Revenue Efficiency.

# CITY MANAGER ORGANIZATION CHART FISCAL YEAR 2009



\* Appointed by Council

## CITY MANAGER 110-2100-515

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	308,169	351,439	330,231	324,623
10-14	FICA TAXES	22,565	25,133	24,013	22,782
10-15	HEALTH INSURANCE	35,596	40,294	41,373	42,403
10-16	L I D INSURANCE	1,943	2,093	2,039	2,152
10-17	WORKERS COMPENSATION	1,629	1,546	1,448	1,720
10-19	PENSION	55,618	66,505	51,644	47,608
10-20	OPEB	-	-	-	8,116
	<b>PERSONNEL COSTS</b>	<b>425,520</b>	<b>487,010</b>	<b>450,748</b>	<b>449,404</b>
20-21	FURNITURE/FIXTURES	-	300	1,800	-
20-22	OFFICE SUPPLIES	676	800	800	1,160
20-23	PRINTING AND DUPLICATING	9,078	23,980	21,980	26,077
20-31	BOOKS	221	300	354	400
20-37	COMPUTER SOFTWARE	-	821	821	-
20-38	COMPUTER HARDWARE	264	8,650	9,700	-
	<b>MATERIALS &amp; SUPPLIES</b>	<b>10,239</b>	<b>34,851</b>	<b>35,455</b>	<b>27,637</b>
30-21	TELEPHONE/FAX	2,523	1,925	1,925	3,032
30-27	SUBSCRIPTIONS AND DUES	2,939	1,900	1,900	1,900
30-28	TRAINING/CONF/FOOD/TRAVEL	7,014	8,000	4,000	6,820
30-31	CONTRACTUAL SERVICES	25,332	8,700	8,700	5,300
30-32	LEGAL EXPENSES	153,927	165,000	100,200	79,556
30-35	COMMUNITY RELATIONS EXP	-	-	-	6,475
30-61	OFF EQUIP/REPAIRS & MAINT	1,517	3,250	3,250	1,895
30-62	GASOLINE	490	400	400	408
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>193,742</b>	<b>189,175</b>	<b>120,375</b>	<b>105,386</b>
40-21	OFFICE EQUIP - PURCHASE	-	10,300	-	-
	<b>CAPITAL OUTLAY</b>	<b>-</b>	<b>10,300</b>	<b>-</b>	<b>-</b>
	<b>TOTAL EXPENDITURES</b>	<b>629,501</b>	<b>721,336</b>	<b>606,578</b>	<b>582,427</b>
	REVENUES:				
	GENERAL FUND	629,501	711,036	606,578	582,427
	GOVERNMENTAL CAPITAL PROJECTS FUND		10,300		
	PERSONNEL:				
	FULL-TIME EQUIVALENT	5.0	5.0	5.0	5.0

## CENTRAL SERVICES

### 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.

**Measures:**

- Maintain a 90% or better issue effectiveness rate.  $[\text{issues} / (\text{issues} + \text{back orders})] * 100$

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	99.8% issue effectiveness rate	99.82% issue effectiveness rate	≥95% issue effectiveness rate

- Maintain an inventory turnover rate of four to five per year. (Cost of goods sold/average inventory investment, past 12 months) not including transformers or contingency stock.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	$(\$206,207.83 / \$2,511,276.71) = .08$ or one turn over every 12.2 years	$(\$257,823.04 / \$2,181,072.19) = .128$ or one turn over every 8.5 years	One turn over every 3 years

*Note: The turnover rate of four to five per year is the Electrical industry standard. The City of Dover has approximately \$1.6 million in allocated items, awaiting project commencement, and approximately \$424,000 in excess items (not used in over three years). We are currently working to reduce the excess items.*

#### 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% of the time.

**Measures:**

- Quantity and percentage of formal sealed bids for non-inventory items that are converted to purchase orders within the time frame specified within the bid package.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	15 sealed bids, 68% converted to purchase orders	29 sealed bids, 64% converted to purchase orders	≥30 sealed bids, ≥80% converted to purchase orders

- Quantity and percentage of formal, sealed bids specifications prepared and received by purchasing, and distributed to vendors within seven working days of receipt of request more than 80% of the time.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	22 bids received, 69% distributed within seven working days	42 bids received, 63% distributed within seven working days	≥50 bids received, ≥80% distributed within seven working days

**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% of the time.

**Measures:**

- Quantity and percentage of outgoing, first class, pre-sort, U.S. mail that qualifies for the lowest two discounted rates.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	314,084 pieces of outgoing mail, 92.9% qualified for lowest rates	309,901 pieces of outgoing mail, 94.5% qualified for lowest rates	≥325,000 pieces of outgoing mail, ≥95% qualify of lowest rates

**FLEET MAINTENANCE**

**Objective:** The objective of this program is to provide on-time preventative maintenance (PM) to all City vehicles (excluding police vehicles) more than 70% of the time.

**Measure:** Quantity and percentage of scheduled PMs completed.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	517 vehicles, 67.7% of scheduled PMs completed on-time	252 vehicles, 53.8% of scheduled PMs completed on-time	≥400 vehicles, ≥70% of scheduled PMs completed on-time

**FACILITIES MANAGEMENT**

**Objective:** The objective of this program is to maintain all City buildings in a safe and clean condition.

**Measure:** Quantity and percentage of Facilities Maintenance work order requests that are completed within five workdays (routine) and two workdays (emergency) from notification to crew dispatch.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Routine</b>	465 work orders, 88% completed within 5 workdays	479 work orders, 88.7% completed within 5 workdays	≥500 work orders, ≥80% completed within 5 workdays
<b>Emergency</b>	99 work orders, 98% completed within 2 workdays	65 work orders, 100% completed within 2 workdays	≥85 work orders, 95% completed within 2 workdays

**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS**

1. **Continue with Space Needs Projects..** The following projects were completed last fiscal year; moving Finance to Weyandt Hall, the construction of new space and the moving of Planning and Inspections. This is an on-going project with several projects scheduled for Fiscal Year 2009. Goal Met.
2. **Replace fuel pumps in the City yard by December 2008.** Bid specifications have been prepared and scheduled for advertisement. This on-going project is scheduled for completion by December 2008. Goal on Schedule.

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

1. **Continue with Space Needs Projects.** This objective is a part of the Facilities Management program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication. This is an on-going project with several projects scheduled for Fiscal Year 2009.

**Budget:** \$115,000**Account Number:** 147-2500-552.40-31

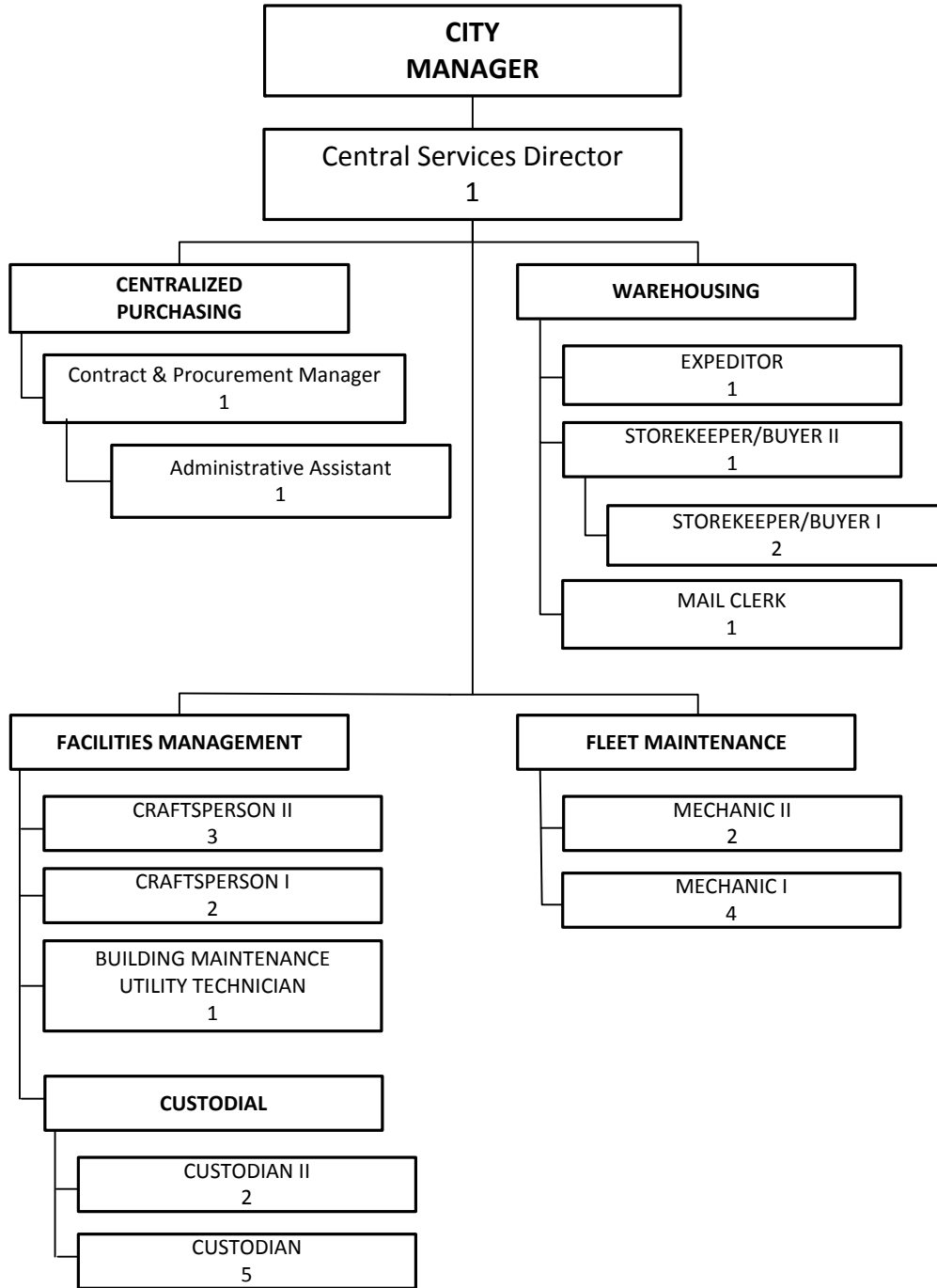
2. **Replace fuel pumps in the City yard by December 2008.** This objective is part of the Warehouse program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication.

**Measures:**

- A. Prepare bid in July 2008.
- B. Award to vendor by September 2008.
- C. Contract for installation by December 2008.

**Fiscal 2008 Budget:** \$16,000**Account Number:** 147-2700-571.40-25

# CENTRAL SERVICES ORGANIZATION CHART FISCAL YEAR 2009



## CENTRAL SERVICES 110-2700-571

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	289,273	272,062	264,356	285,069
10-12	OVERTIME	669	-	750	1,000
10-13	TEMPORARY HELP	-	-	2,631	-
10-14	FICA TAXES	21,961	20,685	20,435	21,843
10-15	HEALTH INSURANCE	54,528	48,201	49,029	52,931
10-16	L I D INSURANCE	1,737	1,478	1,695	1,760
10-17	WORKERS COMPENSATION	5,257	3,460	4,860	4,429
10-19	PENSION	57,082	53,893	51,894	54,897
10-20	OPEB	-	-	-	7,472
	<b>PERSONNEL COSTS</b>	<b>430,507</b>	<b>399,779</b>	<b>395,650</b>	<b>429,401</b>
20-21	FURNITURE/FIXTURES	937	-	-	850
20-22	OFFICE SUPPLIES	2,362	2,121	2,163	2,128
20-23	PRINTING AND DUPLICATING	-	200	204	4,100
20-25	CUSTODIAL	1,779	1,763	1,798	833
20-29	UNIFORMS/UNIFORM ALLOW	1,410	1,735	1,350	1,271
20-31	BOOKS	-	200	204	200
20-32	SECURITY/SAFETY MATERIALS	927	976	996	1,050
20-37	COMPUTER SOFTWARE	52	65	66	70
20-38	COMPUTER HARDWARE	2,423	8,425	8,594	-
20-46	CITY BLDG MAINT SUPPLIES	5,850	15,334	3,504	6,296
20-58	WATER/SEWER	2,765	3,300	3,366	-
	<b>MATERIAL &amp; SUPPLIES</b>	<b>18,505</b>	<b>34,119</b>	<b>22,245</b>	<b>16,798</b>
30-21	TELEPHONE/FAX	2,601	2,800	2,500	2,900
30-22	POSTAGE	165,944	168,578	192,000	199,116
30-23	ELECTRICITY	79,882	75,000	85,600	88,500
30-24	HEATING OIL/GAS	196	260	200	200
30-25	ADVERTISEMENT	3,740	5,000	4,200	4,300
30-27	SUBSCRIPTIONS AND DUES	716	1,030	1,030	1,051
30-28	TRAINING/CONF/FOOD/TRAVEL	1,401	5,100	3,000	5,000
30-31	CONTRACTUAL SERVICES	1,991	2,000	2,100	2,150
30-43	ENVIRONMENTAL EXPENSES	-	75	75	77
30-61	OFF EQUIP/REPAIRS & MAINT	5,189	5,359	5,359	5,466
30-62	GASOLINE	3,689	4,300	3,300	4,386
30-66	OTHER EQUIP REPAIRS/MAINT	1,861	1,335	1,335	3,862
30-67	RADIO REPAIRS/MAINTENANCE	468	468	468	477
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>267,678</b>	<b>271,305</b>	<b>301,167</b>	<b>317,485</b>
40-25	OTHER EQUIP - PURCHASE	15,656	-	-	-
40-31	CONSTRUCTION - PURCHASE	947	-	-	-
40-25	OTHER EQUIP - PURCHASE	-	16,000	16,000	-
40-31	CONSTRUCTION - PURCHASE	-	5,000	5,000	9,996
	<b>CAPITAL OUTLAY</b>	<b>16,603</b>	<b>21,000</b>	<b>21,000</b>	<b>9,996</b>
	<b>TOTAL EXPENDITURES</b>	<b>733,293</b>	<b>726,203</b>	<b>740,062</b>	<b>773,680</b>
	REVENUES:				
	GENERAL FUND	733,293	705,203	719,062	763,684
	GOVERNMENTAL CAPITAL PROJECTS FUND		21,000	21,000	9,996
	PERSONNEL:				
	FULL-TIME EQUIVALENT	8.0	8.0	8.0	8.0

## FACILITIES MANAGEMENT

### 110-2500-552

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	480,824	539,686	539,686	573,965
10-12	OVERTIME	-	-	125	500
10-14	FICA TAXES	36,293	41,476	40,647	44,009
10-15	HEALTH INSURANCE	89,482	102,267	96,681	126,542
10-16	L I D INSURANCE	2,783	3,093	3,036	3,301
10-17	WORKERS COMPENSATION	17,030	16,391	16,391	20,773
10-19	PENSION	118,274	166,066	143,201	150,166
10-20	OPEB	-	-	-	14,495
	<b>PERSONNEL COSTS</b>	<b>744,686</b>	<b>868,979</b>	<b>839,767</b>	<b>933,751</b>
20-22	OFFICE SUPPLIES	110	100	100	102
20-25	CUSTODIAL	6,636	10,000	10,000	10,200
20-29	UNIFORMS/UNIFORM ALLOW	2,470	3,135	3,000	3,700
20-32	SECURITY/SAFETY MATERIALS	1,155	1,570	1,570	2,026
20-33	SMALL TOOLS	234	1,000	1,000	1,000
20-46	CITY BLDG MAINT SUPPLIES	17,463	13,900	13,900	10,261
20-58	WATER/SEWER	1,246	1,250	1,250	1,275
20-61	ELEC MATERIALS/SUPPLIES	2,414	2,575	2,000	2,627
	<b>MATERIALS &amp; SUPPLIES</b>	<b>31,728</b>	<b>33,530</b>	<b>32,820</b>	<b>31,191</b>
30-21	TELEPHONE/FAX	1,958	2,000	2,000	2,040
30-23	ELECTRICITY	67,492	79,000	75,000	80,356
30-24	HEATING OIL/GAS	673	1,030	1,030	1,051
30-28	TRAINING/CONF/FOOD/TRAVEL	-	-	-	200
30-31	CONTRACTUAL SERVICES	4,179	79,416	70,000	70,715
30-62	GASOLINE	5,929	5,500	6,800	6,950
30-64	TRUCK REPAIRS/MAINTENANCE	-	500	500	500
30-65	MAINT EQUIP REPAIRS/MAINT	-	300	300	300
30-67	RADIO REPAIRS/MAINTENANCE	531	800	800	800
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>80,762</b>	<b>168,546</b>	<b>156,430</b>	<b>162,912</b>
40-25	OTHER EQUIP - PURCHASE	441,924	-	-	-
40-31	CONSTRUCTION - PURCHASE	31,399	-	-	-
40-31	CONSTRUCTION - PURCHASE	-	59,800	59,800	140,000
	<b>CAPITAL OUTLAY</b>	<b>473,323</b>	<b>59,800</b>	<b>59,800</b>	<b>140,000</b>
	<b>TOTAL EXPENDITURES</b>	<b>1,330,499</b>	<b>1,130,855</b>	<b>1,088,817</b>	<b>1,267,854</b>
	REVENUES:				
	GENERAL FUND	1,330,499	1,071,055	1,029,017	1,127,854
	GOVERNMENTAL CAPITAL PROJECTS FUND		59,800	59,800	140,000
	PERSONNEL:				
	FULL-TIME EQUIVALENT	12.0	13.0	13.0	13.0

**FLEET MAINTENANCE**

110-2800-572

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	223,563	232,222	232,280	247,704
10-12	OVERTIME	316	-	422	1,900
10-14	FICA	16,664	17,516	17,512	18,912
10-15	HEALTH INSURANCE	41,141	41,154	49,356	53,290
10-16	LID	1,259	1,266	944	1,322
10-17	WORKMANS COMP.	9,073	7,895	7,911	10,158
10-19	PENSION	36,128	39,668	39,652	42,185
10-20	OPEB	-	-	-	6,193
	<b>PERSONNEL COSTS</b>	<b>328,144</b>	<b>339,721</b>	<b>348,077</b>	<b>381,664</b>
20-22	OFFICE SUPPLIES	167	200	200	204
20-23	PRINTING AND DUPLICATING	204	290	290	356
20-25	CUSTODIAL	65	100	100	102
20-26	PROGRAM EXPENSES/SUPPLIES	294,514	333,720	270,000	300,344
20-29	UNIFORMS/UNIFORM ALLOW	1,470	1,560	1,560	1,560
20-31	BOOKS	-	100	100	102
20-32	SECURITY/SAFETY MATERIALS	721	1,365	1,365	1,385
20-33	SMALL TOOLS	8,582	5,000	5,000	5,050
20-37	COMPUTER SOFTWARE	9,066	2,100	2,100	2,142
20-38	COMPUTER HARDWARE	1,212	-	-	-
20-46	CITY BLDG MAINT SUPPLIES	515	1,000	1,000	1,020
	<b>MATERIALS &amp; SUPPLIES</b>	<b>316,516</b>	<b>345,435</b>	<b>281,715</b>	<b>312,265</b>
30-21	TELEPHONE/FAX	1,350	1,500	650	1,085
30-28	TRAINING/CONF/FOOD/TRAVEL	871	500	500	800
30-43	ENVIRONMENTAL EXPENSES	-	1,200	1,200	1,200
30-62	GASOLINE	1,829	2,200	2,200	2,244
30-67	RADIO REPAIRS/MAINTENANCE	300	306	306	306
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>4,350</b>	<b>5,706</b>	<b>4,856</b>	<b>5,635</b>
40-25	OTHER EQUIP - PURCHASE	-	34,719	34,719	-
	<b>CAPITAL OUTLAY</b>	<b>-</b>	<b>34,719</b>	<b>34,719</b>	<b>-</b>
	<b>TOTAL EXPENDITURES</b>	<b>649,010</b>	<b>725,581</b>	<b>669,367</b>	<b>699,564</b>
	REVENUES:				
	GENERAL FUND	649,010	690,862	634,648	699,564
	GOVERNMENTAL CAPITAL PROJECTS FUND		34,719	34,719	
	PERSONNEL:				
	FULL-TIME EQUIVALENT	6.0	6.0	6.0	6.0

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## CITY CLERK

### DEPARTMENTAL VISION

The City Clerk’s Office is a place where the public, elected officials and employees may obtain information in a timely fashion and are assured that their voices are heard. Employees of the City Clerk’s Office value the diversity of Dover’s population and have a reputation for treating everyone with the utmost respect. A top priority for this office is improving opportunities for citizens to communicate their concerns and desires 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.

**Measures:**

1. Number of meeting agendas prepared.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Prepared 155 agendas	Prepared 160 agendas	Prepare ≥160 agendas

2. Number of meeting minutes transcribed.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Transcribed minutes for 155 meetings	Transcribed minutes for 133 meetings	Transcribe minutes for ≥160 meetings

3. Number of meeting hours attended.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Attended 188 meeting hours	Attended 175 meeting hours	Attend ≥160 meeting hours

**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 State Bureau of Archives and Records and coordinator of all City departments, to assist in setting up a records system; 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; develop and maintain the City records management program.

**Measures:**

1. Number of records processed (measured in cubic feet), including transfers to records center, transfers to State Archives, and records destroyed.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	1,000 cubic feet of records processed.	460 cubic feet of records processed.	Process ≥1,000 cubic feet of records.

2. Number of vital and/or historical documents imaged.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Imaged 38,609 documents	Imaged 43,599 documents	Image ≥40,000 documents

**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.

**Measure:** Number of Charter/Code Amendments processed.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Processed 18 amendments	Processed 27 amendments	Process ≥30 amendments

**OMBUDSMAN**

**Objective:** The objective of this program is to provide a point of contact to citizens so that they have a means to immediately submit questions, concerns, complaints, and suggestions so that they can enjoy a high quality of life and so that Council can be made aware of the desires of their constituents; receive and process all claims and summonses against the City.

**Measure:** Number of inquiries handled on behalf of the City Council

	2006-2007 Actual	2007-2008 Estimate	2008-2009 Projected
<b>Results</b>	98 claims/summons handled	0*	New data for a baseline measure will be collected based on Inquiries/Assists through Customer Relations Management Software

\*This function was moved to the Human Resources Department on July 1, 2007.

**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.

**Measures:**

1. Number of voters registered (assigning City district).

	2006-2007 Actual	2007-2008 Actual	2007-2008 Projected
<b>Results</b>	3,463 voters registered	3,154 voters registered	≥3,200 voters registered

2. Number of voters processed during municipal elections.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Processed 1,495 voters (December 2005 and April 2006 Municipal Elections)	Processed 4,747 voters (September 2007, December 2007, and April 2008 Municipal Elections)	Process ≥3,000 voters

**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS**

1. **Develop ordinance amendments, with the assistance of the City Solicitor based on Council’s approval of recommendations included in the 2005 Charter Review Committee report and present to appropriate committees for their review and recommendation.** The Charter Review Committee submitted their recommendations to City Council, and they have been forwarded to the Legislative, Finance, and Administration Committee for further review and recommendations. Once complete, the necessary ordinance amendments will be developed and submitted for consideration with passage completed by June 30, 2009. Goal Not Met.

2. **Review Election Legislation adopted by the State of Delaware and implement any necessary changes, to become effective with the April 2008 election.** Municipal Election rules and procedures were reviewed and implemented with the September 2007 Special Mayoral Election. Goal Met.
3. **Review the PAS Study for re-assignment of duties to appropriate departments.** Processing of insurance claims was transferred to Human Resources, vehicle registration was transferred to Central Services, and vehicle registration/inventory was transferred to Finance (Asset Management). Goal Met.
4. **Improve the City Clerk's webpage to include pending legislation, public notices, and other pertinent information.** A request was sent to the IT department to add a "Pending/Adopted Legislation" section to the website, which will include draft ordinances and resolution, as well as those recently adopted. The request has been added to the list of projects scheduled for completion by the webpage consultant. Goal Not Met.
5. **Increase the number of departments utilizing FORTIS imaging and reduce the number of records maintained on-site.** Two new departments began actively utilizing FORTIS imaging, bringing active users from five to seven. Restructured filings to reduce the number of copies maintained and enable automatic transfer of permanent records to archives at the end of each year. Additionally, one (1) five-drawer filing cabinet was eliminated from the City Clerk's office. Human Resources has scanned all current employee information into FORTIS and transferred records from their office. Goal Met.
6. **Established New Council Orientation Procedure.** New Council Orientation Protocol was in place for members elected in December 2007. Goal Met.
7. **Implemented Legislative Numbering System and Standardized formatting for Ordinances and Resolutions.** As of June 30, 2008 all departments are required to submit all ordinances and resolutions in a standardized format. The formatting of all ordinances is inline with the State. Goal Met.

#### STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009

1. **Develop ordinance amendments, with the assistance of the City Solicitor, based on Council approval of recommendations included in the 2005 Charter Review Committee report and present to appropriate committees for their review and recommendation.** This objective is a part of the Codification and Administration programs and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

**Measure:** Submit all ordinance amendments by June 30, 2009.

2. **Improve the City Clerk's webpage to include pending legislation, public notices, and other pertinent information.** This objective is a part of the Administrative Support program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

**Measure:** Ensure pertinent items are routinely included on the webpage by December 30, 2008.

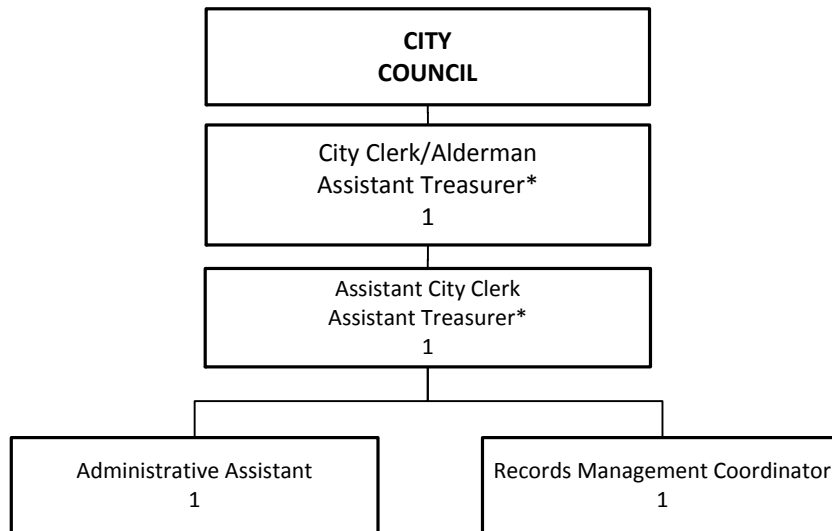
- 3. **Provide agenda subscription service on the website so that residents may “subscribe” to new agenda notifications.** This objective is a part of the Administrative Support program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

**Measure:** Subscription service in place by December 30, 2008.

- 4. **Provide audio recordings of Council and Committee meetings on the website.** This objective is a part of the Administrative Support program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

**Measure:** Audio recordings routinely posted to the website by May 31, 2009.

### CITY CLERK ORGANIZATION CHART FISCAL YEAR 2009



\* Appointed by Council

## CITY CLERK 110-1100-511

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	128,288	164,268	116,648	164,235
10-12	OVERTIME	299	-	-	-
10-13	TEMPORARY HELP	15,001	-	13,120	-
10-14	FICA TAXES	10,813	11,873	10,182	12,421
10-15	HEALTH INSURANCE	25,130	34,103	19,448	45,233
10-16	L I D INSURANCE	1,090	1,136	948	1,324
10-17	WORKERS COMPENSATION	759	723	593	870
10-18	EDUCATIONAL ASSISTANCE	-	2,500	-	-
10-19	PENSION	21,836	38,751	32,304	46,562
10-20	OPEB	-	-	-	4,106
	<b>PERSONNEL COSTS</b>	<b>203,216</b>	<b>253,354</b>	<b>193,243</b>	<b>274,751</b>
20-21	FURNITURE/FIXTURES	130	200	200	-
20-22	OFFICE SUPPLIES	2,110	2,000	2,800	2,900
20-23	PRINTING AND DUPLICATING	2,603	1,800	3,500	3,570
20-31	BOOKS	62	115	70	-
20-37	COMPUTER SOFTWARE	-	985	985	-
20-38	COMPUTER HARDWARE	6,730	-	-	-
	<b>MATERIAL &amp; SUPPLIES</b>	<b>11,635</b>	<b>5,100</b>	<b>7,555</b>	<b>6,470</b>
30-21	TELEPHONE/FAX	951	1,200	650	646
30-25	ADVERTISEMENT	545	940	500	550
30-27	SUBSCRIPTIONS AND DUES	543	660	660	625
30-28	TRAINING/CONF/FOOD/TRAVEL	2,275	3,800	2,500	284
30-31	CONTRACTUAL SERVICES	4,791	9,400	21,400	17,100
30-34	ELECTION RELATED EXPENSES	11,751	14,000	25,000	9,990
30-61	OFF EQUIP/REPAIRS & MAINT	564	2,425	1,000	2,160
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>21,420</b>	<b>32,425</b>	<b>51,710</b>	<b>31,355</b>
	<b>TOTAL EXPENDITURES</b>	<b>236,271</b>	<b>290,879</b>	<b>252,508</b>	<b>312,576</b>
	<b>REVENUES:</b>				
	GENERAL FUND	236,271	290,879	252,508	312,576
	<b>PERSONNEL:</b>				
	FULL-TIME EQUIVALENT	4.0	4.0	4.0	4.0

## 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 by the City so that the City is ensured of the necessary revenue to carry out its functions in a timely manner.

### MAJOR PROGRAMS

#### *CUSTOMER SERVICE*

**Objective:** The objective of this program is to provide professional, fair, courteous, friendly, efficient, and accurate service so this will be a place where customers are comfortable conducting their business.

**Measure:** Obtain a 95% or better satisfaction rating from customers completing our survey and/or comment card.

	2006-2007 Actual	2007-2008- Actual	2008-2009 Projected
<b>Results</b>	95.4% satisfaction rating	95.1% satisfaction rating	≥95% satisfaction rating

**Note:** In Fiscal Year 2008, the survey and comment card questions were revised to reflect all aspects of Customer Service. Approximately 19,000 surveys were mailed with the February 2008 utility bills. Of the 267 surveys/comment cards returned, 254 contained favorable responses and 13 contained unfavorable responses. In order to obtain an increased reply to the annual survey, it is recommended that we offer some type of incentive. A recommendation will be made to the Director by November 1, 2008 for approval.

**Objective:** The objective of this program is to provide professional, friendly, accurate, and timely telephone response time by reducing holding times to less the five minutes even during peak calling times.

**Measure:** Obtain less than five minutes of hold time 95% of the time.

	2006-2007 Actual	2007-2008- Actual	2008-2009 Projected
<b>Results</b>	Not measured this fiscal year	Not measured this fiscal year	≥95% satisfaction rating

**Note:** This is measured by reviewing call center logs for wait times.

**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.

**Measures:**

1. Bills should be prepared with a 98% accuracy rate.

	2006-2007 Actual	2007-2008 Actual	2008-20089 Projected
<b>Results</b>	99% accuracy	99% accuracy	≥98% accuracy

2. Percent of on-time billings are completed as scheduled.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	98% of on-time billings completed	98% of on-time billings completed	≥98% of on-time billing completed

**Note:** We mail approximately 20,000 utility bills monthly. Bills are processed based on an estimated monthly schedule, prepared by the Billing Clerk and Meter Reading Supervisor. The Billing Clerk verifies that the actual billing date is logged to ensure that billing is completed as scheduled.

3. Obtain a 98% positive response to the Annual Citizen Survey question, “Do you find the City’s utility bill is easy to understand?”

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Not measured this fiscal year	98% response rate	≥98% response rate

**Note:** In Fiscal Year 2008, we updated our website with a link to “Understanding your Utility Bill” and providing customers with a brochure to assist them in understanding their utility bill. Also, as part of our survey, we included questions about our bills to help us measure our customers’ understanding of their bill. This is a new measurement that will be recorded for the first time in Fiscal Year 2008. In Fiscal Year 2008, 236 surveys were mailed and the question was posed, “How are we doing at providing accurate utility bills?” Of the responses received, 204 individuals rated the question as excellent, very good or good; 4 individuals indicated poor/fair and 28 individuals did not answer the question.

**DELINQUENT COLLECTIONS**

**Objective:** The objective of this program is to minimize the City’s loss of revenue due to delinquent accounts.

**Measure:** Percent of delinquent accounts collected.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	98.6% of delinquent accounts collected	99.8% of delinquent accounts collected	≥99.9% of delinquent accounts collected

**Note:** Results are based on the average of the quarterly write-offs approved by City Council.

**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.

**Measure:** Read all meters according to the schedule 100% of the time.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	99.9% of meters read according to schedule	99.9% of meters read according to schedule	≥99.9% of meters read according to schedule

**CASH PROCESSING**

**Objective:** The objective of this program is to process payments in a timely, accurate, and efficient manner.

**Measure:** Percentage of accurately processed customer payments.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	99.9% of payments processed accurately	99.97% of payments processed accurately	≥99.99% of payments processed accurately

**Note:** This will be measured by taking the number of payments by cashiers and remittal machine divided by the misapplied payments. In Fiscal Year 2008, 320,449 payments were processed, of which 116 were misapplied.

**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS**

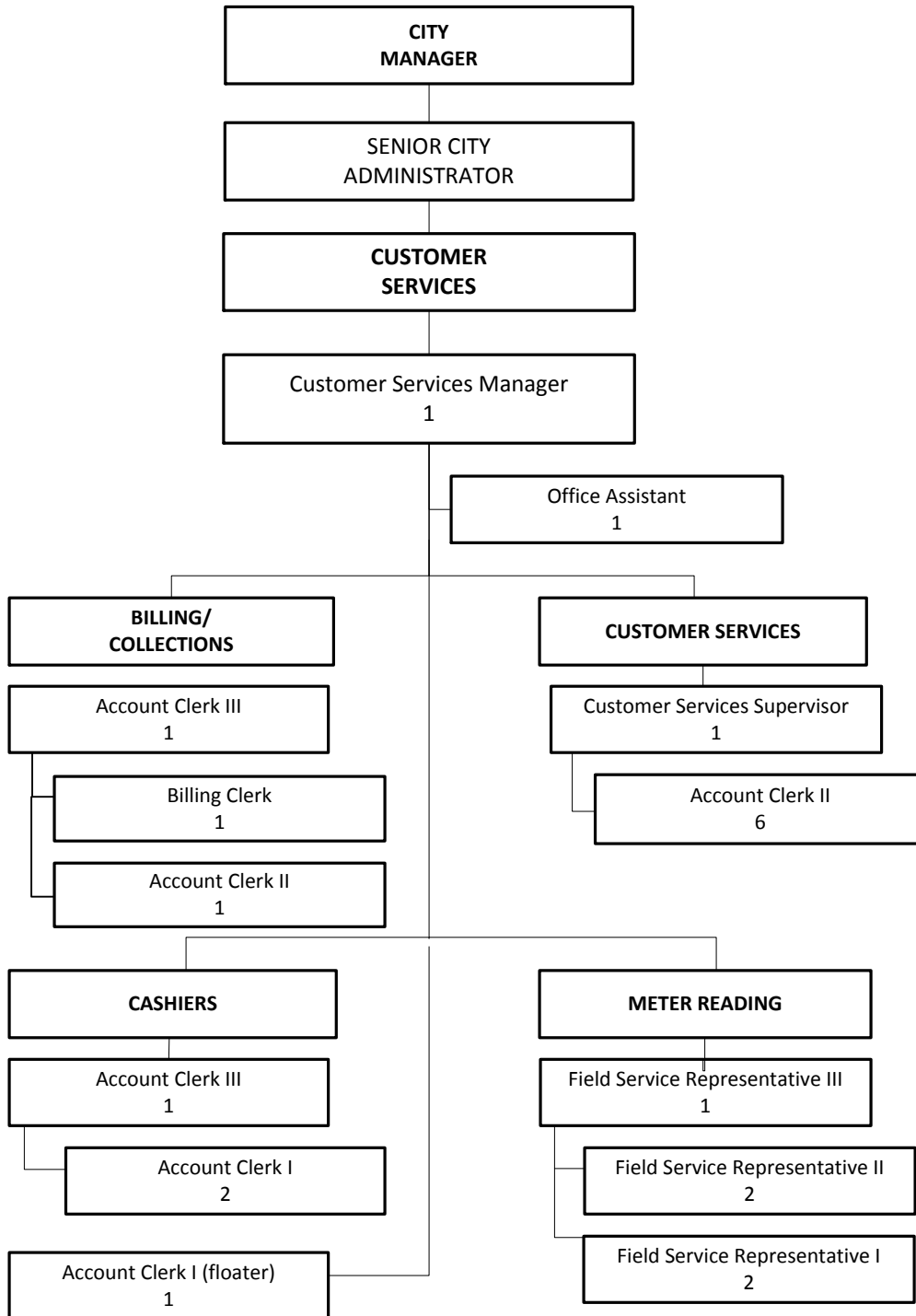
1. **Purchase and install Itron Mobile Collection System** with GPS mapping in Meter Reading to maximize efficiency, reduce costs, and improve performance. This project was completed by June 30, 2008. Goal Met.

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

1. **Sign on with a third party credit card processor.** The third party processor will processes all our credit card payments as well as handle the on-line bill payments. Implement by September 30, 2008. This objective is a part of the Customer Service program and advances the critical success factor of Customer Service and Effective Community Communication.
2. **Restructuring of the Meter Reading Division.** Complete a management review of the Meter Reading division and note specific areas for performance improvements. The report should include recommendations for staffing and assignments. Report to be completed by January 31, 2009. This objective is a part of the Meter Reading program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.
3. **Provide customers with the opportunity to complete the Customer Services Survey Card on-line.** The survey should be completed and results tallied by January 30, 2009. This objective is a part of the Customer Service program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

4. **Complete a management review of the Utility Billing Department.** Report should include recommendations for improvements to the billing process to make it more efficient and accurate. Report to be completed by November 30, 2008. This objective is a part of the Billing program and advances the critical success factors of Cost and Revenue Efficiency.
5. **Establish a customer watch list.** The list should include customers with billing issues in addition to special problems or requests. This would work similar to the CRM module, but on a department level. The customer would be assigned to work with one staff member and that individual would do the research and report back to the customer. Appoint a “special care” staff member to personalize and review with the customer problem resolution. The watch list process should be implemented by June 30, 2009. This objective is a part of the Customer Service program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.
6. **Review and update the department correspondence and brochures in order to provide commercial customers with pertinent utility billing information.** Commercial customers should receive information from the electric handbook and rate class assignments. Complete by June 30, 2009. This objective is a part of the Customer Service program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

# CUSTOMER SERVICES ORGANIZATION CHART FISCAL YEAR 2009



## CUSTOMER SERVICE

### 110-2900-529

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	525,199	623,047	600,047	579,911
10-12	OVERTIME	-	1,000	1,000	-
10-14	FICA TAXES	39,673	43,711	45,000	44,294
10-15	HEALTH INSURANCE	101,704	118,261	112,500	130,200
10-16	L I D INSURANCE	3,418	3,385	3,685	3,843
10-17	WORKERS COMPENSATION	2,795	2,535	2,535	3,105
10-18	EDUCATIONAL ASSISTANCE	-	1,800	1,800	-
10-19	PENSION	104,024	124,511	116,000	123,329
10-20	OPEB	-	-	-	14,645
	<b>PERSONNEL COSTS</b>	<b>776,813</b>	<b>918,250</b>	<b>882,567</b>	<b>899,327</b>
20-21	FURNITURE/FIXTURES	-	1,810	812	310
20-22	OFFICE SUPPLIES	15,144	15,500	16,500	16,900
20-23	PRINTING AND DUPLICATING	24,068	26,500	26,500	26,986
20-31	BOOKS	-	250	-	250
20-37	COMPUTER SOFTWARE	-	200	200	200
20-38	COMPUTER HARDWARE	9,612	12,400	10,578	-
20-46	CITY BLDG MAINT SUPPLIES	1,665	1,580	1,580	1,610
	<b>MATERIALS &amp; SUPPLIES</b>	<b>50,489</b>	<b>58,240</b>	<b>56,170</b>	<b>46,256</b>
30-21	TELEPHONE/FAX	3,443	3,800	2,860	2,936
30-22	POSTAGE	-	50	-	-
30-25	ADVERTISEMENT	610	630	400	400
30-28	TRAINING/CONF/FOOD/TRAVEL	44	3,500	-	3,000
30-31	CONTRACTUAL SERVICES	195,504	204,150	215,500	19,800
30-32	LEGAL EXPENSES	4,189	5,000	2,500	-
30-61	OFF EQUIP/REPAIRS & MAINT	17,599	18,750	18,750	23,000
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>221,389</b>	<b>235,880</b>	<b>240,010</b>	<b>49,136</b>
	<b>TOTAL EXPENDITURES</b>	<b>1,048,691</b>	<b>1,212,370</b>	<b>1,178,747</b>	<b>994,719</b>
	REVENUES:				
	GENERAL FUND	1,048,691	1,212,370	1,178,747	994,719
	PERSONNEL:				
	FULL-TIME EQUIVALENT	16.0	16.0	16.0	16.0

## WATER METER READING

### 412/417-6600-566

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	34,494	34,236	34,236	38,251
10-12	OVERTIME	2,765	3,500	3,500	2,021
10-14	FICA TAXES	2,798	2,558	2,558	3,019
10-15	HEALTH INSURANCE	7,988	8,026	8,026	8,665
10-16	L I D INSURANCE	199	200	200	206
10-17	WORKERS COMPENSATION	1,513	1,164	1,164	1,636
10-19	PENSION	9,260	10,038	10,038	11,421
10-20	OPEB	-	-	-	956
	<b>PERSONNEL COSTS</b>	<b>59,017</b>	<b>59,722</b>	<b>59,722</b>	<b>66,175</b>
20-29	UNIFORMS/UNIFORM ALLOW	175	425	425	1,229
20-32	SECURITY/SAFETY MATERIALS	50	62	62	75
20-33	SMALL TOOLS	740	841	841	1,835
20-55	METER READING SUPPLIES	28	52	52	53
	<b>MATERIALS &amp; SUPPLIES</b>	<b>993</b>	<b>1,380</b>	<b>1,380</b>	<b>3,192</b>
30-21	TELEPHONE/FAX	362	410	370	380
30-62	GASOLINE	1,146	990	2,600	2,730
30-64	TRUCK REPAIRS/MAINTENANCE	-	-	-	164
30-66	OTHER EQUIP REPAIRS/MAINT	787	560	560	700
30-67	RADIO REPAIRS/MAINTENANCE	220	231	231	236
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>2,515</b>	<b>2,191</b>	<b>3,761</b>	<b>4,210</b>
40-25	OTHER EQUIP - PURCHASE	-	5,648	5,648	-
	<b>CAPITAL OUTLAY</b>	<b>-</b>	<b>5,648</b>	<b>5,648</b>	<b>-</b>
	<b>TOTAL EXPENDITURES</b>	<b>62,525</b>	<b>68,941</b>	<b>70,511</b>	<b>73,577</b>
	<b>REVENUES:</b>				
	WATER/WASTEWATER FUND	62,525	63,293	64,863	73,577
	WATER/WASTEWATER CAPITAL PROJECTS FUND	-	5,648	5,648	-
	<b>PERSONNEL:</b>				
	FULL-TIME EQUIVALENT	1.0	1.0	1.0	1.0

## ELECTRIC METER READING

### 480/487/8500-565

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	164,220	174,540	174,540	157,879
10-12	OVERTIME	6,426	10,000	10,000	8,018
10-14	FICA TAXES	12,871	13,096	13,096	12,572
10-15	HEALTH INSURANCE	31,200	34,615	34,615	31,619
10-16	L I D INSURANCE	955	985	985	957
10-17	WORKERS COMPENSATION	6,928	5,934	5,934	6,673
10-18	EDUCATIONAL ASSISTANCE	-	2,000	2,000	-
10-19	PENSION	35,982	43,341	43,341	37,886
10-20	OPEB	-	-	-	3,950
	<b>PERSONNEL COSTS</b>	<b>258,582</b>	<b>284,511</b>	<b>284,511</b>	<b>259,554</b>
20-21	FURNITURE/FIXTURES	-	300	225	-
20-24	PHOTOGRAPHIC	-	52	-	-
20-29	UNIFORMS/UNIFORM ALLOW	1,367	4,733	3,000	4,626
20-32	SECURITY/SAFETY MATERIALS	324	412	412	336
20-33	SMALL TOOLS	-	77	77	78
20-38	COMPUTER HARDWARE	-	1,800	1,800	4,480
20-55	METER READING SUPPLIES	1,546	4,957	2,500	4,534
	<b>MATERIALS &amp; SUPPLIES</b>	<b>3,237</b>	<b>12,331</b>	<b>8,014</b>	<b>14,054</b>
30-21	TELEPHONE/FAX	2,079	2,880	2,100	1,596
30-28	TRAINING/CONF/FOOD/TRAVEL	2,028	2,000	-	2,000
30-62	GASOLINE	12,143	12,875	13,000	11,640
30-64	TRUCK REPAIRS/MAINTENANCE	296	1,030	500	500
30-66	OTHER EQUIP REPAIRS/MAINT	2,712	2,750	2,750	3,400
30-67	RADIO REPAIRS/MAINTENANCE	650	618	618	750
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>19,908</b>	<b>22,153</b>	<b>18,968</b>	<b>19,886</b>
40-23	TRUCKS - PURCHASE	30,228	-	-	-
40-25	OTHER EQUIP - PURCHASE	-	28,241	20,400	-
	<b>CAPITAL OUTLAY</b>	<b>30,228</b>	<b>28,241</b>	<b>20,400</b>	<b>-</b>
	<b>TOTAL EXPENDITURES</b>	<b>311,955</b>	<b>347,236</b>	<b>331,893</b>	<b>293,494</b>
	REVENUES:				
	ELECTRIC FUND	281,727	318,995	311,493	293,494
	ELECTRIC CAPITAL PROJECTS FUND	30,228	28,247	20,400	
	PERSONNEL:				
	FULL-TIME EQUIVALENT	5.0	5.0	5.0	5.0

## 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.

**Measure:** Realize a comparable rate of return for the City’s short-term and intermediate-term investments with the following: 90-day and one-year certificate of deposit, 90-day Treasury bill, Merrill Lynch one-to-three year Treasury index, and the State of Delaware Local Government Investment Pool.

	<b>2006-2007</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Goal was met for all benchmarks	Goal was met for all benchmarks except ML Treasury Index (missed benchmark by .38%)	Benchmarks +/- .50%

#### *FINANCIAL REPORTING*

**Objective:** The objective of this program is to provide monthly and annual 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 managerial decisions.

**Measure:** Meet 95% of due dates and deadlines.

	<b>2006-2007</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Met 83% of due dates and deadlines.	Met 93% of due dates and deadlines.	Meet ≥95% of due dates and deadlines.

#### *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.

- Measure:**
1. Conduct an internal control risk assessment.
  2. Implement eight recommended improvements and train appropriate staff by May 31, 2009.

	2006-2007	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Not applicable	Not applicable	Implement eight improvements & train staff.

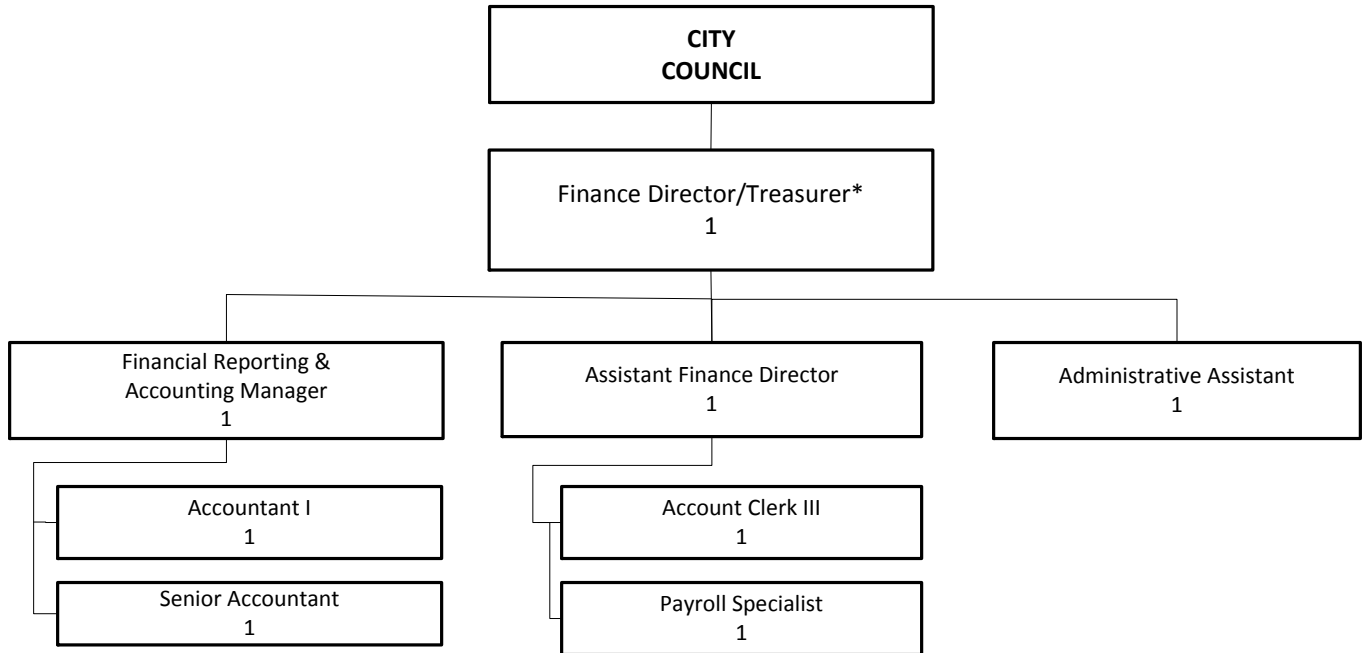
**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS**

1. **Coordinate audit program with the Legislative, Finance, & Administrative Committee.** Met all deadlines, as established, in the audit program. Goal Met.
2. **Test of internal controls by the auditor. Not to exceed the tolerable rate established by the auditor’s by more than five (5) percent.** Goal Met.
3. **Utilizing Fortis, scan 10 percent of files or documents into an electronic database.** Goal Not Met.
4. **Conduct an internal control risk assessment.** Training on internal control assessment programs was completed. Cash receipt procedures are currently being evaluated. Implementation of eight internal control evaluations was not completed as planned. Goal Not Met.

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

1. **Coordinate the yearly Audit Program with the Legislative, Finance, & Administrative Committee.** Meet all deadlines as established in the audit program. This project advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.
2. **Test of internal controls by the auditor. Not to exceed the tolerable rate established by the auditor’s by more than five (5) percent.** This project advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.
3. **Create a database, in Fortis, and scan 10% of files and other financial documents.** This objective advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and is scheduled to be completed by May 31, 2009.

# FINANCE ORGANIZATION CHART FISCAL YEAR 2009



\* Appointed by Council

## FINANCE

### 110-2300-517

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	402,891	449,285	449,285	487,194
10-12	OVERTIME	3,964	3,000	3,000	-
10-13	TEMPORARY HELP	412	-	-	-
10-14	FICA TAXES	30,509	34,020	34,020	36,083
10-15	HEALTH INSURANCE	56,731	67,058	67,058	62,200
10-16	L I D INSURANCE	2,748	2,936	2,936	3,232
10-17	WORKERS COMPENSATION	2,146	1,977	1,977	2,619
10-18	EDUCATIONAL ASSISTANCE	334	2,000	-	2,000
10-19	PENSION	62,462	82,364	81,364	69,625
10-20	OPEB	-	-	-	12,175
	<b>PERSONNEL COSTS</b>	<b>562,197</b>	<b>642,640</b>	<b>639,640</b>	<b>675,128</b>
20-21	FURNITURE/FIXTURES	6,777	3,000	3,000	-
20-22	OFFICE SUPPLIES	2,426	5,000	5,000	2,500
20-23	PRINTING AND DUPLICATING	9,664	6,900	6,900	6,500
20-37	COMPUTER SOFTWARE	-	-	570	-
20-38	COMPUTER HARDWARE	2,423	4,000	3,877	-
	<b>MATERIALS &amp; SUPPLIES</b>	<b>21,290</b>	<b>18,900</b>	<b>19,347</b>	<b>9,000</b>
30-21	TELEPHONE/FAX	2,326	2,750	2,750	2,800
30-22	POSTAGE	175	100	100	220
30-25	ADVERTISEMENT	187	-	100	300
30-27	SUBSCRIPTIONS AND DUES	1,111	1,600	1,600	1,720
30-28	TRAINING/CONF/FOOD/TRAVEL	3,218	7,500	8,500	5,000
30-29	CONSULTING FEES	12,000	12,000	12,000	-
30-31	CONTRACTUAL SERVICES	51,472	79,350	79,350	92,887
30-32	LEGAL EXPENSES	-	14,000	14,000	-
30-37	OTHER EXPENSES	187	200	170	200
30-61	OFF EQUIP/REPAIRS & MAINT	719	1,500	1,950	7,910
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>71,395</b>	<b>119,000</b>	<b>120,520</b>	<b>111,037</b>
	TOTAL EXPENDITURES	654,882	780,540	779,507	795,165
	REVENUES:				
	GENERAL FUND	654,882	780,540	779,507	795,165
	PERSONNEL:				
	FULL-TIME EQUIVALENT	8.0	8.0	8.0	8.0

# 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.

**Measures:**

1. Maintain a 72% or better confidence rating in the Annual Citizen Survey.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	72% confidence rating	72% confidence rating	≥75% confidence rating

2. Maintain 91% or better quality service rating in the Annual Citizen Survey.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	88% quality service rating	91% quality service rating	≥91% quality service rating

3. Maintain an average 6.3 minute response time or better Citywide.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	6.1 minutes	6.1 minutes	5.1 minutes

### **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.

**Measures:**

1. Percent of monitored calls handled correctly.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	95% of monitored calls handled correctly	95% of monitored calls handled correctly	≥95% of monitored calls handled correctly

- Percent of training hours per dispatcher.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Provided eight hours of training per dispatcher.	Provided eight hours of training per dispatcher.	Provide ≥ 12 hours of training per dispatcher.

**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.

**Measures:**

- Monitor fire related injuries and deaths within the City. Fire related injuries (calendar year): 2004 – two injuries; 2005 – three injuries; 2006 – three injuries. Our firefighters are trained in all aspects of fire ground safety.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Three injuries, One death	Three injuries, One death	0 injuries, 0 deaths

- Continue to educate at least 3,500 children per year on fire prevention.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Educated ≥ 3,500 children	Educated ≥ 3,500 children	Educate ≥ 3,500 children

- Hand out 1,000 or more smoke detectors each fiscal year.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Handed out ≥ 1,000 smoke detectors	Handed out ≥ 1,000 smoke detectors	Hand out ≥ 1,000 smoke detectors

**FISCAL YEAR 2006-2007 STRATEGIC ACCOMPLISHMENTS**

- Increase recruitment of new firefighters.** Goal Met.
- Develop an Urban Search and Rescue Team.** Personnel have been recruited for the team. Training exercises continue. Goal Met.
- Replace phone system and upgrade the Red Alert Computer Aided Dispatching Program.** All of the necessary equipment has been purchased and installed. Goal Met.

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

1. **Increase our recruitment of new firefighters.** This objective is important to maintain staffing levels and for prompt responses to emergencies. This objective is part of the Fire Suppression and Rescue Response program and advances the critical success factor of Citywide Safety.

**Measure:** Training and recruitment of 12 new firefighters by July 2009.

2. **Maintain a Special Operations Rescue Team.** This objective is an important initiative in which we will become responsible for all trench, confined space, high angle, and structural collapse rescue situations in Central Delaware. This is will be a Kent County Team run by the Dover Fire Department. This objective is part of the Fire Suppression and Rescue Response program and advances the critical success factor of Citywide Safety.

**Measure:** Develop Team by November 2009

*Note: By increasing the number of firefighters who are trained for these specialized tasks and providing them with the proper equipment, we will insure a higher level of safety and emergency responses for our citizens and the citizens of Delaware.*

3. **Purchase the additional land located north of Fire Station 2 on Dover Kenton Road.** This objective is critical to the future expansion of Fire Station 2. Due to the rapid influx of developments on the west side of the City, we must have the availability to house our Special Operations unit and future fire apparatus. This project will meet the future needs of the Fire Department for the next 20 years. This objective is part of the Fire Suppression and Rescue Response program and advances the critical success factors of Citywide Safety.

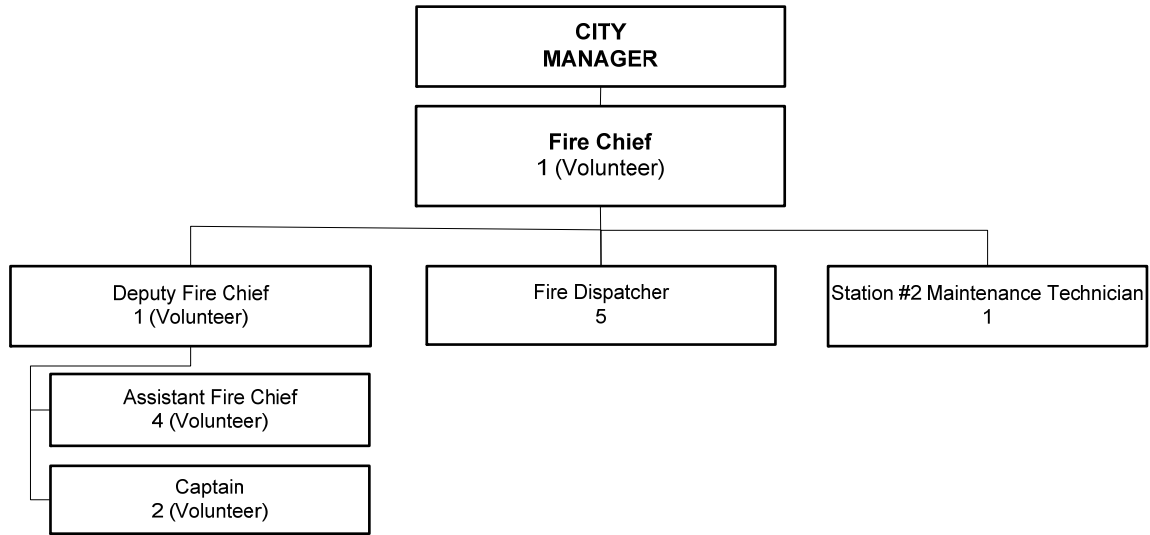
**Measure:** Purchase the land (lot) in Fiscal Year 2009, in the amount of \$150,000.

**Budget:** Funding details for the land acquisition are not available at this time.

4. **Build an Emergency Services Building next to Fire Station 2 to house Special Operations Rescue Team apparatus and equipment.** We have received \$1 million in specialized apparatus and equipment through W.M.D. funding. This garage would store all of the equipment in a central and secured location. This building will also include the Fire Marshal's Office, and EMS. This objective is part of the Fire Suppression and Rescue Response program and advances the critical success factors of Citywide Safety.

**Measure:** Develop a plan to build a storage garage at the rear of Fire Station 2 by July 2010

# FIRE ORGANIZATION CHART FISCAL YEAR 2009



## FIRE

### 1101400-514

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	249,464	237,313	257,729	289,410
10-13	TEMPORARY HELP	20,934	25,070	21,000	25,069
10-14	FICA TAXES	20,570	20,024	21,419	24,057
10-15	HEALTH INSURANCE	37,472	37,707	37,201	41,829
10-16	L I D INSURANCE	1,250	1,270	1,234	1,378
10-17	WORKERS COMPENSATION	4,437	3,665	3,768	4,796
10-19	PENSION	57,991	57,434	61,799	58,716
10-20	OPEB	-	-	-	7,235
	<b>PERSONNEL COSTS</b>	<b>392,118</b>	<b>382,483</b>	<b>404,150</b>	<b>452,490</b>
20-22	OFFICE SUPPLIES	120	260	260	200
20-26	PROGRAM EXPENSES/SUPPLIES	19,505	36,500	36,500	37,300
20-28	MEDICAL SUP & PHYSICALS	-	1,030	700	700
20-29	UNIFORMS/UNIFORM ALLOW	32,526	27,300	27,300	26,100
20-32	SECURITY/SAFETY MATERIALS	649	1,100	1,100	3,150
20-33	SMALL TOOLS	2,086	1,850	1,850	4,800
20-46	CITY BLDG MAINT SUPPLIES	1,356	2,050	2,050	1,950
20-58	WATER/SEWER	2,094	1,800	2,110	2,150
	<b>MATERIALS &amp; SUPPLIES</b>	<b>58,336</b>	<b>71,890</b>	<b>71,870</b>	<b>76,350</b>
30-21	TELEPHONE/FAX	22,549	19,000	19,000	19,340
30-22	POSTAGE	-	250	-	-
30-23	ELECTRICITY	39,840	57,000	52,000	53,820
30-24	HEATING OIL/GAS	19,819	18,500	21,000	22,000
30-25	ADVERTISEMENT	-	175	-	-
30-28	TRAINING/CONF/FOOD/TRAVEL	10,735	6,000	6,540	8,365
30-31	CONTRACTUAL SERVICES	16,881	15,000	27,725	15,000
30-62	GASOLINE	18,238	19,800	19,800	21,000
30-64	TRUCK REPAIRS/MAINTENANCE	72,704	47,300	47,300	48,500
30-66	OTHER EQUIP REPAIRS/MAINT	4,938	5,375	5,375	4,000
30-67	RADIO REPAIRS/MAINTENANCE	3,874	2,000	2,000	2,000
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>209,578</b>	<b>190,400</b>	<b>200,740</b>	<b>194,025</b>
40-26	RADIO - PURCHASE	272,141	-	-	-
40-31	CONSTRUCTION - PURCHASE	256,000	-	-	-
40-42	LEASED EQUIP & VEHICLES	-	-	-	-
40-25	OTHER EQUIP - PURCHASE	-	55,000	55,000	-
40-26	RADIO - PURCHASE	-	30,000	30,000	8,000
40-31	CONSTRUCTION - PURCHASE	-	197,910	197,910	288,210
	<b>CAPITAL OUTLAY</b>	<b>528,141</b>	<b>282,910</b>	<b>282,910</b>	<b>296,210</b>
	<b>TOTAL EXPENDITURES</b>	<b>1,188,173</b>	<b>927,683</b>	<b>959,670</b>	<b>1,019,075</b>
	REVENUES:				
	GENERAL FUND	1,188,173	644,773	676,760	722,865
	GOVERNMENTAL CAPITAL PROJECTS FUND		282,910	282,910	296,210
	PERSONNEL:				
	FULL-TIME EQUIVALENT	6.0	6.0	6.0	6.0

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## HUMAN RESOURCES

### DEPARTMENTAL VISION

The Human Resources Department leads and supports City departments in maintaining a competent and capable workforce and in creating a work environment that reflects respect for employees and promotes effective service delivery to customers. Through the Department’s efforts, Dover’s workforce is diverse and satisfied.

### MAJOR PROGRAMS

#### RECRUITMENT AND EMPLOYMENT

**Objective:** The objective of this program is to provide and retain qualified applicants to departments following the equal employment opportunity standards so they can effectively provide service to the citizens of Dover.

**Measures:**

1. Six months after hire, 98% of new hires complete probation and are performing satisfactorily.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	75% of new hires performing satisfactorily.	78% of new hires performing satisfactorily	≥80% of new hires performing satisfactorily

2. Five years after hire, 97% of new hires are performing satisfactorily.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	95% of new hires performing satisfactorily after five years	95% of new hires performing satisfactorily after five years	≥96% of new hires performing satisfactorily after five years

#### EMPLOYEE BENEFITS

**Objective:** The objective of this program is to provide cost-effective and competitive benefits to all employees of the City of Dover.

**Measures:**

1. On an annual basis, analyze the City’s salary and benefits package to ensure it is competitive with other municipalities and make recommendations for necessary adjustments.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Contracted for and analyzed surveys; prepared adjustment recommendations	Analyzed surveys; prepared adjustment recommendations	Analyze surveys; prepare adjustment recommendations

- Deliver recommendations to the City Manager by March of each fiscal year.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Recommendations were made to City Manager in December 2006	Recommendations were made to City Manager in March 2007	Recommendations to be made to City Manager in March 2008

**RISK MANAGEMENT**

**Objective:** The objective of this program is to effectively and efficiently manage the City’s liability insurance claims.

**Measure:** Track the number of claims entered into the tracking system and establish a benchmark.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Not Applicable	Not Applicable	Benchmark will be established

**EMPLOYEE AND LABOR RELATIONS**

**Objective:** The objective of this program is to maintain employee satisfaction, morale, and to promote a positive working relationship with employees and Dover’s labor unions and to provide adequate training in order to maintain a capable and satisfied workforce.

**Measures:**

- Conduct an Employee Satisfaction Survey every three years.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	July 2005 Survey reviewed and shared with employees in December 2005	Next survey is scheduled to be completed in Fiscal Year 2009	Survey results to be reviewed and shared with employees in December 2009

- In the next fiscal year address one weakness identified by the Employee Satisfaction Survey.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Weakness was identified and addressed in Fiscal Year 2006	Another identified weakness was addressed in Fiscal Year 2007	Another identified weakness will be addressed

**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS**

1. **Streamline insurance claim processing and develop the ability for essential users to view the progress of liability claims throughout the insurance process.** Spreadsheet system was developed to track and update the City’s liability insurance claims in real time giving the City Manager the ability to view status of all liability claims. Goal Met.
2. **Develop two additional new Supervisory Training modules and programs utilizing both internal and external resources.** Supervisory Training module developed and presented for Workplace Harassment. Also another will be developed or purchased for use at a later date. Goal Partially Met.
3. **Develop and hold Government Mandated Harassment Training for all City of Dover employees.** Training module was developed and all City of Dover Employees received necessary training in Workplace Harassment. Goal Met.

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

1. **Update 2004 City of Dover Personnel Policy Handbook by June 2009.**  
This objective is part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. The updated Handbook will be revised, reviewed by the City Manager and approved by Council by June 2009.

**HUMAN RESOURCES  
ORGANIZATION CHART  
FISCAL YEAR 2009**



**HUMAN RESOURCES**

110-3100-518

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	171,690	196,570	196,570	196,908
10-12	OVERTIME	369	-	-	1,000
10-14	FICA TAXES	12,946	15,016	15,016	14,883
10-15	HEALTH INSURANCE	22,208	30,838	30,838	44,396
10-16	L I D INSURANCE	1,201	1,319	1,319	1,481
10-17	WORKERS COMPENSATION	912	865	865	1,049
10-19	PENSION	28,676	33,267	33,267	45,319
10-20	OPEB	-	-	-	4,923
	<b>PERSONNEL COSTS</b>	<b>238,002</b>	<b>277,875</b>	<b>277,875</b>	<b>309,959</b>
20-21	FURNITURE/FIXTURES	425	875	500	500
20-22	OFFICE SUPPLIES	1,492	1,560	1,560	1,590
20-23	PRINTING AND DUPLICATING	4,565	4,100	6,100	6,200
20-24	PHOTOGRAPHIC	-	125	-	-
20-26	PROGRAM EXPENSES/SUPPLIES	1,142	1,800	2,800	1,850
20-28	MEDICAL SUP & PHYSICALS	18,093	31,000	24,000	25,000
20-31	BOOKS	38	100	100	-
20-32	SECURITY/SAFETY MATERIALS	7,357	20,000	19,000	20,000
20-37	COMPUTER SOFTWARE	-	300	-	100
20-38	COMPUTER HARDWARE	3,933	1,115	-	-
20-48	PERSONNEL RELATED SUP	17,144	17,400	17,400	22,200
	<b>MATERIALS &amp; SUPPLIES</b>	<b>54,189</b>	<b>78,375</b>	<b>71,460</b>	<b>77,440</b>
30-21	TELEPHONE/FAX	939	1,200	650	700
30-25	ADVERTISEMENT	16,608	11,825	11,825	14,000
30-27	SUBSCRIPTIONS AND DUES	2,943	3,150	3,150	3,330
30-28	TRAINING/CONF/FOOD/TRAVEL	19,206	23,700	6,000	6,120
30-29	CONSULTING FEES	-	4,500	36,500	2,000
30-31	CONTRACTUAL SERVICES	2,071	1,782	1,000	1,000
30-39	IN-HOUSE TRAINING	227	1,000	250	2,000
30-41	UNEMPLOYMENT COMP EXPENSE	15,325	18,000	8,000	16,971
30-61	OFF EQUIP/REPAIRS & MAINT	-	-	510	600
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>57,319</b>	<b>65,157</b>	<b>67,885</b>	<b>46,721</b>
	TOTAL EXPENDITURES	349,510	421,407	417,220	434,120
	REVENUES:				
	GENERAL FUND	349,510	421,407	417,220	434,120
	PERSONNEL:				
	FULL-TIME EQUIVALENT	4.0	4.0	4.0	4.0

## INFORMATION TECHNOLOGY

### DEPARTMENTAL VISION

Information Technology is a valued resource for 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.

**Measures:**

- Maintain a 99% or greater rating on system availability during business hours.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	99% system availability rating	99% system availability rating	≥99% system availability rating

- Replace desktop, laptop, server, and printer hardware according to the four-year rotation hardware life cycle management program. Closely monitor the need to upgrade/replace the iSeries computer based on utilization. The iSeries is a critical component of City operations as it houses HTE, one of the City’s core applications.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Replaced 33 out of 36 projected desktop/laptop	Replaced 39 desktop/laptop, 11 printers, and iSeries	Hardware Lifecycle Program deferred until Fiscal Year 2010

**Note:** In FY2009 the City will be moving to a five-year rotation of the Hardware Lifecycle Program.

- Provide training to 200 or more participants.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Held 47 training classes with 280 participants	Held 57 training classes with 156 participants	Increase classes and attendance by 10%.

#### PROGRAMMING

**Objective:** The objective of this program is to provide an easy-to-use, feature-packed website for the Dover community and intranet and mainframe programming for City departments.

**Measures:**

1. Deploy on-line bill payment for at least one more service during the fiscal year.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	No services added due to employee turnover	Deployed Online Tax Payments	Implement Third Party Credit Card Processing for Utility Bills

2. Program and implement at least one more application for the intranet.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Implemented two applications (CIP and PFP)	Implemented Electric Material Blanket Bid Application	Establish HTE access via Intranet site

**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.

**Measures:**

1. Conduct two Technology Advisory Committee (TAC) meetings per year in order to maintain the Information Technology Long-Range Plan (LRP).

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Conducted two meetings 6/27/2006 and 9/14/2006	Conducted two meetings 6/27/2007 and 10/11/2007	Conduct two meetings.

2. Review and update one Information Technology policy per year.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Created Printer Life Cycle Policy	Created the Acceptable Usage Policy	Review Life Cycle Policy

**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS**

1. **Implement an Information Technology Emergency Preparedness Plan that will provide a platform for business restoration within 48 hours of a major disaster.** IT purchased many components under a DEMA Grant, documented a Disaster Recovery Plan, and established a secondary disaster site. In February 2008, a tabletop test using the Disaster Recovery Plan was performed. Goal Met

2. **Implement City-wide Document Imaging System.** Provided all departments with an expanded, upgraded, web-based document imaging system. Fortis Enterprise Software provides an audit trail, auto log off, faster access, and many additional functions from Fortis Web's easy-to-use interface through a web browser, thus minimizing software installation and IT support. Doubled the concurrent user licenses from 15 to 30. Goal Partially Met
3. **Replace iSeries System.** The iSeries, a critical component that houses the City's core application suite (HTE), was replaced by a new iSeries unit. The City contracted a hardware and software lease locking in prices for the next three years. This enabled us to process more data more quickly and at a lower cost. Goal Met

### STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009

1. **Implement e-Government on the Internet** - Provide citizens with on-line method to pay bills via credit card using a third party service. This objective is part of the Programming program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

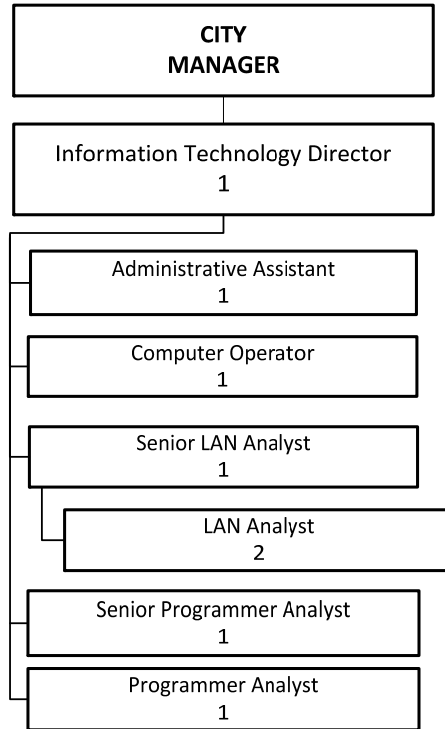
**Measure:** Citizens are able to make on-line payments for utility bills by December 2009.

2. **Complete the upgrade/replacement of Inner City Fiber Optic Loop** – Oversee the additional fiber installation around the city. Work with a third party to terminate new fiber. Purchase the balance of needed electronics and work with another third party to complete the configuration with minimal network downtime. This will provide continuity of service should any core path be compromised. This objective is part of the Programming program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

**Measure:** All parts of the fiber loop are in place, configured, tested, and implemented by June 2009.

**Budget:** \$86,000 – 147-2200-516.40-28, Computer Hardware

# INFORMATION TECHNOLOGY ORGANIZATION CHART FISCAL YEAR 2009



## INFORMATION TECHNOLOGY

### 110-2200-516

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	369,214	348,595	314,186	417,510
10-14	FICA TAXES	27,012	25,918	22,977	31,184
10-15	HEALTH INSURANCE	74,615	69,216	60,390	93,694
10-16	L I D INSURANCE	2,650	2,326	2,269	2,992
10-17	WORKERS COMPENSATION	1,957	1,534	1,430	2,212
10-19	PENSION	60,074	69,417	61,512	85,622
10-20	OPEB	-	-	-	10,437
	<b>PERSONNEL COSTS</b>	<b>535,522</b>	<b>517,006</b>	<b>462,764</b>	<b>643,651</b>
20-21	FURNITURE/FIXTURES	752	1,000	1,000	881
20-22	OFFICE SUPPLIES	1,101	1,300	1,100	1,125
20-31	BOOKS	-	100	100	50
20-34	DATA PROCESSING SUPPLIES	2,765	2,800	2,340	2,400
20-37	COMPUTER SOFTWARE	71,622	45,756	44,940	67,143
20-38	COMPUTER HARDWARE	10,287	22,600	18,600	16,595
	<b>MATERIALS &amp; SUPPLIES</b>	<b>86,527</b>	<b>73,556</b>	<b>68,080</b>	<b>88,194</b>
30-21	TELEPHONE/FAX	4,617	4,610	3,700	3,850
30-27	SUBSCRIPTIONS AND DUES	999	1,195	1,195	850
30-28	TRAINING/CONF/FOOD/TRAVEL	7,359	8,250	5,400	6,500
30-29	CONSULTING FEES	27,562	-	-	-
30-31	CONTRACTUAL SERVICES	6,752	8,000	78,000	10,460
30-39	IN-HOUSE TRAINING	10,990	12,000	12,000	12,000
30-61	OFF EQUIP/REPAIRS & MAINT	143,635	155,000	148,500	122,871
30-62	GASOLINE	90	115	115	115
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>202,004</b>	<b>189,170</b>	<b>248,910</b>	<b>156,646</b>
40-25	OTHER EQUIP - PURCHASE	50,000	-	-	-
40-28	COMPUTER HARDWARE/CAPITAL	18,397	-	-	-
40-25	OTHER EQUIP - PURCHASE	-	191,400	80,000	-
40-28	COMPUTER HARDWARE/CAPITAL	-	176,000	176,000	110,915
	<b>CAPITAL OUTLAY</b>	<b>68,397</b>	<b>367,400</b>	<b>256,000</b>	<b>110,915</b>
	<b>TOTAL EXPENDITURES</b>	<b>892,450</b>	<b>1,147,132</b>	<b>1,035,754</b>	<b>999,406</b>
	REVENUES:				
	GENERAL FUND	892,450	779,732	779,754	888,491
	GOVERNMENTAL CAPITAL PROJECTS FUND		367,400	256,000	110,915
	PERSONNEL:				
	FULL-TIME EQUIVALENTS	8.0	8.0	8.0	8.0

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## PARKS and RECREATION

### DEPARTMENTAL VISION

The Parks and Recreation Department is a valued resource for our customers. Through the efforts of Department staff and volunteers, Parks and Recreation has a reputation for meeting the ever-changing needs of our customers. We provide beautiful park settings, competitive sport leagues, and programs that are educational and fun for a diverse population.

### 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.

**Measure:**

- Increase the rating from 58% to 60%, for the overall appearance of City parks as measured in the Annual Citizen Survey.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projection</b>
<b>Results</b>	57% Overall Appearance Rating	58% Overall Appearance Rating	≥60% Overall Appearance Rating

- Maintain a safety rating of 78% or better “good to excellent” for park safety ratings during the day in the Annual Citizen Survey.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projection</b>
<b>Results</b>	78% Safety Rating	79% Safety Rating	≥78% Safety Rating

#### *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.

**Measures:**

- Maintain a customer satisfaction “good to excellent” rating of 96% or better with performances offered by June 2008.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projection</b>
<b>Results</b>	96% Customer Satisfaction Rating	99% Customer Satisfaction Rating	≥96% Customer Satisfaction Rating

- Increase the level of participation in recreational activities from 40% to 45%, as measured on the Annual Citizen Survey by June 2008.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projection
<b>Results</b>	Level of Participation – 44%	Level of Participation - 40%	Level of Participation ≥45%

- Conduct surveys of team managers from the City’s Softball League to determine their overall satisfaction with league structure. Maintain a 90% or greater satisfaction rating.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projection
<b>Results</b>	91% Overall Satisfaction with League Structure	90% Overall Satisfaction with League Structure	≥90% Overall Satisfaction with League Structure

- Increase the recreational opportunities from 41% to 45%, as measured by the Annual Citizen Survey.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projection
<b>Results</b>	Recreational opportunities – 41%	Recreational opportunities – 41%	Recreational opportunities ≥45%

**RECREATION – JOHN W. PITTS RECREATION CENTER**

**Objective:** The objective of this program is to provide year-round indoor recreation opportunities at the John W. Pitts Recreation Center that the citizens of Dover are satisfied with performance programs offered.

**Measures:**

- Conduct surveys of JWP Recreation Center participants to determine customer satisfaction “good to excellent” with programs offered.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projection
<b>Results</b>	N/A	N/A	Benchmark will be established in Fiscal Year 2009

- Number of hours the building was opened for programming that meets customer satisfaction levels.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projection
<b>Results</b>	N/A	N/A	Benchmark will be established in Fiscal Year 2009

- Number of days per week the Parks & Recreation office operated programs within the JWP Recreation Center.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projection
<b>Results</b>	N/A	N/A	Benchmark will be established in Fiscal Year 2009

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2007-2008**

1. **Construction of the John W. Pitts Recreation Center.** The objective of the John W. Pitts Center is to provide indoor recreational activities to the citizens of Dover and participants of the Parks and Recreation programs. Construction began in January 2007 and was completed March 2008. The grand opening of the John W. Pitts Recreations Center was held on April 24, 2008. Goal Met.
2. **Playground Equipment Purchase (Two-Year Project).** The objective of the Playground Equipment Purchase project is to provide our neighborhoods with age appropriate and safe playground equipment. The purchase new playground equipment for the Millcreek Playground was completed and installed in May 2008. Year two of this project, the purchase of new playground equipment for Schutte Park, has been deferred until Fiscal Year 2010. Goal Partially Met.
3. **Mirror Lake Dredging.** Dredging was scheduled to begin in September of 2006 and be completed by June 2007. The Brownfields Application submitted was not approved; therefore, no grant has been awarded to complete this project. Goal Not Met

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

1. **Skate Board Park (Two-Year project).** The construction of a Skate Park will provide the youth of Dover with a safe place to ride their skateboards. This objective is part of the Parks and Parks Management Program and advances the critical success factors of Citywide Safety, Customer Satisfaction, and Effective Community Communication.

**Measure:** This is a two-year project with the planning and design phase occurring in Fiscal Year 2009.

**Budget:** \$10,000

**Account Number:** 147-1500-525.xx-xx

2. **Splash Pad at Schutte Park (Two-Year Project).** The construction of a Splash Pad at Schutte Park will provide water based recreational outlets for youth during the summer months. This project is a part of the Parks and Parks Management Program and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

**Measure:** This is a two-year project with the planning and design phase occurring in Fiscal Year 2009.

**Budget:** \$10,000

**Account Number:** 147-1500-525.xx-xx

# LIBRARY

## DEPARTMENTAL VISION

The library meets the educational, recreational, and cultural 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 USAGE

**Objective:** The objective of this program is to ensure that library materials are re-shelved in a timely manner so that the library is frequently used by citizens and patrons.

**Measures:**

1. Increase materials circulated by at least 5% each year by the end of the fiscal year.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	400,336 materials circulated, 1% increase	408,827 materials circulated, 4% increase	429,268 or ≥5% increase in material circulation.

2. Increase number of visitors to the library by at least 10% by the end of the fiscal year.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	396,837 visitors recorded at the library, .05% increase	395,939 visitors recorded at the library, .05 % increase	435,533 or ≥10% increase in number of visitors

3. Maintain a 63% rating or better of “good to excellent” in the variety of materials at the library as measured in the Library’s Annual Survey.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	61% of residents surveyed rated the variety of materials at the library “good to excellent”.	63% of residents surveyed rated the variety of materials at the library “good to excellent”.	≥63% of residents surveyed rated the variety of materials at the library “good to excellent”.

## CUSTOMER SERVICE

**Objective:** The objective of this program is to provide “good to excellent” service to library patrons.

**Measures:**

1. Maintain a 67% or better “good to excellent” rating in the Annual Citizen Survey.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	65% rating	67% rating	≥67% rating

- Maintain an 81% rating or better of “good to excellent” in overall customer satisfaction on the Library’s Annual Survey.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Not measured this fiscal year.	Not measured this fiscal year.	Benchmark will be established with the survey results in the fall of 2007.

- Employ security guards to reduce the need for police action related to library patrons and reduce the number of incident reports filed at the library.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	19 incidents reported	14 incidents reported	≤14 incidents reported

**REFERENCE SERVICES**

**Objective:** The objective of this program is to continue providing timely and accurate answers to patrons’ reference and research questions.

**Measure:** Maintain an 85% or better overall satisfaction rating for those library patrons surveyed who need reference assistance.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	65% overall satisfaction rating	88% overall satisfaction rating	≥85% overall satisfaction rating

**PROGRAMMING**

**Objective:** The objective of this program is to promote the library and its collection by providing educational, informational, and recreational programs to children, teenagers, and adults.

**Measures:**

- Maintain the program participation by children, teens, and adults.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	245 programs offered	275 programs	≥300 programs

- Administer computer classes to teach library patrons how to acquire e-mail accounts, use the Internet, and conduct research.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	22 classes held	24 classes held	Conduct ≥30 classes

3. Develop and conduct classes to instruct patrons in the use of philanthropy materials in conjunction with the Cooperating Collection of the Foundation Center.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Not measured this fiscal year.	Two classes conducted	Conduct ≥5 classes

**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS**

1. **Secure funding for the new library.** In the State of Delaware Fiscal 2009 Bond Bill the City of Dover received an appropriation of \$4,000,000 for the new Dover Anchor Library. This brings the state’s total current commitment to \$5.1 million. Epilogue language was included that will allow Dover Public Library to receive matching funds retroactively for costs incurred for previous years’ expenditures. We currently have \$9.1 million committed to the project. This includes funds from the City, State of Delaware, and donations. Goal Met.
2. **Continue to offer computer classes to patrons and improve teaching techniques by providing additional computers in a non-public area.** Dover Public Library purchased 21 laptops, wireless, and a mobile cart to allow compact storage of computers for teaching computer classes in the Adult Meeting Room. Goal Met.
3. **Add staff in order to improve customer service and library security.** Dover Public Library has added one part-time (18 hours per week) Library Clerk I to the Adult Services Department and one part-time (18 hours per week) Library Page to the Children’s Services Department. We signed a contract to provide a Security Guard for 36 hours per week. Goal Met.

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

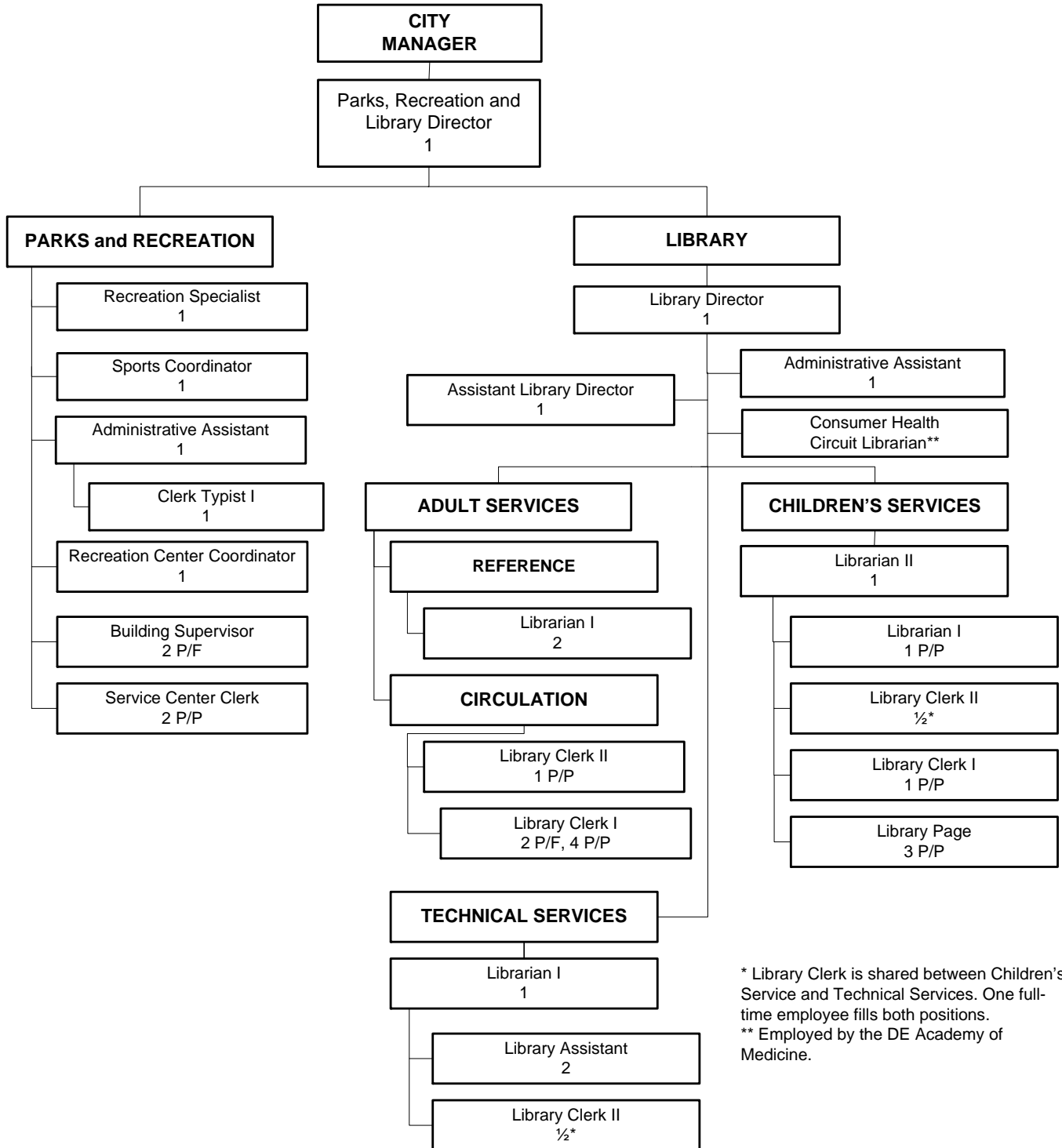
1. **Secure funding for the new Dover Anchor Library.** This objective is part of the Capital Improvement Projects (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

**Measure:** Submit funding requests to foundations, businesses, and other potential donors in order to meet the goal of raising at least \$2,000,000 for the new library.

2. **Secure services of a professional architectural firm for the new Dover Anchor Library.** This objective is part of the Capital Improvement Projects (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

**Measure:** Finalize contract with a professional architectural firm who will complete a schematic design for the new Dover Anchor Library.

## PARKS, RECREATION, and LIBRARY ORGANIZATION CHART FISCAL YEAR 2009



\* Library Clerk is shared between Children's Service and Technical Services. One full-time employee fills both positions.  
 \*\* Employed by the DE Academy of Medicine.

## PARKS and RECREATION

### 110-1500-525

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	217,011	265,848	252,972	320,804
10-13	TEMPORARY HELP	33,051	54,658	44,621	54,066
10-14	FICA TAXES	19,066	24,079	22,721	28,691
10-15	HEALTH INSURANCE	32,111	52,147	43,075	79,392
10-16	L I D INSURANCE	1,557	2,088	2,088	2,550
10-17	WORKERS COMPENSATION	2,118	2,334	2,217	3,127
10-19	PENSION	35,258	49,495	49,495	64,230
10-20	OPEB	-	-	-	8,020
	<b>PERSONNEL COSTS</b>	<b>340,172</b>	<b>450,649</b>	<b>417,189</b>	<b>560,880</b>
20-21	FURNITURE/FIXTURES	2,196	2,400	-	1,545
20-22	OFFICE SUPPLIES	1,363	2,390	2,390	2,800
20-23	PRINTING AND DUPLICATING	1,993	1,600	1,600	4,000
20-26	PROGRAM EXPENSES/SUPPLIES	31,005	53,090	43,090	67,515
20-28	MEDICAL SUP & PHYSICALS	343	616	616	500
20-29	UNIFORMS/UNIFORM ALLOW	404	816	816	600
20-31	BOOKS	-	50	50	-
20-32	SECURITY/SAFETY MATERIALS	746	1,118	1,118	1,307
20-37	COMPUTER SOFTWARE	1,445	1,540	1,795	1,675
20-38	COMPUTER HARDWARE	313	4,650	4,110	-
20-46	CITY BLDG MAINT SUPPLIES	1,850	6,060	4,060	9,000
20-58	WATER/SEWER	466	1,370	1,220	2,328
	<b>MATERIALS &amp; SUPPLIES</b>	<b>42,124</b>	<b>75,700</b>	<b>60,865</b>	<b>91,270</b>
30-21	TELEPHONE/FAX	2,798	5,570	2,637	3,438
30-23	ELECTRICITY	36,877	63,470	45,000	83,000
30-24	HEATING OIL/GAS	-	6,700	4,480	13,225
30-25	ADVERTISEMENT	13,653	15,420	6,975	3,000
30-27	SUBSCRIPTIONS AND DUES	360	505	430	600
30-28	TRAINING/CONF/FOOD/TRAVEL	2,159	2,207	2,207	2,651
30-31	CONTRACTUAL SERVICES	67,092	93,930	93,930	106,587
30-61	OFF EQUIP/REPAIRS & MAINT	1,192	1,445	1,445	2,000
30-62	GASOLINE	739	920	920	966
30-67	RADIO REPAIRS/MAINTENANCE	531	542	531	542
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>125,401</b>	<b>190,709</b>	<b>158,555</b>	<b>216,009</b>
40-22	AUTOMOBILES - PURCHASE	13,667	-	-	-
40-21	OFFICE EQUIP - PURCHASE	-	31,500	31,500	-
40-25	OTHER EQUIP - PURCHASE	36,785	47,000	47,000	-
40-31	CONSTRUCTION - PURCHASE	894,838	2,057,200	2,332,039	500,000
	<b>CAPITAL OUTLAY</b>	<b>945,290</b>	<b>2,135,700</b>	<b>2,410,539</b>	<b>500,000</b>
	<b>TOTAL EXPENDITURES</b>	<b>1,452,987</b>	<b>2,852,758</b>	<b>3,047,148</b>	<b>1,368,159</b>
	REVENUES:				
	GENERAL FUND	1,452,987	717,058	636,609	868,159
	GOVERNMENTAL CAPITAL PROJECTS FUND		2,135,700	2,410,539	500,000
	PERSONNEL:				
	FULL-TIME EQUIVALENT	5.0	8.0	8.0	8.0

## LIBRARY

### 110-1500-523

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	610,329	662,324	664,424	693,134
10-12	OVERTIME	2,964	4,500	2,700	4,774
10-14	FICA TAXES	45,762	50,516	50,000	53,047
10-15	HEALTH INSURANCE	76,537	79,674	83,674	86,917
10-16	L I D INSURANCE	3,066	3,369	3,518	3,625
10-17	WORKERS COMPENSATION	3,215	2,956	2,956	3,737
10-19	PENSION	96,149	120,602	106,602	107,374
10-20	OPEB	-	-	-	17,513
	<b>PERSONNEL COSTS</b>	<b>838,022</b>	<b>923,941</b>	<b>913,874</b>	<b>970,121</b>
20-21	FURNITURE/FIXTURES	500	515	515	275
20-22	OFFICE SUPPLIES	866	892	892	691
20-23	PRINTING AND DUPLICATING	2,438	2,560	2,560	2,111
20-26	PROGRAM EXPENSES/SUPPLIES	6,684	6,887	6,887	5,825
20-31	BOOKS	47,587	64,254	64,254	64,789
20-32	SECURITY/SAFETY MATERIALS	264	272	264	264
20-37	COMPUTER SOFTWARE	510	2,406	1,321	1,407
20-38	COMPUTER HARDWARE	21,179	18,353	37,527	-
20-46	CITY BLDG MAINT SUPPLIES	7,903	11,330	11,330	10,200
20-47	AUDIO VISUAL SUPPLIES	1,288	1,327	1,327	1,054
20-58	WATER/SEWER	1,520	1,550	1,650	1,650
	<b>MATERIALS &amp; SUPPLIES</b>	<b>90,739</b>	<b>110,346</b>	<b>128,527</b>	<b>88,266</b>
30-21	TELEPHONE/FAX	8,732	22,490	22,490	20,771
30-22	POSTAGE	49	53	53	54
30-23	ELECTRICITY	29,015	34,440	30,688	38,892
30-24	HEATING OIL/GAS	6,037	6,900	6,900	7,245
30-27	SUBSCRIPTIONS AND DUES	13,769	14,182	14,135	14,544
30-28	TRAINING/CONF/FOOD/TRAVEL	412	447	2,347	456
30-31	CONTRACTUAL SERVICES	15,329	17,689	25,295	28,976
30-61	OFF EQUIP/REPAIRS & MAINT	1,175	1,795	1,674	1,231
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>74,518</b>	<b>97,996</b>	<b>103,582</b>	<b>112,169</b>
40-25	OTHER EQUIP - PURCHASE	2,457	-	-	-
40-25	OTHER EQUIP - PURCHASE	-	-	10,094	-
40-31	CONSTRUCTION - PURCHASE	-	-	-	1,200,000
	<b>CAPITAL OUTLAY</b>	<b>2,457</b>	<b>-</b>	<b>10,094</b>	<b>1,200,000</b>
	<b>TOTAL EXPENDITURES</b>	<b>1,005,736</b>	<b>1,132,283</b>	<b>1,156,077</b>	<b>2,370,556</b>
	REVENUES:				
	GENERAL FUND	1,005,736	1,132,283	1,145,983	1,170,556
				10,094	1,200,000
	PERSONNEL:				
	FULL-TIME EQUIVALENT	16.0	17.0	17.0	17.0

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# POLICE

## DEPARTMENTAL VISION

The City of Dover Police Department proudly serves the community by protecting the life and property of its citizens and visitors; enforcing the law; and working in partnership with the public to enhance the quality of life; as well as nurturing public trust by holding ourselves to the highest standards of performance and ethics.

## 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.

**Measure:**

1. Monitor average response times.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	3.99 minutes*	4.00 minutes*	4.00 minutes

\* The times above reflect the average time officers respond to priority 1 and 2 calls, once dispatched. There were anomalies in the data comparing 2006-2007 with 2007-2008. This was the result of the upgrade to the Computer Aided Dispatch (CAD) program from an AS-400 to a Windows-based program. The new system does not count the data the same as the old system, and future projections will be affected.

2. Monitor the violent crimes average clearance rate. The current benchmark of 49.7% is the 2005 national average rate.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	77.2%	78%	≤80%

3. Achieve a good to excellent overall performance rating (65% or better) as reported in the Annual Citizen Survey.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	63.6% Overall Performance Rating	67.4% Overall Performance Rating	≥65% Overall Performance Rating

### **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.

**Measure:**

1. Monitor average dispatch times.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	3.86 minutes*	3.8 minutes*	≥3.8 minutes*

\* The times above reflect the average time dispatchers answer and respond to priority 1 and 2 calls. There were anomalies in the data comparing 2006-2007 with 2007-2008. This was the result of the upgrade to the Computer Aided Dispatch (CAD) program from an AS-400 to a Windows-based program. The new system does not count the data the same as the old system, so future projections will be affected.

**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.

**Measure:** Establish target benchmark for the processing of incident reports. Assess progress toward benchmark.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	26.01 minutes	25.45 minutes	25.30 minutes

**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS**

1. **Implement a new program for Sex Offender Management.** Two officers were hired and entered the Police Academy in March 2008. The new officers will perform all of the duties associated with managing the Sex Offender Program. Goal Met.
2. **Upgrade and replace the carpet in the remaining offices of the Police Station (Two-Year Project).** The replacement of the carpet in the remaining offices on the second floor of the Police Station will be completed by the end of December 2008. Goal Met

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

1. **Attain the Flagship Agency status in the next CALEA inspection.** The Police Department will be going through the Accreditation process by the Commission for Accreditation of Law Enforcement Agencies (CALEA). This is an ongoing process with inspections every three years to determine the department’s compliance with the many rules and regulations governing this agency. The Police Department is attempting to be recognized by CALEA as a Flagship Agency which is a program designed to acknowledge the achievement and expertise of some of the most successful CALEA Accredited public safety agencies across the country. This process is also designed for Flagship agencies to assist other agencies seeking accreditation by providing examples to them in their pursuit to become accredited. If recognized as a Flagship agency, the Dover Police Department would be the only department in Delaware with this prestigious title. This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication in addition to Citywide Safety.

**Measure:** Attain Flagship Agency status at the next inspections scheduled for December 2008

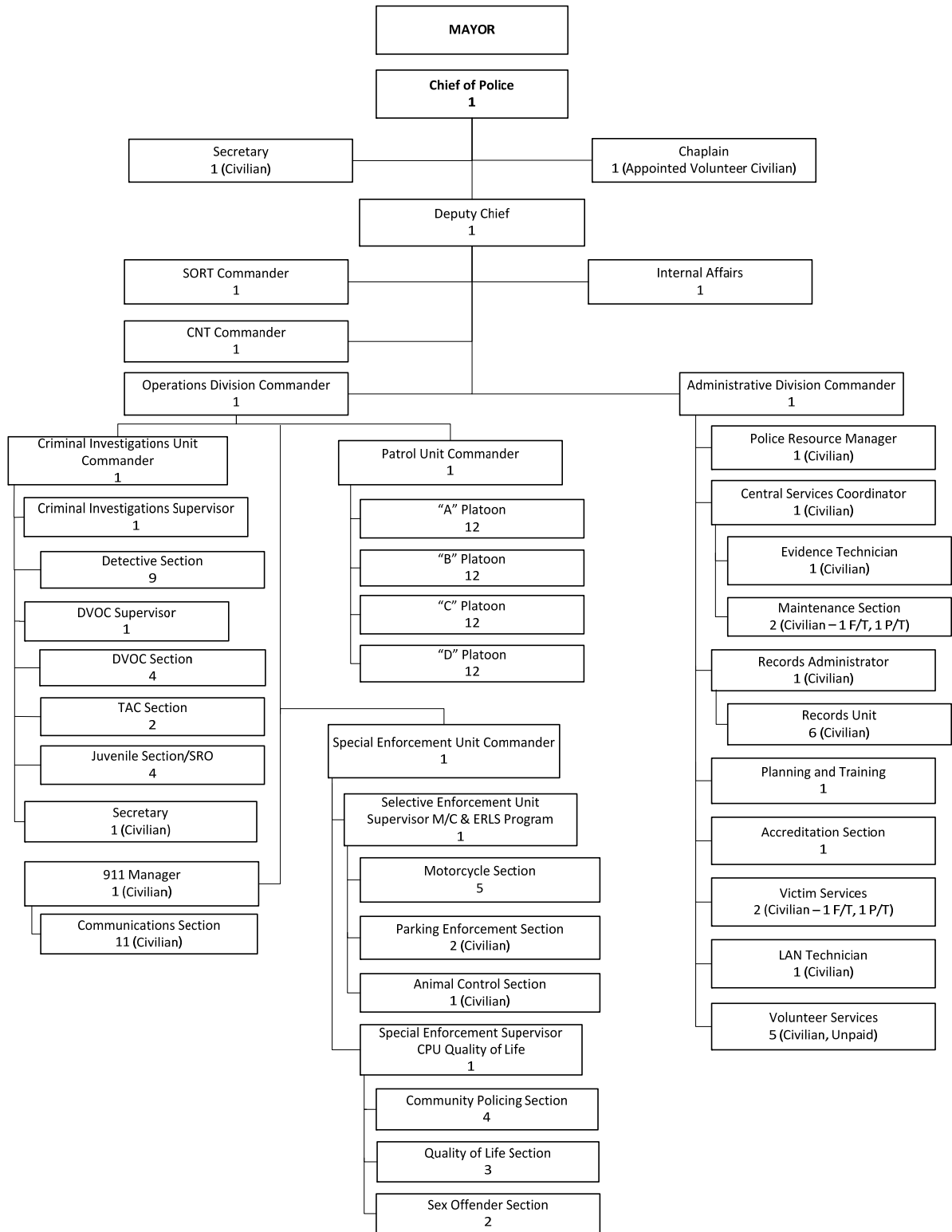
2. **Reinstate the Youth Academy.** At the request from the director of one of the local Boys and Girls Clubs, the Police Department will reinstate the youth academy. The last session for this program was held in Fiscal Year 2004. The academy was designed to give children an idea of what recruit police officers go through during their officer training, and to instill discipline. The students will be involved with various aspects of law enforcement training during the weeklong program. This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication.

**Measure:** Conduct the next session of the Youth Academy in July 2008 for 26 youngsters aged 10-14 from the Simon Circle Boys and Girls Club.

3. **Test, implement, and complete conversion to HTE system for payroll processing.** For years, the Police Department used a 1990's database program for processing their payroll. The program has finally reached the point where it is no longer reliable for completing the bi-weekly tasks needed for payroll processing without incident. The Finance department started a Citywide initiative for all departments to use the City's financial HTE system for payroll processing. This objective advances the critical success factors of Employee Satisfaction and Effective Community Communication.

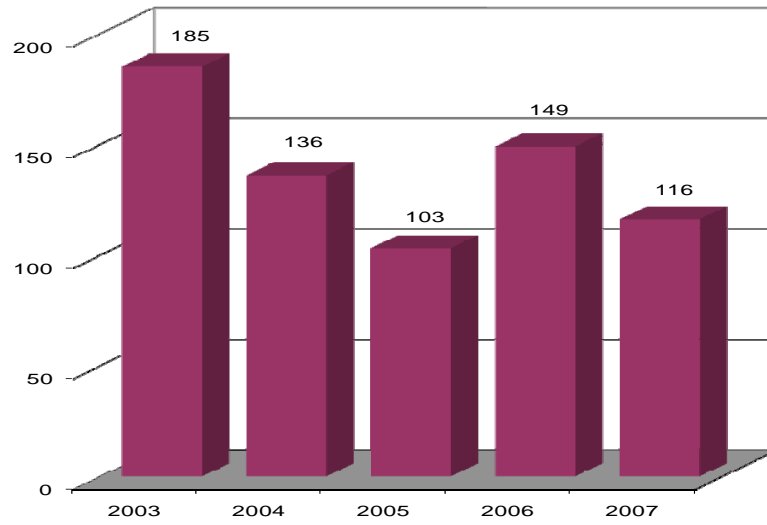
**Measure:** Complete the conversion to HTE payroll processing by the end of September 2008.

# POLICE ORGANIZATION CHART FISCAL YEAR 2009



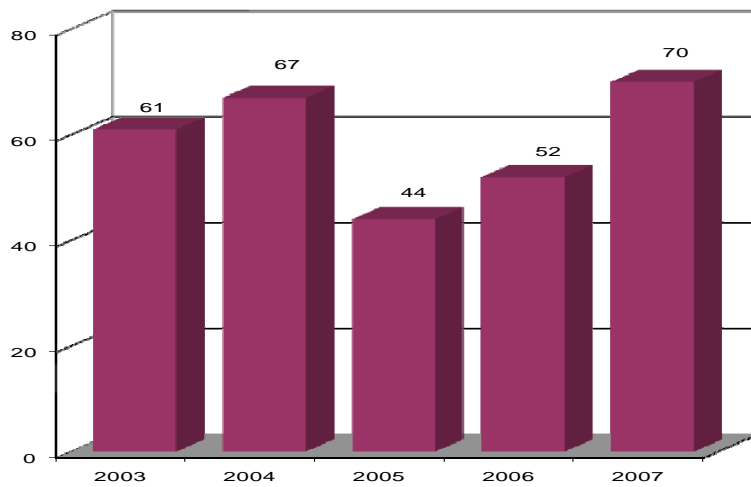
### BURGLARIES

Last Five Years' Comparison  
2003 – 2007



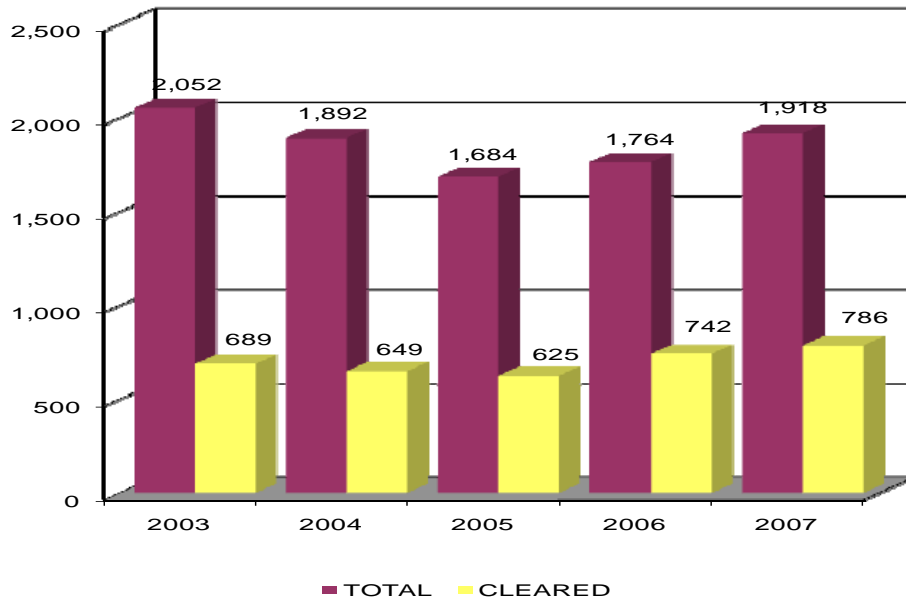
### ROBBERIES

Last Five Years' Comparison  
2003 - 2007



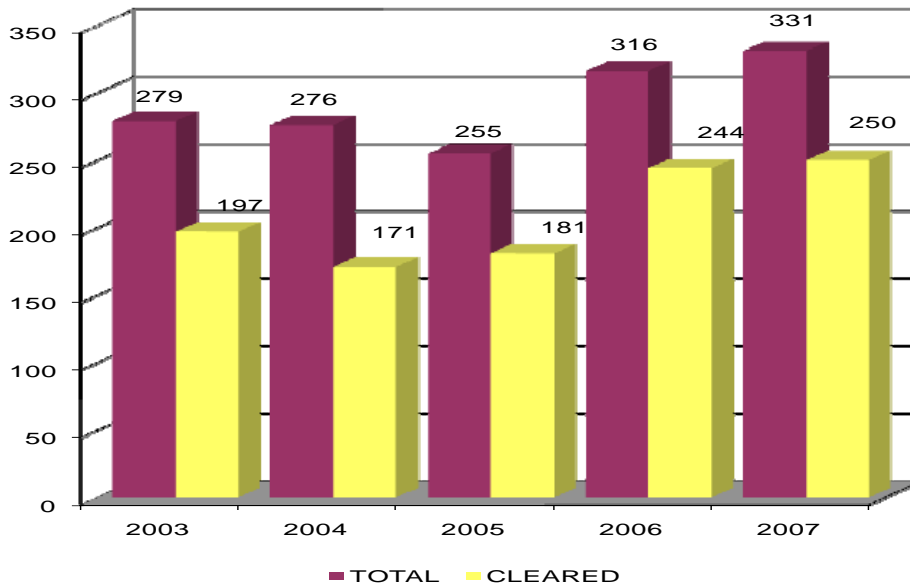
### PROPERTY CRIMES

Last Five Years' Comparison  
2003 - 2007



### VIOLENT CRIMES

Last Five Years' Comparison  
2003 - 2007



## CRIME CLEARANCE COMPARISON NATIONAL AVERAGE VS DOVER POLICE DEPARTMENT

Cities with Population 25,000 to 49,999

	NATIONAL 2006	DOVER 2006	DOVER 2007
<b>VIOLENT CRIME (TOTAL)</b>	49.0%	77.2%	78.5%
Murder	38.8%	50.0%	100.0%
Forcible Rape	37.4%	90.9%	92.9%
Robbery	31.1%	63.5%	64.3%
Aggravated Assault	58.4%	78.6%	75.7%
<b>PROPERTY CRIME (TOTAL)</b>	18.1%	42.1%	41.0%
Burglary	13.0%	68.5%	47.4%
Theft	19.9%	41.3%	41.4%
Motor Vehicle Theft	14.5%	21.4%	27.2%
Arson	19.1%	25.0%	63.6%
<hr/>			
<b>FORCIBLE RAPE</b>			
Rape by Force	36.2%	88.2%	95.0%
Assault to Rape	41.2%	N/A	N/A
<b>ROBBERY</b>			
Firearm	25.3%	60.0%	71.4%
Knife	34.7%	33.3%	0.0%
Other Dangerous Weapon	30.0%	60.0%	33.3%
Strongarm	34.4%	81.3%	60.9%
<b>AGGRAVATED ASSAULT</b>			
Firearm	45.8%	70.5%	75.0%
Knife	64.1%	88.0%	77.5%
Other Dangerous Weapon	57.1%	80.0%	81.4%
Hands, Feet, Other	63.7%	72.2%	57.6%
<b>BURGLARY</b>			
Forcible Entry	12.5%	69.9%	64.2%
Unlawful Entry, No Force	13.5%	63.6%	71.8%
Attempted Forcible Entry	10.8%	100.0%	100.0%
<b>MOTOR VEHICLE THEFT</b>			
Autos	14.4%	23.1%	18.8%
Trucks and Buses	14.9%	20.0%	33.3%
Other Vehicles	11.6%	18.4%	45.5%
<b>ARSON</b>			
Structural	25.4%	11.1%	75.0%
Mobile	9.7%	N/A	33.3%
Other	16.9%	66.7%	75.0%

## POLICE 110-1700-542/543/544

### CIVILIAN

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	1,104,880	1,143,056	1,143,056	1,212,324
10-12	OVERTIME	39,680	50,000	50,000	50,000
10-13	TEMPORARY HELP	-	-	-	21
10-14	FICA TAXES	86,514	93,046	93,046	97,668
10-15	HEALTH INSURANCE	198,803	201,414	201,414	233,230
10-16	L I D INSURANCE	6,727	6,899	6,899	7,243
10-17	WORKERS COMPENSATION	7,448	6,575	6,575	8,309
10-18	EDUCATIONAL ASSISTANCE	1,987	5,500	5,500	3,022
10-19	PENSION	230,931	267,610	267,610	270,735
10-20	OPEB	-	-	-	30,928
	<b>PERSONNEL COSTS</b>	<b>1,676,970</b>	<b>1,774,100</b>	<b>1,774,100</b>	<b>1,913,480</b>
30-31	CONTRACTUAL SERVICES	45	-	-	-
	<b>ADMINISTRATIVE COSTS</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL EXPENDITURES</b>	<b>1,677,015</b>	<b>1,774,100</b>	<b>1,774,100</b>	<b>1,913,480</b>

### LAW ENFORCEMENT

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	5,461,234	5,707,771	5,707,771	6,192,117
10-12	OVERTIME	419,132	350,000	350,000	426,168
10-14	FICA TAXES	446,153	449,875	449,875	461,467
10-15	HEALTH INSURANCE	781,323	774,787	774,787	895,549
10-16	L I D INSURANCE	24,352	24,469	24,469	26,803
10-17	WORKERS COMPENSATION	288,375	252,160	252,160	303,856
10-18	EDUCATIONAL ASSISTANCE	39,304	51,060	51,060	38,918
10-19	PENSION	823,387	884,777	884,777	923,514
10-20	OPEB	-	-	-	158,026
	<b>PERSONNEL COSTS</b>	<b>8,283,260</b>	<b>8,494,899</b>	<b>8,494,899</b>	<b>9,426,418</b>
30-31	CONTRACTUAL SERVICES	168	-	-	-
	<b>ADMINISTRATIVE COSTS</b>	<b>168</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL EXPENDITURES</b>	<b>8,283,428</b>	<b>8,494,899</b>	<b>8,494,899</b>	<b>9,426,418</b>

### POLICE EXTRA DUTY

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	326,561	300,000	300,000	400,000
10-14	FICA TAXES	24,982	22,950	22,950	30,600
10-17	WORKERS COMPENSATION	15,904	12,240	12,240	21,680
10-20	OPEB	-	-	-	-
	<b>PERSONNEL COSTS</b>	<b>367,447</b>	<b>335,190</b>	<b>335,190</b>	<b>452,280</b>
	<b>TOTAL EXPENDITURES</b>	<b>367,447</b>	<b>335,190</b>	<b>335,190</b>	<b>452,280</b>

**POLICE ADMINISTRATION****110-1700-541**

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
20-21	FURNITURE/FIXTURES	2,992	7,450	7,450	1,000
20-22	OFFICE SUPPLIES	6,722	8,800	8,800	8,925
20-23	PRINTING AND DUPLICATING	21,021	17,140	16,000	17,140
20-24	PHOTOGRAPHIC	3,548	6,000	6,000	4,000
20-25	CUSTODIAL	3,753	4,120	4,120	4,120
20-26	PROGRAM EXPENSES/SUPPLIES	48,791	52,500	52,500	45,800
20-28	MEDICAL SUP & PHYSICALS	18,965	22,000	22,000	21,300
20-29	UNIFORMS/UNIFORM ALLOW	98,320	92,513	92,513	118,650
20-31	BOOKS	2,505	1,870	1,870	4,000
20-32	SECURITY/SAFETY MATERIALS	17,921	18,675	18,675	18,600
20-36	ANIMAL CARE EXPENSES	-	3,500	3,500	8,500
20-37	COMPUTER SOFTWARE	254	2,000	2,000	22,446
20-38	COMPUTER HARDWARE	56,786	51,800	51,800	7,800
20-46	CITY BLDG MAINT SUPPLIES	19,961	31,000	26,000	31,400
20-58	WATER/SEWER	2,087	2,100	2,100	2,100
20-21	TELEPHONE/FAX	51,708	57,600	57,600	52,420
20-22	POSTAGE	41	100	100	100
20-23	ELECTRICITY	89,899	107,325	100,000	100,500
20-24	HEATING OIL/GAS	20,409	20,000	20,000	21,000
	<b>MATERIALS &amp; SUPPLIES</b>	<b>465,683</b>	<b>506,493</b>	<b>493,028</b>	<b>489,801</b>
30-25	ADVERTISEMENT	2,288	2,100	2,100	2,100
30-26	INSURANCE	10,636	5,000	5,000	-
30-27	SUBSCRIPTIONS AND DUES	3,640	3,355	3,355	2,925
30-28	TRAINING/CONF/FOOD/TRAVEL	23,724	32,300	32,300	21,200
30-29	CONSULTING FEES	5,447	9,300	7,800	9,750
30-31	CONTRACTUAL SERVICES	147,479	267,750	202,750	268,870
30-61	OFF EQUIP/REPAIRS & MAINT	37,186	47,638	47,638	38,600
30-62	GASOLINE	139,301	145,000	153,000	155,114
30-63	AUTO REPAIRS/MAINTENANCE	154,814	139,180	104,180	120,600
30-67	RADIO REPAIRS/MAINTENANCE	13,165	15,900	15,900	15,625
30-68	RADIO EQUIPMENT/LEASE	-	17,500	17,500	17,500
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>537,680</b>	<b>685,023</b>	<b>591,523</b>	<b>652,284</b>
40-21	OFFICE EQUIP - PURCHASE	-	10,000	10,000	-
40-22	AUTOMOBILES - PURCHASE	274,945	244,420	244,420	337,126
40-28	COMPUTER HARDWARE PURCH	70,985	-	-	-
40-31	CONSTRUCTION - PURCHASE	11,346	80,300	80,300	-
40-42	LEASED EQUIP & VEHICLES	7,265	9,000	9,000	9,000
	<b>CAPITAL OUTLAY</b>	<b>364,541</b>	<b>343,720</b>	<b>343,720</b>	<b>346,126</b>
	<b>TOTAL EXPEDITURES</b>	<b>1,732,445</b>	<b>1,878,956</b>	<b>1,771,991</b>	<b>1,834,337</b>
	REVENUE:				
	GENERAL FUND	11,695,794	11,795,705	11,688,740	12,934,263
	GOVERNMENTAL CAPITAL PROJECTS FUND		343,720	343,720	346,126
	PERSONNEL:				
	FULL-TIME EQUIVALENT				
	CIVILIAN	29.0	29.0	29.0	29.0
	LAW ENFORCEMENT	91.0	93.0	93.0	93.0

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## TAX ASSESSOR

### DEPARTMENTAL VISION

This office lists, discovers, and appraises/assesses all real property within the City of Dover. The Office engages in the assessment of properties in a fair, accurate, efficient, and equalized manner.

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

#### *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.

**Measures:**

- Obtain a 90 percent confidence interval statistical measurement. Measurements for the market sales of real property to assessed valuation ratios for each class or stratum are the: coefficient of dispersion, price related differential, and coefficient of variation.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Developed a Revaluation/Equalization Program to be utilized for 2008-2009.	Developed a Sales/Market Ratio Study to be utilized for 2008-2009	Conduct the Revaluation/Equalization Program and the Sales/Market Ratio Study

- Percent and number of assessments changed within 30 days of building permit completion. Goal is to complete 100 percent per month.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	2,100 assessments;100% changed within 30 days of building permit completion	2500 assessments; 100% changed within 30 days of building permit completion	≥2500 assessments with ≥90% changed within 30 days of building permit completion

#### *ADMINISTRATION*

**Objective:** The objective of this program is to process deeds, maintain maps, and to assign addresses in a timely fashion. This includes responding to requests for mailing lists from City departments and other organizations, ensuring that tax information for citizens and local businesses are kept current.

**Measures:**

1. Percent of addresses within the City of Dover assigned within two weeks of request by owner/developer.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	100% of all requested addresses assigned	100% of all requested addresses assigned	≥90% of all requested addresses assigned

2. Quantity and percent of mapping changes processed within one week after receiving notification from the County.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	15 mapping changes; 100% processed on time	30 mapping changes; 100% processed on time	≥35 mapping changes; 100% processed on time

3. Quantity and percent of responses to department/citizen requests within two weeks from date of request.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	150 requests; 100% response rate	200 requests; 100% response rate	≥250 requests; ≥90% response rate

**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS**

1. **Evaluate current ORION Software and make decision to update, improve, or replace with new software package.** Orion Software has been updated to Tyler Technologies ias-World CAMA system. New software was installed in March 2008. Goal Met.
2. **Availability of property assessment information on the City website.** The 2008 Assessment Register was posted on-line April 1, 2008. Goal Met
3. **Develop a user-friendly, easy-to-understand website for the Assessor’s Office.** New information regarding Appeals and Tax Exemptions for Senior Citizens have been posted and are available on the City’s website. This goal is approximately 30% complete. Goal Partially Met.
4. **Work with GIS Coordinator to realign City of Dover tax maps to match Kent County tax maps.** GIS Coordinator has completed the realignment of the City of Dover maps to match Kent County. Goal Met.

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

1. **Implement Citywide evaluation.** This objective is part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

**Measure:** Develop an RFP and place bid by August 30, 2008.

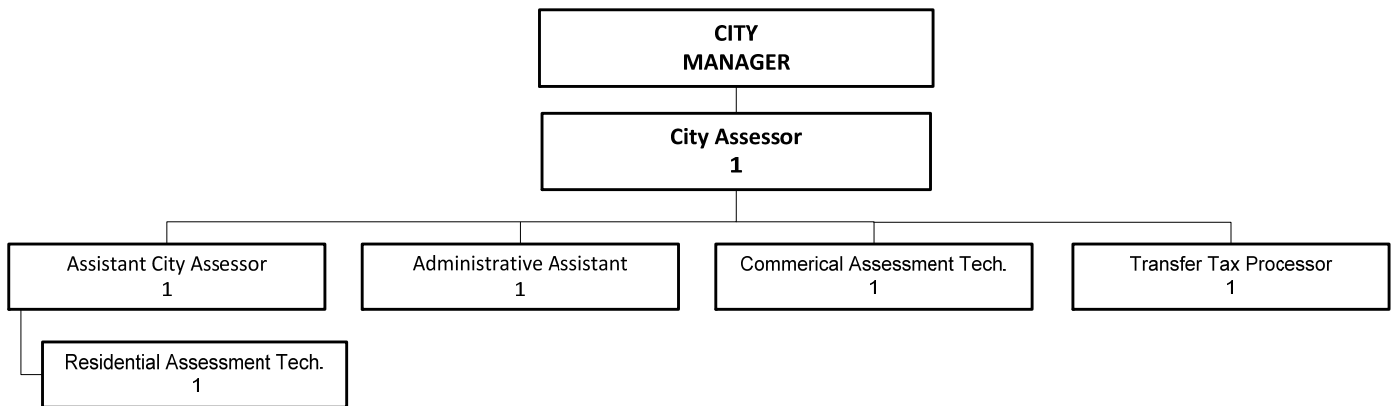
- 2. **Scan and electronically file (2008) deeds, appeal information, and miscellaneous correspondence into the CAMA software.** This objective is part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

**Measure:** Complete by December 31, 2008.

- 3. **Create an Administrative Assessment Procedure Manual.** This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

**Measure:** Complete by April 30, 2009.

### TAX ASSESSOR ORGANIZATION CHART FISCAL YEAR 2009



## TAX ASSESSOR 110-1300-513

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	115,551	194,586	134,031	146,215
10-12	OVERTIME	9,742	-	-	-
10-13	TEMPORARY HELP	4,478	-	9,000	4,011
10-14	FICA TAXES	9,916	15,037	10,942	11,424
10-15	HEALTH INSURANCE	17,334	44,230	23,601	45,168
10-16	L I D INSURANCE	815	1,255	1,062	1,281
10-17	WORKERS COMPENSATION	954	1,100	1,167	5,154
10-18	EDUCATIONAL ASSISTANCE	-	1,500	-	7,900
10-19	PENSION	6,882	22,603	13,295	31,300
10-20	OPEB	-	-	-	3,655
	<b>PERSONNEL COSTS</b>	<b>165,672</b>	<b>280,311</b>	<b>193,098</b>	<b>256,108</b>
20-21	FURNITURE/FIXTURES	2,741	2,000	500	251
20-22	OFFICE SUPPLIES	7,871	4,000	2,000	1,728
20-23	PRINTING AND DUPLICATING	85	400	500	510
20-31	BOOKS	439	450	450	460
20-37	COMPUTER SOFTWARE	464	3,000	-	10,100
20-38	COMPUTER HARDWARE	6,712	7,000	-	-
	<b>MATERIAL &amp; SUPPLIES</b>	<b>18,312</b>	<b>16,850</b>	<b>3,450</b>	<b>13,049</b>
30-21	TELEPHONE/FAX	2,093	2,860	2,200	2,014
30-25	ADVERTISEMENT	433	1,100	500	500
30-27	SUBSCRIPTIONS AND DUES	2,387	2,700	2,000	2,040
30-28	TRAINING/CONF/FOOD/TRAVEL	12,866	5,500	6,800	5,600
30-31	CONTRACTUAL SERVICES	21,631	21,620	61,090	400,000
30-44	AGENCY BILLING-TEMP HELP	-	-	-	-
30-61	OFF EQUIP/REPAIRS & MAINT	-	165	165	165
30-62	GASOLINE	1,373	1,500	1,200	1,260
30-63	AUTO REPAIRS/MAINTENANCE	128	-	-	-
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>40,911</b>	<b>35,445</b>	<b>73,955</b>	<b>411,579</b>
40-27	COMPUTER SOFTWARE PURCH	-	45,000	61,030	-
	<b>CAPITAL OUTLAY</b>	<b>-</b>	<b>45,000</b>	<b>61,030</b>	<b>-</b>
	<b>TOTAL EXPENDITURES</b>	<b>224,895</b>	<b>377,606</b>	<b>331,533</b>	<b>680,736</b>
	REVENUES:				
	GENERAL FUND	224,895	332,606	270,503	680,736
	GOVERNMENTAL CAPITAL PROJECTS FUND		45,000	61,030	
	PERSONNEL:				
	FULL-TIME EQUIVALENT	3.0	6.0	4.5	4.5

# **PUBLIC SERVICES**

**THE FOLLOWING SUBSECTIONS ARE INCLUDED:**

**LIFE SAFETY**

**PLANNING**

**CODE ENFORCEMENT**

**ECONOMIC DEVELOPMENT**

**COMMUNITY DEVELOPMENT**

**COMMUNITY PREVENTION**

**INSPECTIONS AND PERMITTING**

**GROUNDS**

**STREETS**

**SANITATION**

**ADMINISTRATION**



## PUBLIC SERVICES / LIFE SAFETY

### DIVISIONAL VISION

Within the Department of Public Services, the Office of the Fire Marshal 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.

**Measure:** The number of inspections performed for existing buildings.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	3,200 inspections performed	2,877 inspections performed	≥ 3,000 inspections performed

**Measure:** The number of violations reported for those existing buildings that were inspected.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	2,650 violations reported	1,390 violations reported	≥ 1,500 violations reported

**Measure:** The number of fires in which the fixed fire protection systems deployed.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	4 fire systems deployed	8 fire systems deployed	≥ 8 fire systems deployed

#### *FIRE SAFETY EDUCATION*

**Objective:** The objective of this program is to educate adult citizens in the area of fire safety and prevention.

**Measure:** Monitor the number of attendees for fire safety/prevention classes per year with a target of six classes per year.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	1,400 attendees, 14 classes presented	1,473 attendees, 10 classes presented	≥ 1,500 attendees, ≥ 10 classes presented

*Note: The Fire Marshal focuses on adult education, and the Fire Department focuses on youth education.*

**Measure:** Conduct two fire safety outreach shows per year to promote fire safety for the citizens of Dover.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	4,300 people contacted, Two fire safety outreach shows	5,338 people contacted, Two fire safety outreach shows	≥ 5,100 people contacted, ≥ Two fire safety outreach shows

#### **PLAN REVIEW PROGRAM**

**Objective:** The objective of the Plan Review Program is to ensure that fixed fire protection systems being installed meets the adopted fire codes for the City of Dover as well as State of Delaware regulations.

**Measure:** To monitor the number of plan reviews completed per year.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	190 plan reviews completed	175 plan reviews completed	Complete ≥180 plan reviews

#### **FIRE INVESTIGATIONS PROGRAM**

**Objective:** The objective of the Fire Investigations Program is to determine the cause and origin of fires.

**Measure:** The number of fires investigated.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	100 fires investigated	71 fires investigated	≥ 75 fires investigated

*Note: All fires investigated involve over \$2,000 worth of damage; those under that dollar amount are not investigated.*

**Measure:** The number of fires investigated that are suspicious in origin.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Six fires investigated	Five fires investigated	≥ Seven fires investigated

*Note: As the City grows, the number of fires would be expected to increase.*

## FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS

1. **Implement improvements to fire investigation unit and the mobile office** in order to conduct more efficient fire scene investigations, proper damage assessment after natural disasters, and provide the City of Dover with a mobile office unit.

### Measures:

- A. Purchase of a six-wheel box truck to be used as a fire investigations unit/mobile office to replace existing 1985 van by May 31, 2008. The new vehicle was purchased and outfitted. The City applied for and received \$30,000 in Homeland Security grant funds for the purchase of the truck. Goal Met.
- B. Vehicle outfitted for fire investigations and mobile office capabilities for the Life Safety Division by Fiscal Year 2009. The truck was placed into operation in June 2008. Goal Met.

2. **Develop Fire Protection Quality Assurance Program.** This program will assure that fire protection systems are installed and functioning properly. The ordinance and associated fees were not approved by City Council. The fire protection database and map has been developed and is estimated to be 80-85% accurate at this time. This database will be updated and refined as more information is added.

### Measures:

- A. Develop an Ordinance for a Fire Protection Testing Program including procedures and associated fees and submit for Council approval by December 31, 2007. Goal Partially Met.
- B. Establish process by June 2008, procedures and development of fire protection data base. Goal Met.

3. **Develop and implement an imaging system** to address archiving needs and provide electronic access to documents maintained by the office.

### Measures:

- A. Fortis software has been installed on all computers to allow all staff to access electronic files. Goal Met.
- B. Continue imaging process for plans and associated file correspondence related to permit address files. All new permits for Fiscal Year 2008 involving plan review have been scanned and indexed by address, owner name, and permit number. Goal Met.

## STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009

1. **Continue to develop and implement an imaging system to address archiving needs and provide electronic access to documents maintained by this division.** This objective is shared among all the division of Public Services and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

**Measures:**

- A. Complete scanning and indexing of all permit address files by March 31, 2009.
- B. Develop a fully integrated electronic filing system for all information in this division.
- C. Complete implementation of the mobile office.

2. **Complete revisions and rewrite the City's All Hazard/Emergency Operations Plan.** This objective is shared among all the divisions of Public Services and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

**Measures:**

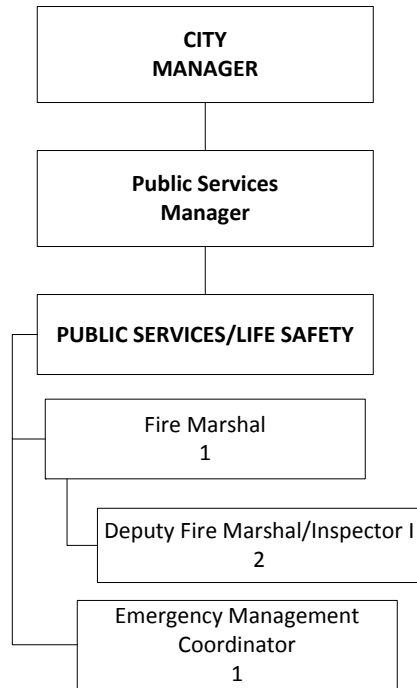
- A. Increase and expand staff readiness for emergency response and recovery operations.
- B. Meet the department's responsibility per the City of Dover Emergency Operation Plan and for the National Incident Management System.
- C. Expand and continue staff training by conducting an annual post emergency response scenario for all department staff by June 30, 2008.
- D. Identify equipment and supplies needed for post emergency response.
- E. Prepare scenario based action plans.

3. **Race Operations and/or Large Events.** The major focus of this objective is to ensure the health, welfare, and safety of fans and residents during NASCAR events by way of Code Enforcement, Licensing, and Public Interaction. This project advances the critical success factors including Citywide Safety in addition to Customer Satisfaction and Effective Community Communication.

**Measure:**

- A. Development and adoption by City Council of Motorsports Ordinance event by June 30, 2009.
- B. Implement special event recommendations of the Emergency Management Coordinator.

**PUBLIC SERVICES/LIFE SAFETY  
ORGANIZATIONAL CHART  
FISCAL YEAR 2009**



## LIFE SAFETY

### 110-1600-531

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	-	-	-	191,345
10-12	OVERTIME	-	-	-	16,500
10-14	FICA TAXES	-	-	-	15,943
10-15	HEALTH INSURANCE	-	-	-	27,997
10-16	L I D INSURANCE	-	-	-	1,176
10-17	WORKERS COMPENSATION	-	-	-	2,079
10-19	PENSION	-	-	-	38,807
10-20	OPEB	-	-	-	4,784
	<b>PERSONNEL COSTS</b>	-	-	-	<b>298,631</b>
20-22	OFFICE SUPPLIES	-	-	-	1,500
20-23	PRINTING AND DUPLICATING	-	-	-	1,500
20-24	PHOTOGRAPHIC	-	-	-	300
20-26	PROGRAM EXPENSES/SUPPLIES	-	-	-	7,378
20-29	UNIFORMS/UNIFORM ALLOW	-	-	-	900
20-31	BOOKS	-	-	-	500
20-32	SECURITY/SAFETY MATERIALS	-	-	-	1,900
20-33	SMALL TOOLS	-	-	-	200
20-37	COMPUTER SOFTWARE	-	-	-	300
20-38	COMPUTER HARDWARE	-	-	-	-
	<b>MATERIALS &amp; SUPPLIES</b>	-	-	-	<b>14,478</b>
30-21	TELEPHONE/FAX	-	-	-	1,532
30-27	SUBSCRIPTIONS AND DUES	-	-	-	380
30-28	TRAINING/CONF/FOOD/TRAVEL	-	-	-	2,750
30-62	GASOLINE	-	-	-	5,000
30-63	AUTO REPAIRS/MAINTENANCE	-	-	-	1,400
30-67	RADIO REPAIRS/MAINTENANCE	-	-	-	400
	<b>ADMINISTRATIVE EXPEDITURES</b>	-	-	-	<b>11,462</b>
40-26	RADIO - PURCHASE	-	-	-	4,200
	<b>CAPITAL OUTLAY</b>	-	-	-	<b>4,200</b>
	<b>TOTAL EXPEDITURES</b>	-	-	-	<b>328,771</b>
	REVENUES:				
	GENERAL FUND	-	-	-	324,571
	GOVERNMENTAL CAPITAL PROJECTS FUND				4,200
	PERSONNEL:				
	FULL-TIME EQUIVALENT	-	-	-	4.0

## PUBLIC SERVICES/PLANNING and COMMUNITY ENHANCEMENT

### DIVISIONAL VISION

Within the Department of Public Services, the Division of Planning protects the quality of life and character within the City of Dover while balancing growth and economic development according to the City’s adopted Comprehensive Plan, Zoning Ordinances, and Land Subdivision Regulations.

### 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.

**Measure:** Monitor the number of pre-application/informational meetings, the number of applications received, and the number of applications that move forward to Boards and Commissions.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	50 pre-application/informational meetings held. 130 applications received. Applications moved forward - New Measure for 2008 proposed.	Pre-application/informational meetings not measured. *163 Applications received. Applications moved forward - not measured in 2007.	Measures not indicative of progress toward objective. New measures will be developed in this category.

*\*Note – Result based on calendar year.*

#### *Zoning and Land Use Administration*

**Objective:** The objective of this program is to ensure compliance with plans and ordinances through proactively providing accurate information to the general public, property owners, developers, and design professionals.

**Measure:** Monitor the number of customer contacts.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	New measure, not previously measured.	Measure not indicative of progress toward objective. New measures will be developed in this category.	Measure not indicative of progress toward objective. New measures will be developed in this category.

**Measure:** Maintain a community satisfaction rating for Land Use and Zoning of 50% or better as documented in the annual Citizen Survey.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	37% Community satisfaction rating for land use & zoning	34% Community Satisfaction rating for land use & zoning	≥45% Community satisfaction rating for land use & zoning

**Plan Review**

**Objective:** The objective of this program is to review development plans, applications, and permits for consistency with the zoning ordinances, land subdivision regulations, and the Comprehensive Plan.

**Measure:** Monitor the number of administrative plan reviews, number of plan reviews requiring Commission or Board approval and number of sign permits issued.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	25 administrative plans reviewed; 113 plans required commission or board approval; 240 sign permits issued.	40 administrative plans reviewed; 123 plans required commission or board approval; 218 sign permits issued.	≥25 administrative plan reviews; ≥100 plans that require commission or board approval; ≥250 sign permits issued.

*Note – Results based on calendar year.*

**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.

**Measure:** Monitor the number of ordinances created and adopted.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Five ordinances created & adopted	Seven ordinances created & adopted	≥Four ordinances created & adopted

**Measure:** Monitor the percentage of recommended actions completed as identified in 2003 Comprehensive Plan, Chapter 14 Implementation for the Phase II Actions (2003-2006) and Phase III Actions (2006-2008)

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	% of Actions Completed: Phase II = 5/14 & working on five other actions, Phase III = 0/8 & working on three other actions.	% of Actions completed: Phase II = 5/14, Phase III = 2/8, Begin Phase IV – the Revision/Update process for Comprehensive Plan.	Adoption of Comprehensive Plan.

**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS**

1. **Continue to increase the use of electronic communications with the public, customers, and commission and board members.**

**Measures:**

- A. Develop additional information help sheets on Planning & Inspections related topics (where need is identified by staff) for website and handouts. Develop one help sheet each quarter (a total of four for the year). Currently there are 19 handouts available, up from 12 last year and more are being created. Goal Met.
- B. Review application process and procedure to identify opportunities for electronic submission and/or information transfer by December 2007. Goal Partially Met.

2. **Comprehensive Plan 2008 Update.** Complete the ten-year update to the City of Dover Comprehensive Plan, as required by Delaware Code, to identify goals and implementation strategies to guide the growth and development of the City.

**Measures:**

- A. Establish process and timeline for Comprehensive Plan update by September 1, 2007. Goal Met.
- B. Begin research in Fall/Winter 2007-2008 and public outreach activities in Winter/Spring 2008-2009. Goal Partially Met.

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

1. **Comprehensive Plan 2008 Update.** Complete the ten-year update to the City of Dover Comprehensive Plan, as required by Delaware Code, to identify goals and implementation strategies to guide the growth and development of the City. This objective is a part of the Plan Review program and advances several critical success factors.

**Measures:**

- A. Submit Comprehensive Plan document to the Office of State Planning Coordination in July 2008 for State review.
- B. Prepare the Comprehensive Plan for City Council review and adoption in winter 2008.
- C. Hire a Research Assistant and Facilitator to assist staff with final Plan production.

**Budget:** \$21,600**Account:** 110-1600-533.30-29 & various others

## PUBLIC SERVICES/CODE ENFORCEMENT

### DIVISIONAL VISION

Within the Department of Public Services, 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.

#### *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.

**Measure:** Monitor the number of pick-up (initiated by Departmental staff) cases versus the number of complaints received by the department.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	1,901 pick-ups 1,036 complaints	3,676 pick-ups 1,026 complaints	≥3,500 pick-ups ≥1,000 complaints

**Measure:** Maintain a community satisfaction rating for Dover's overall appearance of 60% or more in the Annual Citizen Survey.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	59% Community satisfaction rating	67% Community satisfaction rating	≥70% Community satisfaction rating

**Measure:** Reduce the percentage of residents who saw run-down buildings, weedy lots, or junk vehicles as a major problem in the Annual Citizen Survey to less than 14%.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	12% of resident saw run-down building, etc., as a major problem	Statistic not available in Citizen Survey.	≤ 14% of resident saw run-down building, etc., as a major problem

### FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS\*

\* There were no division specific strategic accomplishments for Fiscal Year 2007-2008, as Code Enforcement was a program within the Inspections division.

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

1. **Code Enforcement Customer Relations Improvements.** Develop a program to improve and promote a positive image of code enforcement within the City through education, public workshops, and community awards. This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

**Measures:**

- A. Purchase Laptop computer for Power Point presentations. This can be used for Community Association meetings and also to hold classes at the Dover Police public assembly room.
- B. Purchase supplies and equipment to operate a public education and awareness booth. Some of the items needed are tables, fliers, and giveaways. Giveaways could include magnets for refrigerators, miniature footballs, yard sticks/rulers, notepads, key chains, and other such items.
- C. Develop a program to reward homeowners, tenants, businesses, and such for the most improved/outstanding properties in relation to the maintenance, appearance, or improvement of the property. Inspectors would pick locations within their districts, and the awards will be presented annually or semi-annually at a City Council meeting.

## PUBLIC SERVICES/ECONOMIC DEVELOPMENT

### DIVISIONAL VISION

Within the Department of Public Services, the Economic Development division has been charged to improve the quality of life of Dover by attracting and retaining quality jobs, supporting a vibrant town center, and creating an atmosphere that encourages and fosters business growth.

### MAJOR PROGRAMS

#### ***Support the Downtown Dover Partnership\****

**Objective:** Provide administrative and other staff support to the Downtown Dover Partnership so that the organization can foster grass-roots driven downtown redevelopment

*\*Measures in support of this objective will be created in Fiscal Year 2009.*

#### ***City-wide Economic Development\****

**Objective:** Promote Dover as a location for business growth.

*\*Measures in support of this objective will be created in Fiscal Year 2009.*

### FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS\*

*\*This division is new in Fiscal Year 2008-2009; therefore, there are no strategic accomplishments for Fiscal Year 2007-2008.*

### STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009\*

#### 1. **Implementation of Major Program Goals and Objectives for this new division.**

##### **Measures:**

- A. Hire Administrative Assistant and Economic Development Manager by October 2008.
- B. Develop strategic objectives for the new division.
- C. Additional measures to be developed with division staff.

#### 2. **Downtown Dover Partnership.** Provide staff support to the Downtown Dover Partnership.

*\*Measures in support of this objective will be created in Fiscal Year 2009.*

## PUBLIC SERVICES/COMMUNITY DEVELOPMENT

### DIVISIONAL VISION

Within the Department of Public Services, Community Development provides funds and assists eligible residents by making decent, safe, and affordable housing available and providing appropriate support services to low/moderate income persons.

### MAJOR PROGRAMS

#### *Community Development Rehabilitation Program*

**Objective:** The objective of this program is to provide low/moderate income persons a better way of life by improving living conditions.

**Measure:** Monitor the number of homes brought up to code for the program year. Homes are allotted up to \$15,000 each for rehabilitation.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	12 homes improved, \$140,000 spent	Six homes improved, \$66,394 spent	≥Six homes improved, ≥\$91,000 spent

#### *Homeownership Initiatives Program*

**Objective:** The objective of this program is to expand homeownership assistance to low/moderate income persons.

**Measure:** Monitor the number of families provided with settlement assistance funding. Each family is allotted up to \$10,000 of settlement assistance.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Eight families assisted, \$80,000 spent	Five families assisted, \$46,912 spent	≥Six families assisted, ≥\$45,112 spent

#### *Revitalization Program*

**Objective:** The objective of this program is to provide a suitable living environment to low/moderate income neighborhoods by improving infrastructure.

**Measure:** To monitor the number of blocks improved by resurfacing streets, curbs, and sidewalks.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Two blocks improved	Project completed during Fiscal Year 2006-2007.	Project completed during Fiscal Year 2006-2007.

**Sub-Recipient Program**

**Objective:** The objective of this program is to monitor the spending of grant monies allocated to sub-recipients to ensure compliance of the grant requirements.

**Measure:** Monitor the number of sub-recipients in compliance with grant requirements.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Three in compliance	Five (100%) in compliance	Three (100%) in compliance

**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS\***

*\*There were no division specific strategic accomplishments for Fiscal Year 2007-2008 for Community Development.*

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009\***

1. **Compliance with all HUD requirements associated with grant funding.** As a federal funding source, it is important that CDBG funds be administered in a way that complies with all requirements of the department of Housing and Urban Development. This objective is a part all of the programs for this division and advances the critical success factors of Customer Satisfaction and Effective Community Communication

**Measures:**

- A. Comply with the timeliness standard for expending CDBG Funds.
- B. Continue to achieve a favorable review in the Annual Community Assessment performed by HUD.
- C. Successfully complete the HUD audit with no negative findings.

## PUBLIC SERVICES/COMMUNITY PREVENTION

### DIVISIONAL VISION

Within the Department of Public Services, the Community Prevention Program prevents negative behaviors by offering a variety of educational/prevention/activities/programs targeted toward at-risk youths and adults within the community.

### MAJOR PROGRAMS

#### *Youth Program*

**Objective:** The objective of this program is to provide prevention activities and education to youth in the City of Dover to instill positive values.

**Measures:** Monitor the number of hours youths are provided with prevention and educational activities through available programs between the targeted hours of 6:00 PM to 10:00 PM, which has been identified by the Federal Government as being the time children most likely engage in negative behavior.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Number of hours activities were provided = 49	Number of hours activities were provided = 64	Number of hours activities will be provided $\geq$ 50

#### *Adult Program*

**Objective:** To provide prevention activities and education to adults in the City of Dover to instill positive values.

**Measure:** Monitor the total number of program hours adults were served through available programs.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Number of program hours = 49	Number of program hours = 64	Number of program hours $\geq$ 50

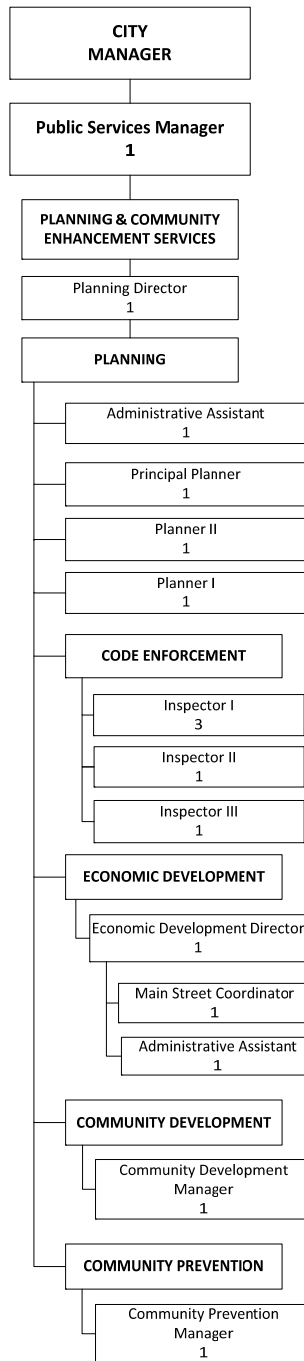
### FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS\*

*\*There were no division specific strategic accomplishments for Fiscal Year 2007-2008 for Community Prevention.*

### FISCAL YEAR 2008-2009 STRATEGIC OBJECTIVES\*

*\*The programs associated with this division have been moved to the Department of Parks & Recreation.*

# PUBLIC SERVICES/PLANNING and COMMUNITY ENHANCEMENT ORGANIZATIONAL CHART FISCAL YEAR 2009



## PLANNING

### 110-1600-533

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	203,834	255,614	255,614	306,980
10-12	OVERTIME	-	-	5,000	-
10-13	TEMPORARY HELP	-	14,188	20,000	27,900
10-14	FICA TAXES	15,515	20,970	20,970	34,093
10-15	HEALTH INSURANCE	29,160	38,751	38,751	42,313
10-16	L I D INSURANCE	1,199	1,559	1,559	2,021
10-17	WORKERS COMPENSATION	1,288	1,394	1,394	2,308
10-19	PENSION	24,679	45,754	45,754	27,938
10-20	OPEB	-	-	-	7,674
	<b>PERSONNEL COSTS</b>	<b>275,675</b>	<b>378,230</b>	<b>389,042</b>	<b>451,227</b>
20-21	FURNITURE/FIXTURES	197	300	300	1,100
20-22	OFFICE SUPPLIES	930	700	700	710
20-23	PRINTING AND DUPLICATING	2,858	3,000	1,500	5,050
20-24	PHOTOGRAPHIC	-	300	300	-
20-31	BOOKS	570	900	900	600
20-37	COMPUTER SOFTWARE	451	585	585	170
20-38	COMPUTER HARDWARE	4,394	-	-	-
	<b>MATERIALS &amp; SUPPLIES</b>	<b>9,400</b>	<b>5,785</b>	<b>4,285</b>	<b>7,630</b>
30-21	TELEPHONE/FAX	-	-	-	960
30-25	ADVERTISEMENT	679	2,530	1,430	1,700
30-27	SUBSCRIPTIONS AND DUES	1,860	2,260	2,260	2,680
30-28	TRAINING/CONF/FOOD/TRAVEL	7,747	7,210	9,210	9,211
30-29	CONSULTING FEES	-	20,000	20,000	11,000
30-31	CONTRACTUAL SERVICES	65	75	-	-
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>10,351</b>	<b>32,075</b>	<b>32,900</b>	<b>25,551</b>
	TOTAL EXPENDITURES	295,426	416,090	426,227	484,408
	REVENUES:				
	GENERAL FUND	295,426	416,090	426,227	484,408
	PERSONNEL:				
	FULL-TIME EQUIVALENT	5.0	5.0	5.0	6.0

**CODE ENFORCEMENT**

110-1600-532

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	-	-	-	215,971
10-14	FICA TAXES	-	-	-	16,331
10-15	HEALTH INSURANCE	-	-	-	51,395
10-16	L I D INSURANCE	-	-	-	1,244
10-17	WORKERS COMPENSATION	-	-	-	2,160
10-19	PENSION	-	-	-	61,227
10-20	OPEB	-	-	-	5,399
	<b>PERSONNEL COSTS</b>	-	-	-	<b>353,727</b>
20-21	FURNITURE/FIXTURES	-	-	-	100
20-22	OFFICE SUPPLIES	-	-	-	1,400
20-23	PRINTING AND DUPLICATING	-	-	-	1,900
20-24	PHOTOGRAPHIC	-	-	-	200
20-26	PROGRAM EXPENSES/SUPPLIES	-	-	-	10,000
20-29	UNIFORMS/UNIFORM ALLOW	-	-	-	1,500
20-31	BOOKS	-	-	-	950
20-32	SECURITY/SAFETY MATERIALS	-	-	-	625
20-33	SMALL TOOLS	-	-	-	100
20-37	COMPUTER SOFTWARE	-	-	-	250
	<b>MATERIALS &amp; SUPPLIES</b>	-	-	-	<b>17,025</b>
30-21	TELEPHONE/FAX	-	-	-	2,100
30-27	SUBSCRIPTIONS AND DUES	-	-	-	45
30-28	TRAINING/CONF/FOOD/TRAVEL	-	-	-	4,708
30-62	GASOLINE	-	-	-	4,700
30-63	AUTO REPAIRS/MAINTENANCE	-	-	-	200
30-67	RADIO REPAIRS/MAINTENANCE	-	-	-	100
	<b>ADMINISTRATIVE EXPENDITURES</b>	-	-	-	<b>11,853</b>
	<b>TOTAL EXPENDITURES</b>	-	-	-	<b>382,605</b>
	REVENUES:				
	GENERAL FUND	-	-	-	382,605
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	-	-	-	5.0

**ECONOMIC DEVELOPMENT**

110-1600-535

<b>ACCT</b>	<b>TITLE</b>	<b>2006-07 ACTUAL</b>	<b>2007-08 BUDGET</b>	<b>2007-08 REVISED</b>	<b>2008-09 BUDGET</b>
10-11	SALARIES	-	-	-	123,429
10-14	FICA TAXES	-	-	-	8,260
10-15	HEALTH INSURANCE	-	-	-	43,723
10-16	L I D INSURANCE	-	-	-	979
10-17	WORKERS COMPENSATION	-	-	-	661
10-19	PENSION	-	-	-	34,992
10-20	OPEB	-	-	-	3,086
	<b>PERSONNEL COSTS</b>	-	-	-	<b>215,130</b>
20-21	FURNITURE/FIXTURES	-	-	-	1,200
20-22	OFFICE SUPPLIES	-	-	-	1,000
20-23	PRINTING AND DUPLICATING	-	-	-	1,400
20-24	PHOTOGRAPHIC	-	-	-	200
20-26	PROGRAM EXPENSES/SUPPLIES	-	-	-	33,275
20-37	COMPUTER SOFTWARE	-	-	-	600
20-38	COMPUTER HARDWARE	-	-	-	7,350
	<b>MATERIALS &amp; SUPPLIES</b>	-	-	-	<b>45,025</b>
30-21	TELEPHONE/FAX	-	-	-	2,450
30-25	ADVERTISEMENT	-	-	-	350
30-27	SUBSCRIPTIONS AND DUES	-	-	-	600
30-28	TRAINING/CONF/FOOD/TRAVEL	-	-	-	3,422
30-31	CONTRACTUAL SERVICES	-	-	-	30,000
30-91	ECONOMIC DEVELOPMENT	-	-	-	16,000
	<b>ADMINISTRATIVE EXPENDITURES</b>	-	-	-	<b>52,822</b>
	<b>TOTAL EXPENDITURES</b>	-	-	-	<b>312,977</b>
	REVENUES:				
	GENERAL FUND	-	-	-	312,977
	GOVERNEMENTAL CAPITAL PROJECTS FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	-	-	-	3.0

## COMMUNITY DEVELOPMENT

### 715-9900-596

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	47,520	48,952	48,952	50,483
10-14	FICA TAXES	3,588	3,722	3,722	3,839
10-15	HEALTH INSURANCE	6,194	6,186	6,186	6,678
10-16	L I D INSURANCE	347	352	352	369
10-17	WORKERS COMPENSATION	252	215	215	267
10-19	PENSION	2,851	2,937	2,937	3,029
10-20	OPEB	-	-	-	1,262
	<b>PERSONNEL COSTS</b>	<b>60,752</b>	<b>62,364</b>	<b>62,364</b>	<b>65,927</b>
20-22	OFFICE SUPPLIES	225	235	135	-
20-23	PRINTING AND DUPLICATING	381	347	572	300
20-26	PROGRAM EXPENSES/SUPPLIES	-	238,660	345,185	257,336
20-38	COMPUTER HARDWARE PURCH	-	3,000	1,914	-
	<b>MATERIALS &amp; SUPPLIES</b>	<b>606</b>	<b>242,242</b>	<b>347,806</b>	<b>257,636</b>
30-21	TELEPHONE/FAX	521	735	735	735
30-25	ADVERTISEMENT	86	450	525	536
30-27	SUBSCRIPTIONS AND DUES	-	250	250	670
30-28	TRAINING/CONF/FOOD/TRAVEL	2,100	3,000	3,886	3,408
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>2,707</b>	<b>4,435</b>	<b>5,396</b>	<b>5,349</b>
	<b>TOTAL EXPENDITURES</b>	<b>64,065</b>	<b>309,041</b>	<b>415,566</b>	<b>328,912</b>
	REVENUES:				
	GENERAL FUND	64,065	309,041	415,566	328,912
	PERSONNEL:				
	FULL-TIME EQUIVALENT	1.0	1.0	1.0	1.0

## PUBLIC SERVICES/ INSPECTIONS and PERMITTING

### DIVISIONAL VISION

Within the Department of Public Services, 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 International Building Code and other related 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 and in a timely and satisfactory manner.

**Measure:** Maintain the median time between intake and approval for permit reviews.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	<b>Accessory</b> = 80% in 24 hrs <b>New Residential</b> = 80% in 48 hrs <b>New Commercial</b> = 80% in five days for those with all other approvals	<b>Accessory</b> = 80% in 24 hrs <b>New Residential</b> = 75% in 48 hrs <b>New Commercial</b> = 75% in five days for those with all other approvals. (staff vacancy accounts for slight est. decline)	<b>Accessory</b> = ≥80% in 24 hrs <b>New Residential</b> = ≥80% in 48 hrs <b>New Commercial</b> = ≥80% in five days for those with all other approvals

**Measure:** To increase the number of business license renewals received by the 30<sup>th</sup> of September, with a target of 97% collected.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	6,650 of 7,000 business license renewals received = 95% collected	6,785 of 7,050 business license renewals received = 96% collected	≥6,900 of 7,100 business license renewals received = ≥97% collected

**Measure:** To increase the number of rental licenses and public occupancy license renewals received by the 31<sup>st</sup> of March with a target of 97% collected.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	2,470 of 2,600 renewals received = 95% collected	2,868 of 3,000 renewals received = 95% collected	≥3,000 of 3,100 renewals received = 97% collected

**Building Construction & Infrastructure Inspections Program**

**Objective:** The objective of this program is to provide 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.

**Measure:** To track the number of building inspections and the number of permits issued.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	7,024 inspections 2,663 permits issued	7,000 inspections (est.) 2,600 permits issues (est.)	≥7,000 inspections ≥2,700 permits issued

**Measure:** Track the number of building inspections, re-inspections, and second re-inspections performed in relation to the number of required inspections.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	7,000 - first inspections 770 - re-inspections 120 - second re-inspections	6,500 – first inspections (est.) 400 – re-inspections (est.) 100 – second re-inspections (est.)	≥7,000 - first Inspections ≥780 - re-inspections ≥110 - second re-inspections

*Note: Required inspections = First Inspections. All permit totals are driven by construction activity.*

**FISCAL YEAR 2007-2008 STRATEGIC ACCOMPLISHMENTS**

- Continue to develop and implement an imaging system to address archiving needs and provide electronic access to documents maintained by this division.** New documents are being scanned and indexed by address, owner name, and permit number. There is a large backlog of documents from years to be scanned and indexed.

**Measures:**

- Fortis software has been installed on all computers to allow all staff to access electronic files. Goal Met.
- Continue imaging process for plans and associated file correspondence related to permit address files. Goal Met.

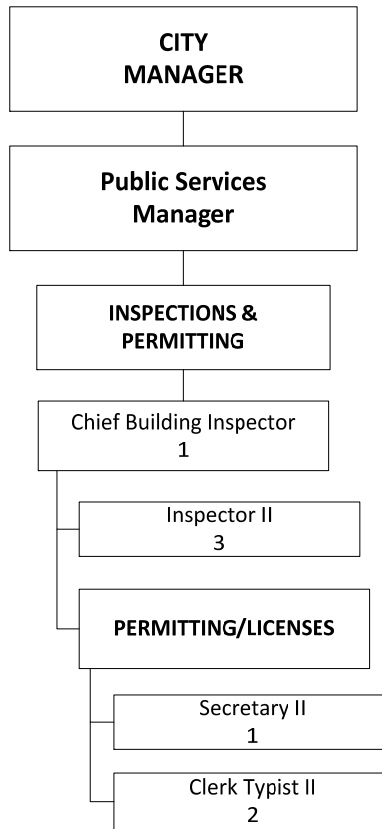
**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

- Refine Fortis imaging system to address archiving needs and provide electronic access to all documents maintained by this division.** This objective is shared among all the divisions of Public Services and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

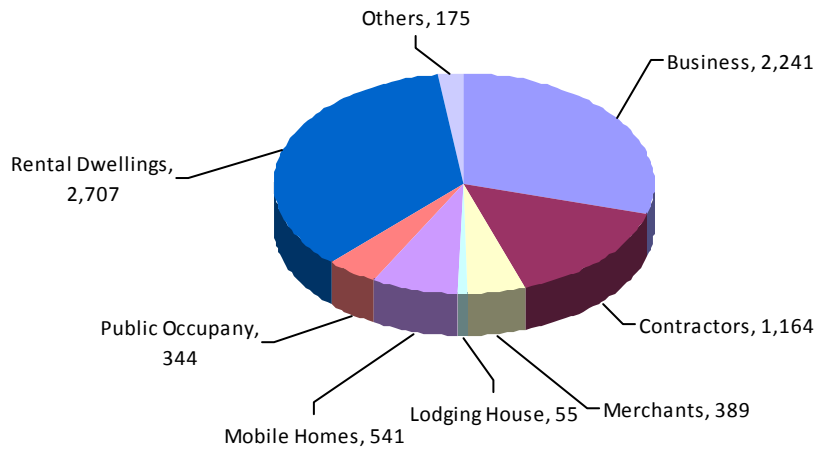
**Measures:**

- Publish specific procedures for entering information into and retrieving information from the Fortis imaging system for all office documents by January 2009.

# PUBLIC SERVICES/ INSPECTIONS and PERMITTING ORGANIZATIONAL CHART FISCAL YEAR 2009



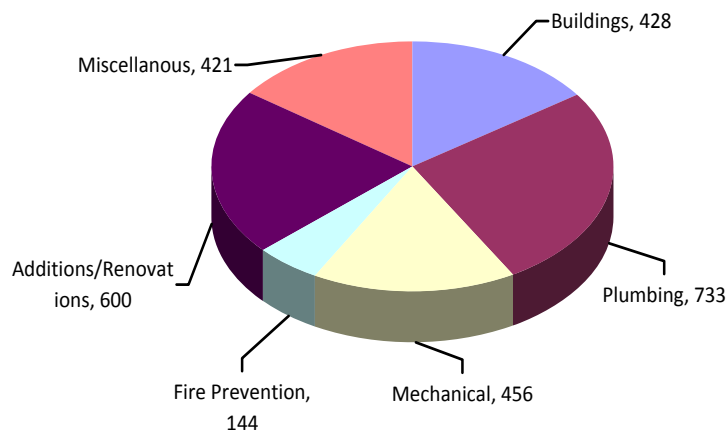
### Licenses Issued by Type 2007\*



\* 2007 Calendar Year Total: 7,616

Taken from the Public Services, Inspections & Permitting – 2007 Annual Report

### Permits Issued by Type 2007\*



\*2007 Calendar Year Total: 2,752

Taken from the Public Services, Inspections & Permitting – 2007 Annual Report

**INSPECTIONS/PERMITTING**

110-1600-534

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	623,527	653,872	653,872	281,300
10-12	OVERTIME	12,760	20,000	10,000	3,000
10-13	TEMPORARY HELP	8,797	-	-	20,055
10-14	FICA TAXES	47,846	51,156	51,156	23,058
10-15	HEALTH INSURANCE	106,094	112,752	112,752	57,490
10-16	L I D INSURANCE	3,746	3,655	3,655	1,604
10-17	WORKERS COMPENSATION	5,573	5,072	5,072	22,466
10-19	PENSION	114,774	127,850	127,850	55,696
10-20	OPEB	-	-	-	7,033
	<b>PERSONNEL COSTS</b>	<b>923,117</b>	<b>974,357</b>	<b>964,357</b>	<b>471,702</b>
20-21	FURNITURE/FIXTURES	1,124	2,030	1,030	160
20-22	OFFICE SUPPLIES	4,965	6,000	6,000	3,000
20-23	PRINTING AND DUPLICATING	9,638	9,500	7,000	4,639
20-24	PHOTOGRAPHIC	1,373	300	300	-
20-26	PROGRAM EXPENSES/SUPPLIES	10,001	10,300	10,300	-
20-29	UNIFORMS/UNIFORM ALLOW	3,147	3,800	3,800	1,400
20-31	BOOKS	3,961	2,200	2,200	1,000
20-32	SECURITY/SAFETY MATERIALS	2,366	4,100	4,100	500
20-33	SMALL TOOLS	590	800	800	125
20-37	COMPUTER SOFTWARE	-	810	200	300
20-38	COMPUTER HARDWARE	6,593	9,575	9,575	-
	<b>MATERIALS &amp; SUPPLIES</b>	<b>43,758</b>	<b>49,415</b>	<b>45,305</b>	<b>11,124</b>
30-21	TELEPHONE/FAX	7,717	8,640	8,000	2,188
30-25	ADVERTISEMENT	953	130	123	-
30-27	SUBSCRIPTIONS AND DUES	423	550	550	200
30-28	TRAINING/CONF/FOOD/TRAVEL	3,886	8,400	7,900	3,793
30-31	CONTRACTUAL SERVICES	71	65	-	-
30-33	DEMOLITION EXPENSES	141,226	50,000	50,000	50,000
30-61	OFF EQUIP/REPAIRS & MAINT	857	5,513	4,500	4,668
30-62	GASOLINE	12,748	12,700	15,000	5,500
30-63	AUTO REPAIRS/MAINTENANCE	587	800	600	200
30-67	RADIO REPAIRS/MAINTENANCE	2,887	2,843	2,843	2,260
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>171,355</b>	<b>89,641</b>	<b>89,516</b>	<b>68,809</b>
40-22	AUTOMOBILES - PURCHASE	28,840	96,000	96,000	-
	<b>CAPITAL OUTLAY</b>	<b>28,840</b>	<b>96,000</b>	<b>96,000</b>	<b>-</b>
	<b>TOTAL EXPENDITURES</b>	<b>1,167,070</b>	<b>1,209,413</b>	<b>1,195,178</b>	<b>551,635</b>
	REVENUES:				
	GENERAL FUND	1,167,070	1,113,413	1,099,178	551,635
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	96,000	96,000	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	15.0	16.0	16.0	7.0

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## PUBLIC SERVICES/GROUNDS

### DIVISIONAL VISION

Within the Public Services Group, the Grounds Division is dedicated to the beautification and maintenance of Dover's green resources. Through our efforts Dover is known as a beautiful and scenic place in which to live, work, and visit.

### MAJOR PROGRAMS

#### *Beautification Program*

**Objective:** The objective of the Beautification Program is to provide seasonal floral displays throughout Dover that enhance the community's appearance and make it a place people want to visit.

#### **Measures:**

- Maintain a community satisfaction rating for overall appearance of 50% or greater as documented in the Annual Citizens' Survey.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	59% Community Satisfaction rating	60% Community Satisfaction rating	≥60 Community Satisfaction rating

- Maintenance of the City's flower beds.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	53 flower beds maintained	53 flower beds maintained	≥50 flower beds maintained

#### *Tree Program*

**Objective:** The objective of the Tree Program is to maintain and continually renew Dover's tree population so that Dover remains a designated Tree City USA.

#### **Measures:**

- Number of Trees Pruned.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	506 trees pruned	674 trees pruned	Prune ≥625 trees

- Number of Trees Removed.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	228 trees removed	468 trees removed	Remove ≥300 trees

## 3. Number of Trees Planted.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	66 trees planted	21 trees planted	Plant ≥50 trees

**Turf Maintenance Program**

**Objective:** The objective of the Turf Maintenance Program is to maintain Dover's 280 acres of turf through a seasonal mowing, planting, aeration, and top dressing program.

**Measure:** Maintain a community satisfaction rating for appearance and maintenance of parks of 63% or greater as documented in the Annual Citizen's Survey.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	61% Community Satisfaction rating	66% Community Satisfaction rating	Maintain ≥65% Community Satisfaction rating

## PUBLIC SERVICES/STREETS

**DIVISIONAL VISION:**

Within the Public Services Group, the Streets Division is dedicated to the timely maintenance and improvements of the streets, sidewalks, and the stormwater infrastructure as well as improving our quality of life.

**MAJOR PROGRAMS:****Street and Sidewalk Maintenance**

**Objective:** The objective of this program is to provide cleaning, maintenance, and the timely repair of streets and sidewalks within the City of Dover

**Measures:**

- Maintain a community satisfaction rating for streets repairs of 50% or greater as documented in the Annual Citizens' Survey.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	51% Community satisfaction rating for street repairs	51% Community satisfaction rating for street repairs	≥50% Community satisfaction rating for street repairs

- Maintain a community satisfaction rating for street cleaning of 60% percent or greater as documented in the Annual Citizens' Survey.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	62% Community satisfaction rating for street cleaning	61% Community satisfaction rating for street cleaning	≥60% Community satisfaction rating for street cleaning

3. Maintain a community satisfaction rating for sidewalk maintenance of 55% or greater as documented in the Annual Citizens' Survey.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	52% Community satisfaction rating for sidewalk maintenance	50% Community satisfaction rating for sidewalk maintenance	≥55% Community satisfaction rating for sidewalk maintenance

4. Estimated linear feet of sidewalk repaired.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Estimated 1,200 linear feet of sidewalk repaired	Estimated 1,400 linear feet of sidewalk repaired	≥1,500 linear feet of sidewalk repaired

### **Stormwater Management Program**

**Objective:** To comply with the City's stormwater management quality and support the City's National Pollutant Discharge Elimination System (NPDES) permit.

#### **Measures:**

1. Miles of streets swept.

<b>Results</b>	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
	12,693 miles swept	13,221 miles swept	≥15,500 miles swept

2. Cubic yards of sweeper debris.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	2,275 cubic yards of debris	2,559 cubic yards of debris	≥2,600 cubic yards of debris

3. Number of catch basins cleaned.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	781 catch basins cleaned	2,565 catch basins cleaned	≥2,800 catch basins cleaned

4. Maintain a community satisfaction rating for stormwater management of 50% or greater as documented in the Annual Citizen Survey.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	51% Community satisfaction rating for stormwater management	63% Community satisfaction rating for stormwater management	≥50% Community satisfaction rating for stormwater management

## PUBLIC SERVICES/SANITATION

### DIVISIONAL VISION

Within the Public Services Group, the Sanitation Division is dedicated to the timely collection and transportation of municipal solid waste. Our sanitation services significantly contribute to making the City of Dover a clean and safe community.

### MAJOR PROGRAMS

#### *Solid Waste Collection*

**Objective:** The objective of this program is to provide regular collection and transportation of solid waste for residential and commercial customers inside and outside of the City of Dover corporate limits. This includes automated pickup, hand trash pickup, and bulk collection.

#### **Measures:**

- Maintain a community satisfaction rating for solid waste collection of 80% or greater as documented in the Annual Citizens' Survey.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	80% Community satisfaction rating for solid waste collection	81% Community satisfaction rating for solid waste collection	≥80% Community satisfaction rating for solid waste collection

- Maintain a community satisfaction rating for yard waste collection of 70% or greater as documented in the Annual Citizens' Survey.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	71% Community satisfaction rating for yard waste collection	76% Community satisfaction rating for yard waste collection	≥75% Community satisfaction rating for yard waste collection

- Total tonnage of municipal solid waste collected and delivered to DSWA landfill in Sandtown.

<b>Results</b>	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
Automated Collection	12,934.23 tons	12,561.38	≥ 13,440 tons
Bulk Collection	6,749.04 tons	5,665.81 tons	≥ 6,060 tons
Total	19,683.27 tons of municipal solid waste collected & delivered to landfill	18,227.19 tons of municipal solid waste collected & delivered to landfill	≥ 19,500 tons of municipal solid waste collected & delivered to landfill

**Container Maintenance and Replacement**

**Objective:** To provide timely delivery and maintenance of the City's automated containers to all customers so that solid waste can be collected efficiently.

**Measures:**

1. Number of man-hours spent on container maintenance and replacement.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	621 man-hours spent on container maintenance & replacement	546 man-hours spent on container maintenance & replacement	≥650 man-hours spent on container maintenance & replacement

2. Number of containers delivered.

Results	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
90 Gallon Containers	416 deliveries	460 deliveries	≥400 deliveries
300 Gallon Containers	43 deliveries	39 deliveries	≥40 deliveries

**Electronic Goods Recycling**

**Objective:** To collect electronic goods for recycling by partnering with the Delaware Solid Waste Authority.

**Measures:**

1. Tonnage of electronic recycling goods collected.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	6.45 tons of electronic goods collected	3.87 tons of electronic goods collected	≥8.0 tons of electronic goods collected

2. Man-hours spent collecting electronic goods for recycling.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	170 man-hours spent collecting electronic goods	166 man-hours spent collecting electronic goods	≥175 man-hours spent collecting electronic goods

**Curbside Recycling Program**

**Objective:** To collect single stream recycling materials by partnering with the Delaware Solid Waste Authority.

**Measures:**

1. Tonnage of single stream recycling materials collected.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	283 tons collected	523 tons collected	≥1,000 tons collected

2. Total number of recycling customers.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	1,844 recycling customers	2,355 recycling customers	≥4,500 recycling customers

## FISCAL YEAR 2007-2009 STRATEGIC ACCOMPLISHMENTS

1. **Increase the General Fund's mapping data for the City's stormwater infrastructure through the expansion of GIS.** Approximately 20-25% of the City's system was mapped in Fiscal Year 2008. The entire project must be completed in Fiscal Year 2009 to comply with our NPDES MS4 Permit requirements.

### Measures:

- a. Addition of a GIS Technician in the GIS section of the Public Services Group by October 2007. This position was not funded in Public Services. Public Utilities funded a GIS Technician, and we are utilizing his services to complete the stormwater mapping. Goal Met.
  - b. Accurately map the stormwater infrastructure owned by the City of Dover by June 30, 2008. Approximately 20-25% of the system is mapped. Current expected completion date of the project is now December 31, 2008. Goal Partially Met.
  - c. Create pipe inventory tables that identify length and type of pipe owned as well as the number of catch basins and manholes related to the storm sewer system. More than 65 miles of pipe has been mapped and categorized. Goal Partially Met.
2. **Assist with the implementation and monitoring of the proposed curbside recycling program with the Delaware Solid Waste Authority (DSWA).** This project included monitoring the report generated by DSWA to identify true costs and savings associated with the proposed program. The summary table for Fiscal Year 2008 has been completed, and reports indicate the current program is a break-even endeavor when total costs are considered. Goal Met.
3. **Plan for the maintenance of failing stormwater ponds.** This project will explore the feasibility of creating a stormwater utility to take over maintenance of ponds by June 2008. No staff time was dedicated to this project in Fiscal Year 2008 due to other project demands. Goal Not Met.

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

1. **Complete the mapping data for the City's stormwater infrastructure through the expansion of GIS.** This objective is part of the Public Services Group's efforts to modernize our information systems available to both internal and external customers. The objective is a critical component of our Street Maintenance and Storm Water Management program. In addition, this objective advances the critical success factors of Customer Satisfaction and Effective Community Communication as well as assisting with NPDES compliance.

**Measure:** Complete the entire project by June 30, 2009 to comply with NPDES permit requirements.

2. **Evaluate the feasibility of a Pay-As-You-Throw (PAYT) trash utility.** This effort is designed to significantly increase recycling rates and is a part of the Solid Waste Collection program. This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication in addition to Cost and Revenue Efficiency.

**Measure:** Complete feasibility report by June 30, 2009.

3. **Evaluate the results of the GPS pilot project in the Sanitation Division.** This project is designed to evaluate resource usage and promote efficiencies in fuel and manpower within the Sanitation division and a part of the Solid Waste Collection Program. This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication in addition to Cost and Revenue Efficiency.

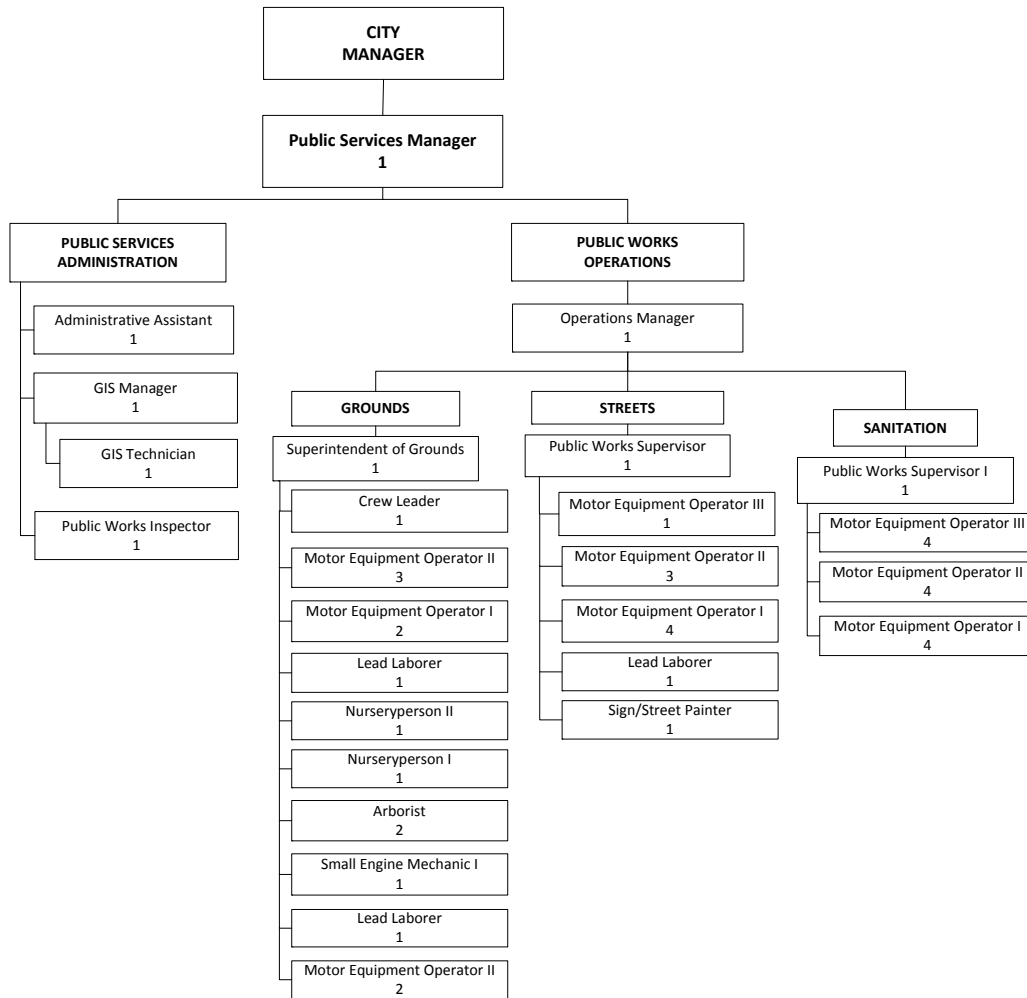
## SANITATION FEE HISTORICAL SCHEDULE

YEAR	TONNAGE	% CHANGE TONNAGE	AVERAGE FEE PER TON	COST
1995/96	15,099	- 1	\$58.50	\$850,434
1996/97	15,653	+4	\$58.50	\$890,070
1997/98	15,897	+2	\$58.50	\$879,802
1998/99	17,202	+8	\$58.50	\$951,616
1999/00	18,756	+9	\$58.50	\$1,007,165
2000/01	19,038	+2	\$58.50	\$1,137,334
2001/02	18,559	- 3	\$56.09	\$1,041,001
2002/03	19,169	+3	\$52.99	\$1,015,710
2003/04	20,786	+8	\$53.86	\$1,119,648
2004/05	20,333	-2	\$53.16	\$1,080,857
2005/06	20,441	+1	\$56.43	\$1,153,480
2006/07	19,683	-4	\$57.95	(Unaudited) \$1,140,597
2007/08	Projected 22,703	Projected +15	Projected \$55.23	Projected \$1,254,540
2008/09	Projected 22,703	Projected +0	Projected \$55.23	Projected \$1,254,540

## TRASH COLLECTION FEES

YEAR	REVENUE
1995/96	\$33,368
1996/97	\$43,739
1997/98	\$61,934
1998/99	\$122,361
1999/00	\$196,148
2000/01	\$724,557
2001/02	\$853,846
2002/03	\$908,909
2003/04	\$924,338
2004/05	\$905,481
2005/06	\$1,076,967
2006/07	(Unaudited) \$1,113,317
2007/08	Projected \$1,191,411
2008/09	Projected \$1,227,153

# PUBLIC SERVICES/PUBLIC WORKS ORGANIZATION CHART FISCAL YEAR 2009



## PUBLIC SERVICES/GROUNDS

### 110-1500-522

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	557,022	588,476	552,763	585,583
10-12	OVERTIME	15,697	19,500	19,500	15,000
10-13	TEMPORARY HELP	483	-	-	-
10-14	FICA TAXES	43,073	46,748	43,253	45,911
10-15	HEALTH INSURANCE	121,432	121,877	114,185	142,230
10-16	L I D INSURANCE	3,373	3,468	3,113	3,519
10-17	WORKERS COMPENSATION	23,093	21,000	19,271	24,623
10-18	EDUCATIONAL ASSISTANCE	-	7,696	7,696	-
10-19	PENSION	147,276	155,512	141,385	150,104
10-20	OPEB	-	-	-	14,788
	<b>PERSONNEL COSTS</b>	<b>911,449</b>	<b>964,277</b>	<b>901,166</b>	<b>981,758</b>
20-21	FURNITURE/FIXTURES	-	-	-	-
20-22	OFFICE SUPPLIES	108	150	150	150
20-23	PRINTING AND DUPLICATING	-	-	-	-
20-25	CUSTODIAL	187	250	250	250
20-26	PROGRAM EXPENSES/SUPPLIES	46,747	54,501	54,501	50,207
20-28	MEDICAL SUP & PHYSICALS	-	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	5,635	4,045	4,045	3,526
20-31	BOOKS	89	90	90	100
20-32	SECURITY/SAFETY MATERIALS	4,022	4,000	4,000	4,400
20-33	SMALL TOOLS	5,450	3,107	3,107	4,411
20-44	SAND AND SALT	595	750	750	750
20-46	CITY BLDG MAINT SUPPLIES	2,569	2,455	2,455	400
20-58	WATER/SEWER	3,760	3,500	3,500	3,800
	<b>MATERIALS &amp; SUPPLIES</b>	<b>69,162</b>	<b>72,848</b>	<b>72,848</b>	<b>67,994</b>
30-21	TELEPHONE/FAX	852	795	795	759
30-23	ELECTRICITY	3,453	3,900	3,900	3,900
30-24	HEATING OIL/GAS	7,668	8,000	6,500	8,400
30-25	ADVERTISEMENT	-	-	-	-
30-27	SUBSCRIPTIONS AND DUES	365	365	365	385
30-28	TRAINING/CONF/FOOD/TRAVEL	2,767	2,762	2,762	2,900
30-31	CONTRACTUAL SERVICES	19	35	35	935
30-44	AGENCY BILLING-TEMP HELP	37,205	47,500	29,000	27,000
30-62	GASOLINE	29,926	31,000	31,000	32,500
30-64	TRUCK REPAIRS/MAINTENANCE	6,830	1,825	1,825	1,825
30-65	MAINT EQUIP REPAIRS/MAINT	14,551	16,500	16,500	16,800
30-67	RADIO REPAIRS/MAINTENANCE	1,687	1,720	1,720	1,708
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>105,323</b>	<b>114,402</b>	<b>94,402</b>	<b>97,112</b>
40-24	MAINT EQUIP - PURCHASE	18,856	-	-	-
40-26	RADIO - PURCHASE	640	-	-	-
40-23	TRUCKS - PURCHASE	-	129,913	129,913	60,000
40-24	MAINT EQUIP - PURCHASE	-	-	-	49,500
	<b>CAPITAL OUTLAY</b>	<b>19,496</b>	<b>129,913</b>	<b>129,913</b>	<b>109,500</b>
	<b>TOTAL EXPENDITURES</b>	<b>1,105,430</b>	<b>1,281,440</b>	<b>1,198,329</b>	<b>1,256,364</b>
	REVENUES:				
	GENERAL FUND	1,105,430	1,151,527	1,068,416	1,146,864
	GOVERNMENTAL CAPITAL PROJECTS FUND		129,913	129,913	109,500
	PERSONNEL:				
	FULL-TIME EQUIVALENT	16.0	16.0	16.0	16.0

**PUBLIC SERVICES/STREETS**

110-1800-554

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	381,031	406,307	385,824	407,338
10-12	OVERTIME	10,195	15,000	15,000	13,200
10-14	FICA TAXES	29,441	32,303	30,380	32,314
10-15	HEALTH INSURANCE	77,081	86,149	76,759	84,943
10-16	L I D INSURANCE	2,386	2,461	2,387	2,522
10-17	WORKERS COMPENSATION	13,732	12,677	11,657	14,904
10-18	EDUCATIONAL ASSISTANCE	408	450	896	-
10-19	PENSION	93,145	107,868	98,276	102,586
10-20	OPEB	-	-	-	10,287
	<b>PERSONNEL COSTS</b>	<b>607,419</b>	<b>663,215</b>	<b>621,179</b>	<b>668,094</b>
20-21	FURNITURE/FIXTURES	127	-	-	198
20-22	OFFICE SUPPLIES	67	150	150	150
20-26	PROGRAM EXPENSES/SUPPLIES	22,384	30,000	21,000	26,707
20-29	UNIFORMS/UNIFORM ALLOW	3,517	2,084	2,084	2,076
20-32	SECURITY/SAFETY MATERIALS	2,533	2,500	2,500	4,376
20-33	SMALL TOOLS	4,822	2,923	2,923	2,893
20-35	CHEMICALS & ADDITIVES	69	100	100	100
20-38	COMPUTER HARDWARE	24	-	-	-
20-41	STREET REPAIRING MATERIAL	11,646	18,000	18,000	18,900
20-42	STREET CLEANING SUPPLIES	5,819	4,220	4,220	4,300
20-43	STREET SIGNS/MARKING	18,534	18,540	18,540	16,800
20-44	SAND AND SALT	5,476	8,000	11,869	-
20-46	CITY BLDG MAINT SUPPLIES	9,385	11,375	11,375	11,600
20-62	STORM SEWER SUPPLIES	3,198	6,000	2,000	4,000
20-64	DITCH MAINTENANCE	2,983	775	775	775
	<b>MATERIALS &amp; SUPPLIES</b>	<b>90,584</b>	<b>104,667</b>	<b>95,536</b>	<b>92,875</b>
30-21	TELEPHONE/FAX	564	1,033	800	820
30-25	ADVERTISEMENT	2,748	1,850	1,850	1,900
30-28	TRAINING/CONF/FOOD/TRAVEL	-	310	310	400
30-31	CONTRACTUAL SERVICES	4,569	10,815	5,500	5,000
30-44	AGENCY BILLING-TEMP HELP	8,169	12,000	12,000	12,250
30-62	GASOLINE	37,112	40,000	45,500	47,780
30-64	TRUCK REPAIRS/MAINTENANCE	36	1,000	1,000	1,000
30-65	MAINT EQUIP REPAIRS/MAINT	3,920	10,000	10,000	24,000
30-67	RADIO REPAIRS/MAINTENANCE	1,299	1,400	1,400	1,400
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>58,417</b>	<b>78,408</b>	<b>78,360</b>	<b>94,550</b>
40-25	OTHER EQUIPMENT PURCHASE	48,259	-	-	-
40-26	RADIO - PURCHASE	640	-	-	-
40-42	LEASED EQUIP & VEHICLES	12,498	-	-	-
40-23	TRUCKS - PURCHASE	-	96,000	96,000	15,170
40-25	OTHER EQUIPMENT PURCHASE	-	-	-	174,000
40-31	CONSTRUCTION - PURCHASE	469,213	415,000	422,500	515,000
	<b>CAPITAL OUTLAY</b>	<b>530,610</b>	<b>511,000</b>	<b>518,500</b>	<b>704,170</b>
	<b>TOTAL EXPENDITURES</b>	<b>1,287,030</b>	<b>1,357,290</b>	<b>1,313,575</b>	<b>1,559,689</b>
	REVENUES:				
	GENERAL FUND	1,287,030	846,290	795,075	855,519
	GOVERNMENTAL CAPITAL PROJECTS FUND		511,000	518,500	704,170
	PERSONNEL:				
	FULL-TIME EQUIVALENT	11.0	11.0	11.0	11.0

## PUBLIC SERVICES/SANITATION

### 110-1800-555

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	418,743	446,538	444,214	465,223
10-12	OVERTIME	17,779	22,500	22,500	21,800
10-13	TEMPORARY HELP	-	-	-	-
10-14	FICA TAXES	32,580	35,932	35,321	36,884
10-15	HEALTH INSURANCE	98,101	96,671	106,018	113,662
10-16	L I D INSURANCE	2,558	2,694	2,657	2,792
10-17	WORKERS COMPENSATION	17,522	16,203	15,580	19,964
10-19	PENSION	96,083	116,687	106,748	110,332
10-20	OPEB	-	-	-	11,748
	<b>PERSONNEL COSTS</b>	<b>683,366</b>	<b>737,225</b>	<b>733,038</b>	<b>782,405</b>
20-21	FURNITURE/FIXTURES	112	-	-	249
20-22	OFFICE SUPPLIES	130	150	150	150
20-23	PRINTING AND DUPLICATING	173	1,000	200	1,000
20-26	PROGRAM EXPENSES/SUPPLIES	35,039	41,200	33,500	34,700
20-28	MEDICAL SUP & PHYSICALS	-	20	20	20
20-29	UNIFORMS/UNIFORM ALLOW	4,919	3,008	3,008	2,732
20-32	SECURITY/SAFETY MATERIALS	2,486	2,500	2,500	2,825
20-33	SMALL TOOLS	1,082	770	770	800
20-35	CHEMICALS & ADDITIVES	-	500	500	500
20-38	COMPUTER HARDWARE	-	-	-	-
20-46	CITY BLDG MAINT SUPPLIES	647	721	721	1,000
	<b>MATERIALS &amp; SUPPLIES</b>	<b>44,588</b>	<b>49,869</b>	<b>41,369</b>	<b>43,976</b>
30-21	TELEPHONE/FAX	260	512	450	460
30-25	ADVERTISEMENT	3,322	2,900	2,900	3,000
30-27	SUBSCRIPTIONS AND DUES	-	119	-	-
30-28	TRAINING/CONF/FOOD/TRAVEL	-	100	100	100
30-31	CONTRACTUAL SERVICES	1,140,597	1,254,540	1,100,000	1,185,571
30-43	ENVIRONMENTAL EXPENSES	5,122	5,000	5,000	5,000
30-44	AGENCY BILLING-TEMP HELP	38,293	41,000	41,000	45,000
30-62	GASOLINE	109,127	115,000	110,000	118,000
30-64	TRUCK REPAIRS/MAINTENANCE	14,371	26,000	26,000	26,000
30-65	MAINT EQUIP REPAIRS/MAINT	233	-	-	-
30-67	RADIO REPAIRS/MAINTENANCE	1,187	1,225	1,225	1,322
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>1,312,512</b>	<b>1,446,396</b>	<b>1,286,675</b>	<b>1,384,453</b>
40-23	TRUCKS - PURCHASE	109,579	502,800	638,315	315,000
40-25	OTHER EQUIP - PURCHASE	2,142	-	-	-
40-42	LEASED EQUIP & VEHICLES	11,298	-	-	-
	<b>CAPITAL OUTLAY</b>	<b>123,019</b>	<b>502,800</b>	<b>638,315</b>	<b>315,000</b>
	<b>TOTAL EXPEDITURES</b>	<b>2,163,485</b>	<b>2,736,290</b>	<b>2,699,397</b>	<b>2,525,834</b>
	REVENUES:				
	GENERAL FUND	2,163,485	2,233,490	2,061,082	2,210,834
	GOVERNMENTAL CAPITAL PROJECTS FUND		502,800	638,315	315,000
	PERSONNEL:				
	FULL-TIME EQUIVALENT	13.0	13.0	13.0	13.0

**PUBLIC SERVICES/ADMINISTRATION**  
**110-2400-551**

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	168,017	280,371	256,294	252,628
10-12	OVERTIME	-	2,500	1,500	-
10-14	FICA TAXES	12,316	21,052	19,287	18,264
10-15	HEALTH INSURANCE	19,096	39,383	33,102	32,102
10-16	L I D INSURANCE	1,098	1,631	1,631	1,568
10-17	WORKERS COMPENSATION	1,332	1,966	1,794	2,076
10-18	EDUCATIONAL ASSISTANCE	5,831	1,000	-	-
10-19	PENSION	17,063	34,581	26,339	22,911
10-20	OPEB	-	-	-	6,316
	<b>PERSONNEL COSTS</b>	<b>224,753</b>	<b>382,484</b>	<b>339,947</b>	<b>335,865</b>
20-21	FURNITURE/FIXTURES	-	264	264	475
20-22	OFFICE SUPPLIES	2,190	5,850	2,500	2,500
20-23	PRINTING AND DUPLICATING	881	1,950	1,950	1,500
20-26	PROGRAM EXPENSES/SUPPLIES	-	1,500	1,500	-
20-29	UNIFORM/UNIFORM ALLOW	-	200	200	-
20-31	BOOKS	-	100	100	100
20-32	SECURITY/SAFETY MATERIALS	-	100	100	125
20-37	COMPUTER SOFTWARE	104	1,800	1,800	5,039
20-38	COMPUTER HARDWARE	-	13,025	13,025	-
	<b>MATERIALS &amp; SUPPLIES</b>	<b>3,175</b>	<b>24,789</b>	<b>21,439</b>	<b>9,739</b>
30-21	TELEPHONE/FAX	1,810	2,800	2,500	2,500
30-27	SUBSCRIPTIONS AND DUES	1,457	2,250	1,850	1,650
30-28	TRAINING/CONF/FOOD/TRAVEL	1,574	5,000	4,000	5,250
30-31	CONTRACTUAL SERVICES	1,042	13,741	13,741	-
30-61	OFF EQUIP/REPAIRS & MAINT	909	-	-	202
30-62	GASOLINE	463	1,112	3,400	3,500
30-67	RADIO REPAIRS/MAINTENANCE	-	-	-	556
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>7,255</b>	<b>24,903</b>	<b>25,491</b>	<b>13,658</b>
40-23	TRUCKS - PURCHASE	-	20,100	20,100	-
40-25	OTHER EQUIP - PURCHASE	-	-	-	38,380
40-28	COMPUTER HARDWARE PURCH	-	20,000	20,000	-
	<b>CAPITAL OUTLAY</b>	<b>-</b>	<b>40,100</b>	<b>40,100</b>	<b>38,380</b>
	<b>TOTAL EXPENDITURES</b>	<b>235,183</b>	<b>472,276</b>	<b>426,977</b>	<b>397,642</b>
	REVENUES:				
	GENERAL FUND	235,183	432,176	386,877	359,262
	GOVERNMENTAL CAPITAL PROJECTS FUND		40,100	40,100	38,380
	PERSONNEL:				
	FULL-TIME EQUIVALENT	4.0	5.0	5.0	5.0

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# **PUBLIC UTILITIES**

**THE FOLLOWING SUBSECTIONS ARE INCLUDED:**

**WASTEWATER MANAGEMENT**

**WATER CONSTRUCTION**

**WATER MANAGEMENT**

**WATER TREATMENT PLANT**

**WATER/WASTEWATER ENGINEERING &  
INSPECTIONS**

**ELECTRIC ADMINISTRATION**

**ELECTRIC ENGINEERING**

**ELECTRIC TRANSMISSION & DISTRIBUTION**

**SYSTEM OPERATIONS**

**POWER PLANT OPERATIONS**

**POWER SUPPLY**



## PUBLIC UTILITIES/WATER-WASTEWATER

### DEPARTMENTAL VISION

In order to ensure that the City of Dover is a place where people will want to live, Public Utilities will endeavor to provide our customers with the safest and most reliable utility services at the lowest possible cost.

### MAJOR PROGRAMS

#### *WATER DISTRIBUTION / WASTEWATER TRANSMISSION*

**Objective:** The objective of this program is to operate and maintain the water distribution and wastewater transmission system for our customers and the fire department in a courteous, timely, and accurate manner. The water division typically performs the following functions: repairing water leaks; installing new and replacing aging water services; instituting water quality programs; testing, repairing and replacing fire hydrants; flushing the water systems; inspecting meters; installing radio read components on meters; and responding to customer complaints. This division also operates and maintains the wastewater transmission and pump stations for our customers and typically performs the following functions: cleaning, inspecting, and repairing sewer mains; maintaining and repairing pump stations; and responding to complaints.

**Measures:**

1. Reduce the number of water quality complaints/inquiries received.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	542* complaints/inquiries received	400 complaints/inquiries received	≤350 complaints/inquiries received

\*July 2006 flushing resulted in a high number of complaints due to increased demand and limited well availability (necessary well repairs).

2. Reduce the number of infrastructure failure repairs for water distribution as part of the water main upgrade and replacement project.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	26 failures reported	25 failures reported	≤20 failures reported

3. Increase the number of infrastructure failure repairs for wastewater transmission as part of the inflow/infiltration project.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	5 repairs completed	8 repairs completed	≥10 repairs completed

4. Complete water system flushing operations within published schedule (100%).

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	60 days (published)	57 days (published)	51 days (published)
<b>Results</b>	52 days (actual)	49 days (actual)	51 days (actual)
<b>Results</b>	87%	86%	100%

5. Decrease the percentage of flow sent to Kent County in relation to wastewater gallons billed by the City (Inflow/Infiltration monitoring).

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	1,735,750,000 (Kent County)	1,718,393,000(Kent County)	1,701,209,000 (Kent County)
<b>Results</b>	1,467,498,000 (City of Dover)	1,482,173,000 (City of Dover)	1,496,995,000 (City of Dover)
<b>Results</b>	118%	116%	114%

6. Reduce overall average response time for water and sewer customer complaints.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Average response time 19 minutes	Average response time 18 minutes	Average response time ≤15 minutes

7. Increase the number of linear feet of sewer mains cleaned and maintained annually.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	851,884 linear feet of sewer mains cleaned and maintained	875,000 linear feet of sewer mains cleaned and maintained	≥900,000 linear feet of sewer mains cleaned and maintained

**WATER TREATMENT AND PRODUCTION**

**Objective:** The objective of this program is to provide the citizens of the City of Dover with safe drinking water and an adequate supply for prudent fire protection. This service will be delivered in a courteous, timely, and accurate manner by performing the following: maintaining production and treatment equipment to ensure capacity and availability; adding and adjusting chemicals daily; performing daily sampling for compliance with State and Federal regulations and guidelines to ensure customer safety; improving water aesthetics; and responding to customer concerns.

**Measures:**

1. Maintain an average available water production capacity of 100% of our annual production allocation.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	84.9% Average available water production capacity	89.6% Average available water production capacity	≥91.5% Average available water production capacity

2. Maintain zero violations of State and Federal regulations.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	1* violation	0 violations	0 violations

\*Violation corrected in 12 days, meeting State and Federal regulations.

**ENGINEERING AND INSPECTIONS – WATER / WASTEWATER**

**Objective:** The objective of this program is to provide timely, accurate, and professional design, inspection, and evaluation of existing and proposed water/wastewater infrastructure for City personnel, developers and contractors while ensuring compliance with all applicable code requirements. Furthermore, this division is responsible for the water/wastewater Capital Improvements projects to ensure they are completed under budget and within the allocated time constraints. These efforts are performed to ensure the safety, quality, and effectiveness of the water and wastewater systems.

**Measures:**

1. Plan review completed within 30 days of submission (on average).

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	36 days	30 days	≤30 days

2. Inspection response within 48 hours of request (on average).

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	72 hours	60 hours	≤48 hours

3. Complete CIP projects within budget and allocated time frame.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	68% of CIP projects completed on time & within budget.	90% of CIP projects completed on time & within budget.	≥100% of CIP projects completed on time & within budget.

**STRATEGIC ACCOMPLISHMENTS FOR FISCAL YEAR 2007-2008**

1. **Water Quality Improvements.** The water system has had numerous water quality issues since the Department was mandated to inject chlorine into the system. To help alleviate the problem, contact chambers are being installed at each of the 13 wells to allow the chemical reaction to occur outside of the water lines and stabilize prior to entering the water system. The installation of seven contact chambers has been completed. Goal Met.
2. **Water/Wastewater Meter Reading Technology Upgrade Project.** This is a project whereby a radio-read meter-head is installed on each water meter. This is an on-going program and the measure to complete 50% of the meters change-outs has been completed. Goal Met.
3. **Inflow/Infiltration Reduction Project.** The current wastewater system experiences high volumes of wastewater during heavy rains and high water table seasons, which is an indication of a non-sealed system. Staff undertook an inflow & infiltration evaluation in February/March of 2007 for one section of the system and is developing a work plan to address this issue. Additionally, the repair of the infiltration will reduce the County wastewater fees to the utility as the wastewater flow will be reduced. The work plan and corrections are 80% complete. Goal on schedule.
4. **Install Variable Frequency Drive motors.** Wells 11, 13R, and 15 will have these motors installed to provide better control of the water system and minimize water quality issues during well start-up. Additionally the motors at White Oak Farms will be converted to VFD's to improve the wastewater pump operation. Goal on schedule for completion next fiscal year.
5. **Wellhead Redevelopment Program.** This project assesses the condition of all the wells and assists in the development of a work plan, which will assist staff in the development of a comprehensive maintenance program. Goal on schedule for completion next fiscal year.
6. **Lafferty Lane Pump Station Replacement.** This wastewater pump station has reached its useful life and needs to be replaced. Staff developed specifications and issued bids for the replacement of the pump station. No bids were received for this project, so staff will redevelop and resubmit bid specifications. Goal not met.
7. **US Route 13 Sanitary Sewer Interceptor.** A sewer line needs to be installed from near Dover Downs to the back of Lowes. This line will allow the City to pump the wastewater into a different County line to relieve the flow on a County line that is nearly at capacity. Additionally, one pump station will be immediately eliminated and converted to a gravity flow system.

**Measures:**

- a. Acquired needed easements. Goal Met
- b. Developed the bid documents and issued bid by April 15, 2008. Goal Met.

8. **New Well and Water Tower Siting.** Develop a hydraulic model of the water system and determine the best location for the new well and water tower, identify potential land to purchase, and begin negotiations for the purchase of the land. Goal on schedule for completion next fiscal year.
9. **Scarborough Road Interconnection.** In Fiscal Year 2007 a water line was installed near Wilmington University to interconnect with Tidewater. The equipment has been ordered and Tidewater Utilities has approved the interconnection. Goal on schedule for completion next fiscal year.

## STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009

1. **Water/Wastewater Meter Reading Technology Upgrade Project.** This is a project whereby a radio-read meter-head is installed on each water meter. This project is a part of the Water Distribution/Wastewater Transmission program and advances the critical success factor of Cost and Revenue Efficiency.

**Measure:** Complete the remaining 50% of the meters.

**Budget:** \$147,250  
\$47,250

**Account:** 417-6800-568.40-31  
417-6900-569.40-31

2. **Inflow/Infiltration Reduction Project.** The current wastewater system experiences high volumes of wastewater during heavy rains and high water table seasons, which is an indication of a non-sealed system. Staff will investigate additional sections of the system and develop a work plan to address this issue. Repair of the infiltration will reduce the County Wastewater fees as the City's wastewater flow will be reduced. This project is a part of the Water Distribution/Wastewater Transmission program and advances the critical success factor of Cost and Revenue Efficiency.

**Budget:** \$275,000

**Account:** 417-6900-569.40-31

3. **Install Variable Frequency Drive Motors.** Wells 3, 8, & 9 will have these motors installed to provide better control of the water system and minimize water quality issues during well start-up. This project is a part of the Water program and advances the critical success factor of Cost and Revenue Efficiency.

**Budget:** \$124,200

**Account:** 417-6800-568.40-31

4. **Wellhead Redevelopment Program.** Wellheads require periodic cleaning and maintenance to ensure that they can produce the quantity of water needed. This program will provide the required maintenance on a routine basis to ensure adequate water capacity. This project is a part of the Water Distribution/Wastewater Transmission program and advances the critical success factor of Cost and Revenue Efficiency.

**Budget:** \$50,000

**Account:** 471-6800-568.40-31

5. **New Well and Water Tower Siting.** Purchase the land required for each location and begin the design phase, so a construction contract can be awarded in the following fiscal year. This project is a part of the Water Distribution/Wastewater Transmission program and advances the critical success factor of Cost and Revenue Efficiency.

**Well Budget:** \$195,000

**Account:** 417-6800-568.40-31

**Storage Tank Budget:** \$695,000

**Account:** 417-6800-560.40-31

6. **Water Quality Improvements.** The water system has had numerous water quality issues since the Department was mandated to inject chlorine into the system. To help alleviate the problem, contact chambers are being installed at each of the 13 wells to allow the chemical reaction to occur outside of the water lines and stabilize prior to entering the water system. The final six chambers will be completed in this year as well as other main replacements. This project is a part of the Water Distribution/Wastewater Transmission program and advances the critical success factor of Cost and Revenue Efficiency.

**Budget:** \$1,587,000

**Account:** 417-6800-568.40-31

7. **Wastewater Pump Station Replacements.** The Fox Hall, Delaware State University, and Acorn Lane Pumping stations need replacement, as they have reached the end of their useful life. This project will replace all three stations and reroute the Fox Hall/Retreat force main. This project is a part of the Water Distribution/Wastewater Transmission program and advances the critical success factor of Cost and Revenue Efficiency.

**Budget:** \$500,900

**Account:** 417-6900-569.40-31

8. **Wastewater Planning Update.** The Master Plan was originally developed in 1999 and due to the large growth in the area this plan, as well as the Sewer Basin Study, should be updated so the Department can identify system improvements.

**Budget:** \$200,000

**Account:** 412-6900-569.30-29

9. **US Route 13 Sanitary Sewer Interceptor.** A sewer line needs to be installed from near Dover Downs to the back of Lowes. This line will allow the City to pump the wastewater into a different County line to relieve the flow on a County line that is nearly at capacity. Additionally one pump station will be immediately eliminated and converted to a gravity flow system.

**Measures:**

- a. Award the construction contract to complete the installation of this project.
- b. Monitor and inspect contractor to complete the project according to design.

**Budget:** \$3,065,000

**Account:** 417-6900-569.40-31

<b>WATER AND WASTEWATER RATES</b>						
<b>Per 1,000 Gallons (Existing)</b>						
<b>YEAR</b>	<b>CONSUMPTION (GALLONS)</b>	<b>WATER</b>		<b>WASTEWATER</b>		<b>WASTEWATER ADJUSTMENT</b>
		<b>IN CITY</b>	<b>OUT OF CITY</b>	<b>IN CITY</b>	<b>OUT OF CITY</b>	<b>ALL USERS</b>
1998-99	Up to 200,000	1.90	2.85	1.21	1.81	1.68
	200,001 - 400,000	1.75	2.63	1.21	1.81	1.68
	400,001 - 600,000	1.65	2.48	1.21	1.81	1.68
	600,001 or more	1.60	2.40	1.21	1.81	1.68
1999-00	Up to 200,000	1.90	2.85	1.41	2.12	1.68
	200,001 - 400,000	1.75	2.63	1.41	2.12	1.68
	400,001 - 600,000	1.65	2.48	1.41	2.12	1.68
	600,001 or more	1.60	2.40	1.41	2.12	1.68
2000-01	Up to 200,000	1.90	2.85	1.41	2.12	1.68
	200,001 - 400,000	1.75	2.63	1.41	2.12	1.68
	400,001 - 600,000	1.65	2.48	1.41	2.12	1.68
	600,001 or more	1.60	2.40	1.41	2.12	1.68
2001-02	Up to 200,000	1.90	2.85	1.41	2.12	1.85
	200,001 - 400,000	1.75	2.63	1.41	2.12	1.85
	400,001 - 600,000	1.65	2.48	1.41	2.12	1.85
	600,001 or more	1.60	2.40	1.41	2.12	1.85
2002-03	Up to 200,000	2.35	3.53	1.65	2.48	1.85
	200,001 - 400,000	2.20	3.30	1.65	2.48	1.85
	400,001 - 600,000	2.10	3.15	1.65	2.48	1.85
	600,001 or more	2.05	3.08	1.65	2.48	1.85
2003-04	Up to 200,000	2.35	3.53	1.65	2.48	1.85
	200,001 - 400,000	2.20	3.30	1.65	2.48	1.85
	400,001 - 600,000	2.10	3.15	1.65	2.48	1.85
	600,001 or more	2.05	3.08	1.65	2.48	1.85
2004-05	All consumption levels	2.35	3.53	1.90	2.85	1.85
2005-06	All consumption levels	2.45	3.68	2.10	3.15	2.13
2006-07	All consumption levels	2.45	3.68	2.10	3.15	2.13
2007-08	All consumption levels	2.45	3.68	2.10	3.15	2.34
2008-09	All consumption levels	2.45	3.68	2.10	3.15	2.34

**NOTE:** The wastewater adjustment rate increased in Fiscal Year 2008 from \$2.13/1,000 gallons to \$2.34/1,000 gallons.

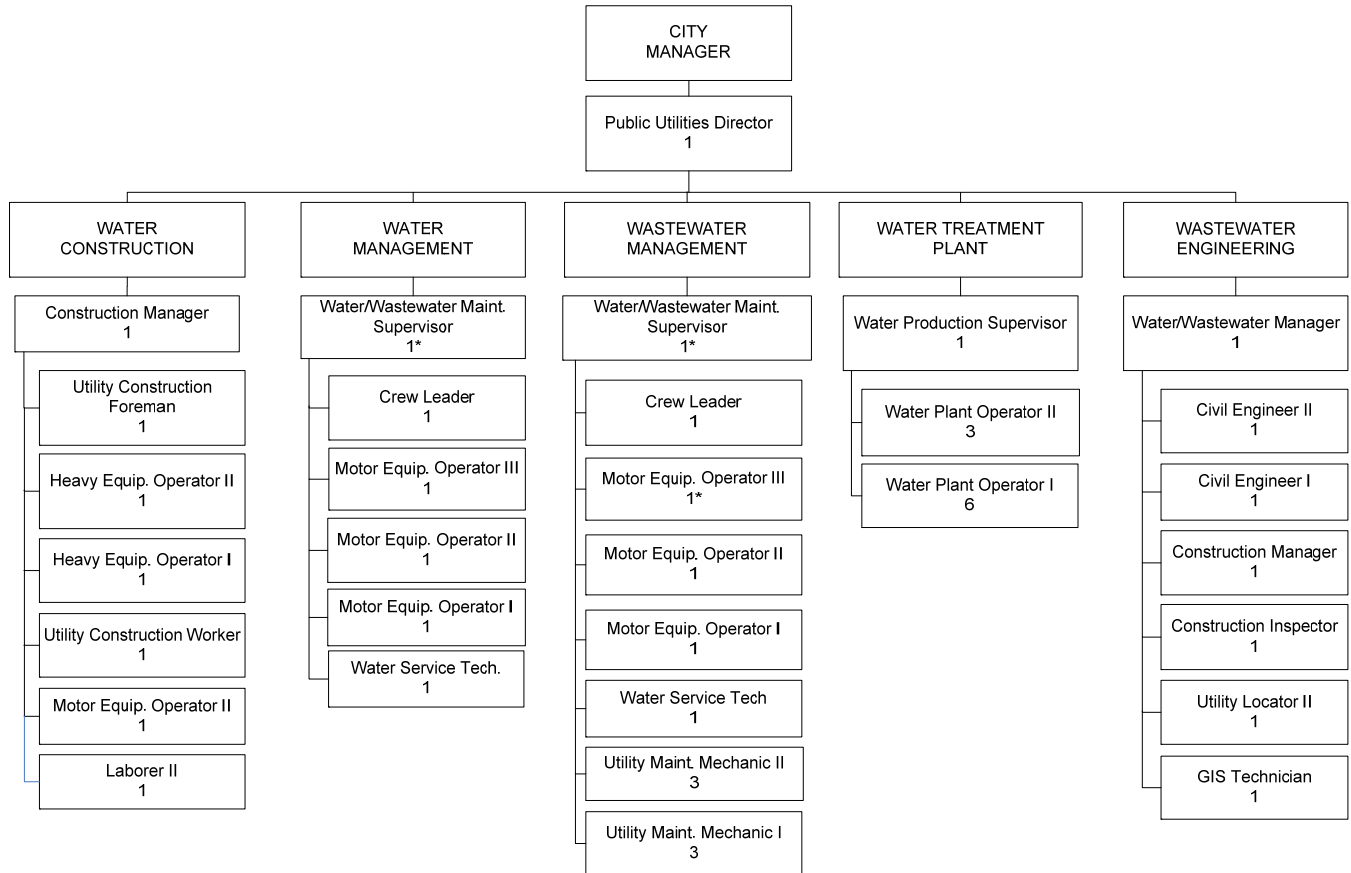
<b>TYPICAL WATER/SEWER BILL (7,000 gallons per month)</b>				
<b>YEAR</b>	<b>WATER</b>	<b>SEWER</b>	<b>SEWER ADJUSTMENT</b>	<b>TOTAL COST</b>
1994-95	10.71	8.47	11.06	30.24
1995-96	13.30	8.47	11.06	32.83
1996-97	13.30	8.47	11.06	32.83
1997-98	13.30	8.47	11.76	33.53
1998-99	13.30	8.47	11.76	33.53
1999-00	13.30	9.87	11.76	34.93
2000-01	13.30	9.87	11.75	34.93
2001-02	13.30	9.87	12.95	36.12
2002-03	16.45	11.55	12.95	40.95
2003-04	16.45	11.55	12.95	40.95
2004-05	16.45	13.30	12.95	42.70
2005-06	* 18.40	* 15.95	14.91	49.62
2006-07	* 18.40	* 15.95	14.91	49.62
2007-08	* 18.40	* 15.95	16.38	50.73
2008-09	* 18.40	* 15.95	16.38	50.73

\* Includes a \$1.25 per month customer charge.

<b>WASTEWATER FLOW TO KENT COUNTY</b>			
<b>YEAR</b>	<b>FLOW (x1,000)</b>	<b>AVERAGE COST (PER 1,000)</b>	<b>TOTAL COST</b>
1994-95	1,419,855	1.58	2,243,371
1995-96	1,746,745	1.58	2,759,857
1996-97	2,033,335	1.68	3,416,003
1997-98	1,574,257	1.68	2,644,751
1998-99	1,349,319	1.68	2,266,856
1999-00	1,511,721	1.68	2,539,691
2000-01	1,563,672	1.68	2,626,969
2001-02	1,567,500	1.85	2,899,875
2002-03	1,860,768	1.85	3,442,420
2003-04	2,069,886	1.85	3,829,289
2004-05	1,869,780	1.85	3,459,093
2005-06	1,721,156	2.13	3,666,062
2006-07	1,808,920	2.13	3,853,000
2007-08	1,735,750	2.34	4,061,655
2008-09	1,557,449	2.34	3,644,430

**NOTE:** 1996-97 Cost reflects change in billing procedures and heavy rains.  
 1998-99 Cost reflects extremely dry weather conditions.  
 2003-04 Cost reflects extremely wet weather conditions.

## PUBLIC UTILITIES/WATER-WASTEWATER ORGANIZATION CHART FISCAL YEAR 2009



## WASTEWATER MANAGEMENT

### 412/417-6900-569

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	274,886	344,656	306,681	392,757
10-12	OVERTIME	20,552	18,216	18,216	23,950
10-14	FICA TAXES	22,559	27,565	24,570	31,550
10-15	HEALTH INSURANCE	53,071	75,976	58,739	91,228
10-16	L I D INSURANCE	1,587	1,965	1,644	2,261
10-17	WORKERS COMPENSATION	11,984	12,339	11,027	16,920
10-18	EDUCATIONAL ASSISTANCE	-	-	-	1,000
10-19	PENSION	57,567	85,565	69,222	91,729
10-20	OPEB	-	-	-	9,819
	<b>PERSONNEL COSTS</b>	<b>442,206</b>	<b>566,282</b>	<b>490,099</b>	<b>661,214</b>
20-21	FURNITURE/FIXTURES	367	150	150	150
20-22	OFFICE SUPPLIES	178	-	-	-
20-23	PRINTING AND DUPLICATING	25	2,308	500	-
20-26	PROGRAM EXPENSES/SUPPLIES	4,205	5,150	-	-
20-28	MEDICAL SUP & PHYSICALS	279	763	763	3,743
20-29	UNIFORMS/UNIFORM ALLOW	3,486	4,550	4,550	3,887
20-32	SECURITY/SAFETY MATERIALS	3,297	11,715	28,715	8,424
20-33	SMALL TOOLS	7,222	16,451	16,451	10,250
20-35	CHEMICALS & ADDITIVES	1,449	8,107	5,107	4,500
20-46	CITY BLDG MAINT SUPPLIES	52	3,831	3,831	1,500
20-51	WATER/SEWER SYSTEM SUP	10,926	30,000	17,000	16,152
20-52	TAPS	-	13,906	-	-
20-53	METERS/METER SUPPLIES	493	2,830	2,830	7,800
20-54	PUMPING STATION SUPPLIES	26,528	40,000	35,000	35,000
20-58	WATER/SEWER	749	1,591	1,000	1,200
	<b>MATERIALS &amp; SUPPLIES</b>	<b>59,256</b>	<b>141,352</b>	<b>115,897</b>	<b>92,606</b>
30-21	TELEPHONE/FAX	3,650	3,343	3,343	3,650
30-23	ELECTRICITY	148,457	172,000	150,000	155,900
30-27	SUBSCRIPTIONS AND DUES	54	178	55	56
30-28	TRAINING/CONF/FOOD/TRAVEL	23	212	212	7,500
30-29	CONSULTING FEES	3,144	205,150	75,150	219,500
30-31	CONTRACTUAL SERVICES	52,703	45,000	45,000	47,705
30-44	AGENCY BILLING-TEMP HELP	4,960	-	-	-
30-62	GASOLINE	21,990	20,600	23,600	23,100
30-64	TRUCK REPAIRS/MAINTENANCE	2,055	1,800	1,800	6,000
30-65	MAINT EQUIP REPAIRS/MAINT	312	2,000	1,200	1,200
30-67	RADIO REPAIRS/MAINTENANCE	1,030	1,220	1,470	4,110
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>238,378</b>	<b>451,503</b>	<b>301,830</b>	<b>468,721</b>

## WASTEWATER MANAGEMENT

### 412/417-6900-569

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
40-23	TRUCKS - PURCHASE	12,120	47,200	47,200	210,000
40-25	OTHER EQUIP - PURCHASE	4,551	45,900	45,900	-
40-31	CONSTRUCTION - PURCHASE	510,287	1,073,150	883,381	4,064,750
40-35	SEWER LINES	568,803	330,000	30,000	357,400
40-42	LEASED EQUIP & VEHICLES	4,723	-	-	-
	<b>CAPITAL OUTLAY</b>	<b>1,100,484</b>	<b>1,496,250</b>	<b>1,006,481</b>	<b>4,632,150</b>
	<b>TOTAL EXPENDITURES</b>	<b>1,840,324</b>	<b>2,655,387</b>	<b>1,914,307</b>	<b>5,854,691</b>
	REVENUES:				
	WATER/WASTEWATER FUND	739,840	1,159,137	907,826	1,222,541
	WATER/WASTEWATER IMPROVEMENT & EXTENSION FUND	1,100,484	1,496,250	1,006,481	4,632,150
	PERSONNEL:				
	FULL-TIME EQUIVALENT	11.0	11.0	11.0	11.0

## WATER CONSTRUCTION

### 412/417-5600-556

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	297,821	302,218	283,122	272,076
10-12	OVERTIME	5,037	6,521	6,521	7,000
10-14	FICA TAXES	22,510	23,006	21,916	20,943
10-15	HEALTH INSURANCE	65,679	60,675	66,743	69,942
10-16	L I D INSURANCE	1,714	1,657	1,376	1,622
10-17	WORKERS COMPENSATION	10,883	9,502	8,792	11,331
10-19	PENSION	61,627	67,043	66,676	67,189
10-20	OPEB	-	-	-	6,802
	<b>PERSONNEL COSTS</b>	<b>465,271</b>	<b>470,622</b>	<b>455,146</b>	<b>456,905</b>
20-21	FURNITURE/FIXTURES	175	-	-	125
20-22	OFFICE SUPPLIES	137	-	-	-
20-28	MEDICAL SUP & PHYSICALS	-	25	25	1,950
20-29	UNIFORMS/UNIFORM ALLOW	2,229	3,429	3,429	1,550
20-32	SECURITY/SAFETY MATERIALS	4,797	2,700	2,700	2,675
20-33	SMALL TOOLS	4,411	4,595	4,595	10,385
20-37	COMPUTER SOFTWARE	-	300	300	175
20-38	COMPUTER HARDWARE	-	-	-	1,800
20-46	CITY BLDG MAINT SUPPLIES	722	544	544	400
20-58	WATER/SEWER	110	100	100	130
	<b>MATERIALS &amp; SUPPLIES</b>	<b>12,581</b>	<b>11,693</b>	<b>11,693</b>	<b>19,190</b>
30-21	TELEPHONE/FAX	1,010	1,200	600	640
30-23	ELECTRICITY	1,756	1,900	2,400	2,500
30-24	HEATING OIL/GAS	1,390	2,500	2,500	2,625
30-27	SUBSCRIPTIONS AND DUES	107	110	110	110
30-28	TRAINING/CONF/FOOD/TRAVEL	90	100	-	100
30-31	CONTRACTUAL SERVICES	36	3,500	2,000	2,500
30-62	GASOLINE	20,550	18,540	18,540	19,470
30-64	TRUCK REPAIRS/MAINTENANCE	3,546	500	500	500
30-66	OTHER EQUIP REPAIRS/MAINT	9,338	10,000	10,000	9,184
30-67	RADIO REPAIRS/MAINTENANCE	936	930	930	2,370
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>38,759</b>	<b>39,280</b>	<b>37,580</b>	<b>39,999</b>
40-23	TRUCKS - PURCHASE	-	32,450	29,082	-
40-25	OTHER EQUIP - PURCHASE	-	7,000	10,368	29,000
	<b>CAPITAL OUTLAY</b>	<b>-</b>	<b>39,450</b>	<b>39,450</b>	<b>29,000</b>
	<b>TOTAL EXPENDITURES</b>	<b>516,611</b>	<b>561,045</b>	<b>543,869</b>	<b>545,094</b>
	REVENUES:				
	WATER/WASTEWATER FUND	516,611	521,595	504,419	516,094
	WATER/WASTEWATER IMPROVEMENT & EXTENSION FUND	-	39,450	39,450	29,000
	PERSONNEL:				
	FULL-TIME EQUIVALENT	8.0	7.0	7.0	7.0

## WATER MANAGEMENT

### 412/417-6800-568

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	198,721	247,002	240,258	192,371
10-12	OVERTIME	14,916	10,453	10,453	5,350
10-14	FICA TAXES	16,149	19,571	18,995	14,814
10-15	HEALTH INSURANCE	47,142	66,732	57,322	50,526
10-16	L I D INSURANCE	1,228	1,501	1,473	1,167
10-17	WORKERS COMPENSATION	8,663	8,754	8,765	8,028
10-19	PENSION	38,916	57,301	52,389	46,451
10-20	OPEB	-	-	-	4,809
	<b>PERSONNEL COSTS</b>	<b>325,735</b>	<b>411,314</b>	<b>389,655</b>	<b>323,516</b>
20-21	FURNITURE/FIXTURES	367	150	150	-
20-22	OFFICE SUPPLIES	207	-	-	-
20-23	PRINTING AND DUPLICATING	3,453	2,475	2,475	2,400
20-26	PROGRAM EXPENSES/SUPPLIES	4,384	5,150	-	-
20-28	MEDICAL SUP & PHYSICALS	279	293	293	3,515
20-29	UNIFORMS/UNIFORM ALLOW	1,292	2,025	2,025	1,695
20-31	BOOKS	-	206	206	200
20-32	SECURITY/SAFETY MATERIALS	3,072	4,166	4,166	4,125
20-33	SMALL TOOLS	7,423	8,849	8,849	7,250
20-37	COMPUTER SOFTWARE	-	-	-	2,000
20-46	CITY BLDG MAINT SUPPLIES	296	2,139	2,139	-
20-49	WELLS SUPPLIES/REHAB	15,943	24,676	24,676	-
20-51	WATER/SEWER SYSTEM SUP	53,238	52,846	45,000	44,557
20-52	TAPS	-	6,953	-	-
20-53	METERS/METER SUPPLIES	1,642	2,830	7,980	7,000
20-58	WATER/SEWER	99	134	134	-
	<b>MATERIALS &amp; SUPPLIES</b>	<b>91,695</b>	<b>112,892</b>	<b>98,093</b>	<b>72,742</b>
30-21	TELEPHONE/FAX	3,651	3,058	4,200	4,740
30-23	ELECTRICITY	290,256	355,000	325,000	-
30-25	ADVERTISEMENT	15,340	15,000	15,000	15,000
30-27	SUBSCRIPTIONS AND DUES	2,184	2,148	2,148	2,505
30-28	TRAINING/CONF/FOOD/TRAVEL	1,089	1,950	1,950	1,500
30-29	CONSULTING FEES	2,138	-	-	17,500
30-31	CONTRACTUAL SERVICES	62,941	39,860	39,860	38,092
30-44	AGENCY BILLING-TEMP HELP	4,960	-	-	-
30-62	GASOLINE	12,754	12,400	16,000	16,800
30-64	TRUCK REPAIRS/MAINTENANCE	745	1,030	1,030	1,000
30-65	MAINT EQUIP REPAIRS/MAINT	291	1,030	1,030	800
30-67	RADIO REPAIRS/MAINTENANCE	1,155	1,293	1,293	2,374
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>397,504</b>	<b>432,769</b>	<b>407,511</b>	<b>100,311</b>

## WATER MANAGEMENT

### 412/417-6800-568

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
40-23	TRUCKS - PURCHASE	11,784	254,226	161,276	-
40-25	OTHER EQUIP - PURCHASE	4,551	45,900	45,900	-
40-31	CONSTRUCTION - PURCHASE	81,984	1,682,350	1,847,967	2,798,450
40-34	WATER LINES	344,159	255,000	41,714	260,000
40-42	LEASED EQUIP & VEHICLES	4,723	-	-	-
	<b>CAPITAL OUTLAY</b>	<b>447,201</b>	<b>2,237,476</b>	<b>2,096,857</b>	<b>3,058,450</b>
	<b>TOTAL EXPENDITURES</b>	<b>1,262,135</b>	<b>3,194,451</b>	<b>2,992,116</b>	<b>3,555,019</b>
	REVENUES:				
	WATER/WASTEWATER FUND	814,934	956,975	895,259	496,569
	WATER/WASTEWATER IMPROVEMENT & EXTENSION FUND	447,201	2,237,476	2,096,857	3,058,450
	PERSONNEL:				
	FULL-TIME EQUIVALENT	5.0	5.0	5.0	5.0

## WATER TREATMENT PLANT 412/417-7600-576

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	373,335	390,639	420,127	412,956
10-12	OVERTIME	3,273	9,315	4,837	-
10-14	FICA TAXES	28,130	29,934	32,003	31,065
10-15	HEALTH INSURANCE	76,431	89,299	80,990	91,228
10-16	LI D INSURANCE	1,849	2,004	2,107	2,347
10-17	WORKERS COMPENSATION	15,286	13,600	14,333	16,766
10-19	PENSION	72,015	84,431	88,721	84,364
10-20	OPEB	-	-	-	10,324
	<b>PERSONNEL COSTS</b>	<b>570,319</b>	<b>619,222</b>	<b>643,118</b>	<b>649,050</b>
20-21	FURNITURE/FIXTURES	108	165	165	170
20-22	OFFICE SUPPLIES	8	-	-	-
20-23	PRINTING AND DUPLICATING	-	1,450	1,450	1,830
20-25	CUSTODIAL	229	423	423	250
20-28	MEDICAL SUP & PHYSICALS	-	345	345	1,950
20-29	UNIFORMS/UNIFORM ALLOW	2,461	4,759	4,759	3,786
20-31	BOOKS	-	363	16	189
20-32	SECURITY/SAFETY MATERIALS	2,168	3,762	3,762	2,670
20-33	SMALL TOOLS	4,846	5,118	5,118	4,500
20-35	CHEMICALS & ADDITIVES	106,084	118,671	118,671	120,999
20-37	COMPUTER SOFTWARE	-	5,000	5,000	175
20-38	COMPUTER HARDWARE	-	3,540	3,540	-
20-46	CITY BLDG MAINT SUPPLIES	1,152	3,910	2,910	2,000
20-49	WELL SUPPLIES/REHAB	-	-	-	10,500
	<b>MATERIALS &amp; SUPPLIES</b>	<b>117,056</b>	<b>147,506</b>	<b>146,159</b>	<b>149,019</b>
30-21	TELEPHONE/FAX	546	909	500	510
30-23	ELECTRICITY	85,150	99,215	95,000	394,170
30-24	HEATING OIL/GAS	3,598	5,562	4,500	4,800
30-25	ADVERTISEMENT	-	22	22	-
30-27	SUBSCRIPTIONS AND DUES	300	840	840	810
30-28	TRAINING/CONF/FOOD/TRAVEL	200	1,125	6,125	3,000
30-31	CONTRACTUAL SERVICES	8,265	40,597	30,597	151,934
30-62	GASOLINE	8,221	10,818	9,500	9,700
30-64	TRUCK REPAIRS/MAINT	13	309	309	200
30-66	OTHER EQUIP REPAIRS/MAINT	11,452	41,567	26,567	13,000
30-67	RADIO REPAIRS/MAINTENANCE	403	365	365	1,075
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>118,148</b>	<b>201,329</b>	<b>174,325</b>	<b>579,199</b>
40-23	TRUCKS - PURCHASE	30,061	17,700	18,150	-
	<b>CAPITAL OUTLAY</b>	<b>30,061</b>	<b>17,700</b>	<b>18,150</b>	<b>-</b>
	<b>TOTAL EXPENDITURES</b>	<b>835,584</b>	<b>985,757</b>	<b>981,752</b>	<b>1,377,268</b>
	REVENUES:				
	WATER/WASTEWATER FUND	805,523	968,057	963,602	1,377,268
	WATER/WASTEWATER IMPROVEMENT & EXTENSION FUND	30,061	17,700	18,150	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	9.0	10.0	10.0	10.0

**WATER/WASTEWATER ENGINEERING**

412/417-2600-553

*(formerly 110-2600-553)*

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	187,411	353,040	375,702	442,467
10-12	OVERTIME	3,322	16,230	13,020	-
10-14	FICA TAXES	14,293	27,970	27,970	33,304
10-15	HEALTH INSURANCE	24,679	76,483	60,504	73,775
10-16	L I D INSURANCE	1,062	1,722	2,257	2,767
10-17	WORKERS COMPENSATION	3,513	7,244	3,939	7,349
10-18	EDUCATIONAL ASSISTANCE	-	-	-	150
10-19	PENSION	37,247	97,758	78,923	89,225
10-20	OPEB	-	-	-	11,062
	<b>PERSONNEL COSTS</b>	<b>271,527</b>	<b>580,447</b>	<b>562,315</b>	<b>660,099</b>
20-21	FURNITURE/FIXTURES	720	3,500	1,100	150
20-22	OFFICE SUPPLIES	1,112	-	-	-
20-23	PRINTING AND DUPLICATING	279	789	789	-
20-24	PHOTOGRAPHIC	-	450	450	-
20-27	TRAFFIC/SIGNAL	22,332	-	-	-
20-28	MEDICAL SUP & PHYSICALS	-	-	-	3,065
20-29	UNIFORMS/UNIFORM ALLOW	288	974	974	555
20-31	BOOKS	99	450	450	450
20-32	SECURITY/SAFETY MATERIALS	1,274	2,224	1,024	2,700
20-33	SMALL TOOLS	666	6,639	3,439	450
20-37	COMPUTER SOFTWARE	2,692	18,234	18,234	15,231
20-38	COMPUTER HARDWARE	-	12,400	12,400	-
	<b>MATERIALS &amp; SUPPLIES</b>	<b>29,462</b>	<b>45,660</b>	<b>38,860</b>	<b>22,601</b>
30-21	TELEPHONE/FAX	2,922	5,096	5,096	3,450
30-25	ADVERTISEMENT	-	50	50	-
30-27	SUBSCRIPTIONS AND DUES	541	1,442	1,442	1,491
30-28	TRAINING/CONF/FOOD/TRAVEL	1,485	4,338	4,338	10,533
30-29	CONSULTING FEES	1,755	-	-	-
30-31	CONTRACTUAL SERVICES	4,358	1,500	-	-
30-39	IN-HOUSE TRAINING	-	-	-	1,950
30-62	GASOLINE	2,680	7,400	3,000	3,150
30-64	TRUCK REPAIRS/MAINTENANCE	-	160	160	500
30-67	RADIO REPAIRS/MAINTENANCE	-	371	371	1,811
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>13,741</b>	<b>20,357</b>	<b>14,457</b>	<b>22,885</b>
40-23	TRUCKS - PURCHASE	-	52,000	48,450	15,445
	<b>CAPITAL OUTLAY</b>	<b>-</b>	<b>52,000</b>	<b>48,450</b>	<b>15,445</b>
	<b>TOTAL EXPENDITURES</b>	<b>314,730</b>	<b>698,464</b>	<b>664,082</b>	<b>721,030</b>
	REVENUES:				
	GENERAL FUND	314,730	646,464	615,632	705,585
	WATER/WASTEWATER IMPROVEMENT & EXTENSION FUND	-	52,000	48,450	15,445
	PERSONNEL:				
	FULL-TIME EQUIVALENT	8.0	8.0	8.0	8.0

## PUBLIC UTILITIES/ELECTRIC

### DEPARTMENTAL VISION

The Public Utilities division works jointly with all City departments to provide superb and reliable service at the most economical cost to the customer; thereby, providing the necessities for making Dover a comfortable and safe community.

### MAJOR PROGRAMS

#### ADMINISTRATION

**Objective:** This program provides the overall administration to the Public Utilities divisions. Additionally, this program administers the electric generating plant’s operation and maintenance contract and the electric system purchase power contract.

**Measures:**

1. Manage the Electric Operating Agreements within the defined parameters for upcoming fiscal years.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Completed the Operating Agreement with PACE Global Asset Management.	Monitored Operating Agreement with PACE Global.	Continue monitoring the Operating Agreement with PACE Global.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Completed the Operating Agreement with North American Energy Services (NAES).	Monitored Operating Agreement with NAES.	Continue monitoring the Operating Agreement with NAES and determine if there should be a contract extension by December 31.

#### DESIGN AND ENGINEERING - ELECTRIC

**Objective:** The objective of this program is to design and engineer, map, oversee the proper installation of the City’s infrastructure, and to provide specifications to internal staff, contractors, and developers in a timely and professional manner.

**Measure:** Monitor and track the designs and specifications of construction projects. The target time is four weeks from receiving approved site plans and load sheets.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Met goal by maintaining a three-week turn around time from customer request to preparation and delivery of a finalized design package.	Met goal by maintaining a three-week turn around time from customer request to preparation and delivery of a finalized design package	Goal is to maintain a three-week turn around.

**Measure:** Monitor and evaluate system infrastructure to ensure system loading does not exceed capacity.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Currently recruiting Electrical Engineer for completing this measure.	Hired a recent University Graduate to fill the position. Currently training for this task.	Develop a comprehensive ten Year System Load Model.

**CONSTRUCTION, MAINTENANCE, AND REPAIR**

**Objective:** The objective of this program is to operate this system in accordance with recognized prudent utility practices; which will result in the reduction of power interruptions and ensure the safest operation of the electric system.

**Measures:**

1. Reduce electric power interruptions through an on-going tree trimming program.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Trimmed 1,947 trees and removed 703 trees.	Trimmed over 1,800 trees and removed 700 trees.	Trim over 1,800 trees and remove 700 trees.

2. Reduce electric power interruptions through a five-year pole testing and repair program (2002 through 2008). This program identifies internal decayed utility poles that otherwise would not be detected, thereby preventing power interruptions.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Tested 900 distribution poles (19 replaced).	Tested 450 distribution poles (the amount to be replaced, yet to be determined).	Program will resume in 2012.

3. Reduce electric power interruptions through an annual infrared testing program.

	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Projected</b>
<b>Results</b>	Tested all three-phase lines, equipment, and substations. Discovered/repared 147 hot spots on transmission and distribution lines. Discovered/repared 11 hot spots in seven substations.	Tested all three-phase lines equipment, and substations. Discovered 46 hot spots on transmission and distribution lines. Discovered 12 hot spots in eight substations.	Test all three-phase lines, equipment, and substations.

4. Reduce electric power interruptions through an annual substation oil testing program.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Tested 156 pieces of substation associated equipment. Discovered 34 items that required service/repair.	Tested 145 pieces of substation associated equipment. Completed service/repair recommended by test results.	Test 140 pieces of substation associated equipment. Complete service/repair recommended by test results.

**SYSTEM OPERATIONS**

**Objective:** The Operations Center will monitor, calculate, and investigate controllable electric outages to improve system reliability and customer service. Monitor and process all environmental affairs.

**Measure:** Track response time to assure customer satisfaction.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	42 controllable outages; average response time was 33 minutes; average number of served customers – 21,088.	41 controllable outages; average response time of less than 30 min; average number of served customers – 22,000.	≤40 controllable outages; average response time of less than 30; average number of served customers – 22,000.

**TRAINING**

**Objective:** The objective of this program is to educate and train all employees in current standards for professional, personal, and public safety to improve employee and administrative support and knowledge.

**Measure:** Provide mandatory universal safety/security training as mandated by federal, state, and local regulations.

	2006-2007 Actual	2007-2008 Actual	2008-2009 Projected
<b>Results</b>	Provided all employees with an in-house CPR course.	Provided all employees with an in-house CPR refresher course. All employees attend NIMS training.	Provide all employees with an in-house CPR course and defensive driving class.

**STRATEGIC ACCOMPLISHMENTS FOR FISCAL YEAR 2007-2008**

1. **Change the remaining one third of the mechanical electric meters to radio read electric meters.** This is an ongoing program and the schedule of change-outs for Fiscal Year 2008 has been completed. Goal Met.
2. **Construct 69 Kv Feeders 3 & 4 (Phase I).** These are new transmission lines that will be constructed from the Cartanza Substation to the St. Jones Substation. This phase will not electrically connect with the current transmission system; however, once Phase II is completed, these lines will increase the internal transmission capacity to serve the City’s load and provide a geographically diverse path from the current lines.

**Measures:**

- a. Secured all materials by June 1, 2008. Goal Met.
- b. Construction began in May 2008. Goal on Schedule.

3. **Construct 69 Kv Feeders 3 & 4 (Phase II).** This Phase will complete the line from the St. Jones Substation and will interconnect with the current transmission system near the intersection of Fulton and West Street.

**Measures:**

- a. Design Phase II of Feeder 3 & 4, acquire rights-of-way and complete permitting by July 1, 2008. Goal Met.
- b. Begin procuring materials in the spring of 2008. Goal Met.
- c. Contract to be awarded in August of 2008. Goal on Schedule.

4. **Rebuild St. Jones Substation in coordination with Feeders 3 & 4.** This project will require the demolition of the current substation and construction of a new substation/switchyard at the current location.

**Measures:**

- a. Completed 50% of the design of the new substation by the end of the Fiscal Year. Goal Met.
- b. Begin procuring materials in the Spring of 2008. Goal Met
- c. Contract to be awarded in August of 2008. Goal on schedule.

5. **Complete the replacement of the Lebanon transformer.** The current transformer has exceeded its useful life and a new transformer was ordered last fiscal year. The new transformer has been installed. Goal Met.

6. **Transmission relaying, replacement and calibrations.** Completed the upgrade of all transmission line relays to microprocessor based protection scheme. This will improve the reliability of the transmission system and minimize transmission outages. This project is scheduled to be completed in the summer of 2008. Goal Met.

7. **Mayfair Substation Conversion.** Completed the re-building and transmission voltage conversion of Mayfair Substation. The existing transformer had reached its useful life and needed to be converted to the 69kv transmission system. Goal Met.

8. **College Road Distribution Substation.** There is not enough substation capacity in the northern section of the electric system to provide redundant service and serve future growth related load. This substation is being built to address this shortfall. The installation of this Substation was scheduled to be completed by the end of the Fiscal Year; however, the long delivery schedule of the switchgear may slightly delay project. Goal Delayed.

9. **Governors Avenue Rebuild.** Working in coordination with the State of Delaware for the re-building of Governors Avenue infrastructure. This includes the conversion of the electric system from overhead to underground, the installation of new water lines, and replacement/repair of the wastewater system. Work began in June 2008. Goal on Schedule.

10. **Blue Light Security Program.** This project will engineer and install four blue light emergency call boxes at City park locations. Three Blue Lights were installed in Fiscal Year 2008. Two are located at the White Oak Park (one near the playground and one near the back softball field). The last Blue Light was installed and activated at Schutte Park. Goal Met.

**STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009**

1. **Construct 69 Kv Feeders 3 & 4 (Phase I).** These are new transmission lines that will be constructed from the Cartanza Substation to the St. Jones Substation. This phase will not electrically connect with the current transmission system; however, once Phase II is completed, these lines will increase the internal transmission capacity to serve the City's load and provide a geographically diverse path from the current lines. This project is a part of the Construction, Maintenance and Repair program and advances the critical success factors of Cost and Revenue Efficiency.

**Measures:**

- a. Complete construction contract by October 31, 2008.

2. **Construct 69 Kv Feeders 3 & 4 (Phase II).** This Phase will complete the line from the St. Jones Substation and will interconnect with the current transmission system near the intersection of Fulton and West Street. This project is a part of the Construction, Maintenance and Repair program and advances the critical success factors of Cost and Revenue Efficiency.

**Measures:**

- a. Complete procurement of materials by October 1, 2008.
- b. Complete project by January 31, 2009.

3. **Rebuild the St. Jones Substation in coordination with Feeders 3 & 4.** This project will require the demolition of the current substation and construction of a new substation/switchyard at the current location. This project is a part of the Construction, Maintenance and Repair program and advances the critical success factors of Cost and Revenue Efficiency.

**Measures:**

- a. Complete the design of the new substation by April 1, 2009.
- b. Complete the procurement of materials by April 1, 2009.
- c. Complete the project by June 15, 2009.

**Budget:** \$3,956,820**Account:** 487-8300-563.90-26

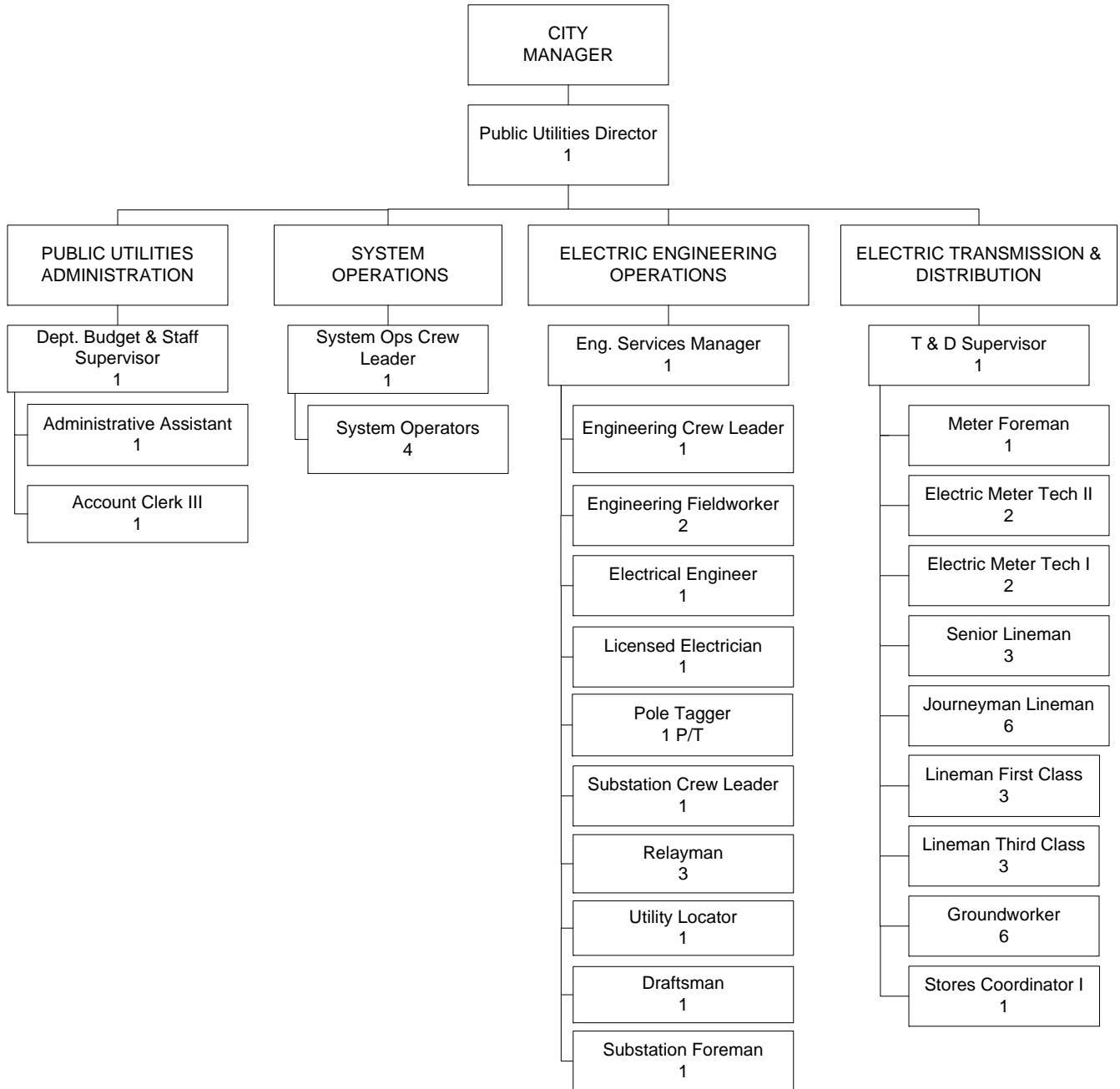
4. **Governors Avenue Rebuild.** Work in coordination with the State of Delaware for the re-building of the Governors Avenue infrastructure. This includes the conversion of the electric system from overhead to underground, the installation of new water lines, and replacement/repair of the wastewater system. Complete the project by the end of the Fiscal Year 2009. This project is a part of the Construction, Maintenance and Repair program and advances the critical success factors of Cost and Revenue Efficiency.

**Budget:** \$4,028,122**Account:** 487-8300-563.70-29

5. **Horsepond Substation Transformer Replacement.** The old transformer had reached its useful life and needs to be replaced. Complete the installation of the new transformer by February 15, 2009. This project is a part of the Construction, Maintenance and Repair program and advances the critical success factors of Cost and Revenue Efficiency.

**Budget:** \$695,000**Account:** 487-8300-563.70-27

# PUBLIC UTILITIES/ELECTRIC ORGANIZATION CHART FISCAL YEAR 2009



**PUBLIC UTILITIES/ELECTRIC ADMINISTRATION**

480/487-8400-564

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	132,442	222,823	219,652	230,468
10-14	FICA TAXES	9,923	16,261	16,539	16,633
10-15	HEALTH INSURANCE	19,883	33,892	30,295	32,070
10-16	L I D INSURANCE	818	1,332	1,420	1,507
10-17	WORKERS COMPENSATION	968	1,400	947	1,733
10-19	PENSION	35,942	55,630	54,658	55,661
10-20	OPEB	-	-	-	5,761
	<b>PERSONNEL COSTS</b>	<b>199,976</b>	<b>331,338</b>	<b>323,511</b>	<b>343,833</b>
20-21	FURNITURE/FIXTURES	2,024	1,225	527	200
20-22	OFFICE SUPPLIES	4,487	3,750	3,750	3,000
20-23	PRINTING AND DUPLICATING	1,996	2,750	2,750	10,088
20-24	PHOTOGRAPHIC	24	100	100	100
20-28	MEDICAL SUP & PHYSICALS	283	500	500	300
20-31	BOOKS	158	250	250	250
20-37	COMPUTER SOFTWARE	200	200	200	200
20-46	CITY BLDG MAINT SUPPLIES	109,468	92,000	92,000	89,694
20-58	WATER/SEWER	2,809	2,291	2,291	2,000
	<b>MATERIALS &amp; SUPPLIES</b>	<b>121,449</b>	<b>103,066</b>	<b>102,368</b>	<b>105,832</b>
30-21	TELEPHONE/FAX	2,487	2,000	2,000	2,000
30-23	ELECTRICITY	21,246	25,200	25,200	25,200
30-27	SUBSCRIPTIONS AND DUES	71,338	74,724	74,724	56,515
30-28	TRAINING/CONF/FOOD/TRAVEL	16,069	10,000	7,500	10,000
30-29	CONSULTING FEES	130,818	125,000	88,600	50,000
30-31	CONTRACTUAL SERVICES	71,692	52,035	52,035	50,600
30-32	LEGAL EXPENSES	-	-	90,000	-
30-35	COMMUNITY RELATIONS EXP	19,360	20,000	20,000	16,810
30-37	OTHER EXPENSES	41	500	500	500
30-61	OFF EQUIP/REPAIRS & MAINT	131	-	-	500
30-62	GASOLINE	-	360	360	525
30-64	TRUCK REPAIRS/MAINTENANCE	-	200	200	200
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>333,182</b>	<b>310,019</b>	<b>361,119</b>	<b>212,850</b>
40-21	OFFICE EQUIP - PURCHASE	-	8,000	-	-
40-23	TRUCKS - PURCHASE	-	-	25,498	-
40-31	CONSTRUCTION - PURCHASE	56,271	-	-	-
	<b>CAPITAL OUTLAY</b>	<b>56,271</b>	<b>8,000</b>	<b>25,498</b>	<b>-</b>
	<b>TOTAL EXPENDITURES</b>	<b>710,878</b>	<b>752,423</b>	<b>812,496</b>	<b>662,515</b>
	REVENUES:				
	ELECTRIC FUND	710,878	744,423	786,998	662,515
	ELECTRIC IMPROVEMENT & EXTENSION FUND	-	8,000	25,498	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	3.0	4.0	4.0	4.0

## PUBLIC UTILITIES/ELECTRIC ENGINEERING

### 480/487-8300-563

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	962,377	819,115	673,617	733,353
10-12	OVERTIME	64,386	46,572	46,572	15,500
10-14	FICA TAXES	77,222	65,336	54,545	56,722
10-15	HEALTH INSURANCE	149,847	114,529	98,785	94,404
10-16	LI D INSURANCE	4,739	3,609	3,353	3,061
10-17	WORKERS COMPENSATION	28,144	24,945	19,593	24,168
10-18	EDUCATIONAL ASSISTANCE	-	-	-	12,000
10-19	PENSION	198,494	212,929	174,424	189,324
10-20	OPEB	-	-	-	18,334
	<b>PERSONNEL COSTS</b>	<b>1,485,209</b>	<b>1,287,035</b>	<b>1,070,889</b>	<b>1,146,866</b>
20-21	FURNITURE/FIXTURES	3,742	700	700	1,500
20-24	PHOTOGRAPHIC	22	-	-	-
20-27	TRAFFIC/SIGNAL	4,368	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	247	12,050	7,350	12,799
20-31	BOOKS	349	750	750	650
20-32	SECURITY/SAFETY MATERIALS	3,832	4,000	4,000	4,570
20-33	SMALL TOOLS	2,646	2,400	2,400	3,250
20-37	COMPUTER SOFTWARE	1,761	11,820	11,820	7,290
20-38	COMPUTER HARDWARE	6,168	6,000	5,030	-
20-61	ELEC MATERIALS/SUPPLIES	42,636	94,500	94,500	58,000
	<b>MATERIALS &amp; SUPPLIES</b>	<b>65,771</b>	<b>132,220</b>	<b>126,550</b>	<b>88,059</b>
30-21	TELEPHONE/FAX	18,870	21,000	21,000	22,000
30-23	ELECTRICITY	1,983	2,100	2,100	2,083
30-27	SUBSCRIPTIONS AND DUES	777	1,218	1,218	1,255
30-28	TRAINING/CONF/FOOD/TRAVEL	8,832	20,500	20,500	16,600
30-31	CONTRACTUAL SERVICES	140,999	231,200	231,200	279,950
30-39	IN-HOUSE TRAINING	3,114	6,000	6,000	3,000
30-43	ENVIRONMENTAL EXPENSES	70,114	65,000	55,000	65,000
30-51	RIGHT OF WAY	8	500	500	100
30-61	OFF EQUIP/REPAIRS & MAINT	858	1,000	500	1,000
30-62	GASOLINE	20,527	20,600	20,600	21,600
30-64	TRUCK REPAIRS/MAINTENANCE	423	1,400	1,400	1,400
30-66	OTHER EQUIP REPAIRS/MAINT	4,576	13,500	13,500	16,084
30-67	RADIO REPAIRS/MAINTENANCE	4,308	3,650	3,650	3,350
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>275,389</b>	<b>387,668</b>	<b>377,168</b>	<b>433,422</b>
	<b>TOTAL EXPENDITURES</b>	<b>1,826,369</b>	<b>1,806,923</b>	<b>1,574,607</b>	<b>1,668,347</b>

## PUBLIC UTILITIES/ELECTRIC ENGINEERING

### 480/487-8300-563

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
40-23	TRUCKS - PURCHASE	46,640	23,000	17,000	15,445
40-25	OTHER EQUIP - PURCHASE	42,886	-	62,800	20,500
	<b>CAPITAL OUTLAY</b>	<b>89,526</b>	<b>23,000</b>	<b>79,800</b>	<b>35,945</b>
50-61	FIBER OPTIC - COMPUTER	31,733	-	-	-
50-76	LIGHTING IMPROVEMENTS	-	-	-	50,000
50-82	REPLACE BREAKERS	148,660	703,000	1,204,576	183,000
	<b>CAPITAL OUTLAY</b>	<b>180,393</b>	<b>703,000</b>	<b>1,204,576</b>	<b>233,000</b>
70-26	RELAYS AND CONTROLS	27,029	-	-	-
70-27	SUBSTATIONS	635,306	3,727,950	4,588,289	780,000
70-29	ST.JONES SUBSTATION	-	-	2,180,655	4,028,122
70-35	TRANSMISSION/SWITCHES	-	23,000	23,000	23,000
70-51	MAYFAIR TO MID CITY LINE	88,216	-	10,000	-
70-52	SCADA REMOTE CONTROL UNIT	8,387	24,000	24,000	-
	<b>CAPITAL OUTLAY</b>	<b>758,938</b>	<b>3,774,950</b>	<b>6,825,944</b>	<b>4,831,122</b>
90-25	DISTRIBUTION UPGRADES	699,685	2,468,260	2,654,899	500,000
90-26	69 KV FEEDERS 3 & 4	-	-	5,623,930	3,956,820
90-78	WHITEOAK 69KV REBUILD	414,387	-	-	-
	<b>CAPITAL OUTLAY</b>	<b>1,114,072</b>	<b>2,468,260</b>	<b>8,278,829</b>	<b>4,456,820</b>
	<b>TOTAL EXPENDITURES</b>	<b>2,142,929</b>	<b>6,969,210</b>	<b>16,389,149</b>	<b>9,556,887</b>
	REVENUES:				
	ELECTRIC FUND	1,826,369	1,806,923	1,574,607	1,668,347
	ELECTRIC IMPROVEMENT & EXTENSION FUND	2,142,929	6,969,210	16,389,149	9,556,887
	PERSONNEL:				
	FULL-TIME EQUIVALENT	20.5	12.5	12.5	12.5

## PUBLIC UTILITIES/ELECTRIC TRANSMISSION and DISTRIBUTION

### 480/487-8200-562

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	1,318,153	1,451,953	1,441,649	1,532,016
10-12	OVERTIME	115,270	103,500	103,500	105,560
10-14	FICA TAXES	106,917	116,769	116,372	123,122
10-15	HEALTH INSURANCE	235,269	242,575	247,997	269,814
10-16	L I D INSURANCE	6,149	6,382	6,927	7,292
10-17	WORKERS COMPENSATION	57,965	51,574	53,054	66,500
10-18	EDUCATIONAL ASSISTANCE	-	-	-	600
10-19	PENSION	299,496	402,496	365,754	408,371
10-20	OPEB	-	-	-	38,300
	<b>PERSONNEL COSTS</b>	<b>2,139,219</b>	<b>2,375,249</b>	<b>2,335,253</b>	<b>2,551,575</b>
20-21	FURNITURE/FIXTURES	-	100	100	200
20-29	UNIFORMS/UNIFORM ALLOW	-	21,380	11,380	26,450
20-32	SECURITY/SAFETY MATERIALS	16,217	16,950	16,950	18,020
20-33	SMALL TOOLS	19,880	31,000	31,000	26,500
20-37	COMPUTER SOFTWARE	-	1,500	1,500	1,500
20-38	COMPUTER HARDWARE	295	10,800	10,800	-
20-53	METERS/METER SUPPLIES	18,269	25,000	25,000	14,179
20-58	WATER/SEWER	264	250	250	250
20-61	ELEC MATERIALS/SUPPLIES	341,551	368,250	368,250	363,428
	<b>MATERIALS &amp; SUPPLIES</b>	<b>396,476</b>	<b>475,230</b>	<b>465,230</b>	<b>450,527</b>
30-21	TELEPHONE/FAX	1,870	3,000	1,800	3,000
30-23	ELECTRICITY	176	200	200	200
30-24	HEATING OIL/GAS	5,945	5,000	5,000	6,245
30-28	TRAINING/CONF/FOOD/TRAVEL	9,502	24,250	24,250	22,550
30-31	CONTRACTUAL SERVICES	455,772	507,334	507,334	499,373
30-39	IN-HOUSE TRAINING	7,000	5,000	5,000	5,000
30-43	ENVIRONMENTAL EXPENSES	56,489	50,000	47,694	41,258
30-51	RIGHT OF WAY	6,151	6,750	8,956	5,956
30-62	GASOLINE	56,053	60,000	60,000	63,000
30-64	TRUCK REPAIRS/MAINTENANCE	17,644	20,600	15,600	16,530
30-66	OTHER EQUIP REPAIRS/MAINT	9,827	5,000	10,000	10,000
30-67	RADIO REPAIRS/MAINTENANCE	5,912	4,180	4,280	4,920
	<b>ADMINISTRATIVE EXPENDITURES</b>	<b>632,341</b>	<b>691,314</b>	<b>690,114</b>	<b>678,032</b>
40-23	TRUCKS - PURCHASE	170,680	40,000	40,000	18,500
40-25	OTHER EQUIP - PURCHASE	51,262	7,000	2,178	50,000
40-42	LEASED EQUIP & VEHICLES	36,903	-	-	-
	<b>CAPITAL OUTLAY</b>	<b>258,845</b>	<b>47,000</b>	<b>42,178</b>	<b>68,500</b>
60-31	UG TRANSFORMERS	265,885	178,500	178,500	153,500
60-34	UG CONDUCTORS/DEVICES	882,458	836,500	736,500	661,500
60-46	METERS	546,488	572,250	558,625	50,000
	<b>CAPITAL OUTLAY</b>	<b>1,694,831</b>	<b>1,587,250</b>	<b>1,473,625</b>	<b>865,000</b>
	<b>TOTAL EXPENDITURES</b>	<b>5,121,712</b>	<b>5,176,043</b>	<b>5,006,400</b>	<b>4,613,634</b>
	REVENUES:				
	ELECTRIC FUND	3,168,036	3,541,793	3,490,597	3,680,134
	ELECTRIC IMPROVEMENT & EXTENSION FUND	1,953,676	1,634,250	1,515,803	933,500
	PERSONNEL:				
	FULL-TIME EQUIVALENT	30.0	28.0	28.0	28.0

**PUBLIC UTILITIES/SYSTEM OPERATIONS**  
480/487-8600-526

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES	-	298,245	330,230	341,449
10-12	OVERTIME	-	19,150	56,898	32,000
10-14	FICA TAXES	-	25,889	29,615	28,161
10-15	HEALTH INSURANCE	-	45,010	46,131	48,598
10-16	L I D INSURANCE	-	1,250	1,307	1,293
10-17	WORKERS COMPENSATION	-	3,403	13,702	15,171
10-19	PENSION	-	71,556	67,926	78,746
10-20	OPEB	-	-	-	8,536
	<b>PERSONNEL COSTS</b>	-	<b>464,503</b>	<b>545,809</b>	<b>553,954</b>
	<b>TOTAL EXPENDITURES</b>	-	<b>464,503</b>	<b>545,809</b>	<b>553,954</b>
	REVENUES:				
	ELECTRIC FUND	-	464,503	545,809	553,954
	ELECTRIC IMPROVEMENT & EXTENSION FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	-	5.0	5.0	5.0

## POWER PLANT OPERATIONS

### 480/487-8101-591

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
10-11	SALARIES & WAGES	2,088,746	2,264,561	2,063,392	2,143,535
10-12	OVERTIME	158,927	157,305	163,544	186,879
10-18	EDUCATIONAL ASSISTANCE	-	4,000	2,000	4,000
10-21	LABOR BURDEN (40.0%)	729,845	787,107	698,431	759,715
10-22	INCENTIVE ACUMULATOR	214,233	283,512	283,512	251,201
10-23	INCENTIVE BURDEN (21.0%)	49,005	59,538	59,538	52,752
	<b>PERSONNEL COSTS</b>	<b>3,240,756</b>	<b>3,556,023</b>	<b>3,270,417</b>	<b>3,398,082</b>
65-19	INSURANCE	327,705	330,000	285,416	291,000
65-21	TELEPHONE	12,563	24,000	12,290	18,000
65-22	POSTAGE	3,499	4,800	3,618	3,600
65-23	FREIGHT	7,595	6,000	5,680	6,000
65-24	OFFICE SUPPLIES	6,240	7,200	6,126	7,200
65-25	LICENSES & PERMITS	102,898	101,500	133,090	127,000
65-26	EMPLOYEE RECOGNITION	4,398	8,000	4,482	6,200
65-28	TRAINING/CONF/FOOD/TRAVEL	9,261	24,000	13,064	18,000
65-29	MEDICAL ASSESSMENTS	1,919	3,900	3,500	4,200
65-31	CONTRACTUAL SERVICES(ENG)	22,208	6,000	6,000	56,000
65-32	LEGAL FEES	6,173	8,000	3,075	3,000
65-35	COMMUNITY RELATIONS	1,003	6,000	3,249	3,600
65-36	OFFICE EQUIPMENT	3,763	2,400	6,649	3,600
65-37	COMPUTER SOFTWARE	-	1,200	2,564	1,200
65-38	COMPUTER HARDWARE	1,916	12,000	7,427	8,000
65-39	TRAINING FEES	17,752	24,000	12,585	26,500
65-43	ENVIRONMENTAL	109,368	47,200	36,670	52,200
65-44	OPERATOR/SUPPLY MGMT FEE	175,000	181,824	181,824	187,824
65-45	OPERATOR/SUPPLY INCENTIVE	120,000	145,460	145,460	135,240
65-46	HOME OFFICE LABOR	30,506	66,000	83,536	60,000
65-47	COMPUTER SYSTEMS MGMT	8,044	9,600	8,618	9,600
65-73	BANK CHARGES/FEES	83	600	250	-
	<b>65 SERIES COSTS</b>	<b>971,894</b>	<b>1,019,684</b>	<b>965,173</b>	<b>1,027,964</b>
75-51	AIR ENVIRON MONITOR/TEST	26,000	4,000	3,500	4,000
75-52	HAZARDOUS WASTE DISPOSAL	320	2,000	2,218	2,000
75-53	MATERIALS TESTING	6,511	6,000	5,613	6,000
75-54	SAFETY SUPPLIES	9,688	12,000	11,475	12,000
75-55	SPILL CLEAN UP	-	6,000	6,000	-
75-56	WTR ENVIRON MONITOR/TEST	9,566	9,000	10,449	10,000
75-57	NON-HAZARD WASTE DISPOSAL	20,572	12,000	9,539	8,000
	<b>75 SERIES COSTS</b>	<b>72,657</b>	<b>51,000</b>	<b>48,794</b>	<b>42,000</b>

## POWER PLANT OPERATIONS

### 480/487-8101-591

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
85-61	BUILDING & GROUNDS	13,470	24,000	24,086	24,000
85-62	NON-DURABLE TOOLS	1,368	4,800	3,961	1,200
85-63	PLANT EQUIPMENT	79,115	12,000	5,945	12,000
85-64	EQUIPMENT RENTAL	209	4,000	2,000	4,000
85-66	EQUIP REPAIR/CALIBRATION	5,428	3,000	4,257	3,000
85-67	COMPRESSED AIR SYSTEM	3,935	6,000	5,922	6,000
85-68	BOILER SYSTEMS	104,665	118,000	114,905	88,000
85-69	CONDENSATE CYCLE	681	2,000	2,196	2,000
85-71	FEEDWATER SYSTEM	650	12,000	10,816	32,000
85-72	CONTINUOUS EMISS. MONITOR	22,356	58,000	48,283	45,000
85-73	FIRE PROTECTION SYSTEM	15,321	9,600	9,592	9,600
85-74	CRANES & ELEVATORS	9,981	10,000	6,500	7,600
85-75	COOLING TOWER	14,150	12,000	26,039	12,000
85-76	DCS CONTROL SYSTEM	17,526	20,000	41,642	30,000
85-77	DEMINERALIZER WATER SYS	504	6,000	2,550	6,000
85-78	FUEL OIL SYSTEM	7,631	27,000	17,626	24,000
85-79	PM PROGRAM	1,272	6,000	6,510	6,000
85-81	FUEL GAS SYSTEM/IGNITERS	14,316	5,000	1,000	2,000
85-82	COMBUSTION TURBINE MAINT	122,753	72,000	301,658	60,000
85-83	HOT WATER SYSTEM	16,509	6,000	5,834	6,000
85-84	PIT INSULATION	37,049	18,000	12,000	8,000
85-85	POWER DISTRIB SYSTEM	17,632	34,000	22,146	24,000
85-86	VEHICLE ROLLING STOCK	845	1,800	750	1,800
85-87	TURBINE GENERATOR SYSTEM	18,922	48,000	36,816	98,000
85-88	SERVICE WATER SYSTEMS	1,090	4,000	2,000	2,000
85-89	MAINT CONSUMABLES	6,763	24,000	14,898	12,000
	<b>85 SERIES COSTS</b>	<b>534,141</b>	<b>547,200</b>	<b>729,932</b>	<b>526,200</b>
95-23	ELECTRIC	124,064	797,644	723,014	730,000
95-24	LABORATORY SUPPLIES	5,650	6,000	6,273	6,000
95-25	JANITORIAL EXPENSES	30,570	36,000	31,528	36,000
95-35	WATER TREATMENT CHEMICALS	17,946	30,000	19,859	32,000
95-58	WATER (TOWERS/SERVICE)	58,231	175,000	51,783	88,000
95-62	FUEL - VEHICLE	3,277	3,600	3,165	3,600
95-93	LUBRICANTS	-	2,000	2,000	2,000
95-94	GASES	22,999	30,000	23,486	24,000
95-95	OPERATING CONSUMABLES	2,033	4,000	3,493	4,000
95-96	TRASH REMOVAL	627	-	346	1,800
	<b>95 SERIES COSTS</b>	<b>265,397</b>	<b>1,084,244</b>	<b>864,947</b>	<b>927,400</b>
40-31	CONSTRUCTION-PURCHASE	-	377,000	777,000	2,690,000
	<b>CAPITAL OUTLAY</b>	<b>-</b>	<b>377,000</b>	<b>777,000</b>	<b>2,690,000</b>
	<b>TOTAL EXPENDITURES</b>	<b>5,084,845</b>	<b>6,635,151</b>	<b>6,656,263</b>	<b>8,611,646</b>
	REVENUES:				
	ELECTRIC FUND	5,084,845	6,258,151	5,879,263	5,921,646
	ELECTRIC IMPROVEMENT & EXTENSION FUND		377,000	777,000	2,690,000

## POWER SUPPLY

### 480/487-8102-592

ACCT	TITLE	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET
30-98	TRANSITION COSTS	87,001	-	-	-
	<b>30 SERIES COSTS</b>	<b>87,001</b>	-	-	-
65-31	CONTRACTUAL SERVICES	-	-	-	300,000
65-44	OPERATOR/SUPPLY MGMT FEE	2,175,000	3,255,038	3,009,240	2,788,808
65-45	OPERATOR/SUPPLY INCENTIVE	978,000	-	-	-
	<b>65 SERIES COSTS</b>	<b>3,153,000</b>	<b>3,255,038</b>	<b>3,009,240</b>	<b>3,088,808</b>
95-48	3RD PARTY HEDGE PURCHASES	57,926,074	-	57,431,472	63,410,077
95-49	CAPACITY CHARGES	-	-	12,163,918	10,692,738
95-50	CAPACITY CREDITS	-	-	(11,417,244)	(9,265,997)
95-57	PURCHASED POWER	-	-	-	-
95-91	PJM CHARGES	5,054,476	74,943,188	3,383,494	3,510,195
95-92	PJM CREDITS	(4,517,569)	(15,630,526)	(2,472,013)	(2,552,753)
	<b>95 SERIES COSTS</b>	<b>58,462,981</b>	<b>59,312,662</b>	<b>59,089,627</b>	<b>65,794,260</b>
98-91	GAS FUEL	3,879,167	2,858,979	2,374,594	2,382,179
	<b>98 SERIES COSTS</b>	<b>3,879,167</b>	<b>2,858,979</b>	<b>2,374,594</b>	<b>2,382,179</b>
	<b>TOTAL EXPENDITURES</b>	<b>65,582,149</b>	<b>65,426,679</b>	<b>64,473,461</b>	<b>71,265,247</b>
	REVENUES:				
	ELECTRIC FUND	65,582,149	65,426,679	64,473,461	71,265,247

# OTHER FUNDS

**THE FOLLOWING SUBSECTIONS ARE INCLUDED:**

**MUNICIPAL STREET AID FUND**

**WORKERS COMPENSATION FUND**

**COMMUNITY TRANSPORTATION IMPROVEMENT FUND**

**OPEB (OTHER POST-RETIREMENT BENEFITS)**

**RESERVE**

**PARKLAND/RECREATION RESERVE**

**LIBRARY RESERVE**



## MUNICIPAL STREET AID FUND

### ORIGIN AND PURPOSE

The State of Delaware has passed legislation to share a portion of Delaware's motor fuel tax reserve with local municipalities. This fund was established to manage these monies.

### SOURCE OF REVENUES

Funding is from a grant from the State of Delaware. The amount of the grant depends on Dover's population and miles of streets maintained. The grant is received from the State in four equal installments.

### COMMENTS

The expenditures in this fund include items for street maintenance and repairs.

#### CASH RECEIPTS

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
BEGINNING BALANCE	\$ 100	\$ 400	\$ 146	\$ 446	205.5%
STATE GRANT	656,322	660,000	709,694	710,000	-
INTEREST EARNED	1,198	300	300	-	-100.0%
<b>TOTALS</b>	<b>\$ 657,620</b>	<b>\$ 660,700</b>	<b>\$ 710,140</b>	<b>\$ 710,446</b>	<b>0.0%</b>

#### BUDGET SUMMARY

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
TRANSFER TO GENERAL FUND	\$ 657,474	\$ 660,000	\$ 709,694	\$ 710,346	0.1%
CURRENT YEAR BALANCE	146	700	446	100	-77.6%
<b>TOTALS</b>	<b>\$ 657,620</b>	<b>\$ 660,700</b>	<b>\$ 710,140</b>	<b>\$ 710,446</b>	<b>0.0%</b>

## WORKERS COMPENSATION FUND

### ORIGIN AND PURPOSE

The City established this fund in Fiscal Year 1991 in order to handle its workers compensation self-insurance program.

### SOURCE OF REVENUES

Appropriations for the fund are received from the General Fund, Water/Wastewater Fund, and Electric Fund.

#### OPERATING REVENUES

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
PRIOR YEAR BALANCE	\$ 1,211,478	\$ 1,371,416	\$ 1,403,393	\$ 1,236,346	-11.9%
INTEREST INCOME	39,793	44,000	78,000	37,000	-52.6%
PREMIUM FROM CITY	573,462	517,145	514,703	664,674	29.1%
<b>TOTALS</b>	<b>\$ 1,824,733</b>	<b>\$ 1,932,561</b>	<b>\$ 1,996,096</b>	<b>\$ 1,938,020</b>	<b>-2.9%</b>

#### OPERATING EXPENSES

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
PROGRAM EXPENSES/SUPPLIES - CLAIMS	\$ 260,429	\$ 325,000	\$ 294,800	\$ 400,000	35.7%
INSURANCE	84,905	85,000	87,000	93,400	7.4%
BANK FEES	1,603	1,600	1,600	1,600	-
STATE OF DEL - SELF INSURANCE TAX	46,403	47,000	47,000	50,000	6.4%
CONTRACTUAL SERVICES	28,000	28,000	29,350	32,000	9.0%
TRANSFER TO PENSION FUND	-	-	300,000	-	-100.0%
TRANSFER TO GENERAL FUND FOR RETIREES	-	-	-	100,000	-
<b>TOTAL EXPENSES</b>	<b>421,340</b>	<b>486,600</b>	<b>759,750</b>	<b>677,000</b>	<b>-10.9%</b>
CURRENT YEAR BALANCE	1,403,393	1,445,961	1,236,346	1,261,020	2.0%
<b>TOTALS</b>	<b>\$ 1,824,733</b>	<b>\$ 1,932,561</b>	<b>\$ 1,996,096</b>	<b>\$ 1,938,020</b>	<b>-2.9%</b>

## COMMUNITY TRANSPORTATION IMPROVEMENT FUND

### ORIGIN AND PURPOSE

This fund was established in Fiscal Year 2004 to account for capital projects funded through the Community Transportation Fund and the City's General Fund. One fund was established to better account for expenses.

### SOURCE OF REVENUES

This fund receives monies from the City's General Fund and a State of Delaware program that provides funds through our state legislators to the City for capital projects and infrastructure improvements.

#### OPERATING REVENUES

	<b>2006-07</b>	<b>2007-08</b>	<b>2007-08</b>	<b>2008-09</b>	<b>%CHANGE</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REVISED</b>	<b>BUDGET</b>	<b>2008-09</b>
PRIOR YEAR BALANCE	\$ (898,559)	\$ 311,165	\$ 308,414	\$ 308,414	-
GRANTS REVENUE	1,269,288	1,055,000	1,055,000	500,000	-52.6%
TRANSFER FROM GENERAL	418,120	350,000	350,000	400,000	14.3%
INTEREST INCOME	7,361	-	-	19,000	0.0%
<b>TOTALS</b>	<b>\$ 796,210</b>	<b>\$ 1,716,165</b>	<b>\$ 1,713,414</b>	<b>\$ 1,227,414</b>	<b>-28.4%</b>

#### OPERATING EXPENSES

	<b>2006-07</b>	<b>2007-08</b>	<b>2007-08</b>	<b>2008-09</b>	<b>%CHANGE</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REVISED</b>	<b>BUDGET</b>	<b>2008-09</b>
PROGRAM EXPENSES	\$ 493,536	\$ 1,350,000	\$ 1,405,000	\$ 900,000	-35.9%
OPERATING TRANSFERS OUT	-	55,000	-	-	-
CURRENT YEAR BALANCE	302,674	311,165	308,414	327,414	6.2%
<b>TOTALS</b>	<b>\$ 796,210</b>	<b>\$ 1,716,165</b>	<b>\$ 1,713,414</b>	<b>\$ 1,227,414</b>	<b>-28.4%</b>

## OPEB (POST-RETIREMENT BENEFITS) RESERVE

### ORIGIN AND PURPOSE

The City established this reserve in Fiscal Year 2004 for the purpose of reserving monies for our post retirement benefits liabilities. The Governmental Accounting Standards Board (GASB) will require cities of Dover's size to fund these liabilities beginning in Fiscal Year 2007.

### SOURCE OF REVENUES

Appropriations for the reserve are received from the General Fund, Water/Wastewater Fund, and Electric Fund. Interest will be retained in the reserve.

#### OPERATING REVENUES

	<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>		<b>%CHANGE</b>
	<b>ACTUAL</b>		<b>BUDGET</b>		<b>REVISED</b>		<b>BUDGET</b>		<b>2008-09</b>
PRIOR YEAR BALANCE	\$ 3,140,513	\$	3,790,513	\$	4,204,000	\$	4,354,000		3.6%
INTEREST INCOME	563,487		130,244		150,000		118,000		-21.3%
TRANSFER FROM GENERAL	250,000		-		-		380,440		0.0%
TRANSFER FROM GENERAL CONTINGENCY	100,000		-		-		-		0.0%
TRANSFER FROM WATER/WASTEWATER	50,000		-		-		44,027		0.0%
TRANSFER FROM ELECTRIC	100,000		-		-		75,085		0.0%
<b>TOTALS</b>	<b>\$ 4,204,000</b>	<b>\$</b>	<b>3,920,757</b>	<b>\$</b>	<b>4,354,000</b>	<b>\$</b>	<b>4,971,552</b>		<b>14.2%</b>

#### OPERATING EXPENSES

	<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>		<b>%CHANGE</b>
	<b>ACTUAL</b>		<b>BUDGET</b>		<b>REVISED</b>		<b>BUDGET</b>		<b>2008-09</b>
CURRENT YEAR BALANCE	\$ 4,204,000	\$	3,920,757	\$	4,354,000	\$	4,971,552		14.2%
<b>TOTALS</b>	<b>\$ 4,204,000</b>	<b>\$</b>	<b>3,920,757</b>	<b>\$</b>	<b>4,354,000</b>	<b>\$</b>	<b>4,971,552</b>		<b>14.2%</b>

## PARKLAND/RECREATION RESERVE

### ORIGIN AND PURPOSE

The City established this reserve for the purpose of reserving monies for the improvement and development of the City's park system.

### SOURCE OF REVENUES

Appropriations for the reserve are received from the General Fund, developer payments in lieu of subdivision parkland development, and donations. Interest will be retained in the reserve.

#### OPERATING REVENUES

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
PRIOR YEAR BALANCE	\$ 1,401,056	\$ 1,569,025	\$ 1,774,531	\$ 113,162	-93.6%
GENERAL FUND APPROPRIATION	361,375	-	-	-	-
PAYMENT IN LIEU OF PARKLAND	-	-	107,000	-	-100.0%
TRANSFER FROM LIBRARY RESERVE	-	334,000	334,000	-	-100.0%
TRANSFER FROM CTF	-	55,000	-	-	-
INTEREST INCOME	12,100	30,000	30,000	-	-100.0%
<b>TOTALS</b>	<b>\$ 1,774,531</b>	<b>\$ 1,988,025</b>	<b>\$ 2,245,531</b>	<b>\$ 113,162</b>	<b>-95.0%</b>

#### OPERATING EXPENSES

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
TRANSFER TO GENERAL CAPITAL PROJECTS FUND	\$ -	\$ 1,987,200	\$ 2,132,369	\$ -	-100.0%
CURRENT YEAR BALANCE	1,774,531	825	113,162	113,162	0.0%
<b>TOTALS</b>	<b>\$ 1,774,531</b>	<b>\$ 1,988,025</b>	<b>\$ 2,245,531</b>	<b>\$ 113,162</b>	<b>-95.0%</b>

## LIBRARY RESERVE

### ORIGIN AND PURPOSE

The City established this reserve for the purpose of reserving monies for the construction of a new library.

### SOURCE OF REVENUES

General fund, donations – Interest will be retained in the fund.

#### OPERATING REVENUES

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
PRIOR YEAR BALANCE	\$ -	\$ 1,765,470	\$ 2,373,776	\$ 3,760,000	58.4%
GENERAL FUND APPROPRIATION	2,226,932	399,350	1,649,109	-	-100.0%
TRANSFER FROM GENERAL CONTINGENCY	100,000	-	-	-	
INTEREST INCOME	46,844	79,000	122,989	131,250	6.7%
<b>TOTALS</b>	<b>\$ 2,373,776</b>	<b>\$ 2,243,820</b>	<b>\$ 4,145,874</b>	<b>\$ 3,891,250</b>	<b>-6.1%</b>

#### OPERATING EXPENSES

	2006-07 ACTUAL	2007-08 BUDGET	2007-08 REVISED	2008-09 BUDGET	%CHANGE 2008-09
TRANSFER TO PARKLAND RESERVE	\$ -	\$ 334,000	\$ 334,000	\$ -	-
TRANSFER TO CAPITAL PROJECT FUND	-	-	10,094	1,200,000	-
TRANSFER TO GENERAL FUND	-	-	41,780	-	-100.0%
CURRENT YEAR BALANCE	2,373,776	1,909,820	3,760,000	2,691,250	-28.4%
<b>TOTALS</b>	<b>\$ 2,373,776</b>	<b>\$ 2,243,820</b>	<b>\$ 4,145,874</b>	<b>\$ 3,891,250</b>	<b>-6.1%</b>

# APPENDIX

**THE FOLLOWING SUBSECTIONS ARE  
INCLUDED:**

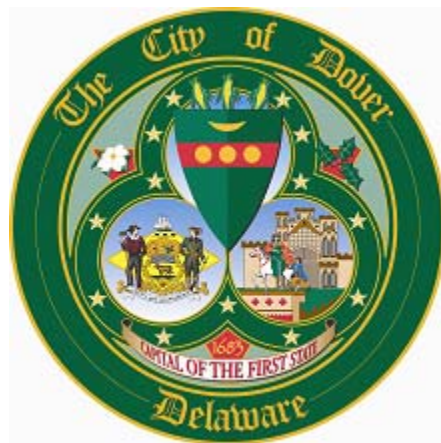
**MISCELLANEOUS STATISTICS**

**POPULATION AND HOUSING SUMMARY**

**MAJOR EMPLOYERS**

**FINANCIAL POLICIES**

**INVESTMENT POLICY**



## MISCELLANEOUS STATISTICS AS OF JUNE 30, 2007 AND JUNE 30, 2006

	June 30, 2007	June 30, 2006
Date of Incorporation	February 16, 1829	February 16, 1829
Land Area - Acres	14,914.27	14,674.58
Land Area - Square Miles	23.303	22.929
Total Miles of Streets	155.62	153.76
City Maintained Miles of Streets	96.27	94.41
State Maintained Miles of Streets	59.35	59.35
Population - 2000 Census	32,043	32,043
Population - City Count	35,197	34,288
Registered Voters	19,084	19,502
<b>ELECTRIC UTILITY:</b>		
Total Generating Units	5	4
Total Generating Capacity	176 mw	175 mw
Area of Service - Square Miles	68	68
Substations	15	16
High Peak Load	176 mw	160 mw
<b>CUSTOMERS:</b>		
Residential	18,807	18,297
Commercial	3,535	3,280
Primary	38	32
Vapor Lights Only	872	867
69 KV Industrial	3	4
Municipal (total number of meters/bills)	149	149
Total Customers Sales	\$83,109,810	\$63,844,353
Total Customer Sales kWh	734,072,008	736,810,231
<b>PURCHASE POWER:</b>		
From Duke/Louis Dreyfus	\$0	\$41,871,486
<b>FIRE DEPARTMENT:</b>		
Stations	2	2
Officers	8	8
Firemen - Membership (Volunteers)	100	100
Equipment	14	14
<b>PARKS DEPARTMENT:</b>		
Major Parks	3	3
Small Parks	22	22
<b>POLICE DEPARTMENT:</b>		
Station	1	1
Uniformed Personnel	90	88
Automobiles	66	71
Motorcycles	5	5
Motor Boats	1	1
Bicycles	4	4
Specialty Vehicles	6	6

## MISCELLANEOUS STATISTICS AS OF JUNE 30, 2007 AND JUNE 30, 2006

	June 30, 2007	June 30, 2006
Trailers	4	4
<b>PUBLIC LIBRARY:</b>		
Books	120,203	111,496
Audio Visual Materials	11,507	7,171
Members	37,036	39,202
Magazine Subscriptions	359	359
Newspapers	15	12
Circulation of Books	400,336	398,666
<b>WATER UTILITY:</b>		
Supply - Wells	22	22
Storage Tanks	6	6
Total Storage Capacity - Gallons	3,750,000	3,750,000
Water Mains - Miles	176	176
Average Daily Gallons Pumped	4,721,174	5,218,000
Peak Daily Gallons	8,672,000	8,358,000
Water - Gallons Pumped	1,869,585,000	1,904,666,300
Number of Metered Customers	11,962	11,764
Number of New Connections	198	139
<b>WASTEWATER UTILITY:</b>		
Pumping Stations	42	38
Wastewater Mains - Miles	185	185
Average Daily Gallons	4,631,172	4,241,798
Peak Daily Gallons	Not measured	Not measured
Total Annual Gallons	1,722,795,930	1,548,256,115
Number of New Connections	Not available	Not available
<b>WATER TREATMENT PLANT:</b>		
Capacity	4.6 MGD	4.6 MGD
Average Demand	0.6 MGD	0.6 MGD
Peak Demand		1.2 - 1.4 MG
<b>SALES TO CUSTOMERS:</b>		
Water Fees	\$4,250,634	\$4,289,413
Wastewater Fees	\$2,619,013	\$2,605,428
Wastewater Adjustment	\$3,854,100	\$3,865,683

## POPULATION AND HOUSING SUMMARY STATISTICS FOR 2007

	DOVER CITY	DOVER DIVISION
Population	32,043	126,697 MSA
Land area - Square Miles	22.4	154.5
Median age - Years	32.9	34.4
Male	15,122	61,070
Female	17,013	65,627
White	17,655	93,106
Black	11,961	26,180
Native American	146	806
Asian	1,016	2,137
Hispanic origin	1,327	4,069
Other race	1,357	1,611
Family households	7,500	33,615
Non-family households	4,840	13,609
Married couple households	4,983	24,994
Female householders, no husband	2,061	6,530
Persons per household	2	3
Number of dwelling units	13,195	50,481
Single family dwelling units	5,982	12,029
Semi-detached dwelling units	1,960	2,389
Mobile homes	770	3,166
Owner occupied dwelling units	6,454	33,040
Median unit value	\$111,300	\$114,100
Renter occupied dwelling units	5,886	14,184
Median contract rent	\$599	\$375

### NOTE

As a result of Count Question Resolution Process, the Census Bureau revised the 2000 population count for the City of Dover to 32,043 people.

## MAJOR EMPLOYERS JUNE 30, 2007

NAME	TYPE OF BUSINESS	NUMBER OF EMPLOYEES
Dover Air Force Base	Government - Federal	8,000 <sup>(1)</sup>
State of Delaware	Government - State	4,819 <sup>(3,4)</sup>
Dover Mall, LP	Shopping Mall	3,200 <sup>(2)</sup>
Bay Health Medical Center	Health Care	2,008 <sup>(5)</sup>
Dover Downs Co., Inc.	Race Track, Video Lottery, Hotel	1,061
Delaware State University	Education	600
Capital School District	Education	898
Playtex Products, Inc.	Manufacturing - Personal Care Products	720
Kraft Foods, Inc.	Manufacturing - Food	520
Wesley College	College	488
City of Dover	Government - Local	391
Sources: Finance Department, City of Dover		

### NOTES

1. Dover Air Force Base total includes active duty, reservists, and civilian employees.
2. Figures are from Central Delaware Economic Development Council.
3. Some figures were estimated.
4. Number of employees in Kent County
5. Bayhealth Medical Center was previously listed as Kent General Hospital.

# CITY OF DOVER

## INVESTMENT POLICY

### FEBRUARY 2005

#### 1.0 Policy

It is the policy of the City of Dover to invest public funds under its control in a manner that will provide the highest investment return consistent with the maximum safety of principal, while meeting the cash flow needs of the City. The City shall conform to all state and local statutes governing the investment of public funds. For the record, there are currently no state statutes or regulations related to the City's investments.

#### 2.0 Scope

This investment policy applies to all financial assets of the City of Dover for which the City retains direct or indirect daily control. Funds for which the City has retained outside funds, manager(s) may be governed by these policies and/or a separate agreement established.

#### 2.1 Accounts

**2.1.1** Cash and Liquidity Accounts: The majority of the City's cash balance available for investment is maintained in the cash and liquidity accounts. These accounts will be managed and invested by investment managers, selected by the City Council through competitive bid, in order to maximize the return to the City while, at the same time, providing for safety of principal and sufficient liquidity for the City to meet its cash needs. The City will manage its short-term (12-month) investments to ensure sufficient liquidity and prevent their premature sale for the purpose of covering expenditures. Short-term investments should mature at face value in sufficient amounts to meet any needs.

**2.1.2** Reserve Cash (Intermediate) Account: To the extent cash is not expected to be needed on short notice, the City Council will direct the funding of a third part. This fund shall be managed and invested by an investment manager or managers, selected by the City Council after a competitive bid, in order to maximize the return on said money to the City while providing for the safety of principal. The City will manage its intermediate investments to ensure they are made under circumstances and in amounts in which the City would not be forced to liquidate them at a loss.

All of the City of Dover's funds are accounted for in its Comprehensive Annual Financial Report. Those funds to which this investment policy applies include (with the exceptions noted in the preceding paragraph as well as the Deferred Compensation Plan):

#### 2.2 Funds

**2.2.1** General Fund

**2.2.2** Capital Project Funds

**2.2.3** Special Revenue Funds

**2.2.4** Enterprise Funds

**2.2.5** Internal Service Funds

**2.2.6** Trust and Agency Funds

**2.2.7** (Any new fund created by the City Council, unless specifically exempted)

### **3.0 Objectives**

The primary objectives of the City of Dover's investment activities, in order of importance shall be:

#### **3.1 Safety**

Preservation of principal is the foremost objective of the investment program. To attain this objective, dispersion and/or diversification shall be employed so that risk of loss of principal is minimized.

#### **3.2 Return on Investments**

A goal of the investment program shall be to maximize income within the constraints of Sections 3.1 and 3.3.

#### **3.3 Liquidity**

The City's investments shall be made for such periods as to enable the City to meet all operating requirements that may be scheduled or reasonably anticipated.

### **4.0 Delegation of Authority**

Authority to manage the City of Dover's investment program is derived from: this investment policy which is approved by City Council, and "Dover Code, Article IV, Section 42" (attachment B) which states in part that "The City Treasurer shall be the custodian of all of the City funds . . ." (Note: the City's Finance Director is also the City Treasurer).

The Finance Director/Treasurer shall:

1. Review the City's investment policy and recommend changes to the policy to City Council;
2. Be charged with implementing the policy, and may delegate authority to make investments. The Finance Director/Treasurer shall be responsible for all investment transactions and shall establish controls to regulate the activities of the delegate.
3. Ensure that records of the City's investment activities are kept for ten years.

### **5.0 Prudence, Ethics and Conflicts of Interest**

The delegate empowered to make investments on behalf of the City of Dover shall comply with the following:

#### **5.1 "Prudent Person" Rule**

They shall make investment decisions with the judgment and care which persons of reasonable intelligence, under circumstances prevailing at the time the investment is made, would exercise in the management of their own investments assuming that their objectives are those shown in Section 3.0 of this policy.

#### **5.2 Ethics and Conflict of Interest**

The delegate authorized to make City investments shall act at all times in an ethical manner, and shall not engage in any activity that could impair or be perceived to impair their ability to make impartial investment decisions. They shall disclose to the Mayor and City Council any material interests in financial institutions with which the City has financial dealings.

### **6.0 Authorized Institutions and Dealers**

The City of Dover Finance Director/Treasurer shall maintain a list of financial institutions and other entities that are authorized to provide investment and/or depository services to the City. An annual review of the financial condition and registrations will be conducted by the Finance Director/Treasurer. The investment manager shall provide a current audited financial statement to the City annually, which will be kept on file in the Finance Department.

## **7.0 Authorized Investments and Trading of Securities**

The Finance Director/Treasurer or his/her authorized delegate may invest in the following types of securities:

### **7.1 United States Government Securities**

Marketable securities issued by the U.S. Government and supported by the full faith and credit of the U. S. Treasury either by statute or an opinion of the attorney general of the United States.

### **7.2 Government Agency Securities**

Debt securities issued by government-sponsored enterprises, federal agencies, federal financing banks, and international institutions part of whose capital stock has been subscribed for by the United States.

### **7.3 Certificates of Deposit, Time Deposits, and Bankers Acceptances**

**7.3.1** Domestic Institutions: Issued or endorsed by a domestic bank, or a savings and loan association, organized and supervised under federal or any state laws, or any of its branches located in the United Kingdom, the Bahamas, or the Cayman Islands and denominated in U.S. dollars; provided, however, that:

- The banking institution has assets of not less than \$5 billion; and
- The banking institution is rated not lower than “B” by Fitch, Inc. (formerly Thomson’s Bank Watch Service).

**7.3.2** Delaware-Domiciled Institutions: The Cash Account, and only the Cash Account, may also be invested in Certificates of Deposit, Time Deposits, and Bankers Acceptances issued by or endorsed by any bank or savings association domiciled in the State of Delaware and organized and supervised under federal or State of Delaware banking laws which does not meet the requirements of Section 7.3.1 hereto; provided, however, that:

- For each of the latest two years, the bank or association has had a return on total average assets of 0.50 percent or greater and an average capital ratio (defined as total equity capital to total assets) of at least 1 to 20, or the instrument is secured as set forth in Section 8, “Collateralization of City Deposits,” hereto; and
- Not more than the lesser of \$10 million or 25 percent of an issuer’s total equity capital, may be invested in any one issuer. (Investments due to mature in one business day may be excluded from the computation of this percentage.)
- The Board expressly affirms that, consistent with these guidelines, Delaware banks and savings associations should be considered as a source of investment.

### **7.4 Corporate Debt Instruments**

Such instruments include commercial paper, variable rate master demand notes, and non-convertible debt securities (bonds and debentures); provided, however, that:

**7.4.1** Any such instrument must be issued by a U.S. corporation; and

**7.4.2** Commercial paper investments at the time of purchase must be rated “A-1” by Standard & Poor’s (S&P) and/or “P-1” by Moody’s Investors Service (“Moody’s), and the senior long-term debt of the issuer must be rated not lower than “A” by S&P and/or “A” by Moody’s. Investments in corporate bonds and debentures must be rated at the time of purchase at least “AA” by S&P and/or “Aa” by Moody’s.

**7.4.3** Any such instrument may be backed fully by an irrevocable, unconditional letter of credit issued by a bank which meets the requirements of Section 7.3.1 or Section 7.3.3 hereto. The security will count as a holding of the letter of credit provider for purposes of applying the percentage limitations outlined in Section 7.4 hereto.

### **7.5 Repurchase Agreements**

The underlying securities shall consist of U.S. government or government agency securities, certificates of deposit, commercial paper or bankers acceptances; provided, however, that:

**7.5.1** All repurchased transactions must be governed by written repurchase agreements;

**7.5.2** Agreements will be entered into only with respect to underlying securities in which the investment manager may otherwise invest as described above, and only with a recognized U.S. Government/broker or a bank which meets the requirements set out under paragraph Section 7.3.3 above;

**7.5.3** In the case of repurchase collateral held in book-entry form in the Federal Reserve System, all deliveries of Securities must be made, for the transfer thereof, through the Federal Reserve book-entry system to the account designated by the investment manager for such purpose. Securities held in certificated form must be delivered to the investment manager or a custodian as directed by the investment manager; and

**7.5.4** Any collateral employed under this paragraph shall be counted towards the applicable maximum limits set forth within these guidelines for such type of investment, and such collateral shall be valued at market at not less than 102 percent of the maturity value of the agreement and marked-to-the-market as requested by the investment manager.

### **7.6 Reverse Repurchase Agreements**

The investment manager may enter into reverse repurchase agreements which involve the sale of money market securities held by the City, with an agreement to repurchase the securities at an agreed upon price, date, and interest payment, so long as:

**7.6.1** The agreement is entered into only with a recognized U.S. Government broker/dealer or a bank which meets the requirements set out under Section 7.3.4 above who is acting as a principal to the agreement;

**7.6.2** The City's securities are sold at not less than 98 percent of their fair market value including all accrued interest; and

**7.6.3** The investment manager marks-to-market as appropriate.

### **7.7 Money Market Funds**

The money market fund(s) selected by the investment manager shall be consistent with the investment quality guidelines as stated in this document.

### **7.8 Mortgage-Backed Securities**

Only the Cash Reserve (Intermediate) Account may invest in Mortgage-Backed Securities. The portfolio may have a total investment of no more than 20 percent, valued at market, in AAA-rated Government National Mortgage Association (GNMA), Federal National Mortgage Association (FNMA) or Federal Home Loan Mortgage Association (FHLMC) mortgage-backed securities in the form of pass-throughs.

### **7.9 Municipal Obligations**

Taxable and tax-exempt securities issued by state and local governments and public authorities in the U.S.

**7.10 State of Delaware Investments Pools**

**7.10.1** Delaware Local Government Investment Pool (DELGIP) -The investment in this pool is permitted in relation to the City's cash flow and the guidelines set forth by the State of Delaware. The investment in this pool will not exceed 25% of the total funds available and will be monitored by the City's Finance Department on a monthly basis.

**7.10.2** Delaware Local Government Retirement Investment Pool (DELRIP) - The investment in this pool is permitted in relation to the City's Post-Retirement Benefits Fund. The investment in this pool will not exceed 25% of the total funds available and will be monitored by the City's Finance Department on a monthly basis.

**7.11 Trading Securities**

**7.11.1** The Financial Director/Treasurer is hereby authorized to buy/sell the securities when the net result will generate the additional revenues for the City.

**7.12 Internal Control on such transactions**

**7.12.1** An investment report will be provided to the Council on a quarterly basis.

**7.12.2** All investment reporting documents will be provided to the independent auditors.

**7.12.3** The records will be kept on City records for ten years.

**7.12.4** The trading shall not involve any hedge, derivatives, and/or borrowing funds for trading purposes.

**8.0 Collateralization of City Deposits**

If the City deposits any funds in any financial institution, those funds will be subject to the following collateralization requirements. The financial institution shall:

**8.1** Collateralize the City's daily ledger balance(s) if, for any quarter during the most recent eight quarters, the bank has not met both of the following two criteria:

- Return on total average assets of .5 percent or greater.
- Average capital ratio (total equity to total assets) of five percent or greater.

**8.2** If either criterion in paragraph 8.1 is not satisfied, collateral must be pledged and shall consist of one or more of the following securities:

- U.S. Government securities.
- U.S. Government agency securities.
- Federal Home Loan Board letters of credit.
- State of Delaware securities.
- Securities of a political subdivision of the State of Delaware with a Moody's rating of "A" or better.

**8.3** Ensure that the securities pledged as collateral (except for Federal Home Loan Board letters of credit) have a market value equal to or greater than 102 percent of the ledger balance(s) in the account(s) marked to market each day.

**8.4** Ensure that securities pledged as collateral are housed at the Federal Reserve Bank or a mutually agreed upon third party depository. (The trust department of the winning vendor will not be acceptable.)

**8.5** Provide reports on a monthly basis to the City Finance Department detailing the collateral pledged.

**8.6** Provide a Call Report (Consolidated Report of Condition and Income, FFIEC 031) on a quarterly basis to the City Finance Department.

### **9.0 Percentage of Account Limitations**

The purchase of the securities outlined in Section 7 cannot exceed the following percentage limits of the Account, valued at market. Investments due to mature in one business day may be excluded from the computation of said percentages.

**9.1** U.S. Government. No restrictions.

**9.2** Government Agency. 75 percent total 40 percent in any one agency.

**9.3** CDs, Time Deposits, and Bankers Acceptances. 50 percent total, ten percent in any one issuer.

- Domestic. No additional restrictions.

**9.4** Corporate Debt. 50 percent total, 25 percent in any one industry, ten percent in any one issuer, ten percent of any issuer's total outstanding securities.

- Domestic. No additional restrictions.

**9.5** Repurchase Agreements. 50 percent total

**9.6** Reverse Repurchase Agreements. 25 percent total.

**9.7** Money Market Funds. 25 percent total, ten percent in any one fund except for the Cash Account which may invest 100 percent of the Account in the State Investment Pool.

**9.8** Municipal Obligations. Ten percent in any one issuer.

### **10.0 Investment Limitations**

The City of Dover will diversify its investments by type of investment, institution, and maturity dates in as far as staff is able to do so while remaining in compliance with Sections 3 and 7 of this policy.

### **11.0 Maximum Maturities**

As a general rule, the City of Dover will invest operating funds for one day to 48 months to minimize the effects of interest rate fluctuations upon interest earnings, while always considering anticipated cash flow requirements. In any case, unless matched to a specific cash flow need, the City will not directly invest in securities maturing more than four years from the date of purchase. The City may, however, collateralize its repurchase agreements using acceptable securities that bear a maturity date exceeding four years.

### **12.0 Internal Control**

The investing activities of the City of Dover shall be reviewed annually as part of the annual audit (attachment C) by a Certified Public Accountant, to assure that compliance with investment policies and procedures is maintained. On a monthly basis, a "balances report" will be prepared by one finance person, and the balances will be cross-checked with the General Ledger balances by another finance person. Any differences will be reconciled on a monthly basis. All reports and reconciliations (if any) will be provided to the external auditors at the time of audit.

### **13.0 Performance Standards**

The City of Dover's investment decisions shall be made with the objective of obtaining a rate of return commensurate with the investment risk constraints and the cash flow needs. No formal targeted market yield is adopted, but the Finance Director/Treasurer shall compare the City's results with 90-day U.S. Treasury bill for the cash account and the one-year U. S. Treasury Bill for the reserve account in determining the effectiveness of the investment program account.

**14.0 Reporting**

At the end of each calendar quarter, the Finance Director/Treasurer will submit a report of all quarter-ending investments to the Mayor and City Council.

**15.0 Investment Policy Adoption**

The City of Dover's investment policy will be adopted by the City Council after review and recommendation of the Legislative and Finance Committee. The policy will be reviewed at least once every two years by the Legislative and Finance Committee, which is charged with considering the existing policy and any recommendations to modify the policy. Any modifications to the policy must be approved by the City Council.

**LEGEND**

1. Original approval by City Council - November 14, 1988
2. Policy revised and approved - February 15, 2005

## ATTACHMENT A

## GLOSSARY

**AGENCIES:** Federal agency securities

**CERTIFICATE OF DEPOSIT (CD):** A time deposit with a specific maturity evidenced by a certificate – Large denomination CD's are typically negotiable.

**BANKERS ACCEPTANCE:** A short-term credit investment which is created by a non-financial firm and whose payment is guaranteed by a bank

**COLLATERAL:** Securities, evidence of deposit or other property which a borrower pledges to secure repayment of a loan – Also refers to securities pledged by a bank to secure deposits of public monies.

**COMMERCIAL PAPER:** An unsecured obligation issued by a corporation or bank to finance its short-term credit needs – Maturities typically range from one day to nine months.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR):** The official annual report for the City of Dover – It includes five combined statements for each individual fund and account group prepared in conformity with GAAP. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.

**CORPORATE BONDS:** Debt securities issued by a corporation – Such bonds usually have a par value of \$1,000, have a term maturity, and are traded on a major exchange.

**DEALER:** A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

**DIVERSIFICATION:** Dividing investment funds among a variety of securities offering independent returns

**FEDERAL CREDIT AGENCIES:** Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, e.g., S&Ls, small business firms, students, farmers, farm cooperatives, and exporters

**FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC):** A federal agency that insures bank deposits, currently up to \$100,000 per deposit

**FEDERAL FUNDS RATE:** The rate of interest at which Federal funds are traded – This rate is currently pegged by the Federal Reserve through open-market operations.

**FEDERAL HOME LOAN BANKS (FHLB):** The institutions that regulate and lend to savings and loan associations – The Federal Home Loan Banks play a role analogous to that played by the Federal Reserve Banks vis-à-vis member commercial banks.

**FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA):** FNMA, like GNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

**FEDERAL RESERVE SYSTEM:** The central bank of the United States created by Congress and consisting of a seven-member Board of Governors in Washington, D.C., 12 regional banks, and about 5,700 commercial banks that are members of the system

**GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA or Ginnie Mae):** Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations, and other institutions – Security holder is protected by full faith and credit of the U.S. Government. Ginnie Mae securities are backed by the FHA, VA or FMHM mortgages. The term "pass-throughs" is often used to describe Ginnie Mae's.

**LIQUIDITY:** A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and a reasonable size can be done at those quotes.

**LOCAL GOVERNMENT INVESTMENT POOL (LGIP):** The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment

**MARKET VALUE:** The price at which a security is trading and could presumably be purchased or sold

**MATURITY:** The date upon which the principal or stated value of an investment becomes due and payable

**MORTGAGE-BACKED SECURITIES (MBS):** An investment instrument that represents ownership of, and is backed by, an individual interest in a pool of mortgages such as those issued by Ginnie Mae or Freddie Mac – Principal and interest from the individual mortgages is used to pay principal and interest on the MBS.

**MUNICIPAL NOTES AND BONDS:** Securities issued by a state, city, or local government to finance operations or special projects

**PRUDENT PERSON RULE:** An investment standard – In some states the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the custody state--the so-called legal list. In other states, the trustee may invest in a security if it is one which would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

**QUALIFIED PUBLIC DEPOSITORIES:** A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits

**RATE OF RETURN:** The yield obtainable on a security based on its purchase price or its current market price

**REPURCHASE AGREEMENT (RP OR REPO):** A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money that is, increasing bank reserves.

**REVERSE REPURCHASE AGREEMENT:** The purchase of a security by a dealer with the agreement to sell it back to the seller at a fixed price at a later date – Typically used by owners of securities to finance short-term needs without having to liquidate the security.

**SAFEKEEPING:** A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection

**TIME DEPOSITS:** A savings account or CD held for a fixed term or with the understanding that the customer can withdraw only by giving advanced notice

**TREASURY BILLS:** Non-interest bearing discount securities issued by the U.S. Treasury to finance the national debt – Most bills are issued to mature in three months, six months, or one year.

**TREASURY BOND:** Long-term U.S. Treasury securities having initial maturities of more than ten years

**TREASURY NOTES:** Non-interest bearing discount securities issued by the U.S. Treasury to finance the national debt – Most bills are issued to mature in three months, six months or one year.

**UNIFORM NET CAPITAL RULE:** Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to – Also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

**VARIABLE RATE MASTER DEMAND NOTES:** A floating rate security with initial maturities and indexed rates chosen by the investor – The interest rate is adjusted periodically, usually off a standard such as that prevailing on a Treasury Bill or the prime interest rate.

**YIELD:** The rate of annual income return on an investment, expressed as a percentage INCOME YIELD is obtained by dividing the current dollar income by the current market price for the security.

**NET YIELD or YIELD TO MATURITY:** The current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

*Municipal Treasurers' Association of the United States and Canada*

## ATTACHMENT B

### ARTICLE IV. CITY TREASURER AND FINANCIAL AFFAIRS

#### Sec. 42 - City Treasurer; [signing of warrants]

At the annual meeting, the Council shall elect a City Treasurer to hold office until the next annual meeting of the Council or until his successor has been duly chosen and qualified, but subject to removal at any time by the Council.

The City Treasurer shall be the custodian of all the City funds and shall deposit them in a banking institution designated by the Council.

He shall pay out no money except upon warrant signed by the City Manager and countersigned by the Mayor.

The Mayor and the City Manager shall sign no warrants on the City Treasurer except pursuant to appropriations or resolutions theretofore made by the Council.

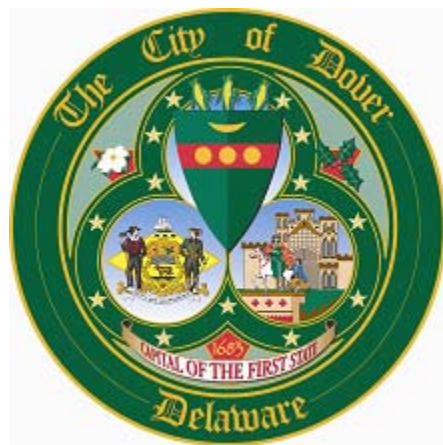
## ATTACHMENT C

### ARTICLE IV. CITY TREASURER AND FINANCIAL AFFAIRS

#### Sec. 46 - Annual Audit

Annually in the month of July the Council shall have the finances of the City and the books and accounts of the City Manager, the Alderman, and the City Treasurer audited by a certified accountant.

# **GLOSSARY OF KEY TERMS AND CONCEPTS**



## GLOSSARY OF KEY TERMS AND CONCEPTS

**ACCRUAL ACCOUNTING:** a basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred

**ADA:** Americans with Disabilities Act

**AD&D:** Accidental Death and Dismemberment insurance

**AFIS:** Automated Fingerprint Identification System

**AGENCY FUNDS:** (1) a type of fiduciary fund used to report resources held by an entity in a custodial capacity; (2) a fund used to account for assets held by the City as an agent for individuals, private organizations or other governments or other funds – Agency funds usually involve receiving, investing, and remitting resources to individuals, private organizations, or other governments.

**AMERICANS WITH DISABILITIES ACT:** a civil rights law enacted in 1990 that prohibits discrimination against people with disabilities in the areas of employment, transportation, telecommunications, and public accommodation

**APPRAISED VALUE:** an estimated value for taxation

**APPROPRIATION:** an authorization made by City Council which permits the City to incur obligations and to make expenditures of resources

**APPROPRIATION ORDINANCE:** the official enactment, by the City Council, to legally authorize City staff to obligate and expend resources

**ASSESSED VALUE:** a value set on real estate and used as the basis for levying property taxes

**AUDIT:** a comprehensive review of the manner in which the City's resources were actually utilized – The main purpose of an audit is to issue an opinion over the presentation of financial statements and to test the controls over the safekeeping of assets, while making any recommendations for improvement where necessary. The City's audit is conducted by an independent auditor.

**AUTOMATED FINGERPRINT IDENTIFICATION SYSTEM:** a biometric identification methodology that uses digital imaging technology to obtain, store, and analyze fingerprint data. The AFIS was originally used by the U.S. Federal Bureau of Investigation (FBI) in criminal cases.

**BEGINNING BALANCE:** a revenue source determined by the net result of estimated total revenues less estimated total expenditures of the previous fiscal year for any fund

**BOND:** a written promise to pay a sum of money on a specific date(s) at a specific interest rate – The interest payments and the repayment of the principal are detailed in a bond ordinance.

**BONDED DEBT:** that portion of indebtedness represented by outstanding bonds

**BUDGET:** a financial plan for a specified period of operations that matches all planned revenues and expenditures with the services provided to the residents of the City

**BUDGET CALENDAR:** the schedule of key dates which the City follows in the preparation and adoption of the budget

**BUDGET DOCUMENT:** the instrument used by the budget-making authority to present a comprehensive financial plan of operations to the City Council

**BUDGET MESSAGE:** the opening section of the budget from the City Manager which provides the City Council and the public with a general summary of the most important aspects of the budget

**BUDGET PROCESS:** the chronology of adopting the budget

**BUDGETARY CONTROL:** the control or management of a government or enterprise in accordance with an approved budget for keeping expenditures within the limitations of available appropriations and available revenues

**CAD:** Computer Aided Dispatch

**CAFR:** Comprehensive Annual Financial Report

**CAPR:** Comprehensive Annual Performance Report

**CAPITAL INVESTMENTS PLAN (CIP):** Each year a five-year projection of City projects costing at least \$10,000 is compiled into a Capital Investments Plan. The CIP is produced by the City Manager and approved by City Council. The first year of the approved CIP is incorporated in the annual operating budget. All projects shown in the CIP include a description, implementation schedule, source of funds, needs statement, and statement of effect on the operating budget.

**CAPITAL OUTLAY:** an item which has an economic/useful life of more than one year and costs \$600 or more per unit – They are shown in the 40 series (or higher in the Improvement and Extension Fund) of accounts in the budget. They are not necessarily included in the CIP.

**CAPITAL PROJECT FUND:** a fund used to account for financial resources to be used for the acquisition or construction of major capital facilities, with a life expectancy of more than one year

**CDEDC:** Central Delaware Economic Development Council

**CENTRAL DELAWARE ECONOMIC DEVELOPMENT COUNCIL:** a public/private partnership between Kent County Levy Court and the Central Delaware Chamber of Commerce Report

**CERTIFICATE OF PUBLIC CONVENIENCE AND NECESSITY:** CPCN

**CIP:** Capital Investments Plan

**CITY CHARTER:** the document of a home rule City, similar to a constitution, which establishes the City's government structure and provides for the distribution of powers and duties among various branches of government

**CITY COUNCIL:** Council President and eight Council members collectively acting as the legislative and policy making body of the City

**CJIS:** Criminal Justice Information System

**CLFC:** Creating Lasting Family Connections

**COMPREHENSIVE ANNUAL FINANCIAL REPORT:** the official annual report for the City of Dover – It includes five combined statements for each individual fund and account group prepared in conformity with GAAP. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.

**COMPREHENSIVE ANNUAL PERFORMANCE REPORT:** a report covering all phases of operations by comparing the actual results against those anticipated in a stated budget

**COMPUTER AIDED DISPATCH (CAD):** a system used to insure the availability of current response and notification information

**CONTINGENCY FUND:** a reserve fund to be used only in case of emergency and upon the authorization of City Council

**CONTRACTUAL SERVICES:** the costs related to services performed for the City by individuals, businesses, or utilities

**CPCN:** Certificate of Public Convenience and Necessity

**CREATING LASTING FAMILY CONNECTIONS:** a comprehensive family strengthening, substance abuse, and violence prevention curriculum designed for youth nine to 17 years old and their families

**CURRENT TAXES:** taxes levied and due within one year

**D.A.R.E.:** Drug Awareness Resistance Education – a program to teach kids how to recognize and resist the direct and subtle pressures that influence them to experiment with alcohol, tobacco, marijuana, and other drugs

**DEBT SERVICE:** the annual payment of principal and interest on bonded indebtedness

**DELAWARE JUSTICE INFORMATION SYSTEM:** the central state agency responsible for providing efficient and reliable development and operation of the hardware, software, network, and database which comprise the Criminal Justice Information System (CJIS)

**DELAWARE PREVENTION NETWORK (DPN):** DPN is a program focusing on wellness through the prevention of alcohol, tobacco, and other drug abuse, as well as the prevention of violence throughout the State of Delaware. DPN is based on the principles of the Creating Lasting Family Connections model.

**DELINQUENT TAXES:** taxes that remain unpaid after the date on which a penalty for nonpayment is attached, i.e., tax statements are mailed out in July and become delinquent if unpaid by July 31

**DELJIS:** Delaware Justice Information System

**DEPARTMENT:** a major administrative organizational unit of the City which indicates overall management responsibility for one or more divisions

**DEPRECIATION:** the expiration of the useful life of a fixed asset over a determined period of time

**DISTINGUISHED BUDGET PRESENTATION PROGRAM:** a voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them

**DIVISION:** a major administrative organizational unit of the City which indicates overall management responsibility for one or more activities

**DLWTF:** Delaware Land, Water and Trust Fund

**DPN:** Delaware Prevention Network

**DSWA:** Delaware Solid Waste Authority

**EEO:** Equal Employment Opportunity – policies, programs, and legislation designed to affirm or provide equal access to initial employment and to occupational benefits, promotions, and other opportunities during employment for traditionally disadvantaged groups

**EMERGENCY OPERATIONS PLAN (EOP):** a plan that provides a basis for coordinated emergency operations throughout the City prior to, during, and after a disaster – man-made or natural.

**ENCUMBRANCE:** the commitment of appropriated funds to purchase an item or service – To encumber funds means to set aside or commit funds for future expenditure.

**ENTERPRISE FUND (PROPRIETARY FUND):** a fund established to account for operations which are financed and operated in a similar manner to private business where the intent is that the cost of providing the service is financed or recovered primarily through user charges

**EOP:** Emergency Operations Plan

**ESTIMATED REVENUE:** the amount of projected revenues to be collected during the fiscal year

**EXPENDITURES:** a decrease in the net financial resources of the City due to the acquisition of goods and/or services

**FISCAL YEAR (FY):** a 12-month period to which the annual operating budget and CIP apply – The City's fiscal year starts July 1 and ends June 30.

**FOP:** Fraternal Order of Police

**FRANCHISE FEE:** a fee levied on a corporation in return for granting a privilege, sanctioning a monopoly, or permitting the use of public property – The City collects a franchise fee from Comcast Cable Television.

**FRATERNAL ORDER OF POLICE (FOP):** the world's largest organization of sworn law enforcement officers, with more than 310,000 members in more than 2,100 lodges. The FOP is committed to improving the working conditions of law enforcement officers and the safety of those they serve through education, legislation, information, community involvement, and employee representation.

**FUND:** revenues and expenditures segregated for carrying on specific activities or attaining certain objectives in accordance with special regulations or limitations – In government, each fund constitutes an independent fiscal and accounting entity.

**FUND BALANCE:** the excess of assets over liabilities

**FUND ACCOUNTING:** a governmental accounting system that is organized and operated on a fund basis

**FUND TYPE:** governmental accounting includes eight types of funds: general, special, debt service, capital, enterprise, internal service, trust, and agency – These types are indicative of accounting procedures to be used and the function of each type.

**FUNDING SOURCE:** identifies the source of revenue to fund both the operating and capital appropriations

**GAAP:** Generally Accepted Accounting Principles

**GASB:** Government Accounting Standards Board

**GASB 34 (GASB STATEMENT NO. 34):** Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments – The new financial reporting model established by GASB for state and local governments

**GDAC:** Greater Dover Arts Council – an organization whose mission is to promote excellence, access, and education in the Visual Performing Arts, by promoting and assisting Arts organizations in the Greater Dover Area

**GENERAL FUND:** the fund used to account for all financial resources except those required to be accounted for in another fund

**GENERAL OBLIGATION BOND:** bonds which are backed by the full faith and credit of the City

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP):** uniform minimum standards and guidelines for financial accounting and reporting – The primary authoritative body of the application of GAAP to state and local governments is the GASB.

**GEOGRAPHIC INFORMATION SYSTEM (GIS):** a system of hardware, software, and procedures designed to support the capture, management, manipulation, analysis, modeling, and display of spatially-referenced data for solving complex planning and management problems

**GFOA:** Government Finance Officers Association

**GIS:** Geographic Information System

**GOAL:** a statement of broad direction, purpose, or intent based on the needs of the community – A goal is general and timeless.

**GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB):** the authoritative accounting and financial reporting standard-setting body for state and local governments

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA):** an association of public finance professionals founded in 1906 as the Municipal Finance Officers Association

**GRANT:** contribution by a government or other organization to support a particular function – Grants may be classified as either categorical or block depending upon the discretion allowed the grantee.

**GREATER DOVER ARTS COUNCIL (GDAC):** an organization whose mission is to promote excellence, access, and education in the Visual Performing Arts, by promoting and assisting Arts organizations in the Greater Dover Area

**HTE:** a subsidiary of Sunguard HTE, Inc. based in Florida – a leader in government information technologies, providing a broad range of innovative software solutions to government offices, agencies, and utility companies throughout North America

**HVAC:** Heating, Ventilating, and Air Conditioning

**IAAO:** International Association of Assessing Officers

**INFORMATION SYSTEMS PLAN:** The City of Dover developed a Long-Range Strategic Plan for their information systems needs. This plan covers a span of seven years and is annually adjusted.

**INFRASTRUCTURE:** the basic facilities, equipment, services, and installations needed for the growth and functioning of a country, community, or organization

**INTEREST EARNINGS:** the earnings from available funds invested during the year in U.S. Treasury Bonds, Government Agencies, and Certificates of Deposits

**INTERNATIONAL ASSOCIATION OF ASSESSING OFFICERS:** IAAO

**INTRAFUND SERVICE FEES:** costs associated with the purchases of goods and services between funds for a price approximating their exchange value

**INTRAFUND SERVICE RECEIPTS:** receipts from the sale of goods or services between funds for a price approximating their exchange value

**INTRAFUND TRANSFERS:** flows of assets (cash or goods) between funds without reciprocating flows of assets and without requirement for repayment

**INTERGOVERNMENTAL SERVICE FUND:** The City has established an internal service fund for allocating those expenses which are chargeable to more than one fund of the City.

**INTERMODAL SURFACE TRANSPORTATION EFFICIENCY ACT (ISTEA - pronounced "ice tea"):** – This landmark federal legislation signed into law in 1991 made broad changes in the way transportation decisions are made. ISTEA emphasized diversity and balance of modes, as well as the preservation of existing systems before construction of new facilities. ISTEA expired in 1997, but much of its program structure is carried forward in new federal legislation.

**INVESTMENTS:** securities, bonds, and real property (land or buildings) held for the production of revenues in the form of interest, dividends, rentals, or lease payments – The term does not include fixed assets used in the normal course of governmental operations.

**ISTEA:** (*pronounced "ice tea"*) Intermodal Surface Transportation Efficiency Act

**IUE:** International Union of Electronic, Electrical, Salaried, Machine, and Furniture Workers

**KILOWATT:** 1,000 watts

**KV:** Kilovolt – 1,000 volts

**kWh:** Kilowatt-hour – a unit of work or energy equal to that expended by one kilowatt in one hour

**LAW ENFORCEMENT INVESTIGATIVE SUPPORT SYSTEM (LEISS):** a police report/warrant writing application designed by DELJIS which gives police officers statewide a common program with which to write their reports either in their patrol cars or in the station.

**LEISS:** Law Enforcement Investigative Support System

**LIABILITIES:** debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date

**LINE ITEM BUDGET:** a budget which lists each expenditure category (salary, benefits, office supplies, etc.) separately along with the dollar amount budgeted for each category

**LONG-TERM DEBT:** unmatured debt of a government expected to be repaid from government funds – An average repayment schedule is 20 years.

**MAINTENANCE:** all materials or contract expenditures covering repair and upkeep of City buildings, machinery and equipment, systems, and land

**MATERIALS AND SUPPLIES:** expendable materials and operating supplies necessary to conduct departmental activity

**MISSION:** broad, general statements of each division's desired social or organizational outcomes

**MODIFIED ACCRUAL ACCOUNTING:** a basis of accounting in which revenues are recognized in the accounting period when they become available and measurable – Expenditures are recognized in the accounting period in which the fund liability is incurred.

**NATIONAL CRIME INFORMATION CENTER (NCIC):** a computerized index of criminal justice information (i.e., criminal record history information, fugitives, stolen properties, missing persons) available to federal, state, and local law enforcement and other criminal justice agencies and is operational 24 hours a day, 365 days a year

**NATIONAL POLLUTANT DISCHARGE ELIMINATION SYSTEM:** NPDES

**NCIC:** National Crime Information Center

**NCALL:** National Council on Agricultural Life & Labor Research Fund, Inc. – a multi-faceted nonprofit housing corporation based in Dover, Delaware that offers a variety of housing development technical assistance services to local nonprofit sponsors, along with educational direct services to low and moderate income households in need of housing improvement

**NET CURRENT ASSETS:** total to date (day, month, or year) of all current assets (cash, investments, property, etc.) after all current obligations are met

**NPDES:** National Pollutant Discharge Elimination System

**OBJECTIVE:** an item to be accomplished in specific, well-defined, and measurable terms and achievable within a specific time frame

**OPERATING BUDGET:** plans of current expenditures and the proposed means of financing them – The annual operating budget is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled. The use of an annual operating budget is usually required by law.

**OPERATING EXPENSES:** day-to-day expenses for personnel services, materials, supplies, utilities, consulting services, and administrative expenses – They are shown in the 10, 20, and 30 series of accounts in the budget.

**ORDINANCE:** a formal legislative enactment by the governing board of a municipality – If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments, and service charges, universally require ordinances. Ordinances and other legislation are not passed until the plans for and costs of endorsements are known.

**PART-TIME:** Part-time employees work less than 30 hours per week and are not entitled to full-time employee benefits.

**PAS:** Public Administration Service – a consulting firm based in Florida and Virginia that specializes in organizational reviews of municipal governments

**PAYMENT IN LIEU OF TAXES:** payment made from a property owner not subject to taxation for compensation for services rendered to the property owner which normally are financed through property taxes

**PER CAPITA COSTS:** the cost of service per person – Per capita costs are based on a 33,829 population estimate.

**PERFORMANCE MEASURES:** specific quantitative measures of work performed within an activity or program – They may also measure results obtained through an activity or program.

**PRIMARY PROGRAMS:** specific goals divisions have set to accomplish within a specified time frame

**PRODUCTIVITY STANDARDS:** a quantifiable measurement of activity of a department or function

**PROPERTY TAXES:** description of all revenues received in a period from current taxes, delinquent taxes, penalties, and interest on delinquent taxes – Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

**PUBLIC HEARING:** the portions of open meetings held to present evidence and provide information on both sides of an issue

**PURCHASED POWER:** electricity bought from another generating entity for one or two reasons:

- It is less expensive to buy than to generate ourselves.
- We are unable to generate enough to meet our needs.

**REQUEST FOR PROPOSALS (RFP):** a solicitation for professional services necessary to address a particular deficiency, problem, or point of interest – Proposals are sought to determine whether or not there are qualified entities or individuals who can address the particular issue. These proposals often included the firm's or individual's approach to the problem, a history of their achievements, and their ability to complete the work necessary to address the issue.

**REQUEST FOR QUALIFICATIONS (RFQ):** a document describing a project for which professional services are required (Engineer, Architect, etc.) and requesting a statement from service providers as to how they would be able to deliver the services necessary to complete the project. It is much like a Request for Proposals, but the price of a contract is not the primary criteria for review.

**RESERVE:** an account used to indicate that a portion of a fund balance is restricted for a specific purpose

**REVENUE BONDS:** bonds issued with the repayment based on pledged revenues from a revenue generating activity – The City has issued revenue bonds for water/wastewater and electric projects.

**REVENUES:** (1) increases in the net current assets of a governmental fund type from sources other than expenditure refunds and residual equity transfers – Also, general long-term debt proceeds and operating transfers-in are classified as “other financing sources” rather than as revenues. (2) increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions, and residual equity transfers – Also, operating transfers-in are classified separately from revenues.

**RFP:** Request for Proposals

**RFQ:** Request for Qualifications

**RISK MANAGEMENT:** an organized attempt to protect a government's assets against accidental loss in the most economic method

**RMS:** Records Management System

**SCADA SYSTEM:** Supervisory Control and Data Acquisition System – a system that monitors and controls remote equipment for the Electric and Public Works Departments

**SINKING FUND:** a fund used to accumulate the cash needed to pay off a bond or other security

**SOP:** Strategic Organization Plan

**SPECIAL ASSESSMENT DEBT:** the total of accumulated or remaining unpaid non-payments

**SPECIAL REVENUE FUND:** a fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable, trusts, or for major capital projects) that are legally restricted to expenditures for specified purposes

**STRATEGIC ORGANIZATION PLAN (SOP):** The purpose of the Plan is to unify services, programs, and projects under a Citywide vision and mission developed by the City Council. It is also intended to set forth measurable goals for each of its departments that are used to evaluate its performance in the future.

**THREE-YEAR BUDGET:** The first year of this presentation is the operating budget that must be adopted by the City Council. The two future years are presented for planning purposes only. They are included so that Council and the public are aware of major revenue and expenditure impacts anticipated in the future.

**TRUST FUNDS:** funds used to account for assets held by the City on a trustee capacity for individuals, private organizations, and/or other funds

**UNIFORM STANDARDS OF PROFESSIONAL APPRAISAL PRACTICES:** USPAP

**USPAP:** Uniform Standards of Professional Appraisal Practices

**ZERO-BASED BUDGETING:** (1) in *government*: the approach of justifying the budget and its program for each year or two, instead of studying funding increases or decreases in the programs separately as the need arises; (2) in *accounting and budgeting*: a financial management technique to redirect funds from lower-priority current programs to higher ones to pinpoint opportunities for improved efficiency and effectiveness, to reduce budgets while raising operating performance, and to improve profitability.

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# ACKNOWLEDGMENTS



## FINAL WORD OF ACKNOWLEDGEMENT

Thank you for taking the time to read our budget. The City of Dover's budget process begins in September of each year beginning with the strategic planning and capital projects processes. The budget process concludes in June with Council approval and the adopted budget takes effect July 1 of the same year.

Our budget is truly a team effort that involves many different levels of staff. Their assistance is invaluable as they provide analysis and overall review of project related expenses. The budget process is a year-round activity which involves monitoring, problem solving, and planning for the next budget year.

We extend special thanks to Donna Mitchell, Finance Director; Tracey Lisiecki, Financial Reporting & Accounting Manager; and all of the Department Heads, their assistants and supervisors for the many hours of budget preparation, review, and analysis.

We would also like to thank the Mayor and members of City Council for their guidance during the budget preparation process.

Additional information regarding the City of Dover can be found on the City's website at [www.cityofdover.com](http://www.cityofdover.com).

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**The City of Dover**  
***“Community Excellence through Quality Service”***

