REGULAR COUNCIL MEETING
AGENDA

JUNE 22, 2015 - 7:30 P.M.

CITY HALL COUNCIL CHAMBERS
15 LOOCKERMAN PLAZA
DOVER, DELAWARE

OPEN FORUM - 15 MINUTES PRIOR TO OFFICIAL MEETING (7:15 P.M.)

THE "OPEN FORUM" SEGMENT IS PROVIDED TO EXTEND THE OPPORTUNITY TO THE GENERAL PUBLIC TO SHARE THEIR QUESTIONS, THOUGHTS, COMMENTS, CONCERNS, AND COMPLAINTS. DISCUSSION OF ANY ITEM APPEARING ON THE AGENDA AS A PUBLIC HEARING IS PROHIBITED DURING THE OPEN FORUM AS AN OPPORTUNITY WILL BE PROVIDED DURING CONSIDERATION OF THAT ITEM. CITIZEN COMMENTS ARE LIMITED TO THREE (3) MINUTES. COUNCIL IS PROHIBITED FROM TAKING ACTION SINCE THEY ARE NOT IN OFFICIAL SESSION; HOWEVER, THEY MAY SCHEDULE SUCH ITEMS AS REGULAR AGENDA ITEMS AND ACT UPON THEM IN THE FUTURE.

INVOCATION BY REVEREND THEODORE HENDERSON

PLEDGE OF ALLEGIANCE LED BY MAYOR CHRISTIANSEN

AGENDA ADDITIONS/DELETIONS

* **CONSENT AGENDA**

THOSE ITEMS ON THE COUNCIL AGENDA WHICH ARE CONSIDERED ROUTINE AND NON-CONTROVERSIAL SHALL BE MARKED WITH AN ASTERISK (*) AND WILL BE ACTED UPON BY A SINGLE ROLL CALL VOTE OF THE COUNCIL. THERE WILL BE NO SEPARATE DISCUSSION OF THESE ITEMS UNLESS A MEMBER OF COUNCIL SO REQUESTS, IN WHICH EVENT THE MATTER SHALL BE REMOVED FROM THE CONSENT AGENDA AND CONSIDERED A SEPARATE ITEM.

* **1. ADOPTION OF MINUTES - REGULAR COUNCIL MEETING OF JUNE 8, 2015**

2. PRESENTATIONS
- **A. CERTIFICATE OF RECOGNITION - YOUNG'S STUDIO**
- **B. CERTIFICATE OF CONGRATULATIONS - DOVER HIGH SCHOOL BOYS TRACK AND FIELD TEAM**

3. PRESENTATIONS - RECOGNITION OF SERVICE
- **A. DAVID TRUAX - SAFETY ADVISORY AND TRANSPORTATION COMMITTEE (JULY 2014 - MAY 2015)**
- **B. RICHARD SNAMAN - SERVICES TO SENIORS COMMITTEE (OCTOBER 2006 - JUNE 2008) AND UTILITY COMMITTEE (MAY 2004 - MAY 2015)**

* **4. PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE REPORT - JUNE 8, 2015**

A. REVIEW OF YOUTH ADVISORY COMMITTEE MEMBERSHIP APPLICATIONS

(COMMITTEE RECOMMENDED ACCEPTANCE OF THE YOUTH APPLICATIONS AS PRESENTED AND THAT THE ADULT APPLICANT BE RECOMMENDED FOR ACCEPTANCE PENDING SUCCESSFUL CRIMINAL BACKGROUND AND CLEAN HANDS CHECKS)

B. REVIEW OF PLANNING, INSPECTIONS, AND RECREATION 2014 ANNUAL REPORT

(COMMITTEE ACTION NOT REQUIRED)

* **5. LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE REPORT - JUNE 8, 2015**

A. DISPOSITION OF CITY OWNED LAND – PROPERTY LOCATED AT 16 SOUTH QUEEN STREET, 18 SOUTH QUEEN STREET, AND 24 NORTH NEW STREET

(COMMITTEE RECOMMENDED APPROVAL OF STAFF'S RECOMMENDATION TO: 1) DECLARE PROPERTIES LOCATED AT 16 SOUTH QUEEN STREET, 18 SOUTH QUEEN STREET, AND 24 NORTH NEW STREET AS EXCESS PROPERTY; 2) AUTHORIZE THE CITY MANAGER TO NEGOTIATE A FINAL SALE PRICE WITH HABITAT FOR HUMANITY THAT MINIMIZES THE WRITE-OFF AMOUNTS FOR 16 AND 18 SOUTH QUEEN STREET; AND 3) AUTHORIZE THE CITY MANAGER TO DISPOSE OF 24 NORTH NEW STREET USING THE "STANDARD METHOD OF DISPOSITION")

B. DISCUSSION - FISCAL YEAR 2015 AUDIT PROGRAM

(COMMITTEE RECOMMENDED ACCEPTANCE OF THE AUDIT PROGRAM)

6. BOARD OF ASSESSMENT APPEALS EXEMPTION REPORT - MAY 28 AND JUNE 2, 2015

A. HOUSE OF PRIDE INC.

(BOARD RECOMMENDED DENIAL OF REQUEST FOR EXEMPTIONS)

A-1. 110 S. NEW STREET (LAND)
A-2. 106 S. NEW STREET (LAND)
A-3. 16 N. NEW STREET
A-4. 29 S. NEW STREET
A-5. 20 N. NEW STREET
A-6. 38 S. NEW STREET
A-7. 37 S. NEW STREET
A-8. 115 S. NEW STREET
A-9. 105 S. NEW STREET
A-10. 102 S. NEW STREET
A-11. 55 S. NEW STREET
A-12. 45 S. NEW STREET

* **B. CENTRAL DELAWARE HABITAT FOR HUMANITY**

(BOARD RECOMMENDED APPROVAL OF REQUEST FOR EXEMPTIONS B-1 THROUGH B-7)
(BOARD RECOMMENDED APPROVAL FOR ONE YEAR FOR B-8, FOR REVIEW BY BOARD)

B-1. 20 S. KIRKWOOD STREET
B-2. 28 S. KIRKWOOD STREET
B-3. 30 S. KIRKWOOD STREET
B-4. 40 S. KIRKWOOD STREET
B-5. 138 CHERRY STREET
B-6. 117 S. QUEEN STREET
B-7. 29 N. KIRKWOOD STREET
B-8. 223 W. DIVISION STREET

* **C. EMERALD POINTE MAINTENANCE CORP.**

(BOARD RECOMMENDED APPROVAL OF REQUEST FOR EXEMPTION)

C-1. ED05-067.01-02-14.00 - 1.5 AC - TOPAZ CIRCLE (OPEN SPACE)
C-2. ED05-067.01-01-98.00 - 1.6 AC - TOPAZ CIRCLE (OPEN SPACE)
C-3. ED05-067.01-01-96.00 - 5.9 AC - OPAL PLACE (OPEN SPACE)
C-4. ED05-067.01-02-13.00 - .08 AC - GEMSTONE BOULEVARD (OPEN SPACE)
C-5. ED05-067.01-01-97.00 - .67 AC - OPAL PLACE (OPEN SPACE)
C-6. ED05-067.01-01-99.00 - .25 AC - GEMSTONE BOULEVARD (OPEN SPACE)

6. BOARD OF ASSESSMENT APPEALS EXEMPTION REPORT - MAY 28 AND JUNE 2, 2015 (CONTINUED)

* **D. VILLAGE OF WESTOVER HOMEOWNERS ASSOCIATION, INC.**

(BOARD RECOMMENDED APPROVAL OF REQUEST FOR EXEMPTION)

D-1. ED05-076.09-03-70.00 - .65 AC - NORTHDOWN DRIVE (OPEN SPACE)

D-2. ED05-076.09-03-71.00 - 2.8 AC - NORTHDOWN DRIVE (OPEN SPACE)

7. AUTHORIZATION TO EXECUTE AGREEMENT TO PERFORM A COMPREHENSIVE ANALYSIS OF POLICE, FIRE AND EMS SERVICES FOR THE CITY OF DOVER

(STAFF RECOMMENDS AUTHORIZING THE CITY MANAGER TO EXECUTE AN AGREEMENT WITH THE CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC TO PERFORM A COMPREHENSIVE ANALYSIS OF POLICE, FIRE AND EMS SERVICES FOR THE CITY OF DOVER. THIS AUTHORIZATION IS CONTINGENT UPON THE ADOPTION OF THE FY-2016 CITY OF DOVER OPERATING BUDGET. THE EXECUTION OF THE AGREEMENT WILL BE FINALIZED AFTER JULY 1, 2015.)

* **8. REAPPOINTMENTS RECOMMENDED BY MAYOR CHRISTIANSEN - BOARD OF ADJUSTMENT - THREE (3) YEAR TERMS TO EXPIRE JULY 2018**

A. JAMES N. KELLER

B. RICHARD SENATO

9. FIRST READING OF PROPOSED ORDINANCE #2015-12 - REZONING REQUEST FOR PROPERTIES LOCATED AT 35 AND 39 NORTH NEW STREET

THE FIRST READING IS OFFERED ON THE PROPOSED ORDINANCE. IT IS RECOMMENDED FOR REFERRAL TO THE PLANNING COMMISSION ON JULY 20, 2015 AND THAT A PUBLIC HEARING BE SET FOR AUGUST 10, 2015 AT 7:30 P.M., AT WHICH TIME THE FINAL READING AND COUNCIL ACTION WILL TAKE PLACE. COPIES ARE AVAILABLE AT THE ENTRANCE OF THE COUNCIL CHAMBERS OR CAN BE OBTAINED FROM THE CITY CLERK'S OFFICE.

A. PROPERTIES LOCATED AT 35 AND 39 NORTH NEW STREET, CONSISTING OF $0.137^{+/-}$ ACRES AND $0.089^{+/-}$ ACRES, OWNED BY ROBERT AND ERIN BARRETT AND ERIN L. COOPER, RESPECTIVELY. THESE PROPERTIES ARE CURRENTLY ZONED RG-1 (GENERAL RESIDENCE) AND THE PROPOSED ZONING IS RG-3 (GROUP HOUSING)

(TAX PARCELS: ED-05.076.08-05-39.00-000 AND ED-05.076.08-05-40.00-000; PLANNING REFERENCE Z-15-03; 4TH COUNCIL DISTRICT)

10. FINAL READING - PROPOSED ORDINANCES

THE FIRST READING OF THE PROPOSED ORDINANCES WAS ACCOMPLISHED DURING THE COUNCIL MEETING OF JUNE 8, 2015. COPIES ARE AVAILABLE AT THE ENTRANCE OF THE COUNCIL CHAMBERS.

A. #2015-10 - NOTIFICATION OF TAX RATE INCREASE OVER THE ROLLED BACK TAX RATE [REQUIRED IN ACCORDANCE WITH 22 DELAWARE CODE SECTION 1105(B)]

B. #2015-11 - 2015/2016 CITY OF DOVER BUDGET ORDINANCES

11. COUNCIL MEMBERS' ANNOUNCEMENTS

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THE AGENDA ITEMS AS LISTED MAY NOT BE CONSIDERED IN SEQUENCE. THIS AGENDA IS SUBJECT TO CHANGE TO INCLUDE THE ADDITION OR THE DELETION OF ITEMS, INCLUDING EXECUTIVE SESSIONS.

REGULAR COUNCIL MEETING

The Regular Council Meeting was held on June 8, 2015 at 7:30 p.m. with Council President Slavin presiding. Council members present were Mr. Anderson (arrived at 7:31 p.m.), Mr. Sudler, Mr. Neil, Mr. Lewis, Mr. Cole, Mr. Hosfelt, Mr. Hare, and Mr. Hutchison.

Council staff members present were Police Chief Bernat, Mrs. Mitchell, Mrs. Townshend, Fire Captain Kelly II, Mr. Koenig, City Solicitor Rodriguez, and Mrs. McDowell. Mayor Christiansen was also present (departed at 7:36 p.m.).

OPEN FORUM

The Open Forum was held at 7:15 p.m., prior to commencement of the Official Council Meeting. Council President Slavin declared the Open Forum in session and reminded those present that Council was not in official session and could not take formal action.

Mr. Stanley Richardson, 126 Reese Street, Lincoln Park, advised that there was another shooting in his neighborhood on Friday, with a bullet going through a neighbor's window. He noted that the police came and took pictures and retrieved the bullet. Mr. Richardson stated that there were also problems with residents of the group home in the neighborhood, noting that someone threw a brick through a windshield then went through the group home busting windows. He advised that the person was arrested; however, people are getting tired of the situation. Mr. Richardson stated that he has complained to the group home director about these problems. At the request of Council President Slavin, Chairman Hutchison agreed to place this item on the June 22, 2015 Safety Advisory and Transportation Committee agenda for discussion.

Mr. Robert McNelis, 898 Wilson Drive, questioned how he could calculate the tax on his property using the new rate. Responding, Mr. Scott Koenig, City Manager, requested Mr. McNelis to leave his contact information and stated that he would call him to explain the calculation.

Mr. Alan Gaddis, 448 North State Street, advised that he and his wife attended the five (5) budget meetings and noted that the discussions were thoughtful as members considered the proposed budgets, its proposed tax increase, and its effects upon the citizens and upon the City itself. He stated that their tax, based upon the latest published rate, increased to 40.5 cents per hundred dollar assessment and would be $2.80 a day, just 46 cents a day more than what they pay now, or $1,022 per year. Mr. Gaddis stated that Council has chosen to submit a reasonable property tax rate increase instead of transferring money from an emergency fund that will be needed for an emergency in the future and that this choice will meet our needs for 2016 as Council explores additional income for fiscal year 2017. Mr. Gaddis thought that, instead of kicking the can down the road until things cost more, Council had made a wise choice.

The invocation was given by Mayor Christiansen, followed by the Pledge of Allegiance.

AGENDA ADDITIONS/DELETIONS

Mr. Hutchison moved for approval of the agenda, seconded by Mr. Sudler and unanimously carried.

Mr. Neil moved for approval of the Consent Agenda, seconded by Mr. Cole and carried by a unanimous roll call vote.

ADOPTION OF MINUTES - REGULAR COUNCIL MEETING OF MAY 26, 2015

The Minutes of the Regular Council Meeting of May 26, 2015 were unanimously approved by motion of Mr. Neil, seconded by Mr. Cole and bore the written approval of Mayor Christiansen.

CERTIFICATE OF APPRECIATION - DR. WILLIAM N. JOHNSTON AND MRS. SUSAN S. JOHNSTON

The City Clerk read the following Certificate of Appreciation into the record:

CERTIFICATE OF APPRECIATION

Presented to

Dr. William N. Johnston and Susan S. Johnston

The City of Dover extends its hand to you in thanks and appreciation for the outstanding contributions you made in giving so generously of your time, talents, and professional attention.

Your vision, energy, and dedication have greatly enhanced our community. We wish you all our best on your journey.

Mayor Christiansen presented the Certificate and two Dover Cups to Dr. Johnston, noting that from the day they arrived, Dr. and Mrs. Johnston became part of the community and their leaving now was plucking at the heart strings of many people in the City of Dover for the contributions they have made. Dr. Johnston thanked the Mayor and the City Council and stated that he and Mrs. Johnston had really loved being in Dover. He acknowledged that there are always issues and challenges that all organizations have; however, he recalled the accomplishments, such as the Wesley College streetscape and the acquisition of the Frear Building, which is now the Health Science Building at Wesley College. Dr. Johnston stated that it had been a privilege to be a resident of this area.

PROCLAMATION - FLAG DAY AND FLAG WEEK

The City Clerk read the following Proclamation into the record:

WHEREAS, the first official flag of the United States was adopted by the Second Constitutional Congress on June 14, 1777 and on August 3, 1949, Congress designated June 14th of each year as "National Flag Day" and requested that the President issue an annual proclamation calling for its observance; and

WHEREAS, on June 9, 1966 Congress requested that the President designate the week in which June 14th occurs as "National Flag Week" and call upon citizens to display the flag during that week; and

WHEREAS, on December 8, 1982, the National Flag Day Foundation was chartered to conduct educational programs and to encourage all Americans to pause for the Pledge of Allegiance on Flag Day; and

WHEREAS, Flag Day celebrates our nation's symbol of unity, devotion to freedom, and the equal rights of all.

NOW, THEREFORE, I, ROBIN R. CHRISTIANSEN, MAYOR OF THE CITY OF DOVER, DELAWARE do hereby proclaim June 14, 2015 as **FLAG DAY** and the week of June 14-20, 2015 as **FLAG WEEK** in the City of Dover and urge all residents to pause for the Pledge of Allegiance in honor of the Flag of the United States of America and to proudly display the flag in recognition of the beacon of hope that it has become for our country and for people all over the world.

PROPOSED RESOLUTION NO. 2015-10 - PROPOSING INCLUSION OF MAPLE GLEN INTO THE KENT COUNTY STORMWATER MAINTENANCE DISTRICT

The Kent County Levy Court, in conjunction with the Kent Conservation District, created a Stormwater Maintenance District program. New housing developments within the County's jurisdiction are required to enter into the District and existing developments can opt into the District. If those developments opting in are within a municipal corporation, consent from the governing body is required and a Resolution proposing inclusion must be adopted.

Mrs. Ann Marie Townshend, Director of Planning and Community Development, advised that many developments with stormwater management facilities require the homeowners' association to manage their stormwater. She noted that many of those associations have found themselves somewhat ill equipped to be able to meet those responsibilities and stated that this is a great program to assist them.

Mrs. Townshend informed members that the subdivision of Maple Glen had requested inclusion in the Stormwater Maintenance District. She noted that, if included, the Kent Conservation District will perform the stormwater maintenance and Kent County will levy a charge for the service.

Mr. Hare moved for adoption of the Resolution, seconded by Mr. Hutchison and, by a unanimous roll call vote, Resolution No. 2015-10 was adopted, as follows:

A RESOLUTION PROPOSING INCLUSION OF MAPLE GLEN INTO THE KENT COUNTY STORMWATER MAINTENANCE DISTRICT

WHEREAS, pursuant to 9 Del. C. §5202 et. seq. and Chapter 187 §90.4.E.(1) of the Kent County Code, a Petition to extend the stormwater maintenance district for the area known as Maple Glen, lots 1 through 46 was submitted by a majority of the real property owners within the proposed district; and

WHEREAS, pursuant to Chapter 187 §90.4.E.(2) of the Kent County Code, the Kent Conservation District inspected the stormwater management facilities for the proposed stormwater maintenance district, identified required repairs, and developed an operation and maintenance plan; and

WHEREAS, all required repairs have been completed and inspected by the Kent Conservation District; and

WHEREAS, Chapter 187 §90.4.E.(7) of the Kent County Code requires that for subdivisions and land developments located within incorporated areas, the petition shall be accompanied by evidence of concurrence of the local governing body.

NOW THEREFORE BE IT RESOLVED:

1. That the proposed stormwater maintenance district expansion is adequate and appropriate; and
2. That all of the property owners within the district are benefitted directly or indirectly thereby; and
3. That it is in the public interest to extend the stormwater maintenance district in the manner proposed; and
4. That the stormwater maintenance infrastructure within Maple Glen, exclusive of that within Delaware Department of Transportation/City of Dover right-of-way, shall be maintained in accordance with the Operation and Maintenance Plan and that maintenance shall include regular minor and major maintenance as well as emergency repairs as needed, as defined by Chapter 187 §90.4.B of the Kent County Code; and
5. That the inclusion of Maple Glen within the Stormwater Maintenance District and the resulting infrastructure maintenance managed by the County shall take precedence over any homeowner obligation for stormwater management included in declarations of restrictions or similar development agreements. Any common open space or infrastructure within a community not maintained as part of a stormwater maintenance district shall remain the responsibility of the homeowners; and
6. Inclusion of Maple Glen within the Stormwater Maintenance District shall not exempt lot owners within the subdivision from participation in a stormwater utility should one by established by the City of Dover; and
7. That Dover City Council concurs with the extension of the Stormwater Maintenance District - Maple Glen.

ADOPTED: JUNE 8, 2015

PROPOSED RESOLUTION NO. 2015-11 - PROPOSING INCLUSION OF FOX HALL WEST ADDITION INTO THE KENT COUNTY STORMWATER MAINTENANCE DISTRICT

The Kent County Levy Court, in conjunction with the Kent Conservation District, created a Stormwater Maintenance District program. New housing developments within the County's jurisdiction are required to enter into the district and existing developments can opt into the district. If those developments opting in are within a municipal corporation, consent from the governing body is required and a Resolution proposing inclusion must be adopted.

Mrs. Ann Marie Townshend, Director of Planning and Community Development, advised that the Fox Hall West Addition, an interior portion of Fox Hall West, had requested inclusion in the Stormwater Maintenance District. She noted that, if included, the Kent Conservation District will perform the stormwater maintenance and Kent County will levy a charge for the service.

Mr. Neil moved for adoption of the Resolution, seconded by Mr. Hosfelt and, by a unanimous roll call vote, Resolution No. 2015-11 was adopted, as follows:

A RESOLUTION PROPOSING INCLUSION OF FOX HALL WEST ADDITION INTO THE KENT COUNTY STORMWATER MAINTENANCE DISTRICT

WHEREAS, pursuant to 9 Del. C. §5202 et. seq. and Chapter 187 §90.4.E.(1) of the Kent County Code, a Petition to extend the stormwater maintenance district for the area known as Fox Hall West Addition was submitted by a majority of the real property owners within the proposed district; and

WHEREAS, pursuant to Chapter 187 §90.4.E.(2) of the Kent County Code, the Kent Conservation District inspected the stormwater management facilities for the proposed stormwater maintenance district, identified required repairs, and developed an operation and maintenance plan; and

WHEREAS, all required repairs have been completed and inspected by the Kent Conservation District; and

WHEREAS, Chapter 187 §90.4.E.(7) of the Kent County Code requires that for subdivisions and land developments located within incorporated areas, the petition shall be accompanied by evidence of concurrence of the local governing body.

NOW THEREFORE BE IT RESOLVED:

1. That the proposed stormwater maintenance district expansion is adequate and appropriate;
2. That all of the property owners within the district are benefitted directly or indirectly thereby; and
3. That it is in the public interest to extend the stormwater maintenance district in the manner proposed; and
4. That the stormwater maintenance infrastructure within Fox Hall West Addition , exclusive of that within Delaware Department of Transportation/City of Dover right-of-way, shall be maintained in accordance with the Operation and Maintenance Plan and that maintenance shall include regular minor and major maintenance as well as emergency repairs as needed, as defined by Chapter 187 §90.4.B of the Kent County Code; and
5. That the inclusion of Fox Hall West Addition within the Stormwater Maintenance District and the resulting infrastructure maintenance managed by the County shall take precedence over any homeowner obligation for stormwater management included in declarations of restrictions or similar development agreements. Any common open space or infrastructure within a community not maintained as part of a stormwater maintenance district shall remain the responsibility of the homeowners; and
6. Inclusion of Fox Hall West Addition within the Stormwater Maintenance District shall not exempt lot owners within the subdivision from participation in a stormwater utility should one by established by the City of Dover; and
7. That Dover City Council concurs with the extension of the Stormwater Maintenance District - Fox Hall West Addition; and

ADOPTED: JUNE 8, 2015

PROPOSED RESOLUTION NO. 2015-12 - PROPOSING VACATING AND ABANDONING HARMONY LANE

During the Regular Council Meeting of November 25, 2013, Resolution No. 2013-26 Vacating and Abandoning Harmony Lane was adopted. It was stipulated in the Resolution that "Abandonment shall be conditional upon completion of the site development plan and parcel consolidation plan. The proposed abandonment shall be void and of no effect if the site development plan and parcel consolidation plan are not approved and recorded on or before November 25, 2014." Subsequently, the abandonment expired and the developer of Walker Woods and Walker Woods II was in the process of completing the requirements for the abandonment. Resolution No. 2015-12 proposed vacating and abandoning Harmony Lane in order for the development to proceed as planned.

Mr. Sudler moved for adoption Resolution No. 2015-12 (*Exhibit #1*), seconded by Mr. Hare and carried by a unanimous roll call vote.

PUBLIC HEARING/FINAL READING OF PROPOSED ORDINANCE #2015-02 - REZONING REQUEST FOR PROPERTY LOCATED AT 801 NORTH STATE STREET, OWNED BY 801 GOLD COAST, LLC (LUTHER D. SHANK III)

A public hearing was duly advertised for this time and place to consider the rezoning of property located at 801 North State Street, consisting of $1.943^{+/-}$ acres, owned by Gold Coast, LLC (Luther D. Shank III). The property is currently zoned RG-3 (Group Housing) and the proposed zoning is C-2A (Limited Central Commercial).

Mr. Sudler moved that the Final Reading of the proposed rezoning ordinance be acknowledged by title only, seconded by Mr. Hutchison and unanimously carried. *(The First Reading of the ordinance was accomplished during the Council Meeting of February 9, 2015. On March 16, 2015, the Planning Commission deferred the public hearing and action on this item pending City Council's decision on Ordinance #2015-01. On April 13, 2015, the public hearing was scheduled for this time and place.)*

Planner's Review

Mrs. Ann Marie Townshend, Director of Planning and Community Development, reviewed the petition to amend the zoning district and the findings and recommendations of the Planning Commission. She noted that on April 13, 2015 City Council adopted Ordinance #2015-01 amending the 2008 Comprehensive Plan, as amended, to change the land use classification of this property from medium density residential to commercial. Mrs. Townshend advised that the current zoning is RG-3 (Group Housing), which allows townhouses, and the proposed zoning is C-2A (Limited Central Commercial). The intended use is mixed-use development.

Mrs. Townshend advised members that no members of the public spoke during the Planning Commission public hearing and the Planning Commission unanimously recommended approval of the proposed rezoning.

Public Hearing

Council President Slavin declared the public hearing open.

Mr. Stephen E. Smith of Baird Mandalas Brockstedt, LLC, representing the applicant, stated that he was available to answer any questions.

There being no one else present wishing to speak, Council President Slavin declared the hearing closed.

Mr. Hare moved for approval of the rezoning request. The motion was seconded by Mr. Sudler and, by a unanimous roll call vote, Council adopted Ordinance #2015-02, as follows:

AN ORDINANCE AMENDING THE ZONING ORDINANCE AND ZONING MAP OF THE CITY OF DOVER BY CHANGING THE ZONING DESIGNATION OF PROPERTY LOCATED AT 801 NORTH STATE STREET

WHEREAS, the City of Dover has enacted a zoning ordinance regulating the use of property within the limits of the City of Dover; and

WHEREAS, it is deemed in the best interest of zoning and planning to change the permitted use of property described below from RG-3 (Group Housing Zone) to C-2A (Limited Central Commercial Zone).

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

1. That from and after the passage and approval of this ordinance the Zoning Map and Zoning Ordinance of the City of Dover have been amended by changing the zoning designation from RG-3 (Group Housing) to C-2A (Limited Central Commercial) on that property located at 801 North State Street consisting of $1.943^{+/-}$ acres, owned by 801 Gold Coast, LLC (Luther D. Shank III). (Tax Parcel: ED-05-068.09-01-13.00-000; Planning Reference Z-15-01; 3rd Council District)

ADOPTED: JUNE 8, 2015

PUBLIC HEARING/FINAL READING OF PROPOSED ORDINANCE #2015-08 - REZONING REQUEST FOR PROPERTIES LOCATED AT 605, 625, 635, 645, AND 655 BAY ROAD AND 400 HASLET STREET

A public hearing was duly advertised for this time and place to consider the rezoning of properties located at 605, 625, 635, 645, and 655 Bay Road and 400 Haslet Street, consisting of $80.02^{+/-}$ acres, owned by Blue Hen CC, LLC, Read Street, LLC, and Blue Hen Apt, LLC. The properties are currently zoned RM-2 (Medium Density Residence) Subject to SWPOZ (Source Water Protection Overlay Zone); SC-3 (Regional Shopping Center); and SC-3 (Regional Shopping Center) Subject to SWPOZ (Source Water Protection Overlay Zone) and the proposed zoning is SC-2 (Community Shopping Center) and RG-2 (General Residence) Subject to SWPOZ; SC-2 (Community Shopping Center); SC-2 (Community Shopping Center) and RG-2 (General Residence); SC-2 (Community Shopping Center) Subject to SWPOZ (Source Water Protection Overlay Zone); and RG-2 (General Residence).

Mr. Hutchison moved that the Final Reading of the proposed rezoning ordinance be acknowledged by title only, seconded by Mr. Sudler and unanimously carried. *(The First Reading of the ordinance was accomplished during the Council Meeting of April 27, 2015.)*

Planner's Review

Mrs. Ann Marie Townshend, Director of Planning and Community Development, reviewed the petition to amend the zoning district and the findings and recommendations of the Planning Commission.

Mrs. Townshend advised members that no members of the public spoke during the Planning Commission public hearing and the Planning Commission unanimously recommended approval of the proposed rezoning.

Public Hearing

Council President Slavin declared the public hearing open.

Ms. Andrea Finerosky of Pettinaro Construction Company, representing the applicant, stated that they had worked very closely with the Planning Department to ensure that the plan was in compliance with all required regulations and that any site plan, should the rezoning be approved, would also be in compliance with all applicable regulations.

There being no one else present wishing to speak, Council President Slavin declared the hearing closed.

Mr. Neil moved for approval of the rezoning request, as recommended by the Planning Commission. The motion was seconded by Mr. Anderson and, by a unanimous roll call vote, Council adopted Ordinance #2015-08 (*Exhibit #2*).

REQUEST FOR EXTENSION - VIOLATION OF THE DANGEROUS BUILDING ORDINANCE - PROPERTY LOCATED AT 742 SLAUGHTER STREET, OWNED BY JOE BURDEN, JR.

During the Meeting of May 26, 2015 Council accepted staff's recommendations for 742 Slaughter Street, as follows: 1) declare this building and all accessory structures on this property dangerous; 2) order the property repaired or demolished by the owner or equity owner at their own risk; 3) order the Building Inspector to cause the repair or demolition of the structures if not completed by the owner within 10 days of the dates established by City Council; and 4) order the City Manager, with the assistance of the City Solicitor, to cause the cost of repairs or demolition to be charged against the land on which the building exists as a municipal lien or cause such cost to be added to the tax duplicate as an assessment, or to be levied as a special tax, or to be recovered in a suit at law against the owner. Unit C is to be repaired or demolished by June 26, 2015 and Units and A and B are to be repaired or demolished by September 26, 2015.

During the Meeting of June 8, 2015, Council President Slavin stated that Dr. Burden had requested a time extension. Although there was no further appeal process for violations of the dangerous building ordinance, the nonconforming use status of the building housing units A and B was not considered in Council's previous approval, Mr. Slavin indicated that he would entertain a motion to reopen this matter for further discussion.

Mr. Sudler moved to reopen consideration of the violation of the dangerous building ordinance for 742 Slaughter Street. The motion was seconded by Mr. Anderson and failed by a roll call vote of

eight (8) no (Anderson, Neil, Lewis, Cole, Hosfelt, Hare, Hutchison, and Slavin) and one (1) yes (Sudler).

PUBLIC HEARING - ELECTRIC REVENUE FUND BUDGET

A public hearing on the Electric Revenue Fund Budget is required for compliance with City of Dover Electric Revenue Bonds Resolutions prior to adoption of the budget. Notice of the public hearing was properly advertised for this time and place.

Mr. Scott Koenig, City Manager, stated that the proposed Electric Fund budget for the Fiscal Year beginning July 1, 2015 through June 30, 2016 was included in the draft budget review and it proposed a rate increase. He noted that this was the public's opportunity to comment on the Electric Fund Budget, as presented.

Mr. Anderson noted that there was no proposed increase in the transfer from the Electric Fund to the General Fund. Mr. Koenig concurred that the transfer remained at $10M and that almost all facets of the utility are driven by the potential for purchased power, cash flow needs, and some increased expenses. He noted that these rate increases were necessary to have a healthy fund going forward.

Council President Slavin declared the public hearing open. There being no one present wishing to speak during the public hearing, Council President Slavin declared the public hearing closed.

No further action was taken. Council President Slavin noted that the First Reading of the Budget Ordinances would take place during the latter part of the meeting and that the Final Reading and adoption of the Ordinances were scheduled for the Regular Council Meeting of June 22, 2015.

SETTING OF ELECTRIC RATES AND TARIFFS

Mr. Scott Koenig, City Manager, advised that the consulting firm of Burns & McDonnell completed a cost-of-service study which analyzed the City's rate classifications included in the tariffs. He noted that the draft budget indicated the potential impact of various classifications that ranged from as low as 2.4 percent to increases of slightly over 3 percent. In the total utility bill, a majority of that increase is related to increasing the customer charges, which is a guarantee of revenue to the utility. Mr. Koenig stated that there is also a charge related to providing standby power to the Garrison Energy Center. When the Garrison Energy Center is up and running, it is providing its own power for lighting and the offices. If the facility is offline for maintenance or other reasons, then it will be purchasing power from the City of Dover related to light, the administrative offices, and security lighting. All those rate tariffs are considered in the proposed new tariffs.

Mr. Hutchison moved for approval of the proposed electric rates and tariffs, as recommended by staff. The motion was seconded by Mr. Neil and carried by a unanimous roll call vote.

PRESENTATION - PLANNING AND INSPECTIONS AND RECREATION ANNUAL REPORT

The Department of Planning and Inspections and Recreation submitted their Annual Report to City Council during their Regular Meeting of June 8, 2015. Mrs. Ann Marie Townshend, Director of Planning and Community Development, provided a Power Point Presentation (***Exhibit #3***), depicting highlights of the report.

Mr. Lewis advised members that, during the Parks, Recreation, and Community Enhancement Committee meeting held earlier in the day, he requested information on how much money was collected in fines for the fiscal year under code enforcement. Mrs. Townshend stated that she would send her response to all members of City Council.

Noting that there were 277 vacant buildings in the City, Mr. Hutchison asked Mrs. Townshend if she felt that the laws and ordinances currently in place had allowed her and her staff to address these buildings as fast as they should. Responding, Mrs. Townshend stated that with the staff resources, they probably do. She indicated that increasing the fees would help because there are a lot of costs that the City carries. For instance, there are quite a few vacant buildings where the City is paying to have the grass cut and there are more and more administrative charges that are billed, which costs the City money. Mrs. Townshend stated that more stringent fees for the vacant buildings might encourage people to address them more quickly.

Responding to Mr. Hutchison, Mrs. Townshend stated that fees for commercial buildings over 10,000 square feet were raised last year. She noted that all other fees were set in 2006.

In response to Mr. Sudler, Mrs. Townsend stated that since they started the vacant building registry in 2006, over 1,400 buildings had been registered. She noted that staff did not really become proactive enforcing the registration until around 2011. Mrs. Townshend noted that the City is broken up geographically and each inspector previously was responsible for tall grass, vacant buildings, and housing inspections in their area. In 2011, the decision was made to take one (1) inspector and have them focus entirely on vacant buildings.

Mr. Sudler questioned whether there was a need for more inspectors. Responding, Mrs. Townshend stated that they could achieve more with more code enforcement officers; however, that comes with greater cost and they would be looking at more dangerous buildings, which would cost more money. Mrs. Townshend stated that she believed that they were doing a good job with the staff they had.

Mr. Sudler moved for acceptance of the 2015 Planning and Inspections and Recreation Annual Report, seconded by Mr. Neil and unanimously carried.

MONTHLY REPORTS - APRIL 2015

By motion of Mr. Neil, seconded by Mr. Cole, the following monthly reports were accepted by consent agenda:

City Assessor's Report
City Manager's Report
City Planner's Report
Controller/Treasurer's Budget Report
Economic Development Office Report
Fire Chief's Report (*March and April*)
Police Chief's Report

2015/16 COMMITTEE APPOINTMENTS (DEFERRED DURING THE MEETING OF MAY 26, 2015)

By consent agenda, Mr. Neil moved for approval of the Committee appointments for 2015/2016. The motion was seconded by Mr. Cole and, by a unanimous roll call vote, the following appointments were made:

Parks, Recreation, and Community Enhancement Committee
M. Milford Caldwell, Jr. (Appointed by Council President)
Ann Baker Horsey (Appointed by Chairperson)

Utility Committee
Scott W. Cole (Appointed by Council President)

REAPPOINTMENT RECOMMENDED BY MAYOR CHRISTIANSEN - DOVER PUBLIC LIBRARY ADVISORY COMMISSION - LOIS J. DUNNING - FIVE (5) YEAR TERM TO EXPIRE JUNE 16, 2020

Mayor Christiansen recommended the reappointment of Mrs. Lois J. Dunning to serve on the Dover Public Library Advisory Commission for a five (5) year term to expire June 16, 2020.

By consent agenda, Mr. Neil moved for approval of the reappointment of Mrs. Lois J. Dunning to the Dover Public Library Advisory Commission, as recommended by Mayor Christiansen, seconded by Mr. Cole and carried by a unanimous roll call vote.

FIRST READING - PROPOSED ORDINANCE #2015-10 - NOTIFICATION OF TAX RATE INCREASE OVER THE ROLLED BACK TAX RATE [REQUIRED IN ACCORDANCE WITH 22 DELAWARE CODE SECTION 1105(B)]

Council President Slavin reminded the public that copies of proposed ordinances are available at the entrance of the Council Chambers or can be obtained from the City Clerk's Office. Final action by Council on the proposed ordinance will take place during the Council Meeting of June 22, 2015.

Mr. Scott Koenig, City Manager, advised that this was the introductory ordinance prior to the budget discussion that sets the rollback rate. Mrs. Cheryl Bundek, City Assessor, indicated that, in total across the City, the assessed value of property went down slightly. The December 31, 2014 valuation was $3,191,130, 460 and, based on her calculations, the 2015/16 assessed value would be $3,103,526,891. Mr. Koenig stated that the tax rate would be increased from .3378 cents per $100 of assessed value to .3499 cents per $100 of assessed value to create a revenue neutral tax assessment.

Mr. Koenig advised that, through the budget process, Council arrived at a proposed tax rate for FY 2015/16 of 40.5 cents, or .4050 dollars, per $100 of assessed value for the estimated value of $3,050,321,691 of property. This creates an increase over the rollback tax rate of approximately 15.7 percent.

In accordance with Section 1-9 of the Dover Code, Council acknowledged the First Reading of the Ordinance Amendment as read by the City Clerk, by title only, as follows:

Ordinance #2015-10 - Notification of Tax Rate Increase Over the Rolled Back Tax Rate [Required in accordance with 22 Delaware Code Section 1105(b)]

FIRST READING - PROPOSED ORDINANCE #2015-11 - FISCAL YEAR 2015/2016 CITY OF DOVER BUDGET ORDINANCES

Council President Slavin reminded the public that copies of proposed ordinances are available at the entrance of the Council Chambers or can be obtained from the City Clerk's Office. Final action by Council on the proposed ordinance will take place during the Council Meeting of June 22, 2015.

Mr. Scott Koenig, City Manager, stated that the draft ordinance identified the various components of the City Budget proposed for Fiscal Year 2015/16. He noted that when budget deliberations began several weeks ago, the total annual budget for the City of Dover was roughly $137M, of which approximately $41.8M was related to General Fund proposed spending across the City of Dover, and the General Fund is primarily supported by the property tax rate. Mr. Koenig stated that the FY 2015/16 General Fund budget, after the budget discussions, would be roughly $41.327M of spending, provided Council adopted the proposed draft budget. He noted that some of the major driving factors in this budget had been addressing resident concerns regarding public safety; street infrastructure; underground piping infrastructure, such as water and sewer; and power infrastructure related to electric lines and maintenance of the electric generating stations. Mr. Koenig also noted that many dollars were associated with the workforce, which is dedicated to providing a basic level of municipal services all across the City ranging from police, fire dispatch, sanitation, streets, code enforcement, financial management services, customer services– all facets of a full-service city that we, our residents, and our customers enjoy on a day-to-day basis.

Mr. Koenig advised that the proposed spending plan included increasing full-time employees from 347 to 360 full-time equivalents and increasing part-time staff from 78 to 93. He noted that some of the major General Fund drivers included the addition of new police officers to improve public safety, the addition of a proposed planner position in the Planning Department to address ordinances related to potential downtown redevelopment and rewriting the subdivision code, as well as to address service levels in the City.

Additionally, Mr. Koenig noted that there was also spending related to an increased allocation of operating expenses for the Fire Department, a street program that had climbed from $900,000 in FY 2014/15 to $1M in FY 2015/16, and improved funding related to water quality improvements or pipe replacement in the water system through the increased revenue being generated by the Garrison Energy Center or the Calpine Project. Mr. Koenig stated that the draft budget in the Water Fund anticipated roughly $1.6M in Water Fund revenues related to that facility. He indicated that notification was received earlier in the day that the facility is available for commercial operation. It was expected that revenue targets for FY 2015/16 related to the Garrison Energy Center would be met, which allowed a substantial increase in the transfer from the Water Sewer fund to the General Fund. Mr. Koenig noted that the transfer was roughly $500,000 in FY 2014/15 and it would climb to roughly $850,000 for FY 2015/16.

Mr. Koenig advised that there were no water and sewer rate increases in the proposed budget and the utility would remain constant at the current rate; however, with the proposed workforce of 360, healthcare costs would be a strain. He noted that healthcare costs for FY 2015/16 would be roughly 15.7 percent higher than FY 2014/15.

Mr. Koenig stated that this budget had two labor unions that are under contracts right now. It addressed non-bargaining staff in the final recommendations coming out of the budget hearings; however, there were two (2) labor contracts that had not been signed, one (1) related to the Fraternal Order of Police (FOP) and one (1) to the Dover Organization of Employees (DOE).

Mr. Koenig reminded members that expenses were reduced by approximately $944,000 during the budget review. He noted that revenue was also reduced by approximately $760,000 when the recommended tax rate was dropped from the 42 cents per $100 of assessed value to the current proposal of 40.5 cents per $100 of assessed value.

Mr. Koenig stated that there was an increase of roughly 3 percent in the electric rate classifications across the board. He noted that the rates vary, depending on the classification, and some were as low as roughly 2.4 percent while others were as high as 3 to 3.4 percent.

Mr. Koenig acknowledged the difficult work performed by members of Council, noting that they had been able to avoid General Fund tax increases in the past, and stated that the proposed increase over the rollback of 15.7 percent had been a difficult consideration for Council. He thanked members of Council for their consideration and City staff, Mrs. Mitchell in particular, for their assistance with preparing the budget.

Council President Slavin thanked Mr. Koenig and staff for their work and patience during the budget hearings over the last two (2) weeks. He also thanked Council members for rolling up their sleeves and getting the work done, noting that they had cut nearly $1M of expenses out of the proposed budget. Mr. Slavin also acknowledged the work of previous Councils. He noted that their work in changing budgets in the last seven (7) to eight (8) years was nothing short of extraordinary. Mr. Slavin stated that previous Councils went after the expense side of the budget and their work was part of the continuum of the current budget situation.

Council President Slavin stated that everyone felt that the economy would have rebounded a little bit stronger, and the economy appeared to be coming back; however, it was lagging for some of the City's traditional revenue streams. He acknowledged that no one loves the specter of raising taxes; however, it was a compromise and a deliberative process, and coming to consensus among nine (9) people in a public session is always a challenge. Mr. Slavin thought that they should all feel that they had done service to the process and had done the necessary heavy lift.

Responding to Mr. Sudler, Mr. Koenig stated that the negotiations between the City of Dover and the FOP were scheduled to get underway during the current week, noting that they had been delayed for administrative reasons not related to the City of Dover. He advised that he does not routinely seek the unions' opinions on the budget and stated that all of the information is available for them to review. Mr. Sudler stated that, as a former shop steward in the union for Delaware State University, it would not hurt to reach out to them and get their opinions to show good faith.

Mr. Neil questioned whether Mr. Koenig was any closer to an agreement with Calpine to purchase electricity, since they were scheduled to go online. Responding, Mr. Koenig stated that the station was commercially available for operation and was producing power to the grid. He noted that,

during a teleconference earlier in the day, the issue of whether the City will enter into a purchase power agreement with Calpine was related to regulatory issues that were being debated both at the national and regional levels.

Mr. Lewis asked if they were doing everything possible to determine areas in the budget where cost savings or reductions could be achieved. Responding, Mr. Koenig stated that staff had done a very good job of balancing the expectation of the City's citizens and customers with the need to make continuous improvements. He stated that, at the staff and department levels, every project is reviewed to see if they are getting the most for their money. Mr. Koenig advised that whenever there are open positions, they are evaluated to see if that position is appropriate for recruiting or if it should be modified. He stated that he thought the organization was doing everything possible to manage costs and had made a lot of progress on cost controls. Mr. Koenig advised that there were still some unknowns, such as the amount of Municipal Street Aid and Payments in Lieu of Taxes (PILOT) that would be received.

Mr. Koenig stated that the City's budget was healthy for many years because of a strong construction industry, and the economy had not recovered as quickly as they had hoped. He noted that the decline in building permit and transfer tax revenues over the last five (5) years had added to the gap in the General Fund and necessitated stabilizing revenues, whether from fees or taxes. Mr. Koenig indicated that looking at the tax rate was the most stable and fairest way to predict revenue and increase the baseline General Fund.

Mr. Koenig stated that if the gap to be closed were $100,000 to $150,000 or even $200,000, fees would probably be examined; however, because the gap was significant, upwards of $2M when the process started, there was really no way to close it with fines or fees. He advised that the City's workforce had been trimmed over the last five (5) years from 370 down to 347. The Police Chief felt that they needed 10 more officers to get a hold of the level and intensity of the activity associated with policing. Mr. Koenig noted that some members of Council had indicated that there was stress or decline in some service areas. Additionally, the road network declined significantly over the last few years because of very harsh winters and the size of the network was growing, which necessitates a robust road network spending plan. Mr. Koenig stated that there had been cuts in customer services and that had created concerns from an administrative level, such as if the bills were being collected and if customer concerns were being addressed. He felt that the proposed budget would help to achieve an acceptable level of service by reducing wait times related to electric, water, and sewer issues.

Mr. Koenig stated that the departmental budget requests were pared down before they were presented to Council, and Council had paired those requests further. He stated that he believed the proposed budget was fair for the citizens from a service delivery standpoint, for the workforce from an employer standpoint, from a capital project standpoint, and, as residents had stated, the proposed tax increase, almost across the board, was less than a dollar a day for the average person. Mr. Koenig stated that the cost of not providing these services, or maintaining the level of service, or losing control of infrastructure or service delivery would be significantly higher in the long run.

Mr. Koenig suggested, going forward, that fees be looked at, noting that they may not have been adjusted for 20 or more years. He also proposed advocating at the State level for potential additional revenue that same-sized municipalities in other parts of the country were benefitting from. He reiterated his belief that everything possible had been done to cut costs and maintain levels of service. Mr. Koenig noted that if a single line item were identified, this could be debated going forward.

Mr. Lewis requested that he be provided a cost containment punch list for the next five (5) years prior to June 22, 2015.

Mr. Lewis asked that he be provided the total amount of overtime paid prior to June 22, 2015. Responding, Mr. Koenig stated that overtime costs were provided on Page 80 of the draft budget. He noted that the projected overtime amount for all divisions across the City was $879,000 for FY 2015/16. Responding to Mr. Lewis, Mr. Koenig stated that he did not consider this a time management problem, noting that $45,000 of the $879,000 related to police overtime, which had been a stable number; $115,000 of it related to electric system overtime or transmission and distribution system overtime, a majority of which related to after hours or on call related to outages or running the utility. Mr. Koenig advised that a number of areas of the City had little to no budget associated with overtime, and each of those individual departments that had large overtime expenses could explain them. He also noted that previous year totals were: FY 2012/13 - $917,000; FY 2013/14 - $955,000; and currently, through April - $802,000. Mr. Koenig stated that escalation of labor costs also influences those totals. It was his opinion that overtime costs remained relatively flat, with a possible slight decrease, and, as with everything else, it needed to be managed but was not out of control.

Mr. Hare stated that he did not agree with the probable tax increase, nor did he think that everything that could be done had been. He stated that it was unknown if the health insurance program was the best that could be obtained and felt it could be reviewed for possible savings. Mr. Hare stated that it was unknown if the electric grid was going to continue to generate revenue or financial benefits beyond the next year or two (2), considering it was 56 years old and 40-year-old electric utilities were being retired. He felt that purchasing power from the new power plants should be researched. Mr. Hare also felt there was a need to look at the following: vacant properties; starting the budget process in January or February to allow more time for review; tax exempt properties; and a public safety fee that would apply to everyone. He noted that Delaware State University, which is tax exempt, was appraised at $245M, noting that Robbins Hose Company makes over 100 fire runs to the University per year and they do not pay taxes or make a donation to the Fire Department. Mr. Hare felt that tax exempt properties and other non-profits should donate something for the services they are receiving. Mr. Hare stated that he felt more police officers and the cadet program were needed; however, he felt those things would cost $8 to $10 a month instead of $1 a day. He stated that he did not see a $365 increase on any of the properties. Mr. Hare expressed the need to do a better job budgeting by starting earlier, getting involved by having every rock turned, and having all the facts to make an informed decision.

In accordance with Section 1-9 of the Dover Code, Council acknowledged the First Reading of the Ordinance as read by the City Clerk, by title only, as follows:

Ordinance #2015-11 - Fiscal Year 2015/2016 City of Dover Budget Ordinances

FINAL READING - PROPOSED ORDINANCE #2015-09, WITH STAFF AMENDMENT #1 (SA#1)

The First Reading of the Proposed Ordinance was accomplished during the Council Meeting of May 26, 2015.

Mr. Hutchison moved that the Final Reading of the proposed ordinance be acknowledged by title only, seconded by Mr. Hare and unanimously carried.

Chapter 62 - Law Enforcement, Article II - Police Department, Chapter 106 - Traffic and Vehicles, Article III - Stopping, Standing and Parking, Division 2 - Metered Parking, and Appendix F - Fees and Fines

Mr. Scott Koenig, City Manager, advised that the amendments clarify which laws are to be enforced; stipulate that the Police Chief selects the Deputy Police Chief; create a Police Chief Selection Committee; remove the special police section; establish the Police Cadet Program; bring the disposal of personal property held by the Police Department into compliance with existing policies and procedures; update traffic and vehicle fines, and simplify the language regarding violations and penalties, amending Appendix F - Fees and Fines to correspond with the language changes.

Responding to Mr. Sudler, Police Chief Paul Bernat stated that the area for the Cadet Program was expanded to anywhere that they would be useful within the City of Dover. Mr. Anderson, noting that there had been recent complaints about Silver Lake and Dover parks, asked if they could be utilized in some of the City parks. Chief Bernat indicated that they could.

Responding to Mr. Anderson, Chief Bernat stated that there is currently a code of conduct that applies to police officers. Mr. Anderson thought that it would be helpful to codify the code of conduct in case it was needed to dismiss someone for a conduct violation. Chief Bernat stated that he would look into it.

Mr. Sudler moved for adoption of the proposed ordinance, seconded by Mr. Anderson and, by a unanimous roll call vote, Council adopted Ordinance #2015-09, as follows:

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

That Chapter 62 - Law Enforcement, Article II - Police Department, of the Dover Code be amended to read as follows:

Sec. 62-31. - Generally.

(a) *Established*. There shall be a city police department, which shall preserve peace and order and, within the city limits, compel obedience to all city ordinances, state, and federal laws.

(b) *Officers*. The city council shall, upon adoption of the annual budget, designate the number and salaries of the individual police officers who shall comprise the police department. The police chief shall choose and appoint the deputy police chief and police officers.

Sec. 62-32. - Chief of police generally.

(a) *Designation*. A police chief selection committee comprised of the mayor, council president, chair of the safety advisory and transportation committee, city manager, and human resources director shall advise the mayor on the nomination of the police chief. The mayor shall nominate a duly qualified chief of police, whose appointment shall be effective upon confirmation by the city council. The chief of police shall be subject to removal at any time by the mayor, with the affirmative vote of two-thirds of the members elected to the city council, and in accordance with 11 Del. C. Ch. 93 - Police Chief Due Process.

(b) *Functions*. The chief of police shall have the authority to supervise and direct the police department and, pursuant to such authority, he shall promulgate police department rules and regulations, three copies of which are on file at the police department.

(c) *Reports*. The chief of police shall submit monthly reports to the city council giving the number of arrests and other pertinent information required by the city council.

Sec. 62-33. - Oath of police officers.

Every police officer, before entering upon his duties, shall be sworn by the mayor to perform his duties faithfully.

Sec. 62-34. - Enforcement of laws and ordinances.

It shall be the duty of each police officer to diligently inquire into the observance of the laws and ordinances within the city and, in case of a breach, to cause the offender to be legally proceeded against.

Sec. 62-35. - Authority to preserve order at fires.

The police department shall have the authority, upon an alarm of fire, to report to the scene of a fire to preserve order and render any assistance to the fire department that may be practical.

Sec. 62-36. - Disciplinary authority of chief of police.

(a) *Generally*. The chief of police shall have final disciplinary authority and responsibility within the police department, subject to appeals to the mayor, and shall promulgate and carry out such disciplinary procedures as may be needed within his command. The chief of police shall, where cause exists, have the authority to suspend from duty an employee for a period of time not to exceed 30 days, to reduce employees in rank or pay grade, to place employees on probation and to suspend such sanctions as the need arises, or to dismiss an employee from service.

(b) *Appeal*. Any employee so disciplined has the right to appeal, on the record, to the mayor.

(c) *Subpoenas*. The chief of police shall, for the limited purpose of compelling the appearance of witnesses before the professional standards board of the city police department, sitting for the purpose of affording due process to members of the city police department in disciplinary matters, have the power to issue subpoenas for that purpose.

Sec. 62-37. - Mayor to advise council of personnel changes.

The mayor shall advise the city council of any change in the personnel of the police department at the next regular city council meeting following the change.

(Code 1968, § 2-33; Code 1981, § 18-5.1)

Sec. 62-38. - Police cadet program.

(a) *Created; purpose*. Due to the continuing safety and security concerns expressed by merchants, patrons, and residents, city council has authorized the Police Cadet Program to maintain a more visible presence in the City of Dover. The city manager and police chief shall expand or contract the number of police cadets at their mutual discretion. The objectives of the Police Cadet Program are to:

1. Allow merchants to build a rapport with the police cadets, allowing the police cadets to understand their needs.
2. Provide additional patrols to curb loitering, alcohol violations and pan handlers.
3. Provide additional patrols to curb noise ordinance violations (loud music from vehicles).
4. Provide additional patrols to curb harassment complaints.
5. Provide additional patrols in the Dover Public Library.
6. Allow the police department to screen and vet the police cadets for future employment as Dover police officers.
7. Provide a feeling of safety to the downtown patrons, the downtown merchants, and the residents of the City of Dover.

(b) *Appointment*. The chief of police shall assign the authorized number of duly qualified individuals to the Police Cadet Program. The cadets shall be civilian employees of the police department and shall not be considered law-enforcement officers within the meaning of 11 Del. C. Ch. 92 - Law-Enforcement Officers' Bill of Rights.

(c) *Authority*. The police cadets shall have the authority to issue summonses for violations of any ordinance of the City of Dover. The police cadets shall not have the authority to enforce the Delaware Code or make arrests for violations of the Delaware Code.

(d) *Oath*. Every police cadet, before entering upon his or her duties, shall take an oath to faithfully perform his or her duties.

Sec. 62-39. - Sale of property.

(a) *Authorized*. The chief of police shall have the authority to dispose of personal property held by the police department for a period in excess of one year, which said personal property shall be unclaimed evidence, lost and found articles, confiscated articles and any other items of personal property which have come into the hands of the members of the police department and have been held for a period of one year, if the owner or owners of the same shall be unknown or said property has been unclaimed.

(b) *Disposal*. The chief of police shall dispose of the said property in accordance with the disposition policy and procedures as established by the City's Finance Department. The proceeds of said sale shall be retained by the City to be used solely for police pensions as established in Section 62-74(d).

Secs. 62-40-62-70. - Reserved.

BE IT FURTHER ORDAINED:

That Chapter 106 - Traffic and Vehicles, Article III - Stopping, Standing and Parking, Division 2 - Metered Parking, be amended to read as follows:

Sec. 106-163. - Use of meters required.

(a) *Payment*. Upon entering a parking meter zone when the parking meter regulations are in effect, the operator of a vehicle shall immediately make the required payment in U.S. currency by coin, cash, debit card, credit card, or other acceptable method of payment, in the parking meter situated at or near the parking space and operate the meter according to the instructions thereon. Failure to make the required payment shall result in a fine as provided for in Appendix F - Fees and Fines.

(b) *Payments accepted*. All parking meters shall be adjusted so that when properly operated, payments may be made at any time throughout the time range of the meters, with each payment permitting the vehicle to be parked in a metered parking space for a period as provided for in Appendix F-Fees and Fines.

(c) *Overtime parking*. It shall be unlawful for any person to allow a vehicle to remain parked in a parking meter zone for a period of time in excess of that prescribed in subsection (b) of this section for the particular payment. It shall be prima facie evidence of an overtime parking violation when the parking meter shall indicate by proper signal that the lawful parking period has expired.

(d) *Exceptions*. The use of parking meters shall not be required on Sundays and legal holidays.

Sec. 106-164. - Violations; penalties.

(a) *Generally*. Any person convicted of violating the provisions of this article or of aiding, abetting or assisting in the violation of said provisions shall be sentenced to pay a fine as provided for in Appendix F—Fees and Fines.

(b) *Enhanced civil enforcement authority*. If five or more violations of this article have been issued to a vehicle and those violations are more than 30 days past due, or if accumulated unpaid violations of this article exceed more than $100.00, the vehicle shall be subject to enhanced civil enforcement, as follows:

(1) Such vehicle found parked on any street in the city shall be immobilized by any police officer or parking enforcement employee of this city in such manner as to prevent its operation. Any vehicle so immobilized or impounded shall not be released to its lawful owner until all unpaid violations and applicable administrative fees issued to such owner have been discharged by payment in full, together with payment for the costs of immobilizing, releasing, and storing such vehicle. The owner shall sign a receipt for such vehicle. Payment for any such towing shall be in accordance with the towing costs outlined in the current agreement between the police department and the towing operator. If the vehicle is a tractor-trailer combination, the trailer may be released to an authorized agent if the tractor-trailer is immobilized pursuant to this section.

(2) In any case involving immobilization of a vehicle pursuant to this section, the police officer or parking enforcement employee shall place on such vehicle, in a conspicuous manner, notice sufficient to warn any individual that such vehicle has been immobilized and that any attempt to move such vehicle might result in damage to such vehicle.

(3) Any vehicle remaining immobilized and not released for 120 hours may be towed and impounded at the direction of a police officer or parking enforcement employee.

(4) Any person who unlawfully removes a device for immobilization of a vehicle shall be fined as provided for in Appendix F—Fees and Fines.

(5) Any person who tows or otherwise moves an immobilized vehicle without authorization by the chief of police or his designee shall be fined as provided for in Appendix F—Fees and Fines.

(c) *Cost*. No cost will be assessed if payment of the penalty as hereinbefore imposed is voluntarily paid without the necessity of a hearing before the proper official.

BE IT FURTHER ORDAINED:

That Appendix F - Fees and Fines, of the Dover Code be amended to read as follows:

Chapter 106—Traffic and Vehicles, Article III—Stopping, Standing and Parking, Division 1—Generally			
Sec. 106-135	Residential parking		
	Subsec. (i)(1)	Expiration; Two-hour parking	$20.00 fine or $15.00 if paid within 72 hours of issuance of such fine
	Subsec. (i)(2)	Expiration; Change of residence, etc.	$20.00 fine or $15.00 if paid within 72 hours of issuance of such fine
	Subsec. (m)	Violations; penalties	Any violation of this section not having a stated, specified penalty will result in a $20.00 fine or $15.00 if paid within 72 hours of issuance of such fine
Sec. 106-137	Parking areas for persons with disabilities		
	Subsec. (c)(3)	Signage; Fines	Failure to achieve compliance within 30 calendar days of the issuance of the notice of violation shall be subject to the fines set forth in subsection (f) of this section
	Subsec. (f)	Penalties	Whoever violates this section shall be fined not less than the minimum fine as defined in 21 Del. C. § 4183 at the time the violation occurred
Chapter 106—Traffic and Vehicles, Article III—Stopping, Standing and Parking, Division 2—Metered Parking			
Sec. 106-163	Use of meters required		
	Subsec. (a)	Failure to make the required payment in the parking meter	$20.00 fine or $15.00 if paid within 72 hours of issuance of such fine

	Subsec. (b)	Payments accepted	
		Each $0.25 coin	Permits the vehicle to be parked for a period of one hour
		Each $1.00	Permits the vehicle to be parked for the duration of the enforcement period of 8:00 a.m. to 5:00 p.m.
Sec. 106-164	Violations; penalties		
	Subsec. (a)	Generally; Each violation if paid within 24 hours from time summons giving notice of violation is issued	A fine of not less than $1.00 for each violation
	Subsec. (a)	Generally; Each violation if paid after expiration of 24 hours from time summons giving notice of violation is issued	$2.00 for each violation, if payment is made voluntarily prior to the time and date set forth in the summons
	Subsec. (a)	Fourth Violation; Each violation if paid within one hour from time summons giving notice of violation is issued	$1.00 for each such violation
	Subsec. (a)	Fourth Violation; Each violation if paid after expiration of one hour from time summons giving notice of violation is issued	$2.00 for each violation, if payment is made voluntarily prior to the time and date set forth in the summons
	Subsec. (a)	Fifth violation, etc.; Any person committing more than four violations within any 30-day period of the provisions of this division	$5.00 for each such violation, if payment is made voluntarily prior to the time and date set forth in the summons.
	Subsec. (b)(4)	Any person who unlawfully removes a device for immobilization of a vehicle.....	$500.00 fine for each violation

	Subsec. (b)(5)	Any person who tows or otherwise moves an immobilized vehicle without authorization by the chief of police or his designee	$500.00 fine for each violation
	Subsec. (c)	Cost. No cost will be assessed if payment of the penalty as hereinbefore imposed is voluntarily paid without the necessity of a hearing before the proper official	

ADOPTED: JUNE 8, 2015

COUNCIL MEMBERS' ANNOUNCEMENTS

Mr. Sudler thanked the NAACP and the Dover Human Relations Commission for organizing and participating in the Stop the Violence event on Saturday. He noted that Council President Slavin and Councilman Anderson were there to represent the City of Dover. Mr. Sudler stated that he hoped that the rest of the Council members would participate in future events.

Mr. Hosfelt advised that the Bicentennial Neighborhood Watch Association would be meeting on Thursday, June 11, 2015 at the Dover Police Public Assembly Room at 7:00 p.m.

Mr. Sudler moved for adjournment, seconded by Mr. Neil and unanimously carried.

Meeting adjourned at 9:04 P.M.

TRACI A. McDOWELL
CITY CLERK

All orders, ordinances, and resolutions adopted by City Council during their Regular Meeting of June 8, 2015, are hereby approved.

ROBIN R. CHRISTIANSEN
MAYOR

/TM
S:\AGENDAS-MINUTES-PACKETS-PRESENTATIONS-ATT&EXH\Council-Minutes\2015\06-08-2015.wpd

Exhibits
Exhibit #1 - Resolution No. 2015-12 - Vacating and Abandoning Harmony Lane
Exhibit #2 - Ordinance #2015-08 - Rezoning Properties Located at 605, 625, 635, 645, and 655 Bay Road and 400 Haslet Street
Exhibit #3 - Presentation - Planning, Inspections, and Recreation 2014 Annual Report

City of Dover

MAYOR AND COUNCIL

COUNCIL RESOLUTION NO. 2015-12

A RESOLUTION VACATING AND ABANDONING A CERTAIN IMPROVED STREET SITUATED IN THE CITY OF DOVER.

BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

Section 1. The Council of the City of Dover hereby vacates and abandons the following street:

Harmony Lane, as specified in Exhibits A and B to this resolution, being all that tract or parcel of land situate, lying and being in East Dover Hundred, Kent County, State of Delaware, and located on the north side of Walker Road and being more particularly described as follows: Beginning for the same at a point at the south easterly corner of the property hereon described; thence running by/with the north side of Walker Road, South 82 degrees 51 minutes 50 seconds West a distance of 110.14' to a point, thence running by/with the east side of "Tract A" an arc to the left with a radius of 25.00' and a length of 40.55' with a chord bearing of North 36 degrees 23 minutes 49 seconds East and a chord distance of 36.25' to a point, thence running by/with the east side of "Tract A" North 10 degrees 04 minutes 00 seconds West a distance of 160.78' to a point, thence running by/with the east side of Lots 1 through 7 an arc to the right with a radius of 199.43' and a length of 135.75' with a chord bearing of North 09 degrees 26 minutes 02 seconds East and a chord distance of 133.15' to a point, thence running by/with the east side of Lots 7 through 9, North 28 degrees 56 minutes 00 seconds East a distance of 40.00' to a point, thence running by/with the east side of Lots 9 and 10 an arc to the left with a radius of 107.99' and a distance of 88.58' with a chord bearing of North 05 degrees 26 minutes 04 seconds and a chord distance of 86.12' to a point, thence running by/with the east side of Lots 10 through 14, North 18 degrees 04 minutes 00 seconds West a distance of 66.35' to a point, thence running by/with east side of Lots 14 through 21 an arc to the right with a radius of 120.19' and a distance of 141.11' with a chord bearing of North 15 degrees 34 minutes 05 seconds East and a chord distance of 133.15' to a point, thence running by/with the south easterly side of Lots 21 through 27, North 49 degrees 12 minutes 00 seconds East a distance of 153.27' to a point, thence running by/with the Lots 27 through 35, an arc to the right with a radius of 50.00' and a distance of 203.44' with a chord bearing of South 14 degrees 14 minutes 06 seconds East and a chord distance of 89.44' to a point, thence running by/with the north side of Lot 35, an arc to the left with a radius of 50.00' and a distance of 46.36' with a chord bearing of South 75 degrees 45 minutes 54 seconds West and a chord distance of 44.72' to a point, thence running by/with north westerly side of Lots 35 through 39, South 49 degrees 12 minutes 00 seconds West and a distance of 73.27' to a point, thence running by/with the west side of Lot 39 an arc to the left with a radius of 60.19' and a distance of 70.67' with a chord bearing of South 15 degrees 34 minutes 05 seconds West with a chord distance of 66.68' to a point, thence running by/with the west side of Lots 39 and 40, South 18 degrees 04 minutes 00 seconds East a distance of 66.35' to a point, thence running by/with the west side of Lots 40 through 46, an arc to the right with a radius of 167.99' and a distance of 137.80' with a chord bearing of South 05 degrees 26 minutes 03 seconds West with a chord distance of 133.97' to a point, thence running by/with the west side of Lots 46 through 48, South 28 degrees 56 minutes 00 seconds West a distance of 40.00' to a point, thence running by/with the west side of Lots 48 through 52 an arc to the left with a radius

of 139.43' and a distance of 94.91' with a chord bearing of South 09 degrees 26 minutes 02 seconds West and a chord distance of 93.09' to a point, thence running by/with the west side of Lot 52 and "Tract B", South 10 degrees 04 minutes 00 seconds East a distance of 166.41' to a point, thence running by/with the south side of "Tract B" an arc to the left with a radius of 25.00' and a distance of 37.99' with a chord bearing of South 53 degrees 36 minutes 05 seconds East and a chord distance of 34.44' to the place of beginning, containing 52,756.46 sq. ft. ($1.21^{+/-}$ acres).

Section 2. Since no person has been deprived of property by the vacating and abandoning of the aforesaid street, no compensation is awarded.

Section 3. All costs of conveyance shall be borne by the property owners.

Section 4. Sixty feet (60') of the subject right of way will be conveyed to the properties specified herein. Abandonment shall be conditional upon completion of the site development plan and parcel consolidation plan. Ownership shall not be relinquished until such time as the parcel consolidation plan is recorded. Cross-access and public utility easements will be required for the existing wastewater pump station and associated force main infrastructure located therein. All stormwater, street, wastewater, and water infrastructure will be abandoned in conjunction with the abandonment of Harmony Lane. The City shall retain ownership of the existing pump station and associated force main only.

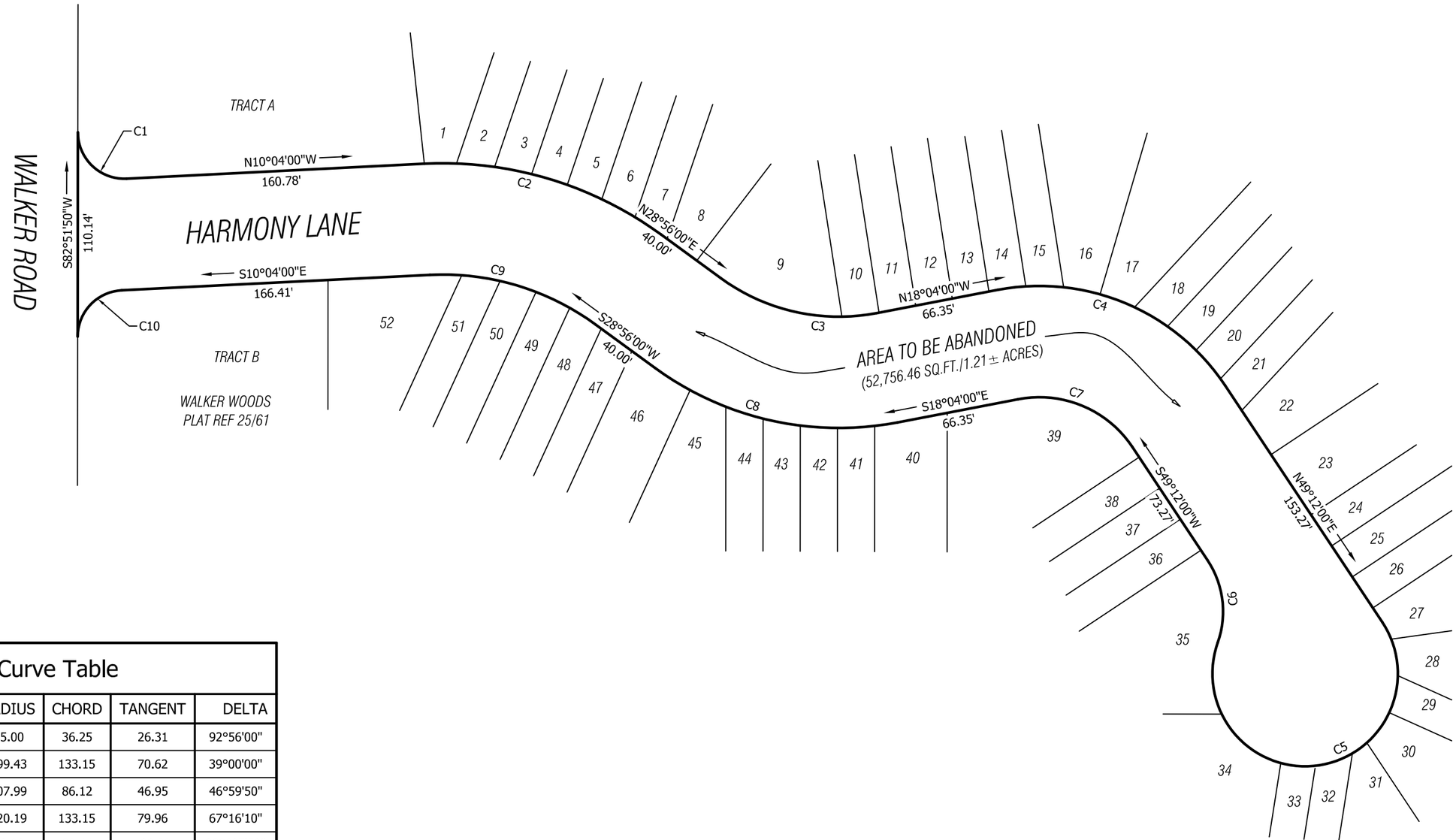
ADOPTED: JUNE 8, 2015

S:\RESOLUTIONS-PROCLAMATIONS-TRIBUTES\2015\ADOPTED\Resolution No. 2015-12 - Abandonment of Street - Harmony Lane.wpd

ROBIN R. CHRISTIANSEN
MAYOR

TIMOTHY A. SLAVIN
COUNCIL PRESIDENT

DE STATE GRID NAD 83



Curve Table					
CURVE	LENGTH	RADIUS	CHORD	TANGENT	DELTA
C1	40.55	25.00	36.25	26.31	92°56'00"
C2	135.75	199.43	133.15	70.62	39°00'00"
C3	88.58	107.99	86.12	46.95	46°59'50"
C4	141.11	120.19	133.15	79.96	67°16'10"
C5	203.44	50.00	89.44	100.00	233°07'50"
C6	46.36	50.00	44.72	25.00	53°07'50"
C7	70.67	60.19	66.68	40.04	67°16'10"
C8	137.80	167.99	133.97	73.04	46°59'50"
C9	94.91	139.43	93.09	49.38	39°00'00"
C10	37.99	25.00	34.44	23.75	87°04'10"

0 60 90 120

GRAPHIC SCALE
1 inch = 60 feet

REVISIONS
DATE | BY

EXHIBIT A

LOCATION: CITY OF DOVER
EAST DOVER HUNDRED ELECTION DISTRICT, KENT COUNTY, DELAWARE

SCALE	DATE	DISTRICT	MAP
1" = 60'	10/31/13	2-05	06718-01

DWG.	JOB NO.	DRAWN BY	PARCEL
S2016_EXHIBIT A	S2016	EDR	N/A

SURVEYING FORESTRY
PARKER & ASSOCIATES
ESTABLISHED 1977
SALISBURY MARYLAND 410-742-3115
CIVIL ENGINEERING INC. SITE PLANNING

EXHIBIT B

Harmony Lane Abandonment

Parcel ID	Parcel Address
ED05-067.18-01-12.00	135 HARMONY LN
ED05-067.18-01-47.00	1361 WALKER RD
ED05-067.18-01-41.00	52 HARMONY LN
ED05-067.18-01-52.00	55 HARMONY LN
ED05-067.18-01-42.00	48 HARMONY LN
ED05-067.18-01-38.00	64 HARMONY LN
ED05-067.18-01-54.00	63 HARMONY LN
ED05-067.18-01-39.00	60 HARMONY LN
ED05-067.18-01-40.00	56 HARMONY LN
ED05-067.18-01-53.00	59 HARMONY LN
ED05-067.18-01-51.00	51 HARMONY LN
ED05-067.18-01-28.00	104 HARMONY LN
ED05-067.18-01-26.00	112 HARMONY LN
ED05-067.18-01-24.00	120 HARMONY LN
ED05-067.18-01-63.00	123 HARMONY LN
ED05-067.18-01-22.00	128 HARMONY LN
ED05-067.18-01-13.00	139 HARMONY LN
ED05-067.18-01-66.01	1357 WALKER RD
ED05-067.18-01-65.00	131 HARMONY LN
ED05-067.18-01-25.00	116 HARMONY LN
ED05-067.18-01-61.00	115 HARMONY LN
ED05-067.18-01-44.00	40 HARMONY LN
ED05-067.18-01-49.00	43 HARMONY LN
ED05-067.18-01-45.00	36 HARMONY LN
ED05-067.18-01-33.00	84 HARMONY LN
ED05-067.18-01-55.00	67 HARMONY LN
ED05-067.18-01-37.00	68 HARMONY LN
ED05-067.18-01-23.00	124 HARMONY LN
ED05-067.18-01-27.00	108 HARMONY LN
ED05-067.18-01-64.00	127 HARMONY LN
ED05-067.18-01-30.00	96 HARMONY LN
ED05-067.18-01-60.00	87 HARMONY LN
ED05-067.18-01-31.00	92 HARMONY LN
ED05-067.18-01-18.00	144 HARMONY LN
ED05-067.18-01-17.00	148 HARMONY LN
ED05-067.18-01-19.00	140 HARMONY LN
ED05-067.18-01-16.00	152 HARMONY LN
ED05-067.18-01-15.00	147 HARMONY LN
ED05-067.18-01-20.00	136 HARMONY LN
ED05-067.18-01-21.00	132 HARMONY LN
ED05-067.18-01-14.00	143 HARMONY LN
ED05-067.18-01-58.00	79 HARMONY LN
ED05-067.18-01-34.00	80 HARMONY LN
ED05-067.18-01-57.00	75 HARMONY LN
ED05-067.18-01-35.00	76 HARMONY LN
ED05-067.18-01-43.00	44 HARMONY LN
ED05-067.18-01-50.00	47 HARMONY LN
ED05-067.18-01-32.00	88 HARMONY LN
ED05-067.18-01-59.00	83 HARMONY LN
ED05-067.18-01-29.00	100 HARMONY LN
ED05-067.18-01-62.00	119 HARMONY LN
ED05-067.18-01-48.00	39 HARMONY LN
ED05-067.18-01-56.00	71 HARMONY LN
ED05-067.18-01-36.00	72 HARMONY LN

CITY OF DOVER
ORDINANCE #2015-08

AN ORDINANCE AMENDING THE ZONING ORDINANCE AND ZONING MAP OF THE CITY OF DOVER BY CHANGING THE ZONING DESIGNATION OF PROPERTIES LOCATED AT 605, 625, 635, 645, AND 655 BAY ROAD AND 400 HASLET STREET

WHEREAS, the City of Dover has enacted a zoning ordinance regulating the use of property within the limits of the City of Dover; and

WHEREAS, it is deemed in the best interest of zoning and planning to change the permitted use of properties described below and further specified in Exhibit A to this ordinance from the existing zoning classifications to the proposed zoning classifications specified in Exhibit B to this ordinance.

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

1. That from and after the passage and approval of this ordinance the Zoning Map and Zoning Ordinance of the City of Dover have been amended by changing the zoning designation from the existing to the proposed zoning designations as specified in Exhibit B to this ordinance on those properties located at 605, 625, 635, 645, and 655 Bay Road and 400 Haslet Street, on the east side of Bay Road and south of Blue Hen Boulevard between Bay Road and Haslet Street, consisting of $80.02^{+/-}$ acres and depicted in Exhibit A to this ordinance, owned by Blue Hen CC, LLC; Read Street, LLC; and Blue Hen Apt, LLC.
(Planning Reference Z-15-02; Council District: 2)

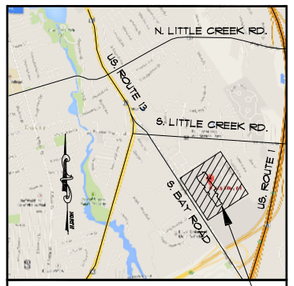
   Tax Parcels:
   ED-05-077.00-01-19.00-000; ED-05-077.00-01-19.02-000; ED-05-077.00-01-19.03-000; ED-05-077.00-01-19.04-000; ED-05-077.00-01-19.05-000; ED-05-077.00-01-19.06-000; ED-05-077.00-01-19.07-000; ED-05-077.00-01-19.08-000; ED-05-077.00-01-19.09-000; ED-05-077.00-01-01.00-000

ADOPTED: JUNE 8, 2015
S:\ORDINANCES\2015\ADOPTED\Ordinance #2015-08 - Rezoning 655 S. Bay Road - ADOPTED.wpd

Actions History
June 8, 2015 - Public Hearing/Final Reading by City Council
May 18, 2015 - Review by Planning Commission
April 27, 2015 - First Reading by City Council

EXHIBIT A

Ordinance #2015-08



VICINITY MAP NTS.

SITE

DATA COLUMN

1. OWNER: BLUE HEN APT, LLC
234 NORTH JAMES STREET
NEWPORT, DELAWARE 19804
999-0708

BLUE HEN CC, LLC
234 NORTH JAMES STREET
NEWPORT, DELAWARE 19804
999-0708

2. PARCEL	EXISTING ZONING	PROPOSED ZONING
2-05-07700-01-1900	SC-3	SC-2
2-05-07700-01-1902	SC-3	SC-2
2-05-07700-01-1903	SC-3	SC-2 / RG-2
2-05-07700-01-1904	SC-3	SC-2
2-05-07700-01-1905	SC-3	SC-2 / RG-2
2-05-07700-01-1906	SC-3	SC-2
2-05-07700-01-1907	SC-3	SC-2 / RG-2
2-05-07700-01-1908	SC-3	SC-2
2-05-07700-01-1909	RM-2	RG-2 / SC-2
2-05-07700-01-0100	RM-2	RG-2

3. AREA TO BE REZONED RG-2

4. AREA TO BE REZONED SC-2

HASLET STREET

BLUE HEN BLVD.

LONG ISLAND CT.

KIMBERTON CT.

KEARSNEY CT.

PLUMAGE CT.

PROPOSED ZONING: RG-2

LANDS N/F
BLUE HEN APT, LLC
2-05-07700-01-1900
D-3580-0110
ZONED: RM-2
2.99 ACRES ±

LANDS N/F
BLUE HEN APT, LLC
2-05-07700-01-0100
PLAT BOOK-106 PAGE-43
ZONED: RM-2
20.66 ACRES ±

PROPOSED ZONING LINE

EXISTING DAYCARE FACILITY

EXISTING STORM WATER MANAGEMENT POND

EXISTING WOODS

PROPOSED ZONING: SC-2

PROPOSED ZONING LINE

BLUE HEN CORPORATE CENTER

LANDS N/F
BLUE HEN CC, LLC
2-05-07700-01-1903
D-3580-0110
ZONED: SC-3
12.82 ACRES ±

LANDS N/F
BLUE HEN CC, LLC
2-05-07700-01-1905
ZONED: SC-3
23.16 ACRES ±

LANDS N/F
BLUE HEN CC, LLC
2-05-07700-01-1907
ZONED: SC-3
13.21 ACRES ±

LANDS N/F
BLUE HEN CC, LLC
2-05-07700-01-1902
ZONED: SC-3
1.41 ACRES ±

LANDS N/F
BLUE HEN CC, LLC
2-05-07700-01-1904
ZONED: SC-3
.93 ACRES ±

LANDS N/F
BLUE HEN CC, LLC
2-05-07700-01-1909
ZONED: SC-3
1.13 ACRES ±

LANDS N/F
BLUE HEN CC, LLC
2-05-07700-01-1906
ZONED: SC-3
.92 ACRES ±

LANDS N/F
BLUE HEN CC, LLC
2-05-07700-01-1908
ZONED: SC-3
3.08 ACRES ±

LANE
FIRE

PETTINARO

234 North James Street
Newport, Delaware 19804
(302) 999-0708

CONSULTANTS

JOB NO. BLUEHN-POD EXP
DRAWN BY: JRR/JFM
CHECKED BY: WTN
SCALE: 1"=80'
DATE: 3-31-15
CAD FILE: Z:\BlueHen\site\Rezoning\Site plan

REVISIONS

- -
- -

BLUE HEN SITE

PROPOSED REZONING

655 S. BAY ROAD
DOVER, DELAWARE 19901

SITE PLAN

DRAWING TITLE:

SITE - 01

DRAWING NUMBER:

Ordinance #2015-08 - EXHIBIT B

Parcel	Address	Parcel Size (acres)	Owner	Existing Zoning	Proposed Zoning
ED-05-077.00-01-19.09-000	605 Bay Road	2.69	Blue Hen CC, LLC	RM-2 (Medium Density Residence Zone) and subject to the SWPOZ (Source Water Protection Overly Zone)	SC-2 (Community Shopping Center Zone) and RG-2 (General Residence Zone) and subject to the SWPOZ (Source Water Protection Overlay Zone)
ED-05-077.00-01-19.02-000	625 Bay Road	1.41	Read Street LLC	SC-3 (Regional Shopping Center Zone)	SC-2 (Community Shopping Center Zone)
ED-05-077.00-01-19.00-000	635 Bay Road	1.13	Blue Hen CC, LLC	SC-3 (Regional Shopping Center Zone)	SC-2 (Community Shopping Center Zone)
ED-05-077.00-01-19.06-000	645 Bay Road	0.92	Blue Hen CC, LLC	SC-3 (Regional Shopping Center Zone)	SC-2 (Community Shopping Center Zone)
ED-05-077.00-01-19.03-000	655 Bay Road	12.82	Blue Hen CC, LLC	SC-3 (Regional Shopping Center Zone)	SC-2 (Community Shopping Center Zone) and RG-2 (General Residence Zone)
ED-05-077.00-01-19.05-000	655 Bay Road	23.16	Blue Hen CC, LLC	SC-3 (Regional Shopping Center Zone)	SC-2 (Community Shopping Center Zone) and RG-2 (General Residence Zone)
ED-05-077.00-01-19.04-000	655 Bay Road	0.93	Blue Hen CC, LLC	SC-3 (Regional Shopping Center Zone)	SC-2 (Community Shopping Center Zone)
ED-05-077.00-01-19.07-000	655 Bay Road	13.21	Blue Hen CC, LLC	SC-3 (Regional Shopping Center Zone) and subject to the SWPOZ (Source Water Protection Overlay Zone)	SC-2 (Community Shopping Center Zone) and RG-2 (General Residence Zone) and subject to the SWPOZ (Source Water Protection Overlay Zone)
ED-05-077.00-01-19.08-000	655 Bay Road	3.09	Blue Hen CC, LLC	SC-3 (Regional Shopping Center Zone) and subject to the SWPOZ (Source Water Protection Overlay Zone)	SC-2 (Community Shopping Center Zone) and subject to the SWPOZ (Source Water Protection Overlay Zone)
ED-05-077.00-01-01.00-000	400 Haslet Street	20.66	Blue Hen Apt, LLC	RM-2 (Medium Density Residence Zone)	RG-2 (General Residence Zone)

Planning, Inspections & Recreation

2014 Annual Report

EXHIBIT #3
Regular Council Meeting of 06/08/2015

What We Do

- Planning, Zoning, Plan Review
- Building Inspections
- Fire Inspections, Investigations, Plan Review
- Licensing and Permitting
- Parks and Recreation – Athletic Leagues, Fitness Classes, Recreation Programming

2014 Highlights

- Garrison Oak Technical Park
  - Uzin Utz
  - Garrison Energy Center
  - Park Infrastructure





2014 Highlights



- Route 13 Redevelopment
  - Winner Ford and Winner VW
  - Uno's/Dover Litho Site
- Downtown Redevelopment
  - Family Dollar
  - Inner City Cultural League
  - Downtown Development District

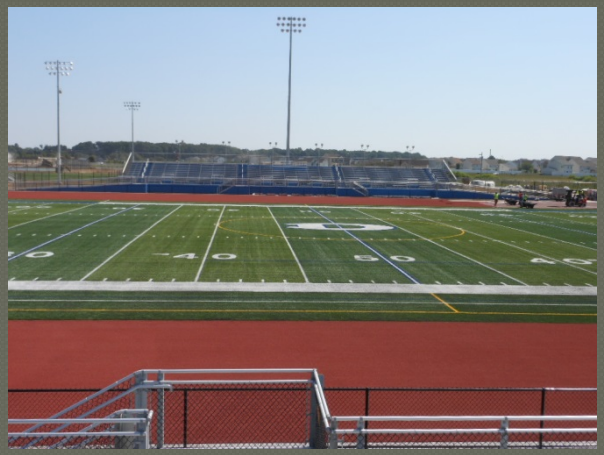




2014 Highlights
Opening of Dover High School

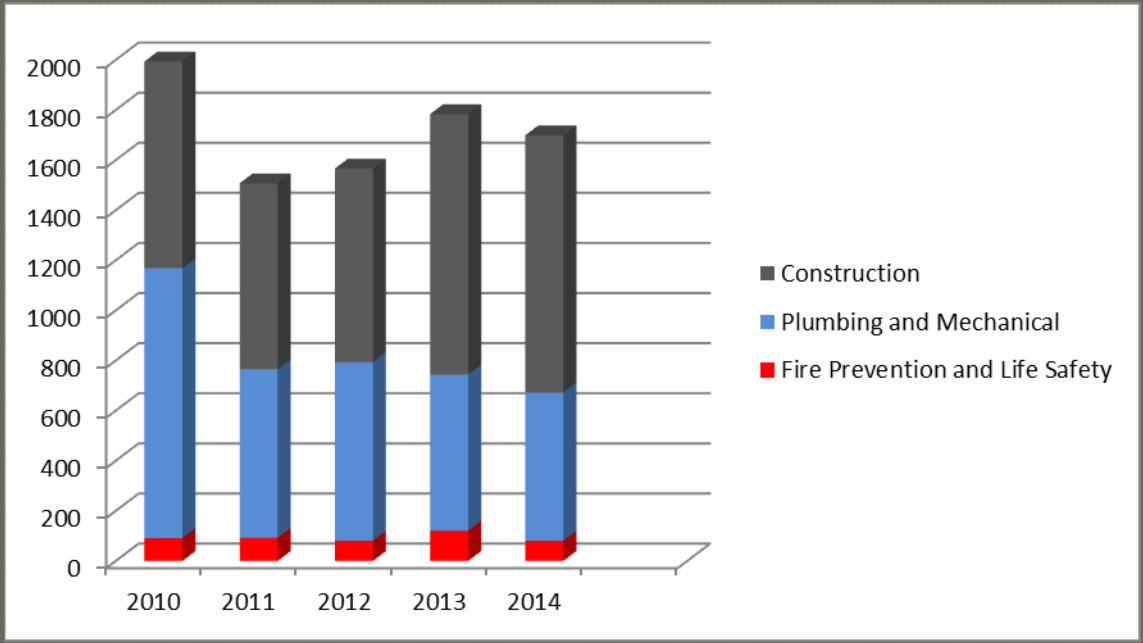






Building Permits

Permits Issued, 2010-2014

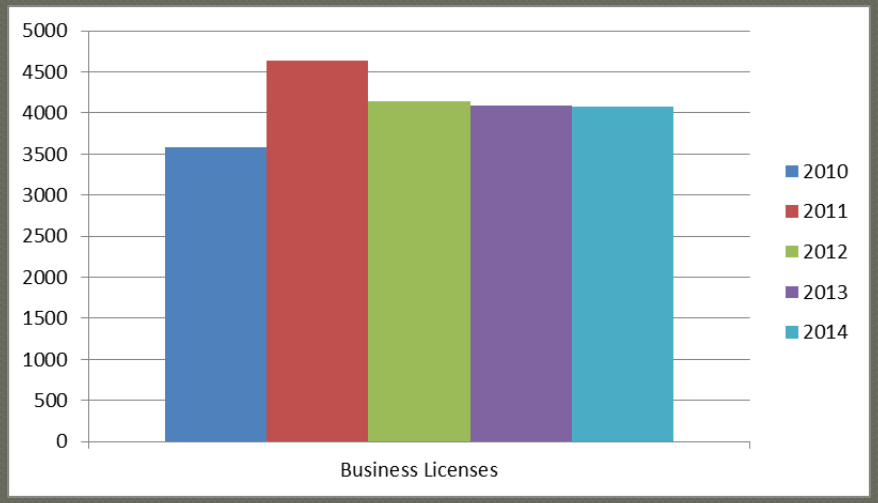


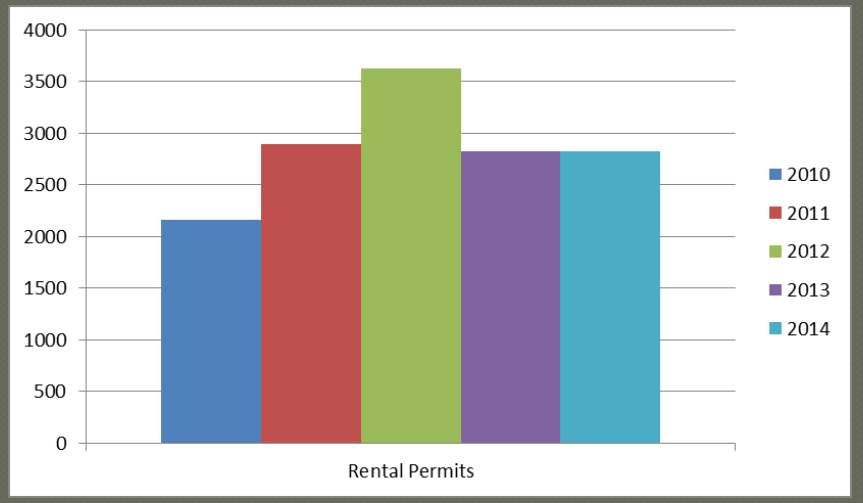
1,704 Building Permits Issued

New Home Construction:

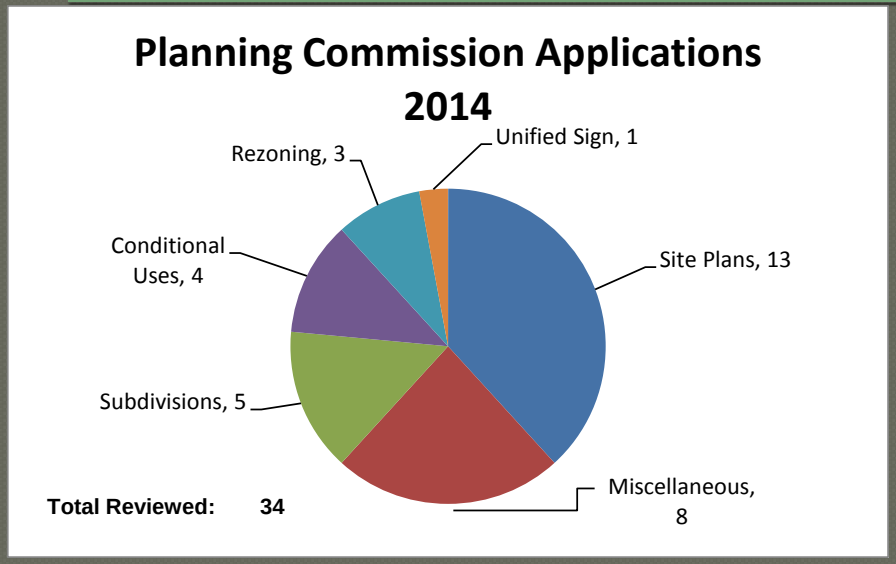
2011: 48
2012: 37
2013: 50
2014: 44

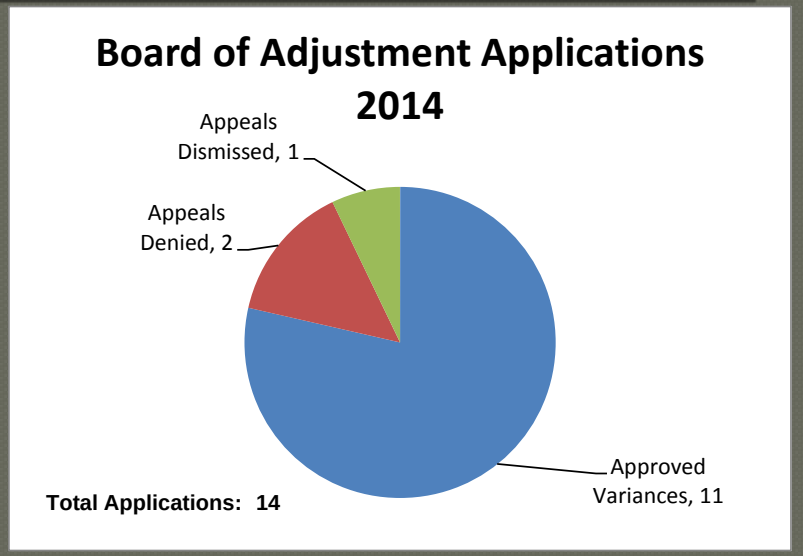
Rental Permits & Business Licenses

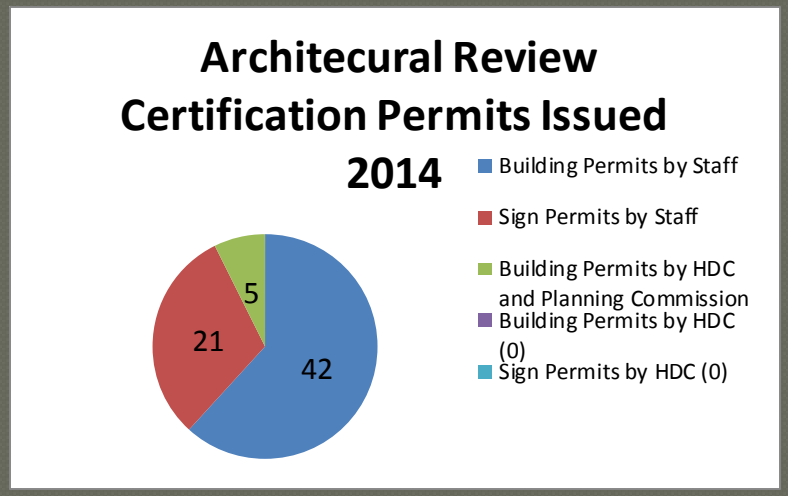




Planning Applications







Fire Marshal's Office

735 Inspections/Complaints Handled

- 379 Fire Code Inspections
- 77 Certificate of Occupancy
- 99 Administrative Walk Through Inspections
- 170 Life Safety Inspections

81 Fire Protection Permits

71 Fire Investigations

Fire Type	Number	Value of Loss
Accidental	44	$1,206,000
Incendiary	21	$171,600
Undetermined	6	$70,500
TOTAL	71	$1,448,100



Code Enforcement

Types of Inspections/Cases Entered	
Annual Rental Housing Inspections	398
Property Maintenance Exterior	560
Tall Grass and Weeds	924
No Valid Business License	108
No Valid Building Permit	79
Zoning	104
Dover City Ordinances	652
All Others	1182
Total	**4,007**



- 8,184 Inspections Performed
- 82% of Cases Staff Initiated

Vacant & Dangerous Buildings

- 277 Buildings Registered Vacant
- $104,000 Vacant Building Registration Fees
- 41 Active Dangerous Buildings
  - 8 Demolished by City of Dover
  - 4 Demolished by Others
  - 6 Repaired by Owners



Recreation

- 48,065 patrons & visitors were recorded in the John W. Pitts Recreation Center
- 3,000 (approx.) participated in our softball, field hockey, lacrosse and volleyball leagues
- 2,800 attended summer Concerts on the Green series
- Total FY14 revenues
  - $75,600 Leagues
  - $26,240 General Recreation
  - $18,600 Field/Building Rentals
  - $ 6,560 Trips
  - $ 13,500 Sports
  - $ 16,889 Camps



Recreation

- Bicycle & Pedestrian Plan
- Challenger Sports
- Indoor Field Hockey and Ladies Lacrosse
- Planning for Future Needs
  - Mallard Park Planning Process
  - Recreation Needs Assessment





Recreation















CERTIFICATE OF RECOGNITION

***WHEREAS**, Young's Studio of Photography was founded by Ross and Lois Young on Loockerman Street in Dover on August 10, 1953 and has been a fixture in the downtown Dover area ever since. Their son, Eric Young, joined the family enterprise in 1988 and continued to work in the Studio with his mother following the passing of his father in 2014; and*

***WHEREAS,** after nearly 62 years of continuous operation in Dover, Young's Studio of Photography closed its doors on June 15, 2015; and*

***WHEREAS**, the Youngs took the time and effort to get to know their customers and their specific needs. They spent decades refining their craft and enhancing their skills to provide a full range of traditional and digital photography, using professional developing and processing techniques to ensure a quality product. The fruits of the Youngs' efforts will live on in the countless photos that grace the homes of the grateful patrons whose memories they captured.*

***NOW, THEREFORE, THE MAYOR AND COUNCIL OF THE CITY OF DOVER, DELAWARE**, do hereby present this Certificate of Recognition to*

Young's Studio of Photography

in acknowledgment of their significant contributions to the community
and extend their best wishes to Eric and Lois Young
in all future endeavors.

June 22, 2015

ROBIN R. CHRISTIANSEN
MAYOR

TIMOTHY A. SLAVIN
COUNCIL PRESIDENT

Certificate of Congratulations

presented to

The Dover High School Boys Track and Field Team

for its outstanding performance during the 2015 season, finishing the Henlopen Conference with 13 wins and no losses, winning the Delaware State Invitational, placing second in the Keith Burgess Invitational and third in the Bishop McNamara Invitational, and capturing the Henlopen Meet and Division 1 State Championships.

Christian Adkins	*Breon Dennis*	*Jeremy Lepore*	*Amir Ross*
Jaden Adkins	*Nyjal Drayton*	*Devin Locklin*	*Rasaki Salawe*
Cameron Allison	*Nicholas Glover*	*Riley Maldonado*	*Sean Saxton*
Dion Baker	*John Goldman*	*Xavier Marion*	*Adam Spencer*
Dorian Baker	*Devin Hagaman*	*Antwaun Matthews*	*Clarence Spencer*
Marcus Batson	*Naquone Harris-Dukes*	*Jordan McCullough*	*Dorion Sudler*
Karim Beatty	*Deontray Hickman*	*Antoine McDonald*	*Brandon Walker*
Khari Bonelli	*Jemir Hunter*	*Tre'Vonne Moore*	*Jonathan Waters*
Jason Brittingham	*Temple Jefferson*	*Chidi Nwogbaga*	*Alshawn Wheeler*
Marshal Capinpin	*Aaron Johnson*	*Raphael Okonkwo*	*Zaire White*
John Rodel Castro	*DaJuan Jordan*	*Travon Robinson*	*Gavin Williams*
Tayshaun Chisholm	*Nykiem Lee*	*Donovan Rogers*	*DeVontae Wilson*

The following team members received 1st Team All State Designation:

Roderick Brown *Ronald Jones* *Kyron Roberts* *Darius Taylor* *Mykele Young-Sanders*

The entire team and Coaches James Solomon (State of Delaware Track and Field Coach of the Year 2015), Roger Lilly, Michael Denny, Constance Hayes, James Kilby, Vincent Terenik, Dwayne Wilson, and are commended for their hard work, dedication, and commitment.

The City of Dover extends its sincere congratulations.

June 22, 2015

ROBIN R. CHRISTIANSEN
MAYOR

TIMOTHY A SLAVIN
COUNCIL PRESIDENT

CERTIFICATE OF APPRECIATION

Presented to

DAVID J. TRUAX

for his service as a member of the
Safety Advisory and Transportation Committee

July 2014 - May 2015

Your public service, selflessness, and talents
have increased the quality of life for the residents of the
City of Dover

June 22, 2015

ROBIN R. CHRISTIANSEN
MAYOR

TIMOTHY A. SLAVIN
COUNCIL PRESIDENT

PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE

The Parks, Recreation, and Community Enhancement Committee meeting was held on June 8, 2015, at 3:34 p.m. with Chairman Anderson presiding. Members present were Mr. Lewis, Mr. Caldwell, and Mrs. Horsey. Mr. Hosfelt was absent.

AGENDA ADDITIONS/DELETIONS

Mrs. Horsey moved for approval of the agenda, seconded by Mr. Lewis and unanimously carried.

Review of Youth Advisory Committee Membership Applications

Mr. Anderson advised members that several applications had been received for the Youth Advisory Committee (YAC), noting that there were several slots on the Committee to be filled. He stated his belief that at least five (5) more applications could be accepted and that additional young people could still be involved if they wanted to. Mr. Anderson indicated that past history had shown that typically some members of the YAC may drop out, and members who are older students may leave the area to attend college. He stated that members would review applications and rank them in order of their preference and then discuss them.

Noting that there were potential applicants for the Committee in the audience, Mr. Lewis requested that Mr. Anderson provide a brief history of the YAC. Mr. Anderson stated that the Committee was originally started many years ago and then fell into disuse. Subsequently, former Councilwoman Sophia Russell attended a National League of Cities Conference where she heard about other successful youth councils. She returned to Dover, made revisions, and got a vibrant YAC started. Mr. Anderson stated that the YAC appealed to young people because it was about advocacy and provided an outlet for concerned young people to report to Council on issues relating to youth, so that their voices could be heard. Noting that many young people say there is nothing to do, Mr. Anderson stated that the YAC would also provide activities for young people. Having an official organization to access City facilities and connect with City events would help to cut through bureaucracy, and the young people would be involved with planning family-friendly events and recreational programs that are alcohol and drug free. Mr. Anderson stated that the Committee also has a leadership development aspect to it and would provide opportunity for participants to develop leadership skills, such as planning, goal setting, delegation, responsibility, budgeting, and being able to function in an adult world following structure and rules, which would benefit the participants throughout their lives.

Mr. Caldwell questioned if there were a vision and direction for the young people and specific ideas for what they would do. Responding, Mr. Anderson stated that the YAC had started to develop their vision and goals, noting that part of this must come from members as the beginning of their leadership development. Mr. Anderson stated that one (1) project would be absolutely non-negotiable, a good New Year's Eve event. He stated that this would give members a big goal that excites them, as well as many people in the community. He stated that there had been many financial and other types of pledges from the community to support this. Mr. Anderson stated that youth members had also asked to be involved with Parks and Recreation Department events, such

as a Concert on the Green. A First Friday event was being discussed with the Economic Development Office. Mr. Anderson felt that the youth members would be interested in asking questions and in advocacy, noting that some were very much touched by the violence that had been happening. He indicated the desire to make sure that there are outreach efforts, so there is a feeling that it is more "cool" to be with the people who are doing the right thing rather than those doing the wrong thing.

Mrs. Horsey felt that this was an amazing leadership opportunity, noting the desire to capture our youth now. She inquired if having two (2) references was a requirement for applicants or just a recommendation. Responding, Mr. Anderson stated that there was no code requirement for a reference for any committee; however, preference would be given to applicants with recommendations. This would help members to judge them better since it would indicate that someone besides their mother thinks they are worthy of participating, and that they showed initiative and were able to approach someone to get a reference.

Mr. Lewis moved that Application D (Michael Gardner-Adult Applicant) be sent to Council with a favorable recommendation pending successful criminal background and clean hands checks. The motion was seconded by Mr. Caldwell and unanimously carried.

Mr. Anderson reviewed the rankings of the youth applicants for the Youth Advisory Committee.

Mrs. Horsey moved to recommend approval of Application A (Zorana Ilic), seconded by Mr. Caldwell and unanimously carried.

Mr. Lewis moved to recommend approval of Application C (Lauren Scott), seconded by Mrs. Horsey and unanimously carried.

Mr. Lewis moved to recommend approval of Application F (Jordan Harmon), seconded by Mr. Caldwell and unanimously carried.

Mr. Lewis moved to recommend approval of Application B (Michael Kosior), seconded by Mrs. Horsey and unanimously carried.

Mrs. Horsey moved to recommend approval of Application E (Rocher Hopkins) for any slots that become open, seconded by Mr. Lewis and unanimously carried.

Review of Planning, Inspections, and Recreation 2014 Annual Report

Mrs. Ann Marie Townshend, Director of Planning and Community Development, advised members that the Review of the Planning, Inspections, and Recreation Annual 2014 Report would be considered by City Council during their Regular Meeting scheduled for later in the evening. Mrs. Townshend reviewed a presentation of the Planning, Inspections & Recreation 2014 Annual Report ***(Attachment #1)***.

Mrs. Townshend reviewed the 2014 highlights for the Department, noting that the Garrison Energy Center at the Garrison Oak Technology Park was scheduled to go online today and Uzin Utz had begun construction. In regard to Route 13 redevelopment, she advised members that the Produce Junction is underway at the former CompUSA site.

Mrs. Townshend explained that 1,704 building permits were issued in 2014, which was slightly fewer than 2013. There were 44 new home construction permits in 2014, slightly fewer than the prior year. Permits for 2015 were starting to pick up slightly and 25 permits had been issued by five (5) months into the current year. She explained that rental permits and business licenses were somewhat flat, noting that rental permits had spiked back when the housing crisis was at its peak, and business licenses had not rebounded from a drop that occurred when the economy declined.

Mrs. Townshend advised members that 34 applications were reviewed by the Planning Commission and 14 by the Board of Adjustment in 2014. She explained that architectural review certificates relate to administrative review of building permits to ensure compliance with Historic District guidelines, and some of these certificates are reviewed by the Historic District Commission.

Mrs. Townshend indicated that 735 inspections or complaints were handled by the three (3) staff members of the Fire Marshal's Office. There were 81 fire protection permits and 71 fire investigations, which was a significant increase over 2013.

In regard to code enforcement, Mrs. Townshend stated that 8,184 inspections were performed and there were 4,007 cases, 82% of which were initiated by either Planning Department staff or through referrals from other City departments.

In response to Mr. Lewis regarding the total amount of fines collected by the City, Mrs. Townshend stated that she could provide a breakdown of this amount at the Regular City Council Meeting scheduled later in the evening.

Mrs. Townshend stated that there were just under 400 housing inspections, 560 property maintenance exterior cases, and 924 grass cases in 2014, and other violations amounted to a quarter of the caseload.

Mrs. Townshend reviewed the statistics regarding vacant buildings. Responding to Mr. Anderson regarding how many of these buildings were commercial versus residential, Mrs. Townshend stated that there was no breakdown in the system; however, the vast majority of them are residential. She advised members that the vacant building ordinance was passed in 2006 to address a commercial issue; however, when the housing crisis hit, the ordinance became very important because there were so many vacant properties. The City now knows the location of these properties and can make sure they are secure and respond to issues that come up.

In reviewing information related to the City's Parks and Recreation Program, Mrs. Townshend informed members that leagues are a big revenue source for the Department, noting that a decline was being seen in softball, which had previously brought in large revenues. She indicated that the City's Sports Coordinator had been working to build other leagues and it was hoped that indoor field hockey and girls' indoor lacrosse would start to balance this out.

Mrs. Townshend expressed her excitement regarding the City's Challenger Sports Program, which includes football, cheerleading, and basketball. Students with disabilities from the John S. Charlton and Kent County Community Schools participate in this program, along with athletes from Dover High School who work as volunteers. Mrs. Townshend indicated that special needs participants benefit from the program, but it is also a valuable experience for the high school volunteers who work with them.

Mrs. Townshend stated that staff had been working on planning future needs, including a Recreation Needs Assessment, noting that the draft of this document would be presented to members during their next meeting. She indicated that the City's Second Annual Bike to Work Day was held in 2014 and participation increased in 2015, which was its third year. Mrs. Townshend advised members that community involvement in park planning is sought, explaining that a community meeting was held at Mallard Pond and children were invited to sit down with playground catalogs and draw the type of playground that they want. She stated that Super Summer Playground would be getting into full swing during the following week.

Responding to Mr. Lewis regarding where the $104,000 received from vacant building fees goes, Mrs. Townshend stated that these fees go to the City's General Fund.

In response to Mr. Anderson's request for information regarding the progress of the Capital City Trail and its link with the City recreation plan, Mrs. Townshend explained that this trail starts from Silver Lake, extends along Park Drive and runs behind the Delaware Public Archives, down Martin Luther King, Jr. Boulevard, and south along Route 13 to its intersection with Public Safety Boulevard. The trail can then be picked up from Public Safety Boulevard and extends to Route 10. Mrs. Townshend stated that, in looking at the Statewide Comprehensive Outdoor Recreation Plan, which is the statewide needs assessment, trails and pathways were included at the top of the list. This was also true in the City and Mrs. Townshend expected that planning for trails would be ramped up. She stated that people would like loop trails around Dover and Schutte Parks.

Mrs. Townshend noted that the Bicycle and Pedestrian Subcommittee was working to push forward the Senator Bikeway project, which would be an on and off road route along the Route 8 corridor linking with the Capital City Trail. It would include trails as well as lesser stressed streets that would be a safe place to ride for those who are not advanced cyclists.

In response to Mr. Anderson regarding accommodating skateboarders, Mrs. Townshend stated that skateboarders could use multi-use trails. She indicated that skateboarding has two (2) components: 1) safe passage to and from destinations, and 2) a skate park. Mrs. Townshend stated that there is no place for skateboarders to do stunts, and they are currently using places like the steps of Legislative Hall for this purpose.

Mr. Anderson stated that skateboarding was a big item, especially since a skateboarder had recently been killed. Mrs. Townshend concurred, noting that this skateboarder had been on the roadway. She indicated that bicycle and pedestrian improvements, such as those on Kenton Road, would involve a multi-use path, which would be safer for skateboarders.

Mrs. Horsey concurred with the importance of addressing skateboarding, stating that she had seen skateboarders on Division Street and Governors Avenue going down the middle of the street, which was very dangerous.

Mr. Anderson inquired about safety in the parks, noting that he had heard quite a few complaints about people sleeping in Silver Lake and park users not feeling comfortable when walking or running there close to dusk. Responding, Mrs. Townshend stated that the Planning Department provides programming related to parks and recreation and the Public Works Department maintains the parks. She stated that complaints had been received related to Silver Lake Park and Dover Park and had been forwarded to the Police Department. In regard to planning for Dover Park, Mrs. Townshend felt that improvements could be made in terms of lighting and vegetation maintenance; however, a police presence was needed to discourage certain behaviors. She advised members that the parks are technically closed from dusk to dawn and this is an issue because some people live and sleep in the parks, and there are other activities that are even more concerning happening in parks when they are technically closed.

Mr. Anderson stated that perhaps these types of activities should be put on a future agenda and the police should be asked for grants for cameras, etc.

Mrs. Townshend stated that the Police Department had mentioned a grant for foot patrols and suggested that grant money could also be used to increase their presence in the City's parks. She felt having officers on bicycle or foot in the parks would be helpful.

In regard to the Capital City Bike Trail, Mrs. Horsey stated that she was unsure if people know they have to cross the highway to pick up the trail and how to accomplish this to access the other part of the trail off Public Safety Boulevard. She suggested that perhaps a sign should be posted to indicate that the trail continues on the other side of Route 13. Mrs. Townshend stated that there is a signal, but other ways of crossing the highway had been discussed. She indicated that she could bring this up with the Kent County Metropolitan Planning Organization (MPO) and the Delaware Department of Transportation (DelDOT).

Mr. Lewis questioned if some of the employees from the Police Department's new Cadet Program could be utilized to patrol the parks. In response, Mrs. Townshend stated that this would be a question for the Police Department. She suggested that park safety be added to a future agenda, since there are a wide range of related issues that occur, including sleeping in the parks, drug deals, and umpires feeling threatened. She suggested that Police Chief Paul Bernat be asked to come to the next meeting.

Mr. Caldwell felt that safety would be a top concern with many of the people in the City and indicated that he would like to see more involvement by the Police Department. He stated that he was concerned about the behavior of the youth and programs established for them, noting that safety was his number one (1) concern.

Mr. Anderson expressed the desire for the Committee to look at City policies, possibly in September when the Recreational Needs Assessment is complete, stating his concern that some of the policies may not be constitutionally compliant. Responding, Mrs. Townshend stated that most of the provisions enforced in the parks are designated in the Dover Code.

In response to Mr. Anderson regarding a policy not to allow political activities in parks, Mrs. Townshend stated that this policy had been changed following a discussion with Mr. William Pepper, Deputy City Solicitor.

Mr. Lewis moved for adjournment, seconded by Mr. Caldwell and unanimously carried.

Meeting adjourned at 4:35 p.m.

Respectfully submitted,

David L. Anderson
Chairman

DLA/MK/js/dd/tm
S:\AGENDAS-MINUTES-PACKETS-PRESENTATIONS-ATT&EXH\Committee-Minutes\2015\06-08-2015 PR&CE.wpd

Attachment
Attachment #1 - Presentation - Planning, Inspections & Recreation 2014 Annual Report

Planning, Inspections & Recreation

2014 Annual Report

ATTACHMENT #1
PR&CE MEETING OF JUNE 8, 2015

What We Do

- Planning, Zoning, Plan Review
- Building Inspections
- Fire Inspections, Investigations, Plan Review
- Licensing and Permitting
- Parks and Recreation – Athletic Leagues, Fitness Classes, Recreation Programming

2014 Highlights

- Opening of Dover High School
- Downtown Redevelopment
  - Family Dollar
  - Downtown Development District

2014 Highlights

- Garrison Oak Technical Park
  - Uzin Utz
  - Garrison Energy Center
  - Park Infrastructure





2014 Highlights



- Route 13 Redevelopment
  - Winner Ford and Winner VW
  - Uno's/Dover Litho Site
- Downtown Redevelopment
  - Family Dollar
  - Inner City Cultural League
  - Downtown Development District

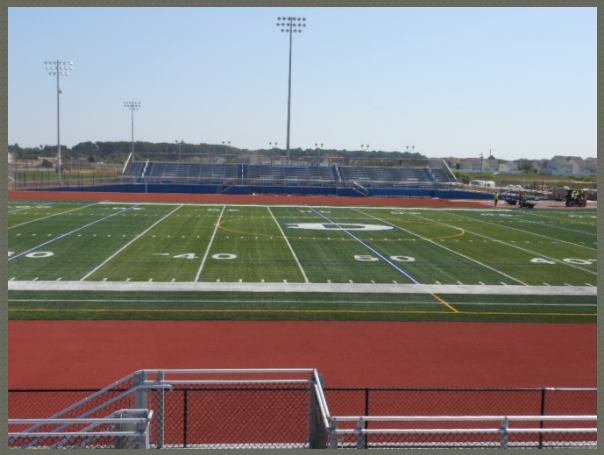




2014 Highlights
Opening of Dover High School

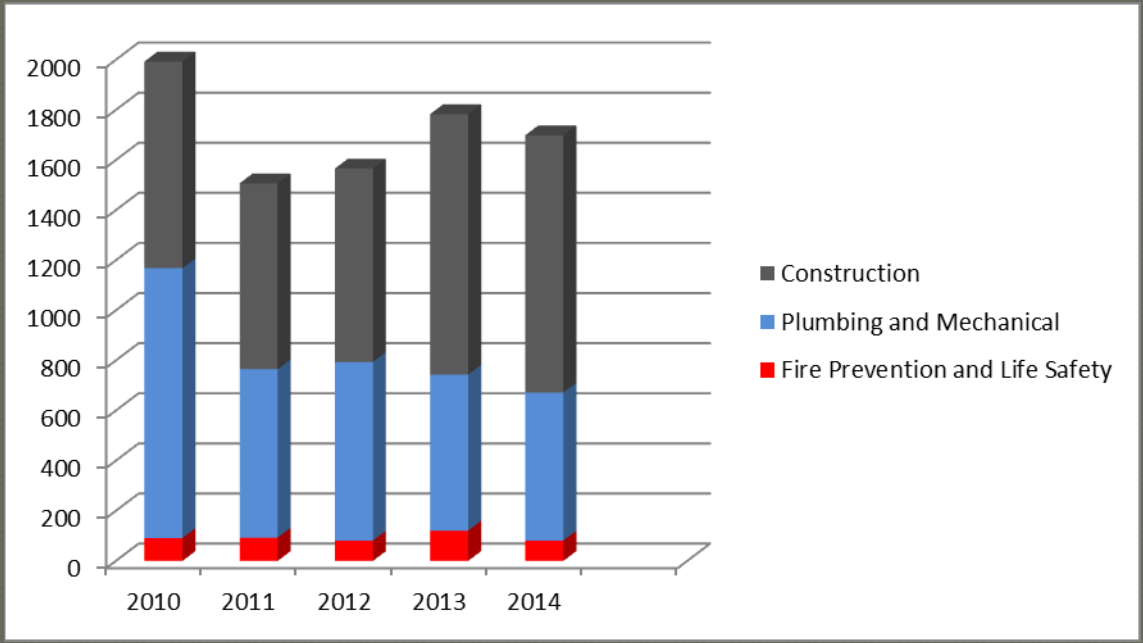






Building Permits

Permits Issued, 2010-2014

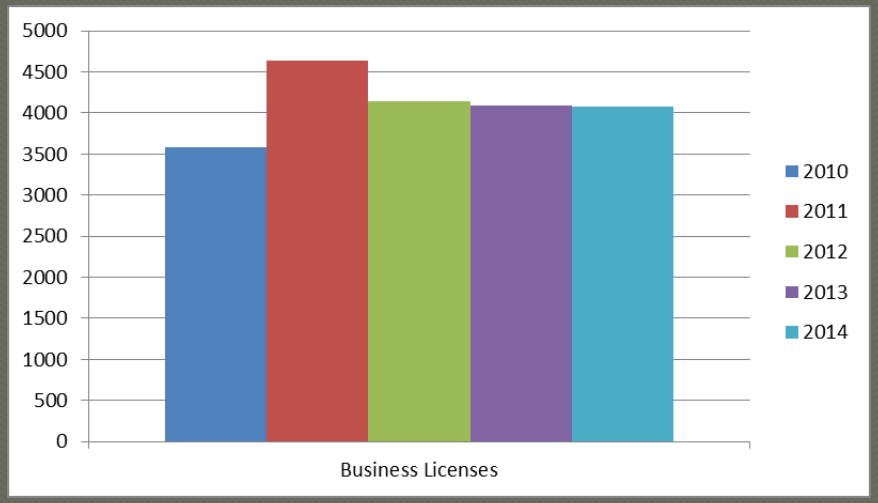


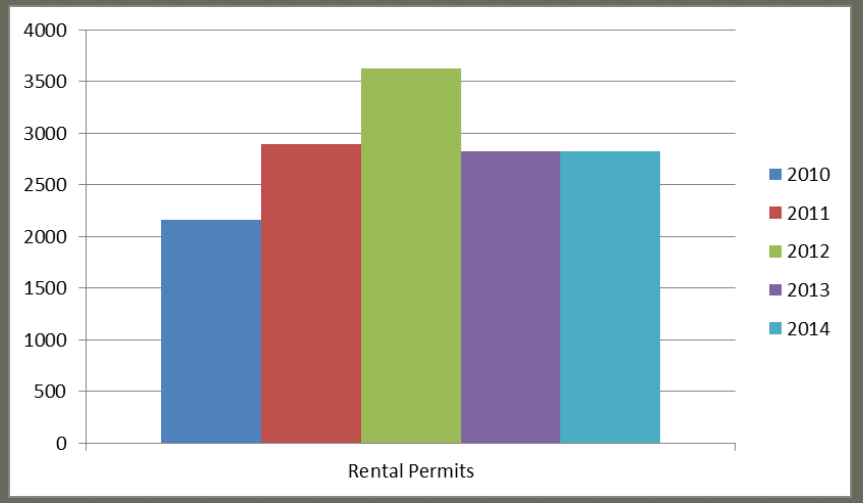
1,704 Building Permits Issued

New Home Construction:

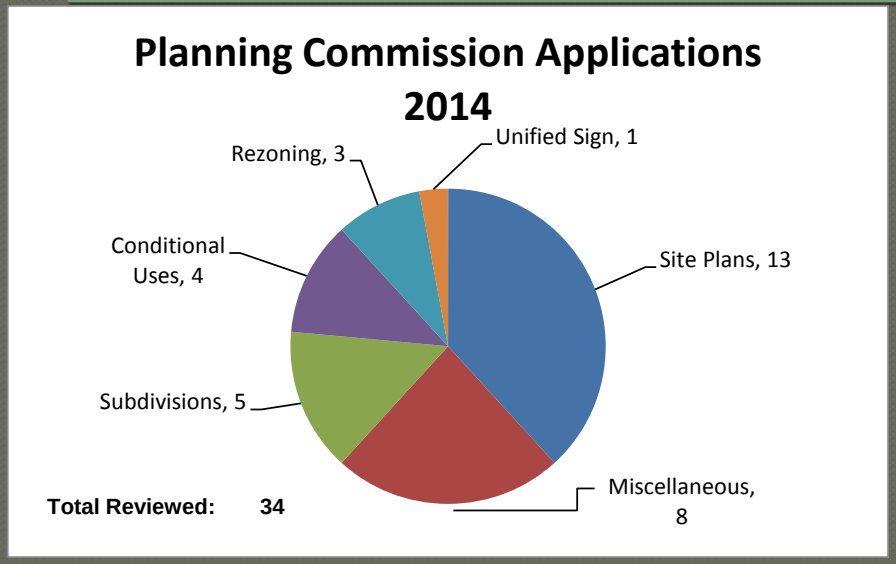
2011: 48
2012: 37
2013: 50
2014: 44

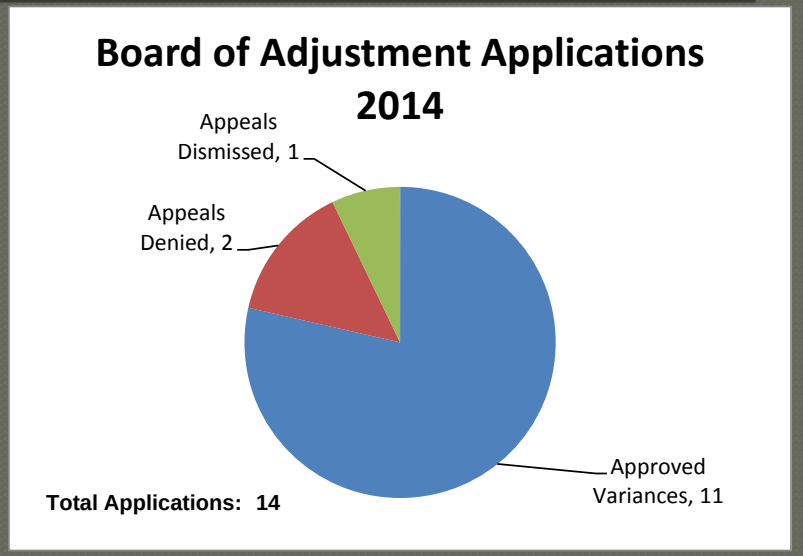
Rental Permits & Business Licenses

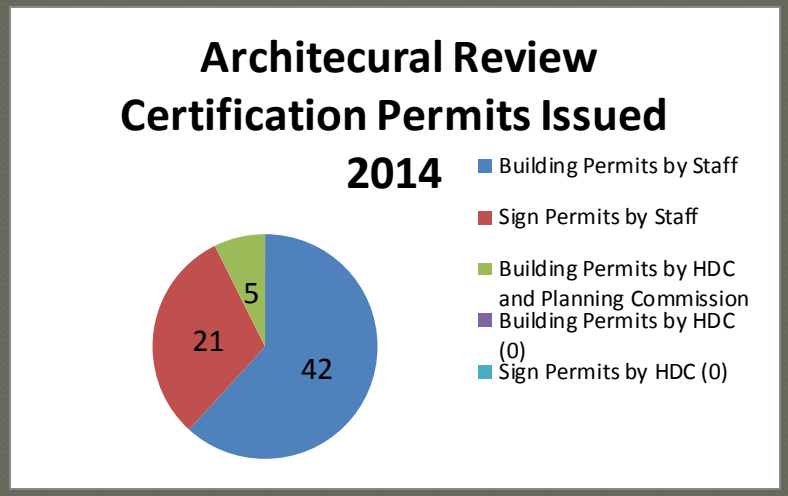




Planning Applications







Fire Marshal's Office

735 Inspections/Complaints Handled

- 379 Fire Code Inspections
- 77 Certificate of Occupancy
- 99 Administrative Walk Through Inspections
- 170 Life Safety Inspections

81 Fire Protection Permits

71 Fire Investigations

Fire Type	Number	Value of Loss
Accidental	44	$1,206,000
Incendiary	21	$171,600
Undetermined	6	$70,500
TOTAL	71	$1,448,100



Code Enforcement

Types of Inspections/Cases Entered	
Annual Rental Housing Inspections	398
Property Maintenance Exterior	560
Tall Grass and Weeds	924
No Valid Business License	108
No Valid Building Permit	79
Zoning	104
Dover City Ordinances	652
All Others	1182
Total	**4,007**



- 8,184 Inspections Performed
- 82% of Cases Staff Initiated

Vacant & Dangerous Buildings

- 277 Buildings Registered Vacant
- $104,000 Vacant Building Registration Fees
- 41 Active Dangerous Buildings
  - 8 Demolished by City of Dover
  - 4 Demolished by Others
  - 6 Repaired by Owners



Recreation

- 48,065 patrons & visitors were recorded in the John W. Pitts Recreation Center
- 3,000 (approx.) participated in our softball, field hockey, lacrosse and volleyball leagues
- 2,800 attended summer Concerts on the Green series
- Total FY14 revenues
  - $75,600 Leagues
  - $26,240 General Recreation
  - $18,600 Field/Building Rentals
  - $ 6,560 Trips
  - $ 13,500 Sports
  - $ 16,889 Camps



Recreation

- Bicycle & Pedestrian Plan
- Challenger Sports
- Indoor Field Hockey and Ladies Lacrosse
- Planning for Future Needs
  - Mallard Park Planning Process
  - Recreation Needs Assessment





Recreation















LEGISLATIVE, FINANCE AND ADMINISTRATION COMMITTEE

The Legislative, Finance, and Administration Committee meeting was held on June 8, 2015, at 6:31 p.m. with Chairman Hare presiding. Members present were Mr. Cole, Mr. Sudler, and Mr. Shevock. Ms. Maucher was absent. Members of Council present were Mr. Anderson (departed at 6:35 p.m. and returned at 6:40 p.m.), Mr. Neil (arrived at 6:46 p.m.), Mr. Hosfelt (arrived at 6:32 p.m.), Mr. Hutchison, and Mr. Slavin.

AGENDA ADDITIONS/DELETIONS

Mr. Sudler moved for approval of the agenda, seconded by Mr. Shevock and unanimously carried.

Disposition of City Owned Land – Property Located at 16 South Queen Street, 18 South Queen Street, and 24 North New Street

Mr. Scott Koenig, City Manager, advised members that the City of Dover acquired properties located at 16 South Queen Street, 18 South Queen Street, and 24 North New Street at a monition sale due to liens for demolition expenses. He stated that the City had acquired several properties at monition sales over the past few years, explaining that staff attends the sales and in instances where the City is the largest lien holder on a property, the City has purchased the property to protect the City's interest.

Mr. Koenig stated that the subject properties are excess properties, as the City has no use for them and is better served by the properties being redeveloped and restored as taxable properties. He noted that the City has maintenance responsibilities associated with the properties and has no long-term interest in owning them. Mr. Koenig advised that the City has a procedure for Sale and Disposition of Real Property, which includes a "Standard Method of Disposition" that begins at the Legislative, Finance, and Administration Committee. As articulated in the procedure, the first decision by Council (after a favorable recommendation by the Committee) is whether or not to dispose of the surplus property and, subsequently, to determine the method of disposal (auction or sealed bid). The procedure also includes "Exceptions to Standard Method of Disposition," which states as Exception D, "Donation of Land to Non-Profit Organizations: If, in the opinion of the Dover City Council, the donation of a parcel of excess land to a non-profit organization would be in the best interest of the City of Dover, Council then reserves unto itself the right to make such a donation."

Mr. Koenig advised members that the Central Delaware Habitat for Humanity had submitted an offer to purchase the subject properties. He stated that the sale of these properties to Habitat for Humanity is consistent with the goals of the City of Dover 2008 Comprehensive Plan, the City of Dover 2015-2019 Consolidated Plan, and the Downtown Development District designation, to foster home ownership for low- and moderate-income households, and also supports the City's goal and mandate to affirmatively further fair housing by allowing for location choices for low- and moderate-income households.

Mr. Koenig reviewed the offers from Habitat for Humanity, explaining that if the offers were accepted, the City would need to write off a portion of the costs for demolition and the other charges, as follows:

Address	Offer Price	Lien Amount	Write-Off Amount	City's 2015 Assessed Land Value
16 S. Queen Street	$ 5,000	$ 12,275	$ 7,275	$ 10,400
18 S. Queen Street	$ 5,000	$ 6,920	$ 1,920	$ 10,400
24 N. New Street	$ 5,000	$ 35,908.46	$ 30,908.46	$ 11,000

Mr. Koenig recommended negotiating a final agreement of sale and price for 16 and 18 South Queen Street with Habitat for Humanity. He stated that the final write-off amounts for these properties would be relatively low based on the initial offer letter from Habitat for Humanity; however, he would attempt to increase the final sale price to minimize the write-off amounts. Mr. Koenig noted that when the City had transferred property to Habitat for Humanity in the past, it was below the write-off amount and technically a donation to them through the loss process. By selling to Habitat for Humanity, the City would be ensured that the lots would be developed and occupied by homeowners, and he indicated that home ownership is important in creating strong communities.

Mr. Koenig recommended disposing of the property at 24 North New Street by using the "Standard Method of Disposition" due to the significant potential write-off amount. He believed that there may be other buyers interested in this property, and the City could potentially recover additional costs and reduce the amount of the potential write-off by seeking bids.

Mr. Koenig noted that 16 and 18 South Queen Street were adjacent to property owned by Habitat for Humanity; therefore, it made sense to dispose of the real estate to them.

Staff recommended the following action: 1) determine that the property is excess property; 2) authorize the City Manager to negotiate a final sale price with Habitat for Humanity that minimizes the write-off amounts for 16 and 18 South Queen Street; and 3) authorize the City Manager to dispose of 24 North New Street using the "Standard Method of Disposition."

Mr. Sudler questioned the difference between the cost and sale amount that the City would lose. Responding, Mr. Koenig explained that for 16 South Queen Street the City's lien amount was $12,275 and the offer price from Habitat for Humanity was $5,000; therefore, the maximum write off under current conditions would be $7,275. For 18 South Queen Street, the lien amount was $6,920 dollars and the offer from Habitat for Humanity was $5,000, so the maximum write off amount would be $1,920. He reiterated his recommendation to authorize him to negotiate an increased amount in an effort to reduce the City's write-off amounts, realizing that the City would not be cash positive on this transaction. Referring to 24 North New Street, Mr. Koenig explained that the current offer from Habitat for Humanity would result in a write-off amount of $30,908.46, which he believed was too high to request Council to authorize. Instead, it was his opinion that the City should proceed with a sealed bid and accept the highest offer.

In response to Mr. Sudler, Mr. Koenig explained that if the City were to accept the offer from Habitat for Humanity for 24 North New Street, the City would have to write off, or basically lose, $30,908.46.

Mr. Shevock questioned whether the City should advertise for 16 and 18 South Queen Street to see if there are offers above Habitat for Humanity's, since staff will advertise for 24 North New Street. Responding, Mr. Koenig stated that he did not recommend advertising for 16 and 18 South Queen Street. He explained that Habitat for Humanity owns 14 South Queen Street and, because these are small lots, their intention is to consolidate 14, 16, and 18 into two (2) lots with a house on each lot. Mr. Koenig stated that there is value in getting houses in this area quickly, and it would not be worth the amount of administrative time to advertise these properties.

In response to Mr. Shevock, Mr. Koenig stated that the City always reserves the right to reject bids. He advised that the last time the City disposed of excess property in this manner, a minimum bid amount was set, which worked well.

Mr. Sudler questioned if there were any Code violations on these properties. Responding, Mr. Koenig stated that there were no longer any Code violations because all of the structures had been removed, and the land should be vacant and free of trash. He noted that the City would write off any unpaid fines or vacant building fees remaining.

Mr. Sudler inquired if the new owner would be responsible for existing violations. In response, Mr. Koenig explained that they would only have to mow the grass because the properties are vacant lots at this point. He stated that past violations will not transfer with the property, but the new owner would take over maintenance upon the transfer of the property.

Mr. Anderson questioned whether the City would write off the lien against the property or reserve the right to continue to pursue other options, such as a civil suit, for collecting the debt. Responding, Mr. Koenig explained that once the City receives payment from Habitat for Humanity for the properties located at 16 and 18 South Queen Street, the unpaid balance would be removed from potential revenue and, for accounting purposes, would be written off. He stated that there would be no pursuit of legal action against the previous owner.

Mr. Anderson stated that the process made sense for 16 and 18 South Queen Street because of the amount of staff time and legal fees that would be involved without a guarantee that the person would be found. However, he did not believe it made sense for 24 North New Street because the City would not be able to sell that property for an amount close to the lien, and questioned whether the City would consider selling the debt to a collection agency instead of writing it off.

In response to Mr. Anderson, Mr. Koenig stated his belief that the City had never sold this type of debt to a collection agency. He advised that Mr. William Pepper, Deputy City Solicitor, had indicated that once the City owns the property, the true liens against the property are extinguished. Mr. Koenig stated that the City does not have a legal measure to go back and pursue a lawsuit. Since the owner forfeited the property and the City took title to it, the City basically agreed to forgive the prior property owner the amount.

Mr. Shevock moved to recommend: 1) declaring properties located at 16 South Queen Street, 18 South Queen Street, and 24 North New Street as excess property; 2) authorizing the City Manager to negotiate a final sale price with Habitat for Humanity that minimizes the write-off amounts for 16 and 18 South Queen Street; and 3) authorizing the City Manager to dispose of 24 North New Street using the "Standard Method of Disposition," as recommended by staff. The motion was seconded by Mr. Cole.

Responding to Mr. Sudler, Mr. Koenig explained that the "Standard Method of Disposition" would be through sealed bid.

In response to Mr. Sudler, Mr. Hare confirmed that through the sealed bid process, someone would purchase the property, and the intent was to try to get more than $5,000 for it.

The motion to recommend: 1) declaring properties located at 16 South Queen Street, 18 South Queen Street, and 24 North New Street as excess property; 2) authorizing the City Manager to negotiate a final sale price with Habitat for Humanity that minimizes the write-off amounts for 16 and 18 South Queen Street; and 3) authorizing the City Manager to dispose of 24 North New Street using the "Standard Method of Disposition was unanimously carried.

Discussion - Fiscal Year 2015 Audit Program

Mrs. Donna Mitchell, Controller/Treasurer, and Mr. William Seymour, SB & Company, LLC, reviewed a presentation entitled "Auditor's Responsibility for Communicating with Audit Committee."

In regard to the Auditor's Responsibility - Page 4, Mr. Seymour advised members that, under generally accepted auditing standards, there is a requirement to communicate with those charged with governance and this can occur in various forms, such as a meeting or letters. He advised members that SB & Company would bring items of significance to their attention as they are discovered. Mr. Seymour stated that the audit responsibilities of SB & Company and of management would be outlined in an engagement letter. He indicated that field work would begin in a few weeks and would include a preliminary review of the processes and controls that underlie the financial reporting process and the compliance process for the single audit. A secondary process would take place after year-end to validate on a scope basis the actual numbers within the financial statements. At the end of the audit, the results would be summarized, including whether or not significant deficiencies or material weaknesses were found. Mr. Seymour stated that his firm would effectively evaluate whether management would be able to produce an accurate set of financial statements if the financial auditor were removed from the process, and whether the system is designed to provide reliable data. He indicated that the number one (1) potential issue would be a finding of lots of journal entries. Mr. Seymour noted that, during an audit, sometimes numbers reported by management are found to be incorrect, such as discrepancies between the cash balance reported by management and the balance obtained by the auditor; at other times there may discrepancies in how items are presented within the statement, such as assets that are capitalized in one (1) place and expended elsewhere.

Mr. Seymour stated that this presentation related specifically to the June 30, 2015 audit and was requested by Mrs. Mitchell so that new members would have this information prior to receiving the audit results. He advised members that SB & Company was available to answer any questions they may have.

Mrs. Mitchell advised members that the Legislative, Finance, and Administration Committee serves as the City's audit committee. She indicated that the calendar provided spelled out the tasks to be performed during the audit period. Mrs. Mitchell noted that there was a goal to have the audit done by November 30th, rather than December 31st as had been done in the past. She informed members that new pension accounting standards were implemented both last year and this year, which would result in a larger pension liability for unfunded pensions on the financial statements.

Mr. Shevock moved to recommend acceptance of the Fiscal Year 2015 Audit Program, seconded by Mr. Cole and unanimously carried.

By unanimous consent, the meeting adjourned at 6:54 p.m.

William F. Hare
Chairman

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Office of City Assessor

June 22, 2015

Board of Assessment Appeals

May 28, 2015

The Board of Assessment Appeals was brought to order by Chairman Garfinkel.
Board Members present were: Chairman William Garfinkel, James Welsh, and Todd Stonesifer.
Staff present was City Assessor Cheryl A. Bundek and Administrative Assistant Annette Hart.
Also present, for Item# 1.A on the agenda, were: Ann Marie Townsend, City Planning Director and William W. Pepper Sr., Esquire, Deputy City Solicitor.

Exemptions

1.A. House of Pride

Locations: 110 S. New Street & 106 S. New Street

RECOMMENDED ACTION: Recommend that the request for exemption be reviewed.

BACKGROUND AND ANALYSIS

An exemption application was submitted to the Assessor's Office.

110 S. New Street had been listed as an exempt property from July 2002 until July 2012.
106 S. New Street had been listed as an exempt property from July 2002 until July 2011.

The exemptions were revoked because the Conditional Use permits were revoked; therefore the properties did not meet the qualifications for an exempt status with the City of Dover. Since the properties did not have the proper permits, they were no longer being used for the intended purpose of the exemption.

These are vacant pieces of land.

Exemption Request
106 S New St - $13,100
110 S New Street $11,600

Mr. Marion Lott, Executive Director and Mary Beth Johnson, Property Manager were present for the hearing.

City Assessor, Cheryl Bundek went over the packet, that included paperwork provided by the appellant. She also suggested that the board look at the two parcels of land first and then go over the properties with buildings.

The two parcels of land were 106 S. New Street and 110 S. New St.

Mr. Lott told the board that his organization owes demolition fees and taxes on these two properties.

He explained that the organization is looking into donating those two parcels of land to the Central Delaware Habitat for Humanity.
Mr. Lott was wondering if the City would be able to help his organization and work on an agreement between the City and the House of Pride.

He explained that his organization does not have the funds to pay the outstanding fees and taxes.

Mrs. Ann Marie Townsend explained that the House of Pride would have to come to an agreement with the Central Delaware Habitat for Humanity and then present the city with this agreement. It would be up to the City Council to forgive the fees and taxes on those properties because they were donated to the Habitat for Humanity.

She explained that this should be handled by City Council and would not pertain to the Board of Assessments Appeals.

The Assessor pointed out, after a brief discussion, that the board could only make a decision on whether these two properties should be exempt from taxes up until they are donated to the Central Delaware Habitat for Humanity, as they are currently being utilized.

Chairman Garfinkel explained that in his opinion these two properties should stay as taxable properties, because they are vacant lots.

Chairman Garfinkel made the motion to deny the request for exemption for 106 S New Street and 110 S New Street, which was seconded by Mr. Stonesifer.

Motion carried: 3-0

Locations:	**Exempt Request:**
16 N. New St.	$54,600
29 S. New St.	$82,800
20 N. New St.	$89,900
38 S. New St.	$80,500
37 S. New St.	$119,200
115 S. New St.	$117,900
105 S. New St.	$72,200
102 S. New St.	$60,900
55 S. New St.	$60,900
45 S. New St.	$77,700

BACKGROUND AND ANALYSIS

An exemption application was submitted to the Assessor's Office.

These properties, accept for 115 S New Street, which had never had the exempt status, were listed as exempt properties from July 2002 until October 2012. The exemptions were revoked because the Conditional Use permits were revoked; therefore the properties did not meet the qualifications for an exempt status with the City of Dover. Since the properties did not have the proper permits, they were no longer being used for the intended purpose of the exemption.

RECOMMENDED ACTION: Recommend that the request for exemption be reviewed.

Chairman Garfinkel asked Mr. Lott to comment on the other properties mentioned in the exempt requests.

Mr. Lott handed out a list of all the properties the organization owns, which also lists the number of people living in each of the properties.
He explained that the organization is a Non-Profit organization and that they are not making any money on any of these properties. The rent money generated is utilized to pay the mortgages and utilities. The organization should take in $7,400 a month, but because not all of their renters are able to pay the rent on monthly basis, they often fall short.

Mr. Lott also mentioned that the city has been offering assistance to homeowners in that area and that The House of Pride has put in three applications for assistance, which had all been declined.
Mr. Lott explained that his organization would benefit if these properties would be exempt from property taxes. He explained that his organization keeps the homeless off of the streets and provides a stable home for the children, he asked for the board's help.

Ann Marie Townsend, City Planning Director, went over past issues the city had with the House of Pride such as building code, fire code and zoning issues, etc.

In 2008 the House of Pride applied for conditional use permits to have the house used as residential recovery and transitional housing. The organization did not keep up with the conditional use agreement, which lead to the revocation of the permit by the Planning Commission in 2012.
She refers to a letter from Sandra Dean, who was the organizations attorney at that time, acknowledging that the organization no longer rents to people within the recovery program and that these properties should be taxed.
Mrs. Townsend also said that 115 S. New St. has never been a part of that program and has always been a taxable property.
She questioned the number of 11 people living on one property. To her knowledge these properties where supposed to be one family homes or two unit apartments.
She points out that on the information sheet provided, at the beginning of the hearing, 102 S. New Street is listed as occupying 5 adults and 1 child, she questioned that the occupancy may not be up to code. This made her questioned whether these properties are rentals or if there is even a program for those people that live there.

Mr. Lott explained that the organization used to have numerous individuals in recovery programs, who now are renting apartments. Those individual are still attending those programs and the organization makes sure they continue to participate. Mr. Lott told the board that the occupants have to continue with their programs in order to be able to live there.

Mr. Lott went on to answer Mrs. Townsends question about 102 S. New St. He said the renter's two older children have moved back in, which is why there are so many people living at the property.

Mr. William W. Pepper Sr. Esq. Deputy City Solicitor commented that while the mission of the House of Pride does has a very beneficial purpose, he has not heard anything, during the meeting, that would change the circumstance or why they should now be exempt. He pointed at the letter the City received from Sandra Dean, attorney for the House of Pride, in which it stated that the organization understands that all properties are subject to property tax.

Chairman Garfinkel asked if 115 S New Street should not have been on the exempt request list.

Mrs. Townsend explained that this property had always been a rental property and had never been part of the recovery program.

Chairman Garfinkel asked if Mr. Lott has a license to engage in drug, alcohol and substance abuse services.

Mr. Lott replied that he does not have a license and that the organization is not offering such services, their purpose is to make sure that their renters continue with the programs they are in.

Todd Stonesifer explains that while the services the House of Pride offers are commendable, the board cannot change the rules.

Mr. Stonesifer made the motion to deny the exempt request which was second by Mr. Welsh.

Chairman Garfinkel opened up for discussion at which time Mr. Stonesifer suggested that the organization should get their status back.

Chairman Garfinkel also said, that looking at the certificate of operation for the House of Pride, the purpose should be for substance abuse and not what they are doing now. If they do not have the proper licensing than they are not engaging in the purpose of the organization.

In his opinion nothing has changed since the exempt status has been revoked.

Motion passed 3-0

Mrs. Bundek informed the appellant, that the City Council was the final decision and that a certified letter with the date of the Council Hearing would be mailed to them.

1.B. Central Delaware Habitat for Humanity

Locations:	**Exempt Request:**
20 S Kirkwood St.	$42,300
28 S Kirkwood St.	$50,600
30 S Kirkwood St.	$35,500
40 S Kirkwood St.	$74,900
138 Cherry St.	$38,200
117 S Queen St.	$58,300
29 N Kirkwood St.	$ 0 (already exempt) –City owned)
223 W Division St.	$117,200

BACKGROUND AND ANALYSIS

An exemption request for the above referenced properties was submitted to the Assessor's Office.

These properties are being renovated for low-income families to provide an affordable mortgage. Once these properties are complete and the ownership is transferred, they will be added back to the tax rolls. (As a supplemental billing)

RECOMMENDED ACTION: Recommend that the request for exemption be approved.

Mrs. Tice, Executive Director was present for the meeting.

She went over Central Delaware Habitat for Humanities' mission, which is to bring families together to build affordable homes in the community. Mrs. Tice told the board that there are currently 17 Habitat homeowners in Dover, 40 throughout Kent County and that the organization is working back in Dover on a number of properties.

She went on to tell the board that the Central Delaware Habitat for Humanity had been awarded $672,000 back in January by the Strong Neighborhood Housing Fund. With that fund they are planning to buy, renovate or demolish properties within a 20 block radius of Downtown Dover.

The organization is looking to increase the homeownership in this area, which primarily had been rental properties. She explained that the organization is targeting low-income families who are able to pay a mortgage. The homes are built with the help of volunteers and the aspects of the organization.

Mrs. Tice told the board that construction will begin in June on the four properties located on Kirkwood Street. She went on to explain that 138 Cherry Street is currently in their Land Bank, construction will start sometime in 2016.

117 S. Queen Street is a vacant home and was donated to the organization and is scheduled for demolition, new construction is also scheduled for 2016.

29 N. Kirkwood was purchased from the City, which is also scheduled for construction in 2016.

Mrs. Tice went on to talk about 223 W Division Street, which used to be an old shoe store. She told the board that the building was donated to their organization by a bank. She also mentioned that the organization does not yet know how to utilize that building. One of the options would be to use the building as an office building.

Mrs. Bundek mentioned that the City has not received the deed for 223 W. Division Street. Mrs. Tice offered to provide the Assessor's Office with a copy of the deed.

Board Member Welsh made the motion to accept the request for exemption for all of the properties, which was seconded by Board Member Stonesifer.

Motion passed 3-0

Chairman Garfinkel raised the question about 223 W Division St., he was wondering if this property would fall under the scope of the organization, since this is a commercial property.

Mrs. Tice explained that when a Bank donates a property to a non-profit organization, the building should be used as community development, which is why the organization is looking to use the building as an outreach or a satellite office for the organization. She assured the Board Members that it is not the intent of the organization to use this property for investment purposes and offered to keep the City updated about the future use of the building.

Chairman Garfinkel requested to amend the motion, to grant the exemption for all of the properties except for 223 W. Division Street, which will be exempted for one year only, to be revisited once the organization knows what the use will be.

Motion carried 3-0

The meeting was adjourned at 9:53 A.M.

Mrs. Bundek informed the appellant, that the City Council was the final decision and that a certified letter with the date of the Council Hearing would be mailed to her.

Board of Assessment Appeals

June 02, 2015

The Board of Assessment Appeals was brought to order by Chairman Garfinkel.
Board Members present were: Chairman William Garfinkel, James Welsh, and Tom Burns.
Staff present was City Assessor Cheryl A. Bundek and Administrative Assistant Annette Hart.

Exemptions

3.H. Emerald Pointe Maintenance Corp.

Locations: Open Spaces

BACKGROUND AND ANALYSIS

These parcels fall under State Statute 9 Del. C. §8110 Civic organizations owning parkland.

EXEMPTION REQUEST

ED05-067.01-02-14.00	$ 2,600
ED05-067.01-01-98.00	$ 2,800
ED05-067.01-01-96.00	$10,300
ED05-067.01-02-13.00	$ 3,500
ED05-067.01-01-97.00	$29,200
ED05-067.01-01-99.00	$10,900
	$ 59,300

RECOMMENDED ACTION: Recommend that the request for exemption be approved.

Mrs. Murphy, community Manager with Legum & Norman, employed by Emerald Pointe Maintenance Corp. as their management firm was present for representation.

Mrs. Murphy told the board that the Emerald Point Maintenance Corp. has applied for Exemption with the City of Dover. She also mentioned that they are already exempt with Kent County.

Chairman Garfinkel asked if these properties were open spaces and if they will remain that way.

Mrs. Murphy assured that they are open spaces and that there will be no future changes to those properties.

Mr. Burns asked if these spaces have been recorded as open spaces, which was confirmed by Mrs. Murphy.

Board Member Burns made the motion to accept the request for exemption, which was seconded by Board Member Welsh.

Motion carried 3-0

Mrs. Bundek informed Ms. Murphy that the City Council was the final decision and that a certified letter with the date of the Council Hearing would be mailed to her.

3.G. Village of Westover HOA, Inc.

Location: Open Spaces.

BACKGROUND AND ANALYSIS

These parcels fall under State Statute 9 Del. C. §8110 Civic organizations owning parkland.

EXEMPTION REQUEST

ED05-076.09-03-70.00	$ 50,900
ED05-076.09-03-71.00	132,300
	$183,200

RECOMMENDED ACTION: Recommend that the request for exemption be approved.

Nobody was present to represent the Village of Westover HOA, Inc.

Chairman Garfinkel asked the Assessor to comment on the request, as there was no representative for Village of Westover HOA present.

Mrs. Bundek asked the petition be approved as it falls under Delaware State Code9 Del. C. §8110 for civic organizations owning park land.

She pointed out that the board just heard and approved the exempt request for the Emerald Pointe Maintenance Corp., which was for open spaces as well. She assured the board that these spaces too have been recorded as open spaces and cannot be used for anything else.

Board Member Welsh made the motion to accept the Assessor's recommendation to approve the exempt request, which was seconded by Board Member Burns.

Motion carried 3-0

Mrs. Bundek informed the board, that the City Council was the final decision and that a certified letter with the date of the Council Hearing would be mailed to the HOA.

ACTION FORM

PROCEEDING: City Council
DEPARTMENT OF ORIGIN: City Manager's Office **DATE SUBMITTED**: June 17, 2015
PREPARED BY: Scott D. Koenig, P.E., City Manager
SUBJECT: Authorization to Execute Agreement to Perform a Comprehensive Analysis of Police, Fire and EMS Services for the City of Dover
REFERENCE: N/A
RELATED PROJECT: N/A
REVIEWED BY: Scott D. Koenig, P.E., City Manager; Donna Mitchell, Controller
EXHIBITS: Attachment A – Copy of the Proposal from the Center for Public Safety Management, LLC
EXPENDITURE REQUIRED: $ 96,300 + **AMOUNT BUDGETED**: $ 100,000 in FY-2016 **FUNDING SOURCE (Dept./Page in CIP & Budget)**: City Manager's Budget, page 256 of the FY-2016 Draft Annual Operating Budget – 110-2100-515.30-31
TIME TIMETABLE: Project has an estimated completion time of 105-135 days after full execution of an agreement.
RECOMMENDED ACTION: Authorize the City Manager to execute an agreement with the Center for Public Safety Management, LLC to perform a comprehensive analysis of Police, Fire and EMS services for the City of Dover. This authorization is contingent upon the adoption of the FY-2016 City of Dover Operating Budget. The execution of the agreement will be finalized after July 1, 2015.

BACKGROUND AND ANALYSIS

The City Manager's Office has sought assistance with respect to various Public Safety Services in an effort to analyze and understand the needs of City of Dover. The Center for Public Safety Management, LLC is the exclusive provider of public safety technical assistance for the International City/County Management Association. Both the City Manager and the Assistant City Manager are members of the International City/County Management Association; therefore, the City of Dover will receive a reduced cost to perform the analysis.

The analysis includes the following major outcomes:

1) Examine the department's organizational structure;
2) Perform gap analysis, comparing the "as is" state of the department to the best practices of industry standards;
3) Recommend a management framework to ensure accountability, increased efficiency and improved performance;
4) Conduct a data-driven forensic analysis to identify actual workload;
5) Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function in the department.

The analysis is perform by a team of qualified subject matter experts as identified in the proposal and is specifically designed to provide the local government with a thorough and unbiased analysis of emergency services in our community.

Based on the connection to the International City/County Management Association and the unique services provided under the proposal, staff is recommending this purchase of professional services be authorized under sole source procurement.

Proposal for Comprehensive Analysis of Police, Fire and EMS Services City of Dover, Delaware



POLICE AND FIRE/EMS OPERATIONS

POLICE AND FIRE/EMS OPERATIONS

CENTER FOR PUBLIC SAFETY MANAGEMENT

CPSM

Center for Public Safety Management, LLC

474 K Street, NW, Suite 702

Washington, DC 20001

www.cpsm.us 716-969-1360

Exclusive Provider of Public Safety Technical Assistance for

International City/County Management Association

ICMA

Leaders at the Core of Better Communities

CPSM
Center for Public Safety Management, LLC

June 5, 2015

Mr. Scott Koenig
City Manager
City of Dover, Delaware

Dear Mr. Koenig:

The *Center for Public Safety Management, LLC, the exclusive provider of public safety technical assistance for the International City/County Management Association,* is pleased to submit this proposal for an analysis of Police and Fire/EMS services for the City of Dover. The CPSM approach is unique and more comprehensive than ordinary accreditation or competitor studies. In general, our analysis involves the following major outcomes:

- Examine the department's organizational structure and culture;
- Perform gap analysis, comparing the "as is" state of the department to the best practices of industry standards;
- Recommend a management framework to ensure accountability, increased efficiency and improved performance;
- Conduct a data-driven forensic analysis to identify actual workload;
- Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function in the department.

This proposal is specifically designed to provide the local government with a thorough and unbiased analysis of emergency services in your community. We have developed a unique approach by combining the experience of dozens of subject matter experts in the areas of emergency services. The team assigned to the project will have hundreds of years of practical experience managing emergency service agencies, a record of research, academic, teaching and training, and professional publications, and extensive consulting experience completing hundreds of projects nation-wide. The team assembled for you will be true "subject matter experts" not research assistants or interns.

ICMA has provided direct services to local governments worldwide for almost 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. I, along with my colleagues at CPSM, greatly appreciate this opportunity and would be pleased to address any comments you may have. You may contact me at 716.969.1360 or via email at lmatarese@cpsm.us

Sincerely,

Leonard A. Matarese, ICMA-CM, IPMA-HR
Director, Research and Project Development
Center for Public Safety Management, LLC

The Association & The Company

International City/County Management Association (ICMA)

The International City/County Management Association (ICMA) is a 100 year old, non-profit professional association of local government administrators and managers, with approximately 9,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments in providing services to its citizens in an efficient and effective manner. Our work spans all of the activities of local government – parks, libraries, recreation, public works, economic development, code enforcement, Brownfield's, public safety, etc.

ICMA advances the knowledge of local government best practices across a wide range of platforms including publications, research, training, and technical assistance. Our work includes both domestic and international activities in partnership with local, state and federal governments as well as private foundations. For example, we are involved in a major library research project funded by the Bill and Linda Gates Foundation and we are providing community policing training in Panama working with the U.S. State Department. We have personnel in Afghanistan assisting with building wastewater treatment plants and have teams in Central America providing training in disaster relief working with SOUTHCOM.

The **ICMA *Center for Public Safety Management* (ICMA/CPSM)** was one of four Centers within the Information and Assistance Division of ICMA providing support to local governments in the areas of police, fire, EMS, Emergency Management and Homeland Security. In addition to providing technical assistance in these areas we also represent local governments at the federal level and are involved in numerous projects with the Department of Justice and the Department of Homeland Security. In each of these Centers, ICMA has selected to partner with nationally recognized individuals or companies to provide services that ICMA has previously provided directly. Doing so will provide a higher level of services, greater flexibility and reduced costs in meeting member's needs as ICMA will be expanding the services that ICMA can offer to local government is expanding. For example, The Center for Productivity Management (CPM) is now working exclusively with SAS, one of the world's leaders in data management and analysis. And the Center for Strategic Management (CSM) is now partnering with nationally recognized experts and academics in local government management and finance.

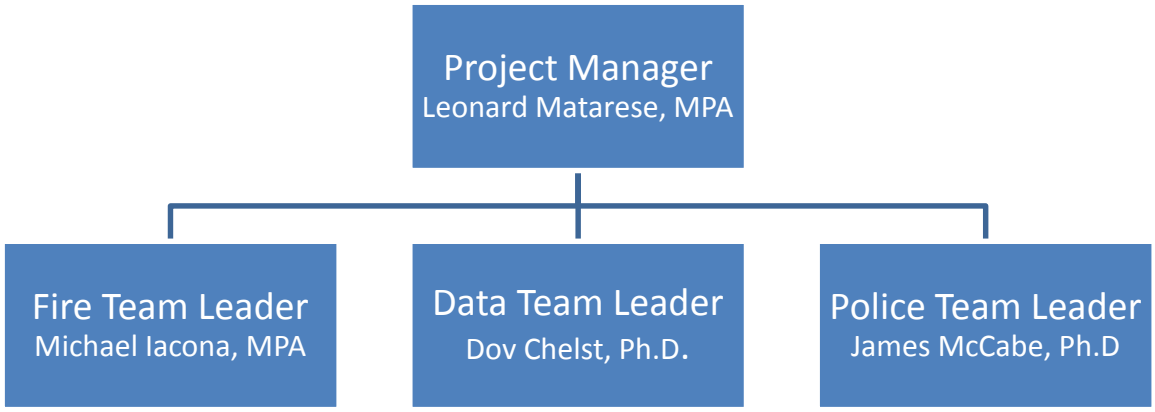
Center for Public Safety Management, LLC (CPSM) is now the exclusive provider of public safety technical assistance for ICMA and provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA. The Center for Public Safety Management, LLC maintains the same team of individuals performing the same level of service that it has for the past seven years for ICMA.

CPSM's local government technical assistance experience includes workload and deployment analysis, using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs as well as industry best practices. We have conducted over 200 such studies in 34 states and Canada and 170 communities ranging in size from 8,000 population Boone, IA to 800,000 population Indianapolis, IN.
Thomas Wieczorek is the Director of the Center for Public Safety Management. Leonard Matarese serves as the Director of Research & Program Development. Dr. Dov Chelst is the Director of Quantitative Analysis. Michael Iacona is the Senior Manager for Fire/EMS.

Project Staffing

The proposal will look at the police, fire and EMS services of Dover. For this project, the CPSM has assembled a premier team of experts from a variety of disciplines and from across the United States. The goal is to develop recommendations that will enable it to produce the outcomes necessary to provide critical emergency services consistent with the community's financial capabilities. The team will consist of a project team leader, two Operations Leaders and several senior public safety Subject Matter Experts selected from our team specifically to meet the needs of the community.

The management organizational chart for the project includes the following Key Team Members:



Project Manager

Director of Research and Project Development, *Center for Public Safety Management, LLC,*

Leonard A. Matarese, MPA, ICMA-CM, IPMA-CP

- **Background**
  Mr. Matarese is a specialist in public sector administration with particular expertise in public safety issues. He has conducted or managed over 200 public safety studies. He has 44 years' experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner. He was one of the original advisory board members and trainer for the first NIJ/ICMA Community Oriented Policing Project which has subsequently trained thousands of municipal practitioners on the techniques of the community policing philosophy over the past 18 years. He has managed several hundred studies of emergency services agencies with particular attention to matching staffing issues with calls for service workload.

  Recognized as an innovator by his law enforcement colleagues he served as the Chairman of the SE Quadrant, Florida, Blue Lighting Strike Force, a 71agency, U.S. Customs Service anti-terrorist and narcotics task force and also as president of the Miami-Dade County Police Chief's Association – one of America's largest regional police associations. He represents ICMA on national projects involving the United States Department of Homeland Security, The Department of Justice, Office of Community Policing and the Department of Justice, Office Bureau of Justice Assistance. He has also served as a project reviewer for the National Institute of Justice and is the subject matter expert on several ICMA / USAID police projects in Central America. As a public safety director he has managed fire / EMS systems including ALS transport. He was an early proponent of public access and police response with AEDs.

  Mr. Matarese has presented before most major public administration organizations annual conferences on numerous occasions and was a keynote speaker at the 2011 annual PERF conference. He was a plenary speaker at the 2011 TAMSEC Homeland security conference in Linköping, Sweden and at the 2010 UN Habitat PPUD Conference in Barcelona, Spain.

  He has a Master's degree in Public Administration and a Bachelor's degree in Political Science. He is a member of two national honor societies and has served as an adjunct faculty member for several universities. He holds the ICMA Credentialed Manager designation, as well as Certified Professional designation from the International Public Management Association- Human Resources. He also has extensive experience in labor management issues, particularly in police and fire departments. Mr. Matarese is a life member of the Internal Association of Chiefs of Police.

Data Assessment Team

Center for Public Safety Management, LLC Senior Team Members

Dov Chelst, Ph.D., Director of Quantitative Analysis

- **Background**
  Dr. Chelst is an expert in analyzing public safety department's workload and deployment. He manages the analysis of all public safety data for the Center. He is involved in all phases of The Center's studies from initial data collection, on-site review, large-scale dataset processing, statistical analysis, and designing data reports. To date, he has managed over 140 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000.

  Dr. Chelst has a Ph.D. Mathematics from Rutgers University and a B.A. Magna Cum Laude in Mathematics and Physics from Yeshiva University. He has taught mathematics, physics and statistics, at the university level for 9 years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks and has presented his academic research at local, national and international conferences, and participated in workshops across the country.

Senior Public Safety Subject Matter Expert

David Martin, Ph.D., Senior Researcher in the Center for Urban Studies, Wayne State University

- **Background**
  Dr. Martin specializes in public policy analysis and program evaluation. He has worked with several police departments to develop crime mapping and statistical analysis tools. In these projects he has developed automated crime analysis tools and real-time, dashboard-style performance indicator systems for police executive and command staff. Dr. Martin teaches statistics at Wayne State University. He is also the program evaluator for four Department of Justice Weed and Seed sites. He is an expert in the use of mapping technology to analyze calls for service workload and deployments.

Senior Manager

Gang Wang, Ph.D., Fire & EMS Services Data Analyst

- **Background**
  Gang Wang received the dual bachelor degrees in industrial design and management science, and the M.S. in information system from Chongqing University in China and the Ph.D. degree in industrial engineering from Wayne State University. He has five years experience in enterprise information system and eight years experience in data analysis and applied mathematical modeling. He has rich experience in areas of automotive, travel and public safety with particular emphasis in fire / EMS analysis. He has published a book chapter and several journal articles.

Operations Assessment Team – Fire Unit

Senior Manager for Fire/EMS

Chief Michael Iacona (Ret.), MPA Retired Fire Chief / Director Flagstaff Fire Department, Flagstaff Arizona; former Director and Fire Chief, Orange County, Florida

- **Background**
  Chief Iacona has 38 years of fire service experience, with the last 17 years as Fire Chief. He recently retired as fire chief for the City of Flagstaff, Arizona a position held since 2002. Prior to this, he was the Director of Orange County Fire Rescue, Florida, which included oversight of the County's emergency management functions. In addition t o duties associated with fire chief, he has served in various capacities, rising through the ranks from firefighter/paramedic to chief fire officer. Mike has led a fire training division, was the Chief of Operations, served as Emergency Manager in EOC Operations, was Chief Negotiator in multiple IAFF Contract deliberations.

  He has supervised the development of several fire master plans, was a volunteer firefighter coordinator, led multiple fire code adoption processes, was in charge of personnel and payroll functions and implemented fire impact fees. He also has wildland fire experience, supervising a fuel management program, the adoption of a Wildland Interface Code, and the adoption of a Community Wildfire Protection Plan (CWPP).

  Chief Iacona holds a Master's Degree in Public Administration and did his undergraduate work in Urban Planning at Florid a Atlantic University, in Boca Raton, FL. He is a graduate of the
  National Fire Academy's Executive Fire Officer Program and attended The Program for Senior Executives in State and Local Government at the Harvard Kennedy School.

Director, *Center for Public Safety Management, LLC*

Thomas Wieczorek, Retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence

- **Background**
  Thomas Wieczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.). He has taught a number of programs at Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), and Grand Rapids Junior College. He has testified frequently for the Michigan Municipal League before the legislature and in several courts as an expert in the field of accident reconstruction and fire department management. He is the past-president of the Michigan Local Government Manager's Association; served as the vice-chairperson of the Commission on Fire Officer Designation; and serves as a representative of ICMA on the NFPA 1710 career committee.

  He most recently worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, "Crisis Leadership for Local Government Officials." It has been presented in 43 states and has been

assigned a course number by the DHS. He represents ICMA on the NFPA 1710 and 1730 Standards Committees and is a board member on the International Accreditation Service, a wholly owned subsidiary of the International Code Council.

He received the Mark E. Keane "Award for Excellence" in 2000 from the ICMA, the Association's highest award and was honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, and distinguished service by the Michigan Municipal League in 2005.

Senior Associate

Gerard J. Hoetmer, MPA, retired Executive Director of Public Entity Risk Institute, Fairfax, Virginia

- **Background**
  Gerry Hoetmer is an expert in fire services, emergency management, and risk management. He served as the founding executive director of the Public Entity Risk Institute, a nonprofit organization that provided training, technical assistance, and research on risk management issues for local government and other public and quasi-public organizations. During his tenure as executive director he was a member of the National Academy of Sciences Disaster Roundtable. Prior to his position as executive director at PERI, Mr. Hoetmer worked at ICMA for 19 years, most recently as the director of research and development. He has written extensively on local government emergency management, the fire service, code enforcement, and risk management issues.

  Seminal works include the first report to Congress on fire master planning and the first edition of *Emergency Management: Principles and Practices for Local Government*. In addition to providing expert testimony before Congress and local arbitration boards on fire staffing and scheduling issues, Mr. Hoetmer represented ICMA on the NFPA 1500 Standard on Occupational Safety and Health; NFPA 1201, the Standard for Providing Emergency services to the Public; and the NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. Mr. Hoetmer has developed and conducted training programs and seminars at FEMA's Emergency Management Institute and the National Fire Academy in Emmitsburg, Maryland.

  He holds a Bachelors from the State University of New York, New Paltz and the Master of Public Administration degree from the University of Colorado at Denver

Senior Associate

Chief John (Jack) Brown (Ret.), BA, MS, EFO, Director, Arlington County Office of Emergency Management, Retired Assistant Chief Fairfax County Fire & Rescue Department

- **Background**
  Jack Brown's 40 year public safety career includes 29 years with the Fairfax County, Virginia Fire & Rescue Department, where he retired as Assistant Fire Chief of Operations. He served in a number of operational and staff positions,

including the Office of the Fire Marshal where he attained NFPA certification as a Fire Inspector II and Fire Investigator. As an investigator, he conducted post fire and post blast investigations, assisting in the prosecution of offences involving arson and illegal explosives. He served as a Planning Section Chief and Task Force Leader for the Fairfax County Urban Search and Rescue Task Force (VA TF-1). He deployed to Nairobi, Kenya as Plans Chief in response to the 1998 embassy bombing and as Task Force Leader on a deployment to Taiwan in response to an earthquake in 1999.

Upon his retirement from Fairfax County in 2000, he became the Assistant Chief for the Loudoun County Department of Fire, Rescue and Emergency Management, where he led a team of firefighters to the Pentagon on 9/11 and assisted the Arlington County Fire Department as the initial Planning Section Chief for the incident. Jack served as Planning Section Chief on a Northern Virginia multi-jurisdictional emergency management task force that reestablished the New Orleans Emergency Operations Center just after Hurricane Katrina. He retired from Loudoun County in 2006 to pursue a career in emergency management.

Brown retired from the Coast Guard Reserve as a Chief Warrant Officer 4, specializing in port safety and security, with 33 years of combined Army and Coast Guard Reserve service. After 9/11, he served on active duty for 47 months, including 15 months in the Middle East. He received the Bronze Star Medal for actions in Baghdad, Iraq while supporting combat operations during Operation Iraqi Freedom.

Brown holds a bachelor's degree in Fire Science Administration from the University of Maryland and a master's degree in Quality Systems Management from the National Graduate School, Falmouth, Massachusetts. He is a 1997 graduate of the National Fire Academy's Executive Fire Officer Program at the National Emergency Training Center, Emmitsburg, Maryland. He has been an adjunct professor at the Northern Virginia Community College and the University of the District of Columbia in the Fire Science curriculums. He is a graduate of the Executive Leadership Program in the Center for Homeland Defense and Security at the Naval Postgraduate School, Monterey, California.

Operations Assessment Team – Police Unit

Senior Associate

Inspector James E. McCabe, (Ret.) Ph.D., M. Phil., M.A., B.A., Assistant Professor of Criminal Justice, Sacred Heart University, Retired NYPD Inspector

- **Background**
  Dr. McCabe retired as an Inspector with the New York City Police Department after 20 years of service. As Inspector his assignments included Commanding Officer of the NYPD Office of Labor Relations and Commanding Officer of the Training Bureau. As a Deputy Inspector he was the Commanding Officer of the Police Academy with direct supervision of over 750 staff officers and 2,000 recruits. As Executive Officer, Police Commissioner's Office. His field experience includes, Commanding Officer, 110th Precinct, Executive Officer, 113th Precinct, assignment to the Operations Division/Office of Emergency Management and uniform patrol as on officer and Sergeant in Manhattan. He has published extensively and presented to numerous conference including Academy of Criminal Justice Sciences:

  He holds a Ph.D. and M. Phil, in Criminal Justice, from CUNY Graduate Center, an M.A. in Criminal Justice, from John Jay College, an M.A. in Labor and Policy Studies, SUNY Empire State College, and B.A. in Psychology, CUNY Queens College, June, 1989. He is a graduate of the Executive Management Program, Harvard University's John F. Kennedy School of Government, and the FBI National Academy.

Senior Associate

Professor Paul E. O'Connell, Ph.D., J.D. , Chair of Criminal Justice Department, Iona College, New Rochelle, New York, former NYPD Training Officer.

- **Background**
  Dr. O'Connell is a leading expert on the application of Compstat model Police Management principles to public administration organizations. He has been a full time member of the Criminal Justice faculty at Iona College in New Rochelle since 1994. He received his Ph.D. from CUNY where his doctoral thesis was the history and development of the Compstat model of Police Management. Dr. O'Connell began his professional career in criminal justice in 1981, serving the New York City Police Department first as a police officer, and then as a Police Academy instructor, in-service trainer and curriculum developer. After receiving an MPA in 1984 and J.D. in 1989, he worked as a trial attorney with the firm of Cummings & Lockwood in Stamford, CT. Presently, he is the chair of Iona College's Criminal Justice department, where he also conducts funded research, publishes scholarly papers and lectures widely on the topics of police performance measurement, integrity management and law enforcement training systems.

  Dr. O'Connell has provided consulting services to a variety of government agencies, including assessment of existing policing policies and practices and development of proactive management strategies. Over the years, he has collaborated with the Center for Technology in Government (Albany, NY), Giuliani Partners (New York, NY) and the Center for Society, Law and Justice (University of New Orleans). Dr. O'Connell recently was awarded a Fulbright Grant working with the Turkish National Police.

Senior Associate

Chief James Gabbard, B.A (Ret.)., City of Vero Beach, Florida – Retired Chief of Police, Retired City Manager, Former Commander, West Palm Beach Police, Former President of Florida Police Chiefs Association.

- **Background**
  James M. Gabbard is the retired City Manager of Vero Beach, Florida, appointed in 2005. Prior to his appointment as City Manager he completed 37 years of law enforcement service in a series of increasingly responsible positions. Mr. Gabbard formerly served as the Police Chief of the Vero Beach Police Department. During his tenure as chief he served as interim city manager on several occasions. Prior to his service with Vero Beach he was a member of the West Palm Beach Police Department, serving in all divisions of the Department and in many assignments including Detective Lieutenant of Homicide. Upon his promotion to Captain he was placed in command of organized crime and organized drug crime investigations. He retired from West Palm Beach in 1986 to accept the chief's position in Vero Beach.

  Mr. Gabbard has received numerous professional recognitions and was elected President of the Florida Police Chiefs Association, one of the largest organizations of senior police managers in the United States. He was cited for bravery by Governor Jeb Bush before a joint session of the Florida Legislature for his actions during several hurricanes which stuck Vero Beach. Upon his recent retirement from Vero Beach he was recognized by the Governor and Attorney General of Florida for his numerous contributions to law enforcement in the state.

Senior Associate

Chief Duane J. Lovello, J.D., Chief of Police, Darien, CT., Member of the Connecticut Police Officer Standards and Training Council (POSTC).

Background
Duane J. Lovello, J.D., is a member of the Darien, CT Police Department, having started his career there in 1981. With experience at all ranks of the department including fourteen years in the Detective Division as both a detective and a supervisor, he also served as the Commander of the Department's SCUBA Team and a Crisis Negotiator. He was appointed Chief of Police in March 2005. Chief Lovello received a B.S. degree from the University of New Haven and his Juris Doctor from the University of Connecticut School of Law. He is a member of the Connecticut Bar.

Chief Lovello is a graduate of the 215th Session of the FBI National Academy in Quantico, Virginia, Chief Lovello formerly served on the Board of Directors of the Connecticut Police Chiefs Association and chaired its Scientific Services Committee. Besides his service on the Connecticut Legislature's Eyewitness Identification Task Force, Chief Lovello also was appointed to Governor Malloy's Crime Lab Working Group. In August, 2012, he was appointed by Governor Malloy to the Police Officer Standards and Training Council (POSTC). He currently serves as Chairman of the Curriculum and Accreditation Committees.

Associate

Chief Daniel Alexander, B.A., MPA, Chief of Police, Boca Raton, Florida, former Chief of Police, Cape Coral Police Department.

- **Background**
  Dan Alexander was sworn in as Boca Raton's police chief in 2006. Prior to this role, he was chief of the Cape Coral Police Department for four years. Chief Alexander served for approximately three years (1999 to 2002) as an assistant police chief and captain in Boca Raton, three years as a Lieutenant with the Indian Creek Village Public Safety Department and seven years as a deputy sheriff in Alachua County

  Chief Alexander was a Commission on Accreditation for Law Enforcement Agencies (CALEA) Assessor from 2002 to 2010 and served as a team leader for six years. He was president of the Southwest Florida Police Chiefs Association in 2006. He currently serves as president of the Palm Beach County Association of Chiefs of Police, secretary of the Palm Beach County Law Enforcement eXchange (LEX), vice chair of the Palm Beach County Law Enforcement Planning Council, and he serves on the Palm Beach County Criminal Justice Commission.

  Chief Alexander earned a Master of Arts degree in Public Administration from the University of Florida in 1995, where he received his Bachelor of Arts degree in criminal justice in 1989. He is a graduate of the FBI National Academy.

Associate

Chief Marilyn Diaz (Ret.), B.S., M.S., Retired Chief of Police, Sierra Madre, and Retired Commander, Pasadena, California Police Department.

- **Background**
  In 1974 Marilyn Diaz began her career when she was hired as the first woman to be directly assigned as a patrol officer in the Pasadena Police Department. She promoted through the ranks, and in 2006 Marilyn retired as a Commander, where she led the Administrative Services and Field Operations Divisions.

  In March of 2006 Marilyn was appointed as Sierra Madre's Chief of Police. Chief Diaz was the first woman in Los Angeles County to become chief of a municipal police department. Marilyn retired from the Sierra Madre Police Department in December 2011.

  Ms. Diaz has a Master's degree in Education from the University of Southern California, and earned her Bachelor's degree in Police Science at California State University, Los Angeles.

  Marilyn Diaz has served on the boards of Women at Work, Boy Scouts of America, Pacific Clinics, and the Caltech Women's Club. Marilyn also serves as a docent for the Caltech Architectural Tour Service, and is on the Caltech Women's Club Board. Marilyn is President of the Rotary Club of Sierra Madre for 2013-2014. She also teaches Youth Protection at the Rotary District level.

  In 2012 Rotary District 5300 selected Marilyn to represent their district as the team leader for the Group Study Exchange Program in Calcutta, India. Marilyn, along with four non-Rotarian professionals from District 5300, lived with Rotarian families for 5 ½ weeks in January and February 2013 on a cultural and vocational exchange program.

Associate

Chief Demosthenes M. Long (Ret.) Ed.D. JD, MA, Former Assistant Chief of NYPD, Commanding Officer NYPD Police Academy, Former Deputy Commissioner / Undersheriff Westchester County Public Safety Department

- **Background**
  Chief Long has 30 years law enforcement experience, including 21 years with The New York City Police Department where he retired as Assistant Chief. His assignments included Commanding Officer, School Safety Division, where he managed 4,600 police officers and school safety agents and administered an operating budget of $133 million. He served as Commanding Officer, Office of Deputy Commissioner Community Affairs where he was responsible for developing, implementing and assessing programs to strengthen police/community relations; Commanding Officer, Police Academy, responsible for providing entry-level, in-service, promotional and executive level training for 53,000 uniform and civilian members of the Department; Executive Officer, Office of the First Deputy Commissioner and Executive Officer, 47th Precinct and also assignment as Supervisor of Patrol for 17 Bronx Precincts, Transit Districts and Housing Police Service Areas.

  After retiring from the NYPD he was appointed as First Deputy Commissioner / Undersheriff for the Westchester County Department of Public Safety. Responsibilities include the administrative planning, organization, coordination, execution and control of the fiscal, administrative, support and training functions of the 325 member police department.

  He holds a Doctor of Education Degree in Executive Leadership from St. John Fisher College, a Juris Doctor Degree from New York Law School, and Master of Arts and Bachelor of Science degrees from John Jay College of Criminal Justice.

Project Schedule

Milestone 1 – Full execution of the agreement
Agreement will identify Project Launch date.

Milestone 2 – Project Launch
We will conduct an interactive telephone conference with local government contacts. Our project leads will launch the project by clarifying and confirming expectations, detailing study parameters, and commencing information gathering.

Milestone 3a – Information Gathering and Data Extraction- 30 Days
Immediately following project launch, the operations leads will deliver an information request to the department. This is an extensive request which provides us with a detailed understanding of the department's operations. Our experience is that it typically takes an agency several weeks to accumulate and digitize the information. We will provide instructions concerning uploading materials to our website. When necessary, the lead will hold a telephone conference to discuss items contained in the request. The team lead will review this material prior to an on-site visit.

Milestone 3b – Data Extraction and Analysis – 14 Days
Also immediately following the project launch the Data Lead will submit a preliminary data request, which will evaluate the quality of the Computer Aided Dispatch (CAD) system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. This request requires a concerted effort and focused response from your department to ensure the timely production of required for analysis. Delays in this process will likely extend the entire project and impact the delivery of final report. The data team will extract one year's worth of Calls for Service (CFS) from the CAD system. Once the Data Team is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.

Milestone 3c – Data Certification – 14 days

Milestone 4a – Data Analysis and Delivery of Draft Data Report – 30 days
Within thirty days of data certification, the analysis will be completed and a draft, unedited data report will be delivered to each of the departments for their review and comment. After the data draft report is delivered, an on-site visit by the operations team will be scheduled.

Milestone 4b – Departmental Review of Draft Data Report – 14 days
The department will have 10 days to review and comment on the draft unedited data analysis. During this time, our Data team will be available to discuss the draft report. The Department must specify all concerns with the draft report at one time.

Milestone 4c – Final Data Report – 10 days
After receipt of the department's comments, the data report will be finalized within 10 days.

Milestone 5 – Conduct On-Site Visit – 30 days
Subject matter experts will perform a site visit within 30 days of the delivery of the draft data report.

Milestone 6 – Draft Operations Report – 30 days
Within 30 days of the last on-site visit, the operations team will provide a draft operations report to each department. Again the departments will have 10 days to review and comment.

Milestone 7 – Final Report 15 days
Once the Department's comments and concerns are received by CPSM the combined final report will be delivered to the city within 15 days.

TOTAL ELAPSED TIME: 105 - 135 days

The CPSM Approach - Police

CPSM team developed a standardized approach to conducting analyses of police and fire departments by combining the experience sets of dozens of subject matter experts.

We begin projects with a request for data, documents and worksheets.

Next, we extract raw data on calls for service from an agency's computer aided dispatch system. The data are sorted and analyzed to identify performance indicators (i.e., response times, workload by time, multiple unit dispatching, etc.) for comparison to industry benchmarks. Performance indicators are valuable measures of agency efficiency and effectiveness. The findings are shown in tabular as well as graphic form and follow a standard format for presentation of the analyzed data. While the format will be similar from community to community, the data reported are unique to the specific agency.

CPSM also conducts an on-site operational review. Here the performance indicators serve as the basis for the operational reviews. Prior to any on-site arrival of a CPSM team, agencies are asked to compile a number of key operational documents (i.e., policies and procedures, assets lists, etc.). Most on-site reviews consist of interviews with management and supervisors, as well as rank and file officers; attendance at roll calls and ride-alongs with officers. We review case files with investigators and observe dispatch operations to assess compliance with the provided written documentation.

As a result of on- site visits and data assessments, our subject matter experts produce a SWOT analysis (strengths, weaknesses, opportunities and threats of the department). We have found that this standardized approach ensures that we measure and observe all of the critical components of agencies.

Additionally, this methodology can be integrated with ongoing support customized to the unique needs of your community. Strategic planning, risk assessment, and training services are also available to assist with the implementation of CPSM recommendations and developing new processes and programs that may arise as implementation evolves.

The following information describes the CPSM approach to studying, understanding, evaluating, and reporting on police departments around the country. Although no two police departments are the same, a standardized approach to department evaluation ensures a rigorous and methodological process that permits benchmarking, comparing, and assessing within the context of the best practices of American law enforcement. However, each locality has unique characteristics that present policing challenges. Integrating a standardized approach within the context of local variability permits an accurate assessment of the organization in its political environment, and further permits CPSM to offer recommendations that comport with the best practices in policing, yet tailor-made for the client community.

I. Benchmark the community

It is essential to understand the service levels, protection needs, community dynamics, and overall environment within which the police department operates. The CPSM study may involve interviews and surveys directed at stakeholders in the community. Elected officials, community groups (civic, business, religious, labor, etc.), community leaders, and employee labor representatives would be contacted to solicit their opinions about the department, the public safety needs of their constituency, and the perceived gaps in service levels currently provided. CPSM will work with the agency to identify community members that can provide this important information.

Additionally, the department will be compared to organizations of similar size with respect to crime, demographics, and cost-efficiency.

II. Patrol Operations

Police agencies routinely speak about "recommended officers per 1,000 population" or a "National Standard" for staffing or comparisons to other municipalities. There are no such standards, nor are there "recommended numbers of "officer per thousand". The International Association of Chiefs of Police (IACP) states; "Ready-made, universally applicable patrol staffing standards do not exist. Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions."

Staffing decisions, particularly in patrol, must be made based upon actual workload and very few police agencies have the capability of conducting that analysis. Once an analysis of the actual workload is made, then a determination can be made as to the amount of discretionary patrol time that should exist, consistent with the local government's ability to fund.

CPSM's team of doctoral level experts in Operations Research in Public Safety have created in ***The CPSM Patrol Workload & Deployment Analysis System©*** the ability to produce detailed information on workload even in those agencies without sophisticated management information systems. Using the raw data extracted from the police department's CAD system our team converts calls for service into police services workload and then effectively graphs workload reflecting seasonally, weekday / weekend and time of day variables. Using this information the police department can contrast actual workload with deployment and identify the amount of discretionary patrol time available (as well as time commitments to other police activities).

Police service workload differentiates from calls for service in that calls for service are a number reflecting the incidents recorded. Workload is a time measurement recording the actual amount of police time required to handle calls for service from inception to completion. Various types of police service calls require differing amounts of time (and thus affect staffing requirements). As such, call volume (number of calls) as a percentage of total number of calls could be significantly different than workload in a specific area as a percentage of total workload. The graph below demonstrates this difference in units.

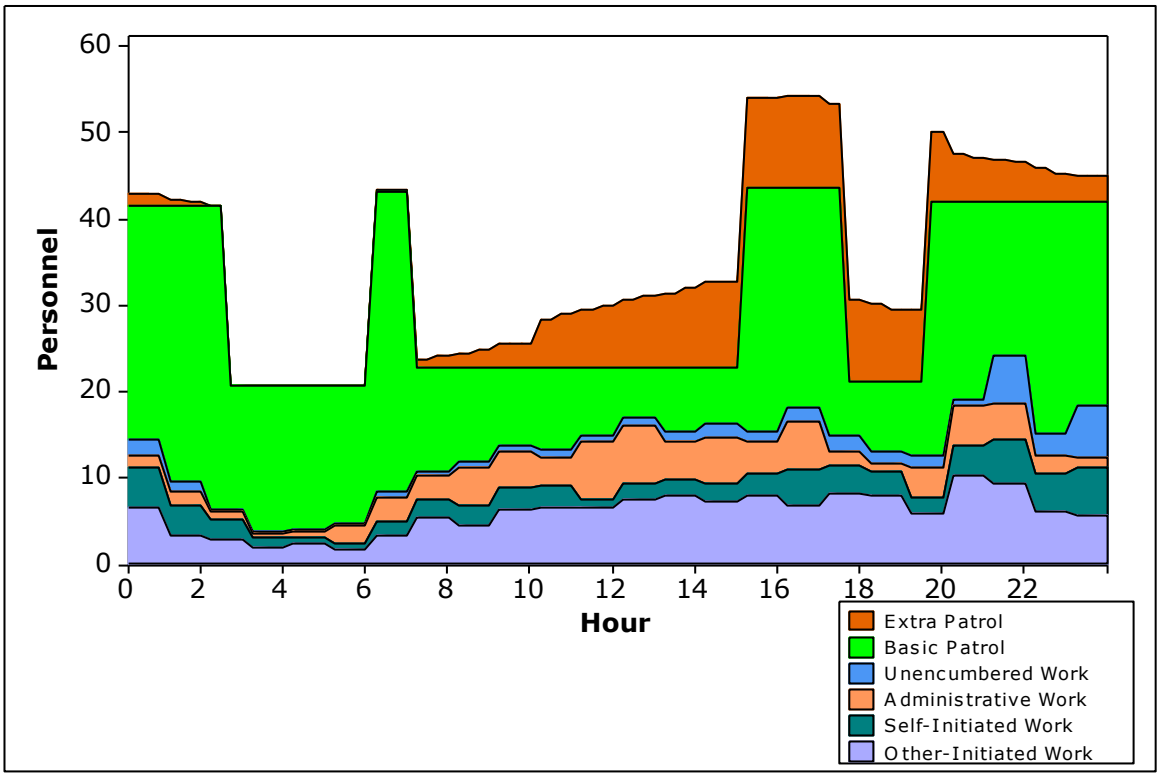
CPSM has found that the most effective way to manage operations, including policing, is to make decisions based upon the interpretation and analysis of data and information.
To achieve this, a data analysis of police department workload, staffing and deployment will be conducted. By objectively looking at the availability of deployed hours and comparing those to the hours necessary to conduct operations, staffing expansion and/or reductions can be determined and projected. Additionally the time necessary to conduct proactive police activities (such as team-led enforcement, directed patrol, community policing and selected traffic enforcement) will be reviewed to provide the city with a meaningful methodology to determine appropriate costing allocation models.

Workload vs. deployment analysis sample

This is one of the ways we show the amount of available, non-committed patrol time compared to workload. As you can see we break out the various activities, convert them to time and then compare to available manpower. The deployment is based upon actual hours worked.

So in this example, at noon there are approximately 17 hours of work (including citizen initiated & officer initiated calls for services, including traffic) and administrative activities (meals, vehicle, reports, etc.). There are approximately 30 man hours of available resources meaning that at that hour, on average, of the 30 officers on duty 16 are busy on activities.

The area shown in green and brown is uncommitted time. This is the area where staffing decisions impact – it becomes a policy issue as to how much uncommitted time a city wants, and is willing to pay for.



The CPSM study will result in the calculation of service demands placed on the department, workload levels, service times for calls for service, and response times. This information is developed by first extracting data from the departments CAD system. The extracted information is then processed and workload is calculated. This workload is then compared to deployment levels. The product of this analysis is the variance between service demands and available personnel, and appropriate recommendations made for staffing levels and an optimal deployment schedule to meet these service demands. This permits exploration of the following questions:

- What are the service demands made by the public as measured through the CAD system?
- What is the workload?
- Based on this workload is the alignment of Districts and Divisions appropriate?
- Based on the workload is the shift schedule aligned appropriately and what alternatives to the current shift plan are most efficient?
- How many police officers and supervisors are need to staff the patrol function in order to meet the workload demands placed on the agency?
- How long does it take to respond to calls for service (both response time and total time) and what ways are there to reduce these times?
- How many officers are assigned to each call and what are the ways to minimize these assignments?
- What categories of call, and in what frequency, does the agency handle and what measures can be adopted to minimize unnecessary responses?
- How much time is spent on administrative duties?

- How much time is spent on directed patrol activities and specialized enforcement?

The study will determine the gaps in patrol coverage and recommendations for modifying temporal and spatial deployment. With the appropriate "best fit" of patrol coverage identified, a determination can be made about the exact number of officers required to meet service demands, and in what shift/district/division combinations to maximize resources.

In addition to the analysis of patrol operations from the CAD system and workload, the CPSM study will focus on the qualitative aspects of patrol. The study will observe officers on patrol through ride-alongs, interviews, and general observations. We will amass all available documents, plans, and data available to understand the patrol approach in the department. We will observe the special operations teams, the problem/nuisance unit, etc. to evaluate their role within the overall mission of the department and patrol operations. We will evaluate the performance of the units, identify improvement opportunities, and justify and recommend appropriate staffing levels

The CPSM study will also evaluate the implementation of technology on patrol, weapons available, and equipment used with opportunities for improvement.

CPSM advocates community policing as its operational philosophy. The CPSM study would evaluate the implementation of community policing, in quantifiable and anecdotal terms, and identify improvement opportunities where appropriate.

Similarly, the CPSM study would evaluate the relationship of patrol operations with the rest of the department. To what extent does this bureau work, coordinate, and communicate with the other operational and support functions of the department? How should it? What are the strategic, management, and planning functions of the department with regards to the patrol function and how does patrol operations respond to the mission of the organization? How are crime, traffic, disorder, and quality of life problems handled?

I. Investigations

The CPSM study will assess investigations – both reactive and proactive. The CPSM team will explore the following questions:

- Staffing – Are there sufficient investigators available to handle the workload?
- Workload – What is the workload; how many cases do investigators handle; is the specialization appropriate?
- Case management – Is there an effective case management system in place?
- Effectiveness & Efficiency – How much time does it take to investigate cases? Are victims kept informed? Are cases cleared and offenders held accountable? How much overtime is spent?
- Intelligence – How is intelligence gathered and disseminated (inside and outside the department)? Does the investigations function make use of intelligence?
- Civilianization opportunities – What are the potential areas for civilianization?
- Technological opportunities – Is technology being leveraged to improve investigations?
- Crime scene – Are crime scenes being processed efficiently, and are appropriate follow-up investigations being conducted?
- Proactive Investigations – the same approach and inquires found in sections above are applied to each specialized investigative unit in the department.
  - Narcotics
  - Violent Offenders
  - Warrants and Fugitives

- Bombings and Arson
- Fraud/Cyber crimes
- All other specialized investigations units

CPSM will essentially evaluate each investigative unit operating in the agency. This evaluation will make an assessment of the performance of the unit, how the unit operates within the overall mission of the department, compare operations to best practices in law enforcement, identify improvement opportunities, and identify appropriate staffing levels.

III. Administration and Support

Once again, CPSM will evaluate every administrative and support unit in the police department. This evaluation will involve:

- Staffing;
- Workload;
- Civilianization possibilities;
- Cost saving opportunities;
- Out-sourcing opportunities;
- Best practice comparisons and opportunities for improvement.

The CPSM team has subject matter experts in police management and administration and will explore administration and support activities in the area of professional standards (Internal investigations, hiring and recruitment, disciplinary system, promotional system), training (both academy and in-service), records management, evaluating the critical, frequent, and high liability policies, facility, fleet, equipment, information technology, property management system, laboratory, planning and research, sick-time management, overtime, communications and dispatch, etc.

In general, we look at every unit identified as a discrete operational/support entity for the following:

- Describe the functions of the unit;
- Evaluate the performance of the unit. In most cases this is a quantitative; evaluation, but in units not appropriate for quantification, a qualitative evaluation is provided;
- Identification of improvement opportunities
- An evaluation and justification, and recommendation for appropriate staffing levels.

IV. Organizational Culture

During the operational evaluation described above, organizational "themes" emerge. What does the department "think" about providing police service to the community and how does this thinking align with the stated mission and department policies? How does the department interact with the community and internally with its own members? In general, what is the culture of the organization?

The culture of a police organization is a reflection of its members and the community it serves. Through focus groups, interviews, and observations, the CPSM team will evaluate operational readiness and need. In addition, every member of the department will be given the opportunity to participate in an anonymous survey. This survey is designed to understand the culture of the department, assess internal and external communications, and determine what it "thinks" about various elements of organizational life. This part of the CPSM study is critical to the overall success of the project as it provides a better understanding of the police department and how the workload, staffing, and community dynamics shape the mission, goals, operations, and needs of the organization.

V. Organizational Structure and Administration

Based on the above, we are able to analyze current management structure and practice and

make recommendations to improve organizational administration. The product of this analysis is a proposed staffing mode. The product of this analysis also generally ends up with a leaner, flatter, and more efficient organizational design.

VI. Performance Management

The overarching philosophy of the CPSM approach is to evaluate the police department in terms of performance management. Identifying workload, staffing, and best practices is just the beginning. It is also important to assess the organization's ability to carry out its mission. Essentially, does the police department know its goals, and how does it know they are being met. It is very difficult for an organization to succeed at any given level of staffing unless it has a clear picture of success. How does the department "think" about its mission, how does it identify and measure what's important to the community, how does it communicate internally and externally, how does it hold managers accountable, and how does it know the job is getting done? The CPSM team will evaluate the department and make recommendations to assist with improving capacity in this area, if necessary. In addition, CPSM can offer performance management training and mentoring services to support organizational success.

The CPSM Approach: Fire/EMS

Operations Review

Using information analyzed by the data team, an operational assessment by CPSM technical experts will be conducted to evaluate the deployment of emergency resources.

The CPSM team will evaluate equipment, maintenance, records, policies, procedures, mapping, implemented technology and innovations, facilities, training, and staff to create recommendations for future service delivery.

The team may meet with elected and appointed officials as well as identified community leaders to determine the outcome they are seeking from deployment of resources.

Observations and recommendations will be developed around key performance and analysis areas in the completion of the report and include:

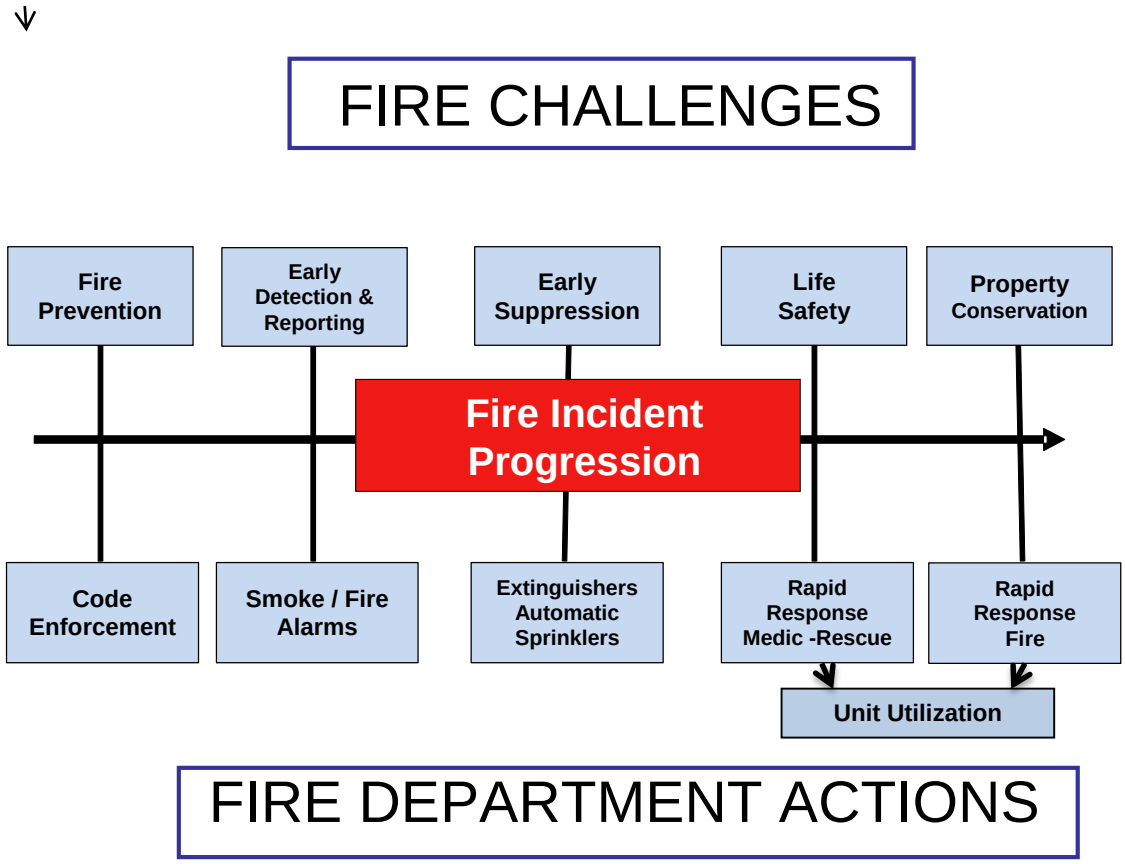
- Comprehensive Data Analysis
  - Incident Type Workload
  - Response Time
  - Unit Workload
  - Analysis of Busiest Hour
- Governance and Administration
  - Organizational Structure
  - Organizational Leadership
  - Staffing and Deployment
  - External Relationships
- Organizational Behavior/Management/Processes
  - Time Allocation of Staff
  - Organizational Communication
  - Strategic Planning
  - Performance Measurement
- Financial Resources (Operating and Capital Resources)
- Programs (To include fire suppression, EMS, fire prevention, public education, fire investigation, technical rescue, hazardous materials, emergency management, , and other service delivery programs)
- Risk Management/All hazards approach to community protection
- ISO/Accreditation Benefit Analysis

Using GIS technology we will review the current locations of deployed equipment and stations with recommendations developed for the future. Key to making these determinations will be response time for dispatched units and call density.

The CPSM data team has created a methodology for determining resource utilization that quantifies the maximum and minimum deployment of personnel and equipment. It is unlike any other approach currently used by consultants and is indicative of the desire by CPSM to deliver the right resources at the right time.

Fire Suppression Services

Fire departments staff their stations and train their personnel to respond to a wide array of fire and vehicular accident emergencies. In addition, many departments use the long intervals between calls for service for a variety of fire prevention, training and station activities. Research in the United Kingdom as well as by FEMA has shown that the most cost-effective approach to fire deployment is the elimination of calls. If a call is received, eliminating hazards decreases the risk faced by first responders and may result in a more positive outcome. These preventive strategies should include building effective code enforcement and fire prevention activities as well as strong public education programs promoting smoke detectors fire extinguisher use and placement in homes and businesses. The effort may also include early fire suppression through the use of automatic sprinkler systems and other fire protection systems. All of these prevention and response challenges are illustrated below.



The resulting data study CPSM completes will gather and analyze data on the efficiency and effectiveness of the current deployment on the fire runs. Resource utilization will be quantified for concentration, location, and unit utilization.

The study will also analyze fire call data to provide a comprehensive review of how fire services are delivered to the community including a detailed analysis of workloads and response times. The analysis of the workloads should begin with an in-depth study of the types of calls handled and their severity. The goal of this data gathering would be to explicate the fundamental nature of the fire challenge faced by the Fire Department.

The study will pay special attention to fires reported in residences or buildings. Some examples of questions to be answered as a part of the study include: What was the average response time of the first arriving fire suppression unit capable of deploying extinguishing agent? How long did the engine companies work at the scene?

For each call type, we will determine the time spent on-scene and the manpower personnel who worked the scene. This data will be aggregated to determine an overall average total time spent on fire calls per 24-hour period and by shift for each engine company. It will document any dramatic variations by time of day and day of week as well as seasonal variations. It will also require the review the department's non-emergency productive hours that fire personnel carry out between emergency calls. The study will also analyze data to determine the proportion of calls and the associated workload that arise within the community's borders compared to mutual aid calls.

Response time is an important statistic in emergency service systems. We will determine:

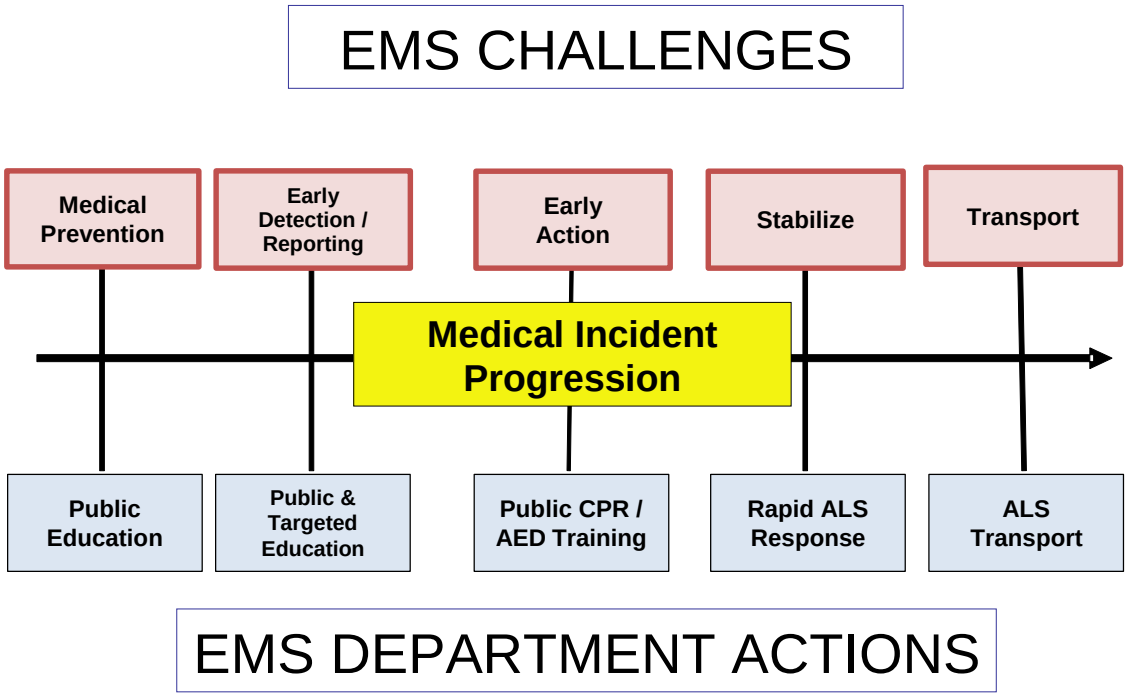
- Average response time of first arriving fire suppression unit capable of deploying extinguishing agent.
- Distribution of response times for different call categories
- Response time for the second arriving engine company, where possible

We will also identify and review calls that experienced unusually long response times.

EMS

Emergency Medical Services

Fire Departments provide emergency medical services in addition to fire suppression duties. In this project we will analyze EMS call data to provide a comprehensive review of emergency medical services including a detailed analysis of workloads and response times. The analysis of the workloads will begin with an in-depth study of the types of calls handled and their severity. The goal is to explicate the fundamental nature of the emergency medical challenge faced by the community's Fire Department. We will pay special attention to the most critical emergencies such as heart attack and serious vehicular accidents.



For each call type, we will determine the time spent on-scene and the manpower personnel who worked the scene. These data will be aggregated to determine an overall average total time spent on fire calls per 24-hour period for each ambulance company and the unit hour utilization (UHU). We will also determine how much EMS calls contribute to the workload of fire engine companies since they also respond to most calls. We will document any dramatic variations by time of day and day of week as well as seasonal variations.

Response time is an important statistic in emergency service systems. We will determine not only average response time but also the distribution of response times for different call categories. We will also identify and review calls that experienced unusually long response times.

Analysis of the Busiest Hours of the Year

Fire departments often speak of the "worst case scenario" or "resource exhaustion" when developing staffing and deployment plans. In reality, on agency can never staff for the worst case scenario, because whatever situation can be envisioned, there can always be a more serious event that can be planned.

What is needed to make staffing and apparatus decisions is a clear understanding of what levels of demand can reasonably be expected over specific periods of time in a specific jurisdiction. For example, what are the busiest calls for service times over a one year period and what levels of staffing and apparatus were needed to handle this workload?

To answer this question requires a detailed analysis of calls for service, broken down minute by minute, identifying which units were busy and how many units remained available to respond to a new call for service. More sophisticated analysis can take into consideration available mutual aid resources.

There is significant variability in the number of calls from hour to hour. One special concern relates to the fire resources available for the highest workload hours. We tabulate the data for each of 8760 hours in the year. We identify how often the fire department will respond to more than a specified number of calls in an hour. In studying call totals, it is important to remember that an EMS run typically lasts, on average, a different amount of time than a fire category call.

Example of "Busiest Hour Analysis"

What follows is an example of an CPSM study of a fire department with 17 units staffed all the time. For the vast majority of these high volume hours, the total workload of all units combined is equivalent to 3 or fewer units busy the entire hour. For the ten highest volume hours, 0.1% of the hours, the total workload exceeded 3 hours. All of these high volume hours occurred between 10 a.m. and 9 p.m.

The hour with the most work was between 1000 and 1100 on September 12, 2009. The 21 calls involved 34 runs. The combined workload was 417 minutes. This is equivalent to 7 firefighting units being busy the entire hour. However, in the City there are 17 units staffed all of the time. During the worst portion of the hour, there were always at least 5 units still available to respond immediately. Only 5 of the 17 units were busy more than 30 minutes during this hour.

The hour with the most calls was between 1400 and 1500 on October 13, 2009. The 23 calls involved 28 runs. The combined workload was 379 minutes. This is equivalent to between 6 and 7 firefighting units being busy the entire hour. However, in the city there are 17 units staffed all of the time. During the worst portion of the hour, there were always at least 7 units still available to respond immediately. Only 3 of the 17 units were busy more than 30 minutes during this hour.

Table 1. Frequency Distribution of the Number of Calls

Number of Calls in an Hour	Frequency
0-5	6397
6-10	2263
11-15	98
16 or more	2

Observations:

- A total of 6,397 hours (73%) in a year have received 0-5 calls.
- A total of 2,263 hours (25.8%) in a year have received 6-10 calls.
- A total of 100 hours (1.2%) in a year have received 11 or more calls.

Table 2. Top Ten Hours with the Most Calls Received

HOURS	Number of Calls	Number of Runs	Total Busy Minutes
13-Oct-2009 1400	23	28	379
12-Sep-2009 1000	21	34	417
20-Jun-2009 2000	15	16	252
02-Feb-2009 1900	15	16	213
10-Jul-2009 1000	14	15	226
15-Feb-2009 1900	14	20	317
29-Jul-2009 1700	14	18	274
23-Feb-2009 1100	14	15	180
17-Mar-2009 1500	14	17	193
01-Mar-2009 1800	13	14	185

Table 3. Deployed Minutes by Unit for the Hour between 10 a.m. and 11 a.m. on 12-Sep-2009

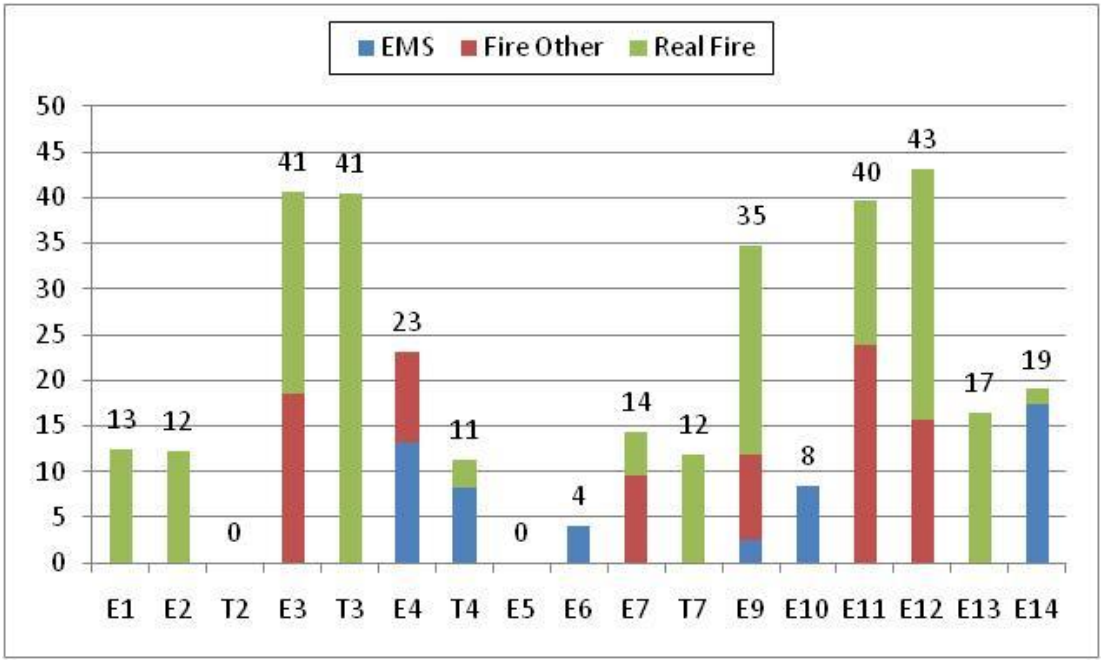
Station	1	2		3		4		5	6	7		9	10	11	12	13	14	Number of Units	
Unit	E1	E2	T2	E3	T3	E4	T4	E5	E6	E7	T7	E9	E10	E11	E12	E13	E14	Busy	Free
0-5																	3.3	1	16
5-10		1.9		0.7													5	3	14
10-15	3.1	5		5								3.7		0.6	4.8		5	7	10
15-20	5	4.3		5	0.5							5		5	4.4		4	8	9
20-25	4.4	1.1		4.4	5							3.8		5	5			7	10
25-30				5	5							5		5	5			5	12
30-35				4.6	5							5		5	2.7			5	12
35-40				5	5	3.1						5		5	1.3			6	11
40-45				5	5	5				1.2		0.7	0.7	4.9	5	1.6		9	8
45-50				5	5	5	1.8			5	1.8		1.9	1.6	5	4.9	1.7	11	6
50-55				0.9	5	5	4.5		3.3	5	5	2.5	0.8	2.5	5	5		12	5
55-60					5	5	5		0.8	3.1	5	4.1	5	5	5	5		11	6
Total	12.5	12.3	0.0	40.6	40.5	23.1	11.3	0.0	4.1	14.3	11.8	34.8	8.4	39.6	43.2	16.5	19.0		

Note: The numbers in the cells are the busy minutes within the 5 minute block. The cell values greater than 2.5 are coded as red.

Observations:

- Between 10 a.m. and 11 a.m. on September 12, 2009, the fire department responded to 21 calls and dispatched 34 units to these calls.
- In the city there are 17 units staffed all of the time. During the worst portion of this hour, there were always at least 5 units still available to respond immediately. Only 5 of the 17 units were busy more than 30 minutes during this hour.

Figure 1. Workload by Unit and Call Type for the Hour between 10 a.m. and 11 a.m. on 12-Sep-2009



Observations:

- Engine companies E3, E11 and E12 were busy more than 40 minutes during this hour.
- Truck T3 was busy more than 40 minutes during this hour.
- Eleven units were busy less than 20 minutes. Two units responded to no calls.

Proposed Fees

The quotation of fees and compensation shall remain firm for a period of 90 days from this proposal submission.

CPSM will conduct the analysis of the police, fire, and EMS departments for $107,000 exclusive of travel. The project would be billed in three installments: 40% within 14 days of signing the contract; 40% with delivery of the police, fire and EMS draft data analysis; 20% with delivery of the final reports. Following delivery of the draft reports, the city will have 30 days to provide comments as to accuracy and a final report will be delivered within 30 days of the comment period.

NOTE: If the chief administrative officer of the jurisdiction is a member of ICMA the fee, exclusive of travel, will be reduced by 10% reducing the cost to $96,300.

Deliverables

Draft reports for police, fire/EMS will be provided for department review in electronic format.

In order to be ecologically friendly, CPSM will deliver the final report in computer readable material either by email or CD or both. The final reports will incorporate the operational as well as data analysis. Should the municipality desire additional copies of the report, CPSM will produce and deliver whatever number of copies the client request and will invoice the client at cost.

Should the City desire additional support or in-person presentation of findings, CPSM will assign staff for such meetings at a cost of $2,000 per day/per person along with reimbursement of travel expenses.

Prior and Current Engagements

Kenai	AK	Comprehensive Analysis of Fire Services
Auburn	AL	Comprehensive Analysis of Fire Services
Auburn	AL	Comprehensive Analysis of Police Services
Dothan	AL	Comprehensive Analysis of Police Services
Casa Grande	AZ	Comprehensive Analysis of Police Services
Florence	AZ	Comprehensive Analysis of Police Services
Lake Havasu	AZ	Comprehensive Analysis of Police Services
Lake Havasu	AZ	Comprehensive Analysis of Fire Services
Pinal County	AZ	Comprehensive Analysis of Sheriff's Office
Prescott	AZ	Comprehensive Analysis of Fire Services
Prescott	AZ	Comprehensive Analysis of Police Services
Queen Creek	AZ	Police Services Strategic Plan
Queen Creek	AZ	Comprehensive Analysis of Fire services
Scottsdale	AZ	Comprehensive Analysis of Police Services
Youngtown	AZ	Comprehensive Analysis of Police Services
Alameda	CA	Comprehensive Analysis of Police Services
Burbank	CA	Analysis of Investigations Workload / Staffing
Carlsbad	CA	Comprehensive Analysis of Police Services
Hermosa Beach	CA	Comprehensive Analysis of Fire services
Hermosa Beach	CA	Comprehensive Analysis of Police Services
Palm Desert	CA	Comprehensive Analysis of Fire Services
Palo Alto	CA	Comprehensive Analysis of Fire Services
San Jose	CA	SWOT Analysis of Police and Fire Services
San Mateo Co.	CA	Dispatch Operations Review
Santa Ana	CA	Comprehensive Analysis of Police Services
Santa Clara	CA	Comprehensive Analysis of Police Services
Santa Monica	CA	Police Chief Selection
Sonoma County	CA	Performance Measurement Analysis
Stockton	CA	Comprehensive Analysis of Police Services
Stockton	CA	Comprehensive Analysis of Fire Services
Yuba City	CA	Comprehensive Analysis of Fire Services
Yuba City	CA	Comprehensive Analysis of Police Services
Federal Heights	CO	Comprehensive analysis of Police Services
Federal Heights	CO	Comprehensive analysis of Fire Services
Littleton	CO	Comprehensive Analysis of Fire Services
Steamboat Springs	CO	Comprehensive Analysis of Fire Services
Cheshire	CT	Police Management Review
Southington	CT	Comprehensive Analysis of Fire Services
Alachua	FL	Expert Witness Law Enforcement Issues

BCCMA	FL	Analysis of Sheriff's Contract Services
Citrus County	FL	Comprehensive Analysis of Fire Services
Delray Beach	FL	Comprehensive Analysis of Police Services
Delray Beach	FL	Comprehensive Analysis of Fire Services
Dunedin	FL	Police Consolidation Review
Hollywood	FL	Police Internal Affairs Review
Indian River Shores	FL	Public Safety Staffing Analysis
Indian River Shores	FL	Public Safety Study
Jacksonville Beach	FL	Police Chief Selection
Jupiter	FL	Police and Fire
Jupiter Island	FL	Public Safety Consolidation
Kenneth	FL	Comprehensive Analysis of Police Services
Miami Beach	FL	Comprehensive analysis of Fire Services
North Port	FL	Comprehensive Analysis of Police Services
Pasco County	FL	Comprehensive analysis of Fire Services
Pompano Beach	FL	Comprehensive Analysis of Police Services
Venice	FL	Comprehensive Analysis of Fire Services
Camden County	GA	Comprehensive Analysis of Fire Services
Camden County	GA	Police Consolidation Study
Garden City	GA	Preliminary Analysis Public Safety Merger
Johns Creek	GA	Analysis of Fire Services
Boone	IA	Public Safety Consolidation
Hayden	ID	Comprehensive Analysis of Police Services
Jerome	ID	Analysis of Police Services
Glenview	IL	Comprehensive Analysis of Police & Fire Services
Glenview	IL	Comprehensive Analysis of Police Services
Glenview	IL	Dispatch Operations Review
Highland	IL	Comprehensive Analysis of Fire Services
Highland Park	IL	Comprehensive Analysis of Fire Consolidation
Highwood	IL	Comprehensive Analysis of Fire Consolidation
Lake Bluff	IL	Analysis of Fire Consolidation
Lake Forest	IL	Analysis of Fire Consolidation
Lake Zurich	IL	Comprehensive Analysis of fire services
Western Springs	IL	Comprehensive Analysis of Police Services
Indianapolis	IN	Analysis of Police Workload & Deployment Services
Plainfield	IN	Comprehensive Analysis of Police Services
Northborough	MA	Comprehensive Analysis of Police Services
Northborough	MA	Comprehensive Analysis of Fire Services
Annapolis	MD	Comprehensive Analysis of Police Services
Ocean City	MD	Dispatch Operations Review
Ann Arbor	MI	Comprehensive Analysis of Fire Services
Auburn Hills	MI	Comprehensive Analysis of Fire Services
Auburn Hills	MI	Comprehensive Analysis of Police Services
Benton Harbor	MI	Public Safety Consolidation
Chesterfield Twp.	MI	Comprehensive Analysis of Police Services

Delta Township	MI	Comprehensive Analysis of Police Services
Delta Township	MI	Comprehensive Analysis of Fire Services
Detroit Public Schools		Preliminary Analysis of Police Services
Douglas	MI	Comprehensive Analysis of Police Services
Flint	MI	Comprehensive Analysis of Fire Services
Flint	MI	Comprehensive Analysis of Police Services
Grand Rapids	MI	Comprehensive Analysis of Police Services
Grand Rapids	MI	Comprehensive Analysis of Fire Services
Gross Pointe	MI	Public Safety Consolidation
Gross Pointe Park	MI	Public Safety Consolidation
Kentwood	MI	Comprehensive Analysis of Police & Fire Services
Mott Community College	MI	Comprehensive Analysis of Public Safety Services
Novi	MI	Comprehensive Analysis of Police Services
Novi	MI	Comprehensive analysis of Fire Services
Oshtemo Township	MI	Police Workload / Contract for Services Analysis
Petoskey	MI	Public Safety Consolidation
Plymouth	MI	Fire Services Consolidation
Royal Oak	MI	Public Safety Consolidation
Saginaw	MI	Comprehensive Analysis of Police Services
Saginaw	MI	Comprehensive Analysis of Fire Services
St. Joseph	MI	Public Safety Consolidation
Sturgis	MI	Public Safety Analysis
Troy	MI	Comprehensive Analysis of Police Services
Troy	MI	Review of Fire Administration and Inspections
Wyoming	MI	Comprehensive Analysis of Police Services 2012
Wyoming	MI	Comprehensive Analysis of Fire Services 2012
Wyoming	MI	Comprehensive Analysis of Police Services 2009
Wyoming	MI	Comprehensive Analysis of Fire Services 2009
Kentwood	MI	Analysis of Police Services Consolidation
Kentwood	MI	Analysis of Fire Services Consolidation
Algonquin	MN	Performance Measurement Study
Mankato	MN	Public Safety Study
Morehead	MN	Comprehensive Analysis of Fire Services
Ruidoso	MN	Comprehensive Analysis of Police Services
St. Cloud	MN	Police Strategic Planning Review
St. Cloud	MN	Comprehensive Analysis of Police Services
St. Louis	MO	Comprehensive Analysis of Fire Services
St. Louis	MO	Comprehensive Analysis of Police Services
St. Louis	MO	Standard of Response Cover and risk assessment
Bald Head Island	NC	Public Safety Consolidation
Chapel Hill	NC	Comprehensive Analysis of police services
Davidson	NC	Fire Consolidation Study
Greenville	NC	Comprehensive Analysis of Fire Services

Oxford	NC	Comprehensive Analysis of Fire Services
Oxford	NC	Comprehensive Analysis of Police Services
Rocky Mount	NC	AED Grant assistance
Rocky Mount	NC	Comprehensive Analysis of Police Services
Grand Island	NE	Comprehensive Analysis of Police Services
Grand Island	NE	Comprehensive Analysis of Fire Services
South Sioux City	NE	Fire Services Strategic Plan
East Brunswick	NJ	EMS Study
Oradell	NJ	Comprehensive Analysis of Police Services
Patterson	NJ	Comprehensive Analysis of Police Services
South Orange	NJ	Comprehensive Analysis of Police Services
Westwood	NJ	Comprehensive Analysis of Police Services
Ruidoso	NM	Comprehensive Analysis of Police Services
Bernalillo	NM	Comprehensive Analysis of Fire Services
Boulder City	NV	Police Organizational Study
Henderson	NV	Comprehensive Analysis of Police Services
Las Vegas	NV	Comprehensive Analysis of Fire Services
North Las Vegas	NV	Fire Workload Analysis
Garden City	NY	Comprehensive Analysis of Fire Services
Long Beach	NY	Comprehensive Analysis of Fire and EMS services
North Castle	NY	Comprehensive Analysis of Police Services
Oneonta	NY	Comprehensive Analysis of Fire and EMS services
Oneonta	NY	Fire Apparatus Review
Orchard Park	NY	Comprehensive Analysis of Police Services
Ossining	NY	Comprehensive Analysis of Police Services
Rye	NY	Police Chief Selection
Watertown	NY	Comprehensive Analysis of Fire Services
Cincinnati	OH	Police Dispatch Review
Huron	OH	Comprehensive Analysis of Police Services
Huron	OH	Comprehensive Analysis of Fire Services
Independence	OH	Comprehensive Analysis of Police Services
Independence	OH	Comprehensive Analysis of Fire Services
Sandusky	OH	Comprehensive Analysis of Police Services
Dayton	OH	Police Internal Affairs Review
Broken Arrow	OK	Comprehensive Analysis of Police Services
Broken Arrow	OK	Comprehensive Analysis of Fire Services
Edmond	OK	Comprehensive Analysis of Police Services
Muskogee	OK	Comprehensive Analysis of Police Services
Bend	OR	Comprehensive Analysis of Police Services
Grants Pass	OR	Comprehensive Analysis of Fire Services
Grants Pass	OR	Comprehensive Analysis of Police Services
Grants Pass	OR	Public Safety Strategic Plan Development
Ontario	OR	Comprehensive Analysis of Police Services
Ontario	OR	Comprehensive Analysis of Fire Services
Cumru Township	PA	Comprehensive Analysis of Police Services

Ephrata	PA	Comprehensive Analysis of Police Services
Farrell	PA	Comprehensive Analysis of Police Services
Lower Windsor Twp.	PA	Comprehensive Analysis of Police Services
Trefidrin Township	PA	Comprehensive Analysis of Police Services
East Providence	RI	Comprehensive Analysis of Fire Services
East Providence	RI	Expert Witness Fire Issues
Jamestown	RI	Comprehensive Analysis of Police Services
Beaufort	SC	Comprehensive Analysis of Fire Services
Beaufort	SC	Comprehensive Analysis of Police Services
Walterboro	SC	Comprehensive Analysis of Public Safety Department
Germantown	TN	Comprehensive Analysis of Fire Services
Johnson City	TN	Comprehensive Analysis of Fire Services
Johnson City	TN	Comprehensive Analysis of Police Services
Smyrna	TN	Comprehensive Analysis of Police Services
Smyrna	TN	Comprehensive Analysis of Fire Services
Addison	TX	Comprehensive Analysis of Fire Services
Addison	TX	Comprehensive Analysis of Police Services
Baytown	TX	EMS Study
Belton	TX	Comprehensive Analysis of Police Services
Belton	TX	Comprehensive Analysis of Fire Services
Belton	TX	Police Chief Selection
Belton	TX	Fire Chief Selection
Cedar Park	TX	Comprehensive Analysis of Police Services
Conroe	TX	Fire Services Analysis and Standard of Response
Frisco	TX	Comprehensive Analysis of Fire Services
Highland Village	TX	Fire Review
Lucas	TX	Fire and EMS Analysis
Prosper	TX	Comprehensive Analysis of Police Services
Round Rock	TX	Comprehensive Analysis of Fire Services
Victoria	TX	Comprehensive Analysis of Police Services
Washington City	UT	Comprehensive Public Safety Analysis
Hampton	VA	Police Chief Selection
Loudon County	VA	Comprehensive Analysis of Sheriff Services
Loudon County	VA	Comprehensive Analysis of Fire Services
Lacey	WA	Comprehensive Analysis of Fire Services
Spokane Valley	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Police Chief Selection
Wauwatosa	WI	Comprehensive Analysis of Fire Services
Jackson Hole	WY	Police Consolidation Review
Laramie	WY	Comprehensive Analysis of Police Services
Teton County	WY	Police Consolidation Review
Leduc Co., Alberta	CA	County Wide Fire Strategic Plan
Leduc City, Alberta	CA	Comprehensive Analysis of Fire Services.

Conclusion

Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, *Center for Public Safety Management, LLC* acts as a trusted advisor, assisting local governments in an objective manner. In particular, CPSM's experience in dealing with public safety issues combined with its background in performance measurement, achievement of efficiencies, and genuine community engagement, makes CPSM a unique and beneficial partner in dealing with issues such as those being presented in this proposal. We look forward to working with you further.

PETITION TO AMEND AND ZONING DISTRICT
First Reading before the
Dover City Council
June 22, 2015

Applicants/Owners:	Erin and Robert Barrett Erin L. Cooper
Address:	35 North New Street 39 North New Street
Location:	Southeast corner of North New Street and Fulton Street
Tax Parcel ID #:	ED05-076.08-05-39.00-000 ED05-076.08-05-40.00-000
Size:	0.137 +/- acres 0.089 +/- acres
Present Use:	Vacant
Proposed Use:	Townhomes
Comprehensive Plan Designation:	Mixed Use
Present Zoning:	RG-1 (General Residence Zone)
Proposed Zoning:	RG-3 (Group Housing Zone)
File Number:	Z-15-03
Ordinance Number:	2015-12

City of Dover

Department of Planning & Inspections

Application No.: Z-15-03



Application #: Z-15-03
Address: 35 & 39 North New Street
Parcel ID: ED-05-076.08-05-39.00-000 and
ED-05-076.08-05-40.00-000
Current Zoning: RG-1
Proposed Zoning: RG-3
Owners: Robert & Erin Barrett and Erin L. Cooper
Date: 6/15/2015

Legend

- Subject Property
- Zoning
- Dover Parcels

N
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S

0 75 150 300 Feet

FIRST READING

CITY OF DOVER
PROPOSED ORDINANCE #2015-12

AN ORDINANCE AMENDING THE ZONING ORDINANCE AND ZONING MAP OF THE CITY OF DOVER BY CHANGING THE ZONING DESIGNATION OF PROPERTIES LOCATED AT 35 AND 39 NORTH NEW STREET

WHEREAS, the City of Dover has enacted a zoning ordinance regulating the use of property within the limits of the City of Dover; and

WHEREAS, it is deemed in the best interest of zoning and planning to change the permitted use of properties described below from RG-1 (General Residence Zone) to RG-3 (Group Housing Zone).

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

1. That from and after the passage and approval of this ordinance the Zoning Map and Zoning Ordinance of the City of Dover have been amended by changing the zoning designation from RG-1 (General Residence) to RG-3 (Group Housing) on properties located at 35 North New Street, consisting of $0.137^{+/-}$ acres, owned by Robert and Erin Barrett, and 39 North New Street, consisting of $0.089^{+/-}$ acres, owned by Erin L. Cooper.
   (Tax Parcels: ED-05.076.08-05-39.00-000 and ED-05.076.08-05-40.00-000; Planning Reference Z-15-03; 4th Council District)

ADOPTED: *

S:\ORDINANCES\2015\DRAFT\Ordinance #2015-12-Rezoning - 35 and 39 N. New Street.wpd

Actions History
June 22, 2015 - Scheduled for First Reading by City Council

Draft

FINAL READING

CITY OF DOVER PROPOSED ORDINANCE #2015-10

WHEREAS, the 2014/2015 fiscal year property tax rate for the City of Dover is $.3378 per hundred of assessed value and the Tax Assessor reported that the total assessed value of property as of December 31, 2014 was $3,191,130,460, including the April 2015 supplemental billings (2011 Assessed Value); and

WHEREAS, upon completion of the re-evaluation completed in 2015, the Tax Assessor is reporting the total assessed value in 2015/2016 to be $3,103,526,891; and

WHEREAS, Delaware State Law: 22 Delaware Code Section 1105 (b) requires municipalities to calculate a "rolled-back" tax rate so as to provide the same tax revenue as was levied during the prior fiscal year and to state the percent, if any, by which the property tax rate to be levied exceeds the "rolled-back" property tax rate.

NOW THEREFORE, BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

That the City of Dover "rolled-back" tax rate is $.3499 per hundred of assessed value, and the 2015/2016 tax rate is to be set at $.4050 per hundred of assessed value (estimated at $3,050,321,691), the increase over the rolled-back tax rate being 15.7%.

ADOPTED: *

S:\ORDINANCES\2015\DRAFT\Ordinance #2015-10 - Notification of Tax Rate Increase Over the Rolled Back Tax Rate-Final Reading.wpd

Actions History
June 22, 2015 - Scheduled for Final Reading by City Council
June 8, 2015 - First Reading by City Council

Draft

CITY OF DOVER ORDINANCE # 2015-11
2015-2016 BUDGET ORDINANCES

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Forty Five Million Three Hundred Four Thousand Six Hundred dollars ($45,304,600) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

GENERAL FUND
CASH RECEIPT SUMMARY FOR 2015-2016

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE	**$ 4,361,500**	**$ 3,977,500**
RECEIPTS		
FINES AND POLICE REVENUE	629,300	702,300
INVESTMENT INCOME	40,000	35,000
LIBRARY REVENUES	71,600	72,000
KENT COUNTY BOOK REIMBURSEMENT	490,000	450,000
BUSINESS LICENSES	1,460,000	1,425,000
PERMITS AND OTHER FEES	1,354,200	1,436,300
MISCELLANEOUS CHARGES	27,600	22,700
POLICE EXTRA DUTY	659,500	533,000
PROPERTY TAXES	11,086,800	12,844,500
BID REVENUE	49,500	49,700
RECREATION REVENUE	148,800	149,000
FRANCHISE FEE	656,400	672,300
SANITATION FEES	2,580,000	2,580,000
RENT REVENUE - GARRISON FARM	92,300	93,700
COURT OF CHANCERY FEES	1,074,400	1,065,100
RECEIPTS SUBTOTAL	20,420,400	22,130,600
INTERFUND SERVICE RECEIPTS		
INTRAFUND SERVICE RECEIPTS W/WW	1,371,100	1,492,700
INTRAFUND SERVICE RECEIPTS ELECTRIC	3,588,200	3,738,500
INTERFUND SERVICE RECEIPTS SUBTOTAL	4,959,300	5,231,200
GRANTS:		
POLICE RELATED/EXTRA DUTY	124,000	74,400
POLICE PENSION GRANT	500,000	500,000
GREEN ENERGY GRANT	98,500	98,500
MISC GRANT REVENUE	25,000	25,000
VERIZON RESERVE	-	50,000
GRANTS SUBTOTAL	747,500	747,900
TRANSFERS FROM:		
TRANSFER TAX	1,525,200	1,340,000
MUNICIPAL STREET AID	664,200	564,200
CIVIL TRAFFIC PENALTIES	450,000	450,000
WATER/WASTEWATER	500,000	850,000
ELECTRIC	10,000,000	10,000,000
OTHER RESERVES	4,000	13,200
CONTINGENCY FUND	50,000	-
BOND PROCEEDS - SERIES 2014	475,000	-
TRANSFERS FROM SUBTOTAL	13,668,400	13,217,400
TOTAL REVENUES	39,795,600	41,327,100
TOTAL BEGINNING BALANCE & REVENUE	**$ 44,157,100**	**$ 45,304,600**

2015-2016 BUDGET ORDINANCES - CONTINUED

GENERAL FUND - EXPENDITURES AND BUDGET BALANCE FOR 2015-2016

DEPARTMENT EXPENSES	2014/15 REVISED	2015/16 BUDGET
CITY CLERK	$ 386,700	$ 383,400
COUNCIL	106,600	118,100
TAX ASSESSOR	319,100	234,800
FIRE	716,100	745,400
GROUNDS MAINTENANCE	1,130,900	1,210,300
LIBRARY	1,422,000	1,510,000
RECREATION	710,800	729,500
LIFE SAFETY	534,600	482,200
CODE ENFORCEMENT	420,500	419,400
PLANNING	449,400	534,000
INSPECTIONS	614,400	664,700
ECONOMIC DEVELOPMENT	223,000	238,000
POLICE	14,338,900	15,159,000
POLICE EXTRA DUTY	712,500	602,400
STREETS	676,200	674,500
SANITATION	2,224,800	2,157,900
CITY MANAGER	595,900	750,300
INFORMATION TECHNOLOGY	736,600	704,800
FINANCE	970,000	978,500
PUBLIC WORKS - ADMINISTRATION	518,100	626,800
FACILITIES MANAGEMENT	690,400	707,500
PUBLIC WORKS - ENGINEERING	193,700	181,400
PROCUREMENT & INVENTORY	542,800	560,200
FLEET MAINTENANCE	799,700	768,500
CUSTOMER SERVICE	1,044,600	1,120,100
HUMAN RESOURCES	385,500	383,900
MAYOR	82,500	76,100
DEPARTMENT SUBTOTALS	31,546,300	32,721,700
OTHER EXPENSES		
DEBT SERVICE	948,400	660,800
CONTRIBUTION TO DDP	70,000	70,000
MISCELLANEOUS GRANT RELATED EXP	25,000	25,000
INSURANCE	675,000	690,000
RETIREES HEALTH CARE	1,636,500	1,895,600
OTHER EMPLOYMENT EXPENSES	74,900	520,100
BANK & CREDIT CARD FEES	-	15,000
UNCOLLECTIBLES - TRASH AND OTHER	50,000	50,000
APPROP TO STREET LGT FUND	774,500	797,700
OTHER EXPENSE SUBTOTAL	4,254,300	4,724,200
TRANSFERS		
TRANSFER TO CAPITAL ASSET RESERVE	60,000	-
TRANSFER TO CAPITAL FUND - PROJECTS	2,196,000	2,625,400
APPROP. TO THE POLICE PENSION FUND	755,000	570,000
APPROP. POLICE PENSION - STATE GRANT	500,000	500,000
APPROP. TO THE GENERAL PENSION FUND	543,000	-
TRANSFER TO CONTINGENCY RESERVE	300,000	-
TRANSFER TO PARKLAND RESERVE	25,000	-
TRANSFER TO VERIZON RESERVE	-	50,000
TRANSFER TO INVENTORY WRITE-OFFS	-	10,000
TRANSFERS SUBTOTAL	4,379,000	3,755,400
TOTAL EXPENDITURES	40,179,600	41,201,300
CURRENT YEAR BALANCE	3,977,500	4,103,300
TOTALS	**$ 44,157,100**	**$ 45,304,600**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Two Million Eight Hundred Five Thousand Five Hundred dollars ($2,805,500) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

GOVERNMENTAL CAPITAL PROJECTS FUND
REVENUES AND BUDGET FOR 2015-2016

REVENUES

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE - PROJECTS	**$ 2,654,600**	**$ 154,800**
REVENUES		
STATE GRANTS - Other	208,000	-
PROPOSED BOND/BANK PROCEEDS - Street	2,675,000	-
LEASE PURCHASE OF FIRE AND POLICE EQUIPT	918,300	-
INCOME FROM SALE OF ASSETS	-	20,300
INTEREST EARNINGS	-	5,000
TRANSFER FROM GENERAL FUND	2,196,000	2,625,400
TRANSFER FROM PARKLAND RESERVE	104,000	-
SUBTOTAL PROJECT RECEIPTS	6,101,300	2,650,700
TOTAL FUNDING SOURCES	6,101,300	2,650,700
TOTAL BEGINNING BALANCE AND REVENUES	**$ 8,755,900**	**$ 2,805,500**

EXPENSE SUMMARY

EXPENDITURES	2014/15 REVISED	2015/16 BUDGET
FIRE	$ 827,300	$ 145,600
GROUNDS MAINTENANCE	86,700	201,100
RECREATION	284,400	-
LIFE SAFETY	-	55,700
POLICE	601,700	262,100
STREETS	470,300	1,428,500
STREETS - GARRISON FARM INFRASTRUCTURE	5,447,600	-
SANITATION	256,500	449,000
CITY MANAGER	-	24,700
PROCUREMENT & INVENTORY	55,000	-
FLEET MAINTENANCE	-	84,000
DEPARTMENT SUBTOTAL	**8,029,500**	**2,650,700**
TRANSFERS & MISCELLANEOUS EXPENSES		
BOND/LOAN ISSUANCE COST	61,100	-
TRANSFER TO PARKLAND RESERVE	180,000	-
TRANSFER TO CAPITAL ASSET RESERVE	330,500	-
TRANSFERS & MISCELLANEOUS SUBTOTAL	**571,600**	**-**
TOTAL EXPENDITURES	**8,601,100**	**2,650,700**
BUDGET BALANCE	154,800	154,800
TOTAL BUDGET BALANCE & EXPENDITURES	**$ 8,755,900**	**$ 2,805,500**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

GENERAL FUND CONTINGENCY
CASH RECEIPTS/REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Seven Hundred Twenty Thousand Three Hundred dollars ($720,300) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

CASH RECEIPTS

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE	**$ 467,300**	**$ 719,200**
INTEREST EARNED	1,900	1,100
TRANSFER FROM GENERAL FUND	300,000	-
TOTALS	**$ 769,200**	**$ 720,300**

EXPENSE SUMMARY

	2014/15 REVISED	2015/16 BUDGET
TRANSFER TO OPERATING ACCOUNT	$ 50,000	$ -
CARRY FORWARD TO NEXT YEAR	719,200	720,300
TOTALS	**$ 769,200**	**$ 720,300**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

GENERAL CAPITAL ASSET RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Nine Hundred Sixteen Thousand Five Hundred ($916,500) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

CASH RECEIPTS

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE	**$ 521,000**	**$ 914,000**
RECEIPTS		
INTEREST EARNINGS	2,500	2,500
TRANSFER FROM GENERAL FUND CAPITAL PROJECT FUND	330,500	-
TRANSFER FROM GENERAL FUND	60,000	-
TOTAL RECEIPTS	**393,000**	**2,500**
TOTALS	**$ 914,000**	**$ 916,500**

EXPENSE SUMMARY

	2014/15 REVISED	2015/16 BUDGET
CARRY FORWARD TO NEXT YEAR	$ 914,000	$ 916,500
TOTALS	**$ 914,000**	**$ 916,500**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

PARKLAND/RECREATION RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Two Hundred Ninety Six Thousand Seven Hundred Dollars ($296,700) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

OPERATING REVENUES

	2014/15 REVISED	2015/16 BUDGET
PRIOR YEAR BALANCE	$ 218,700	$ 295,700
GENERAL FUND APPROPRIATION	180,000	-
INTEREST INCOME	1,000	1,000
TOTALS	**$ 399,700**	**$ 296,700**

OPERATING EXPENSES

	2014/15 REVISED	2015/16 BUDGET
TRANSFER TO GENERAL CAPITAL PROJECT FUND	$ 104,000	$ -
CURRENT YEAR BALANCE	295,700	296,700
TOTALS	**$ 399,700**	**$ 296,700**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

WATER/WASTEWATER FUND
REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Sixteen Million Eight Hundred Eighty Two Thousand Seven Hundred dollars ($16,882,700) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE - WATER	$ 783,500	$ 861,600
BEGINNING BALANCE - WASTEWATER	19,900	293,400
TOTAL BEGINNING BALANCES	803,400	1,155,000
BASE REVENUE		
WATER SERVICES	4,616,400	6,200,000
WASTEWATER SERVICES	3,706,800	3,728,000
WASTEWATER TREATMENT SERVICES	2,902,600	3,026,500
GROUNDWATER INFLOW ADJUSTMENT	1,862,500	1,864,300
WATER TANK SPACE LEASING	331,900	341,900
SEWER IMPACT FEES	416,700	250,000
WATER IMPACT FEES	462,400	250,000
INTEREST - WATER	9,000	1,000
INTEREST - WASTEWATER	14,000	2,000
MISCELLANEOUS SERVICE FEE	64,000	64,000
TOTAL REVENUES	14,386,300	15,727,700
TOTAL BEGINNING BALANCES AND REVENUES	**$ 15,189,700**	**$ 16,882,700**

2015-2016 BUDGET ORDINANCES - CONTINUED

WATER/WASTEWATER FUND - EXPENSES AND BUDGET BALANCE FOR 2015-2016

	2014/15 REVISED	2015/16 BUDGET
DIRECT EXPENSES		
ENGINEERING & INSPECTION	$ 502,400	$ 517,500
WATER CONSTRUCTION	253,300	-
WATER DEPARTMENT	488,600	673,300
WATER TREATMENT PLANT	1,582,200	1,910,000
WASTEWATER DEPARTMENT	975,400	968,600
DIRECT EXPENDITURE SUBTOTAL	3,801,900	4,069,400
OTHER EXPENSES		
DEBT SERVICE - WATER	560,100	545,200
DEBT SERVICE - WASTEWATER	591,900	586,900
RETIREES HEALTH CARE	200,000	178,600
OTHER EMPLOYMENT EXPENSES	5,500	20,000
KENT COUNTY TREATMENT CHARGE	4,004,200	4,130,000
INTRAFUND SERVICE FEES	1,371,100	1,492,700
BANK & CREDIT CARD FEES	-	46,200
OTHER EXPENSES SUBTOTAL	6,732,800	6,999,600
TRANSFER TO:		
GENERAL FUND FROM WATER	250,000	550,000
GENERAL FUND FROM WASTEWATER	250,000	300,000
WATER IMP AND EXT	1,200,000	1,800,000
WASTEWATER IMP AND EXT	1,800,000	1,500,000
CONTINGENCY RESERVE WATER	-	32,000
TRANSFER TO SUBTOTAL	3,500,000	4,182,000
TOTAL EXPENSES	14,034,700	15,251,000
BUDGET BALANCES		
BUDGET BALANCE WATER	861,600	1,048,600
BUDGET BALANCE WASTEWATER	293,400	583,100
BUDGET BALANCE SUBTOTALS	1,155,000	1,631,700
TOTAL CURRENT YEAR BALANCES AND EXPENSES	**$ 15,189,700**	**$ 16,882,700**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

WATER/WASTEWATER IMPROVEMENT & EXTENSION FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Five Million Three Hundred Seventy Nine Thousand Four Hundred dollars ($5,379,400) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

CASH RECEIPTS

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE - WATER	$ 7,178,100	$ 833,500
BEGINNING BALANCE - WASTEWATER	5,677,600	1,055,900
TOTAL BEGINNING BALANCES	12,855,700	1,889,400
REVENUES		
TRANS FR OPERATING FUND - WATER	1,200,000	1,800,000
TRANS FR OPERATING FUND - WASTEWATER	1,800,000	1,500,000
TRANSFER FR WASTEWATER IMPACT FEE	1,315,600	165,000
INTEREST INCOME	40,000	25,000
TOTAL REVENUES	4,355,600	3,490,000
TOTAL BEGINNING BALANCES & REVENUES	**$ 17,211,300**	**$ 5,379,400**

EXPENSE SUMMARY

EXPENSES	2014/15 REVISED	2015/16 BUDGET
WATER	$ 7,526,500	$ 2,028,600
WASTEWATER	7,785,600	1,822,100
WATER TREATMENT PLANT	38,100	-
TOTAL EXPENSES	15,350,200	3,850,700
BUDGET BALANCE - WATER	833,500	617,400
BUDGET BALANCE - WASTEWATER	1,027,600	911,300
CURRENT YEAR BALANCE SUBTOTALS	1,861,100	1,528,700
TOTAL BUDGET BALANCES & EXPENSES	**$ 17,211,300**	**$ 5,379,400**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

WATER/WASTEWATER CAPITAL ASSET RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating One Million Thirty Three Thousand Seven Hundred Dollars ($1,033,700) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

CASH RECEIPTS

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE - WATER	$ 508,400	$ 514,600
BEGINNING BALANCE - WASTEWATER	507,300	511,300
TOTAL BEGINNING BALANCES	1,015,700	1,025,900
RECEIPTS		
INTEREST EARNINGS - WATER	900	3,900
INTEREST EARNINGS - WASTEWATER	900	3,900
2013 BONDS UNUSED COST OF ISSUANCE FUNDS WATER	5,300	-
2013 BONDS UNUSED COST OF ISSUANCE FUNDS WASTEWATER	3,100	-
TOTAL RECEIPTS	10,200	7,800
TOTALS	**$ 1,025,900**	**$ 1,033,700**

EXPENSE SUMMARY

	2014/15 REVISED	2015/16 BUDGET
CURRENT YEAR BALANCE - WATER	$ 514,600	$ 518,500
CURRENT YEAR BALANCE - WASTEWATER	511,300	515,200
CURRENT YEAR BALANCE SUBTOTALS	1,025,900	1,033,700
TOTALS	**$ 1,025,900**	**$ 1,033,700**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

WATER/WASTEWATER IMPACT FEE RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating One Million Six Hundred Seventy Six Thousand Five Hundred Dollars ($1,676,500) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

CASH RECEIPTS

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE - WATER	$ 200,200	$ 200,500
BEGINNING BALANCE - WASTEWATER	2,776,400	1,463,400
TOTAL BEGINNING BALANCES	**2,976,600**	**1,663,900**
RECEIPTS		
INTEREST EARNINGS - WATER	300	1,500
INTEREST EARNINGS - WASTEWATER	2,600	11,100
TOTAL RECEIPTS	**2,900**	**12,600**
TOTALS	**$ 2,979,500**	**$ 1,676,500**

EXPENSE SUMMARY

	2014/15 REVISED	2015/16 BUDGET
TRANSFER TO I & E FUND FROM WASTEWATER IMPACT FEES	$ 1,315,600	$ 165,000
CURRENT YEAR BALANCE - WATER	200,500	202,000
CURRENT YEAR BALANCE - WASTEWATER	1,463,400	1,309,500
CURRENT YEAR BALANCE SUBTOTALS	**1,663,900**	**1,511,500**
TOTALS	**$ 2,979,500**	**$ 1,676,500**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

WATER/WASTEWATER CONTINGENCY RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Three Hundred Twenty Eight Thousand Eight Hundred dollars ($328,800) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

CASH RECEIPTS

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE - WATER	$ 104,700	$ 104,900
BEGINNING BALANCE - WASTEWATER	189,400	189,700
TOTAL BEGINNING BALANCES	**294,100**	**294,600**
RECEIPTS		
INTEREST EARNINGS	500	2,200
TRANSFER FROM OPERATING ACCOUNT TO WATER	-	32,000
TOTAL RECEIPTS	**500**	**34,200**
TOTALS	**$ 294,600**	**$ 328,800**

BUDGET SUMMARY

	2014/15 REVISED	2015/16 BUDGET
CURRENT YEAR BALANCE - WATER	104,900	137,700
CURRENT YEAR BALANCE - WASTEWATER	189,700	191,100
CURRENT YEAR BALANCE SUBTOTALS	**294,600**	**328,800**
TOTAL EXPENSES AND CURRENT YEAR BALANCES	**$ 294,600**	**$ 328,800**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

ELECTRIC REVENUE FUND
REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Eighty Nine Million Seven Hundred Thirteen Thousand Six Hundred dollars ($89,713,600) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE	**$ 6,602,900**	**$ 6,177,600**
BASE REVENUE		
DIRECT SALES TO CUSTOMER	76,543,700	78,279,200
UTILITY TAX	1,258,300	1,281,100
MISCELLANEOUS REVENUE	624,000	597,200
RENT REVENUE	200,000	202,600
GREEN ENERGY	128,000	128,000
INTEREST EARNINGS	12,000	47,900
TRANSFER FROM RATE STABILIZATION	3,000,000	3,000,000
TOTAL REVENUES	**81,766,000**	**83,536,000**
TOTAL BEGINNING BALANCE & REVENUES	**88,368,900**	**89,713,600**

ELECTRIC REVENUE FUND - CONTINUED
EXPENSES AND BUDGET BALANCE FOR 2015-2016

EXPENSES	2014/15 REVISED	2015/16 BUDGET
POWER SUPPLY	$ 26,035,900	$ 23,402,600
SOLAR ENERGY	2,002,700	2,313,900
SOLAR RENEWAL ENERGY CREDITS	375,500	363,400
POWER SUPPLY MANAGEMENT	996,000	996,000
REC'S (Renewable Energy Credits)	555,400	673,400
RGGI (Regional Greenhouse Gas Init.)	-	175,000
PJM CHARGES - ENERGY	10,076,200	7,966,100
PJM CHARGES - TRANSMISSION & FEES	4,480,800	7,932,500
CAPACITY CHARGES	9,744,100	10,225,100
SUB-TOTAL POWER SUPPLY	**54,266,600**	**54,048,000**
PLANT OPERATIONS	6,141,100	6,434,600
GENERATIONS FUELS	1,873,400	1,167,300
PJM SPOT MARKET ENERGY	(2,834,600)	(1,708,300)
PJM CREDITS	(663,700)	(360,000)
CAPACITY CREDITS	(8,742,100)	(10,472,100)
GENERATION SUBTOTAL	**(4,225,900)**	**(4,938,500)**
POWER SUPPLY & GENERATION SUBTOTAL	**50,040,700**	**49,109,500**
DIRECT EXPENDITURES		
TRANSMISSION/DISTRIBUTION	3,954,900	4,068,600
ELECTRICAL ENGINEERING	1,379,300	1,335,800
ADMINISTRATION	632,400	839,300
METER READING	357,200	360,500
SYSTEMS OPERATIONS	696,500	679,800
DIRECT EXPENDITURE SUBTOTALS	**7,020,300**	**7,284,000**
OTHER EXPENSES:		
UTILITY TAX	1,258,300	1,281,100
ALLOW FOR UNCOLLECTIBLES	200,000	200,000
CONTRACTUAL SERVICES - RFP'S	246,800	-
RETIREES HEALTH CARE	513,300	537,800
OTHER EMPLOYMENT EXPENSES	24,000	72,000
OPEB UNFUNDED LIABILITY	1,009,800	1,030,000
GREEN ENERGY PAYMENT TO DEMEC	128,000	128,000
INTRAFUND SERVICE FEES	3,588,200	3,738,500
INTEREST ON DEPOSITS	20,000	20,500
BANK & CREDIT CARD FEES	-	242,300
DEBT SERVICE	3,391,900	3,402,000
OTHER EXPENSES SUBTOTAL	**10,380,300**	**10,652,200**
TRANSFER TO:		
IMPROVEMENT & EXTENSION	4,750,000	3,500,000
GENERAL FUND	10,000,000	10,000,000
TRANSFER INSURANCE RESERVE	-	10,000
TRANSFER CONTINGENCY RESERVE	-	13,000
TRANSFER TO SUBTOTAL	**14,750,000**	**13,523,000**
TOTAL EXPENSES	**82,191,300**	**80,568,700**
BUDGET BALANCE - WORKING CAPITAL	**6,177,600**	**9,144,900**
TOTALS	**$ 88,368,900**	**$ 89,713,600**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

ELECTRIC UTILITY IMPROVEMENT AND EXTENSION FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Nine Million Fifty Thousand Three Hundred dollars ($9,050,300) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

REVENUES

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE	**$ 5,942,500**	**$ 3,623,600**
REVENUES		
TRANSFER FROM ELECTRIC	4,750,000	3,500,000
GENERAL SERVICE BILLING	250,000	1,900,000
INTEREST EARNINGS	24,800	26,700
TOTAL REVENUES	**5,024,800**	**5,426,700**
TOTALS	**$ 10,967,300**	**$ 9,050,300**

EXPENSE SUMMARY

EXPENSES	2014/15 REVISED	2015/16 BUDGET
ELECTRIC GENERATION	$ 2,739,300	$ 1,655,000
TRANSMISSION AND DISTRIBUTION	1,854,200	2,887,600
ELECTRICAL ENGINEERING	2,750,200	1,724,300
TOTAL EXPENSES	**7,343,700**	**6,266,900**
BUDGET BALANCE	**3,623,600**	**2,783,400**
TOTAL BUDGET BALANCE & EXPENSES	**$ 10,967,300**	**$ 9,050,300**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

ELECTRIC UTILITY CONTINGENCY RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Eight Hundred Fourty Four Thousand Six Hundred dollars ($844,600) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

CASH RECEIPTS

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE	**$ 819,100**	**$ 825,300**
RECEIPTS		
INTEREST EARNINGS	6,200	6,300
TRANSFER FROM ELECTRIC FUND	-	13,000
TOTAL RECEIPTS	**6,200**	**19,300**
TOTALS	**$ 825,300**	**$ 844,600**

EXPENSE SUMMARY

	2014/15 REVISED	2015/16 BUDGET
CURRENT YEAR BALANCE	825,300	844,600
TOTALS	**$ 825,300**	**$ 844,600**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

ELECTRIC UTILITY DEPRECIATION RESERVE
SOURCES AND USE OF FUNDS FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Ten Million Sixty Six Thousand Four Hundred dollars ($10,066,400) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

CASH RECEIPTS

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE	**$ 9,915,100**	**$ 9,990,500**
INTEREST EARNINGS	75,400	75,900
TOTALS	**$ 9,990,500**	**$ 10,066,400**

BUDGET SUMMARY

	2014/15 REVISED	2015/16 BUDGET
CURRENT YEAR BALANCE	9,990,500	10,066,400
TOTALS	**$ 9,990,500**	**$ 10,066,400**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

ELECTRIC UTILITY FUTURE CAPACITY RESERVE
SOURCES AND USE OF FUNDS FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Ten Million Two Hundred Eighteen Thousand dollars ($10,218,000) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

CASH RECEIPTS

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE	**$ 10,064,400**	**$ 10,140,900**
INTEREST EARNINGS	76,500	77,100
TOTALS	**$ 10,140,900**	**$ 10,218,000**

BUDGET SUMMARY

	2014/15 REVISED	2015/16 BUDGET
CURRENT YEAR BALANCE	10,140,900	10,218,000
TOTALS	**$ 10,140,900**	**$ 10,218,000**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

ELECTRIC UTILITY INSURANCE STABLIZATION RESERVE
SOURCES AND USE OF FUNDS FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Seven Hundred Fifty Eight Thousand Seven Hundred dollars ($758,700) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

CASH RECEIPTS

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE	**$ 737,500**	**$ 743,100**
INTEREST EARNINGS	5,600	5,600
TRANSFER FROM ELECTRIC FUND	-	10,000
TOTALS	**$ 743,100**	**$ 758,700**

BUDGET SUMMARY

	2014/15 REVISED	2015/16 BUDGET
CURRENT YEAR BALANCE	743,100	758,700
TOTALS	**$ 743,100**	**$ 758,700**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

ELECTRIC UTILITY RATE STABLIZATION RESERVE
SOURCES AND USE OF FUNDS FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Eight Million Five Hundred Fifty Six Thousand Four Hundred dollars ($8,556,400) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

CASH RECEIPTS

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE	**$ 10,465,800**	**$ 7,545,300**
INTEREST EARNINGS	79,500	57,300
TOTALS	**$ 10,545,300**	**$ 7,602,600**

BUDGET SUMMARY

	2014/15 REVISED	2015/16 BUDGET
TRANSFER TO ELECTRIC FUND	$ 3,000,000	$ 3,000,000
CURRENT YEAR BALANCE	7,545,300	4,602,600
TOTALS	**$ 10,545,300**	**$ 7,602,600**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

MUNICIPAL STREET AID FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Five Hundred Sixty Four Thousand Three Hundred dollars ($564,300) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

CASH RECEIPTS

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE	**$ 100**	**$ 100**
STATE GRANT	664,200	564,200
TOTALS	**664,300**	**564,300**

BUDGET SUMMARY

	2014/15 REVISED	2015/16 BUDGET
TRANSFER TO GENERAL FUND	664,200	564,200
CURRENT YEAR BALANCE	100	100
TOTALS	**$ 664,300**	**$ 564,300**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

WORKERS COMPENSATION FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating One Million Seven Hundred Five Thousand Seven Hundred dollars ($1,705,700) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

OPERATING REVENUES

	2014/15 REVISED	2015/16 BUDGET
BEGINNING BALANCE	**$ 1,156,700**	**$ 1,052,600**
INTEREST INCOME	10,600	10,600
PREMIUM FROM CITY	490,500	642,500
TOTALS	**$ 1,657,800**	**$ 1,705,700**

OPERATING EXPENSES

	2014/15 REVISED	2015/16 BUDGET
PROGRAM EXPENSES/SUPPLIES - CLAIMS	$ 450,000	$ 475,000
INSURANCE	92,600	103,900
BANK FEES	600	1,300
STATE OF DEL - SELF INSURANCE TAX	37,000	37,000
CONTRACTUAL SERVICES	25,000	25,000
TOTAL EXPENSES	**605,200**	**642,200**
CURRENT YEAR BALANCE	1,052,600	1,063,500
TOTALS	**$ 1,657,800**	**$ 1,705,700**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

COMMUNITY TRANSPORTATION IMPROVEMENT FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Six Hundred Fourty Four Thousand Five Hundred dollars ($644,500) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

OPERATING REVENUES

	2014/15 REVISED	2015/16 BUDGET
PRIOR YEAR BALANCE	**$ 143,500**	**$ 144,000**
GRANTS REVENUE	1,677,800	500,000
INTEREST INCOME	500	500
TOTALS	**$ 1,821,800**	**$ 644,500**

OPERATING EXPENSES

	2014/15 REVISED	2015/16 BUDGET
PROGRAM EXP. GRANT RELATED	$ 1,677,800	$ 644,000
CURRENT YEAR BALANCE	144,000	500
TOTALS	**$ 1,821,800**	**$ 644,500**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

LIBRARY GRANT FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Two Hundred Ninety Eight Thousand Seven Hundred dollars ($298,700) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

OPERATING REVENUES

	2014/15 REVISED	2015/16 BUDGET
PRIOR YEAR BALANCE	**$ 44,800**	**$ 17,300**
STATE GRANT	278,900	278,900
FEDERAL GRANT	2,500	2,500
TOTALS	**$ 326,200**	**$ 298,700**

OPERATING EXPENSES

	2014/15 REVISED	2015/16 BUDGET
STATE GRANTS		
FURNITURE/FIXTURES	$ 15,100	$ 3,100
OFFICE SUPPLIES	28,000	24,000
PRINTING AND DUPLICATING	14,000	13,200
PROGRAM EXPENSES/SUPPLIES	29,900	24,100
BOOKS	132,600	129,200
AUDIO VISUAL SUPPLIES	75,100	75,100
POSTAGE	100	100
TRAINING/CONF/FOOD/TRAV	3,500	2,000
CONTRACTUAL SERVICES	900	900
OFF EQP/REPAIRS & MAINT	6,000	6,000
OTHER EQUIP - LEASE	1,200	1,200
SUBTOTAL EXPENSES STATE GRANTS	**306,400**	**278,900**
FEDERAL GRANTS		
PROGRAM EXPENSES/SUPPLIES	2,500	2,500
SUBTOTAL EXPENSES FEDERAL GRANTS	**2,500**	**2,500**
GRAND TOTAL EXPENSES	**308,900**	**281,400**
CURRENT YEAR BALANCE	17,300	17,300
TOTALS	**$ 326,200**	**$ 298,700**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *

2015-2016 BUDGET ORDINANCES - CONTINUED

POLICE GRANTS FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2015-2016

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

The amount hereinafter named aggregating Six Hundred Fifty Two Thousand Three Hundred dollars ($652,300) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2015 and ending June 30, 2016:

OPERATING REVENUES

	2014/15 REVISED	2015/16 BUDGET
PRIOR YEAR BALANCE	**$ 172,100**	**$ 125,000**
STATE AND FEDERAL GRANTS RECEIVED	436,400	527,300
TOTALS	**608,500**	**652,300**

OPERATING EXPENSES

	2014/15 REVISED	2015/16 BUDGET
EXPENDITURES		
PERSONNEL EXPENDITURES		
CADET PROGRAM SALARIES	16,000	71,400
CADET PROGRAM FICA	1,200	5,400
CADET PROGRAM W/COMP	700	3,500
MATERIALS AND SUPPLIES		
POLICE EQUIPT & PROG SUPP	222,600	410,600
TECHNOLOGY EQUIPMENT	47,800	20,000
ADMINISTRATIVE EXPENDITURES		
CELL PHONE CHARGES	15,000	15,000
TRAINING	45,000	17,000
AUDIT FEES	1,000	1,000
CONTRACTUAL SERVICES	10,200	-
TOTAL EXPENDITURES	**359,500**	**543,900**
OTHER FINANCING USES		
OPERATING TRANSFERS-OUT	124,000	74,400
TOTAL FINANCING USES	**124,000**	**74,400**
CURRENT YEAR BALANCE	125,000	34,000
TOTALS	**$ 608,500**	**$ 652,300**

The above budget represents the combination of all State & Federal Grants.

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: *