REGULAR COUNCIL MEETING
AGENDA

MARCH 23, 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 BISHOP THOMAS L. HOLSEY

PLEDGE OF ALLEGIANCE LED BY COUNCILMAN PERZA

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 MARCH 9, 2015**

2. PRESENTATIONS

- **A. CERTIFICATES OF RECOGNITION**
  - **A-1. JUDAEA CLARKE**
  - **A-2. DANIEL GODWIN**
- **B. THE AMERICAN INSTITUTE OF ARCHITECTURE DELAWARE 2014 HONOR AWARD**
- **C. DOVER PUBLIC LIBRARY FIRST STATE LEGO LEAGUE**
- **D. 2014 ANNUAL REPORT - DOVER POLICE DEPARTMENT**

* **3. PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE REPORT - MARCH 9, 2015**

A. COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) APPLICATION REVIEW

A-1. DOVER INTERFAITH MISSION FOR HOUSING

(COMMITTEE RECOMMENDED THAT $27,000 OF THE CITY'S CDBG GRANT ALLOCATION FOR PUBLIC SERVICE ACTIVITIES BE DISTRIBUTED TO THE DOVER INTERFAITH MISSION FOR HOUSING)

A-2. CONNECTIONS COMMUNITY SUPPORT PROGRAM

(COMMITTEE RECOMMENDED THAT $7,391 OF THE CITY'S CDBG GRANT ALLOCATION FOR PUBLIC SERVICE ACTIVITIES BE DISTRIBUTED TO CONNECTIONS COMMUNITY SUPPORT PROGRAM)

A-3. NEHEMIAH GATEWAY

(COMMITTEE RECOMMENDED DENIAL OF THE REQUEST)

A-4. PEOPLE'S PLACE

(COMMITTEE RECOMMENDED THAT $6,726 BE AWARDED TO PEOPLE'S PLACE)

A-5. VETERAN HOUSING PROPOSAL

(COMMITTEE RECOMMENDED DENIAL OF THE REQUEST)

A-6. CENTRAL DELAWARE HABITAT FOR HUMANITY

(COMMITTEE RECOMMENDED THAT $40,000 BE AWARDED TO HABITAT FOR HUMANITY)

A-7. MILFORD HOUSING DEVELOPMENT CORPORATION (MHDC)

A-7-I. HOMEOWNER REHABILITATION PROGRAM

(COMMITTEE RECOMMENDED THAT $52,892 BE AWARDED TO MHDC HOMEOWNER REHABILITATION)

A-7-II. EMERGENCY HOME REPAIR PROGRAM

(COMMITTEE RECOMMENDED THAT $35,262 BE AWARDED TO MHDC EMERGENCY HOME REPAIR)

A-8. CITY OF DOVER HOMEOWNERSHIP ASSISTANCE PROGRAM

(COMMITTEE RECOMMENDED THAT $60,000 BE AWARDED TO THE CITY OF DOVER HOMEOWNERSHIP ASSISTANCE PROGRAM FOR USE IN THE DOWNTOWN REDEVELOPMENT TARGET AREA, STIPULATING THAT IF THE FUNDS ARE NOT EXPENDED BY JANUARY 2016, THE AREA BE EXPANDED TO THE LARGER TARGET AREA OF DOWNTOWN DOVER)

* **4. UTILITY COMMITTEE REPORT - MARCH 9, 2015**

A. ACCEPTANCE OF WASTEWATER FROM THE PROPOSED WINDING CREEK DEVELOPMENT (OUTSIDE CITY OF DOVER LIMITS)

(COMMITTEE RECOMMENDED AUTHORIZING THE CITY MANAGER TO NEGOTIATE AN AGREEMENT TO ACCEPT WASTEWATER FROM THE WINDING CREEK DEVELOPMENT, WITH THE UNDERSTANDING THAT THE FINAL AGREEMENT WOULD BE PRESENTED TO CITY COUNCIL FOR FINAL APPROVAL)

B. PROPOSAL TO PERFORM REVIEW AND UPDATE OF THE ELECTRIC SYSTEM FINANCIAL MODEL, COMPLETE COST OF SERVICE ANALYSIS, AND DEVELOP PROPOSED RATE ADJUSTMENTS

(COMMITTEE RECOMMENDED ACCEPTANCE OF THE BURNS & MCDONNELL GROUP PROPOSAL)

C. TEA/NAES REPORT (*JANUARY*)

(COMMITTEE RECOMMENDED ACCEPTANCE OF THE REPORT)

D. GARRISON OAK TECHNICAL PARK PROJECT UPDATES

(COMMITTEE ACTION NOT REQUIRED)

* **5. LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE REPORT - MARCH 9, 2015**

A. REPORT OF INDEPENDENT PUBLIC ACCOUNTANTS ON APPLYING AGREED-UPON PROCEDURES TO THE CITY OF DOVER, DELAWARE

(COMMITTEE RECOMMENDED ACCEPTANCE OF THE REPORT)

* **6. CONFIRMATION OF POLICE PENSION ELECTION - RETIRED CAPTAIN JOHN SIGLER (TO FILL THE UNEXPIRED TERM OF RETIRED SERGEANT JAY UNTERKOFLER) - TERM TO EXPIRE JANUARY 31, 2016**

7. EVALUATION OF BIDS - WESTOVER PUMP STATION AND FORCE MAIN REPLACEMENT

(STAFF RECOMMENDS AWARDING THE CONTRACT TO GEORGE & LYNCH, INC. FOR THE CITY OF DOVER WESTOVER PUMP STATION AND FORCE MAIN REPLACEMENT PROJECT, BID #15-0024PW, FOR THE AMOUNT OF $1,292,295)

8. AMENDING OR RESCINDING THE ACTION TAKEN ON MARCH 9, 2015 REGARDING CITY REORGANIZATION

(MOTION TO MAINTAIN A FULL-TIME MAYOR WHO WILL BE THE CHIEF EXECUTIVE OF THE CITY AND THAT ALL DEPARTMENTS, EXCLUDING THE CITY CLERK'S OFFICE AND THE FINANCE DEPARTMENT, WILL REPORT TO THE CITY MANAGER WHO IS APPOINTED BY CITY COUNCIL AND WILL REPORT TO THE MAYOR)

9. COUNCIL MEMBERS' ANNOUNCEMENTS

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REGULAR COUNCIL MEETING

The Regular Council Meeting was held on March 9, 2015 at 7:30 p.m. with Councilwoman Williams presiding in the absence of Council President Bonar. Council members present were Mr. Anderson, Mr. Dixon, Mr. Perza, Mr. Slavin, Mr. Hare, and Mr. Hutchison.

Council staff members present were Police Chief Bernat, Mrs. Mitchell, Mrs. Townshend, Deputy Fire Chief Carey, Mr. Koenig, City Solicitor Rodriguez, and Mrs. McDowell. Mayor Christiansen was also present.

OPEN FORUM

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

There was no one present wishing to speak during the Open Forum.

The invocation was given by Reverend Theodore Henderson, followed by the Pledge of Allegiance.

AGENDA ADDITIONS/DELETIONS

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

Mr. Hare moved for approval of the Consent Agenda, seconded by Mr. Anderson and carried by a unanimous roll call vote (Mr. Bonar absent).

ADOPTION OF MINUTES - REGULAR COUNCIL MEETING OF FEBRUARY 23, 2015

The Minutes of the Regular Council Meeting of February 23, 2015 were unanimously approved by motion of Mr. Hare, seconded by Mr. Anderson and bore the written approval of Mayor Christiansen.

PUBLIC HEARING - VIOLATION OF THE DANGEROUS BUILDING ORDINANCE - PROPERTY LOCATED AT 312 WEST LOOCKERMAN STREET, OWNED BY RENEE AND DEBORAH BOLDS

Mr. Perza advised that he has had a relationship with the prior property owner for over a decade and would therefore abstain from the discussion and vote on this item.

A public hearing was duly advertised for this time and place to consider a violation of the Dangerous Building Ordinance at 312 West Loockerman Street, owned by Renee and Deborah Bolds. Mrs. Ann Marie Townshend, Director of Planning and Community Development, explained that the property is a one-story commercial brick building, formerly the business of My Place Tavern. The building was registered as a vacant building by City Staff in March of 2009. On February 23, 2014 City staff received complaints that individuals had tried to break into the property. Upon inspection, the doors to the property were damaged and staff proceeded to have all the doors boarded. In August of 2014, it was observed that the access door to the basement, which

is located along the sidewalk of Loockerman Street, was deteriorated to such a degree that it was unsafe and, on November 6, 2014, the City had a contractor make repairs to the bilco door. There are currently $3,150 in outstanding charges for code citations and unpaid vacant building fees. The structure is in a serious state of disrepair and is vacant with no utilities.

Mrs. Townshend reviewed a presentation depicting the condition of the structure ***(Exhibit #1)***.

Staff recommended that City Council take the following action for property located at 312 West Loockerman Street: 1) declare the building on this property dangerous; 2) order the property repaired or demolished by September 9, 2015 by the owner or equity owner at their own risk; 3) order the Building Inspector to cause the demolition of the structure if not completed by the owner within 10 days of the date 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.

Responding to Mr. Hare, Mrs. Townshend stated that staff had no reason to believe that there were structural deficiencies, noting that it is a solid building. She advised that the issues were with the interior. Mrs. Townshend stated that staff had received quite a few complaints from other business owners and patrons of the downtown.

Council President Williams declared the public hearing open and, there being no one present wishing to speak, the public hearing was closed.

Mr. Hare moved that the structure located at 312 West Loockerman Street be declared a dangerous building and ordered that the property be demolished or repaired by September 9, 2015, in accordance with the process recommended by staff. The motion was seconded by Mr. Hutchison and carried by a roll call vote of six (6) yes (Anderson, Dixon, Slavin, Hare, Hutchison, and Williams), one (1) abstention (Perza), and one (1) absent (Bonar).

PUBLIC HEARING - VIOLATION OF THE DANGEROUS BUILDING ORDINANCE - PROPERTY LOCATED AT 381 RITA-WILMA ROAD, OWNED BY LUNA MISHOE

A public hearing was duly advertised for this time and place to consider a violation of the Dangerous Building Ordinance at 381 Rita-Wilma Road, owned by Luna Mishoe.

Mrs. Ann Marie Townshend, Director of Planning and Community Development, explained that this and the next dangerous building being considered are two (2) trailers owned by different people that sit on the same lot. The lot is owned by Wilma Mishoe.

Mrs. Townshend advised that the property is a one-story 14 x 70 single wide manufactured home. The dwelling was condemned as unfit for human habitation on October 13, 2014 due to no utilities and to its state of disrepair. The front and rear doors are unable to be secured due to the damage caused from unknown subjects busting the doors knobs, locks and door jamb. Both doors have been

boarded. Currently the structure is vacant, with no utilities and in a serious state of disrepair. Mrs. Townshend stated that there have been 17 code enforcement cases since 2010 for exterior code violations, no valid rental license, junked cars, no valid building permits, numerous grass violations, and parking on the grass. There are outstanding charges in the amount of $1,100 in grass fees and code citations.

Mrs. Townshend reviewed a presentation depicting the condition of the structure ***(Exhibit #2)***.

Staff recommended that City Council take the following action for property located at 381 Rita-Wilma Road: 1) declare the building on this property dangerous; 2) order the property repaired or demolished by April 9, 2015 by the owner or equity owner at their own risk; 3) order the Building Inspector to cause the demolition of the structure if not completed by the owner within 10 days of the date 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.

Council President Williams declared the public hearing open.

Mr. Luna Mishoe, 638 Lakeside Drive, East Stroudsburg, Pennsylvania, stated that, to his knowledge, there are no junk cars on the property. He noted that, although the property is vacant, there is no mold and the ceilings are not falling down. Mr. Mishoe stated that they are in the process of cleaning out the trailers and one (1) is almost ready to rent. He advised that when they took a potential tenant to view the property, it had been boarded up. Mr. Mishoe stated that there are currently no utilities because the trailer is vacant. He also stated that they had put a lot of garbage out for trash pick up; however, the City refused to take it because it was too much. Mr. Mishoe requested that they pick up an acceptable amount each week until it was all picked up. He noted that he contacted the dump for information but never received a return call.

Mr. Mishoe stated that he has recently learned that some family members no longer want the trailers on the property and he is now looking for a lot outside of the City to place the trailers on. He requested additional time to be able to relocate the trailers.

Responding to Mr. Hutchison, Mr. Mishoe stated that he did not know the exact date that the trailers would be moved.

Responding to Mr. Hare, Mr. Mishoe stated that he only learned of the $1,100 in outstanding charges for grass fees and code citations this evening. Mrs. Townshend noted that the citations are from 2012 and 2013 and they were issued and mailed by certified mail to Mr. Mishoe. Mr. Mishoe stated that he was willing to make arrangements regarding the citations. He requested an additional 30 to 60 days to resolve this matter.

Mr. Perza asked if Mr. Mishoe would be able to make the necessary repairs without rental income. Mr. Mishoe stated that they do need the rental income; however, he realizes that there are things they need to do. Mrs. Townshend advised that there is a list of documented violations that will need to be addressed before it would be suitable to rent and before a rental permit would be issued.

There being no one else present wishing to speak, the public hearing was closed.

Mr. Hare moved that the structure located at 381 Rita-Wilma Road be declared a dangerous building and ordered that the property be demolished or repaired by May 9, 2015, in accordance with the process recommended by staff. The motion was seconded by Mr. Dixon and carried by a unanimous roll call vote (Bonar absent).

Mr. Phillip McDonald, Sr., 907 Townshend Boulevard, asked how this property came to the attention of Code Enforcement. Responding, Mrs. Townshend stated that inspections of rental properties occur on a routine basis and there was a list of violations for this property that had not been corrected and the owner was unresponsive.

PUBLIC HEARING - VIOLATION OF THE DANGEROUS BUILDING ORDINANCE - PROPERTY LOCATED AT 383 RITA-WILMA ROAD, OWNED BY JOHNNIE D. BROOKER AND AYANNA K. MISHOE-BROOKER

A public hearing was duly advertised for this time and place to consider a violation of the Dangerous Building Ordinance at 383 Rita-Wilma Road, owned by Johnnie D. Brooker and Ayanna K. Mishoe-Brooker.

Mrs. Ann Marie Townshend, Director of Planning and Community Development, explained that this and the dangerous building previously considered are two (2) trailers owned by different people that sit on the same lot. The lot is owned by Wilma Mishoe.

Mrs. Townshend advised that the property is a one-story 14 x 70 single wide manufactured home. The dwelling was condemned as unfit for human habitation on October 13, 2014 due to no utilities and to its state of disrepair. Numerous windows were busted and/or missing, and the front door locks were missing. Both doors have been boarded and secured. Currently the structure is vacant, with no utilities and in a serious state of disrepair. Mrs. Townshend noted that there have been 10 code enforcement cases since 2010 for exterior and interior code violations, electric disconnects, no rental agent, tall grass violations, and parking on the grass. There are outstanding charges in the amount of $550 for grass and vacant building fees.

Mrs. Townshend reviewed a presentation depicting the condition of the structure ***(Exhibit #3)***.

Staff recommended that City Council take the following action for property located at 383 Rita-Wilma Road: 1) declare the building on this property dangerous; 2) order the property repaired or demolished by May 9, 2015 by the owner or equity owner at their own risk; 3) order the Building Inspector to cause the demolition of the structure if not completed by the owner within 10 days of the date 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.

Responding to Mr. Anderson, Mrs. Townshend stated that the owners of record of the unit are the Brookers, the land is owned by Wilma Mishoe, and there are outstanding charges of $550.

Mr. Roy Sudler, Jr., 353 Rita-Wilma Road, stated that he was present representing the interest of his mother, Dr. Wilma Mishoe. Mr. Sudler asked who would be responsible for the fees if these violations have not been satisfied. Responding, Mrs. Townshend stated that any lienable fees would be attached to the property.

Mr. Sudler, noting that his uncle, Luna Mishoe, stated that he was going to move the trailers, asked if there would be a need for the violations to be cured by May 9, 2015. Mrs. Townshend stated that moving the trailers would cure the violations. Mr. Sudler stated that they are not interested in providing a lot agreement to Mr. Luna Mishoe, which would be a requirement for him to obtain a rental permit. Mrs. Townshend stated that they would not deny a rental permit on that basis. Mr. Sudler stated that the municipal code specifies that the trailer park or mobile home owner has to have a directory or record of anyone that has a permit on their lot so that the City can review it and that would be a requirement for the permit. Mrs. Townshend stated that there are not many mobile homes in the City and she would have to review the Code to confirm that a lot agreement was required to obtain a rental permit.

Mr. Luna Mishoe, 638 Lakeside Drive, East Stroudsburg, Pennsylvania, stated that he did not state specifically by when the mobile homes would be moved, only that they would be moved outside of the City of Dover. With regard to 383 Rita-Wilma Road, Mr. Mishoe stated that the last occupants left all of their belongings at the property and they had to get a court order to go in and clear the contents out, which took a long time. He noted that it is out for trash pickup.

Mr. Mishoe advised that there is no mold or structural issues with the mobile home at 383 Rita-Wilma Road. He requested additional time to address the situation.

There being no one else present wishing to speak, the public hearing was closed.

Mr. Hare moved that the structure located at 383 Rita-Wilma Road be declared a dangerous building and ordered that the property be demolished or repaired by May 9, 2015, in accordance with the process recommended by staff. The motion was seconded by Mr. Dixon and carried by a unanimous roll call vote (Bonar absent).

SPECIAL COUNCIL MEETING REPORT - FEBRUARY 19, 2015 - PUBLIC HEARING - CITY REORGANIZATION

A Special Council Meeting was held on February 19, 2015 at 6:00 p.m. with Council President Bonar presiding.

CITY REORGANIZATION

Council President Bonar reviewed a synopsis of previous action regarding Discussion - Responsibilities and Reporting Structure for the Mayor and City Manager and Continuation of Full-Time Status for the Position of Mayor, noting that during the Regular Council Meeting of February 9, 2015, members tabled this matter. Council President Bonar stated that the matter had been discussed at length and it was time to make a decision.

Mr. Hutchison moved to lift Discussion - Responsibilities and Reporting Structure for the Mayor and City Manager and Continuation of Full-Time Status for the Position of Mayor from the table, seconded by Mr. Dixon.

Responding to Mr. Slavin, Council President Bonar explained that the previous meeting was rescheduled due to inclement weather and this matter was being discussed during a special meeting in order to "get it moving."

The motion to lift Discussion - Responsibilities and Reporting Structure for the Mayor and City Manager and Continuation of Full-Time Status for the Position of Mayor from the table was unanimously carried.

Mr. Hutchison felt that this matter was one (1) of the most important things this Council and the Mayor have to consider for the future of the City. He stated that the complexity of the operation of the City had changed over the past 10 years and, since City Manager chose a City Manager to run the City, the City Manager should run the entire City. Mr. Hutchison reminded members that the Office of Mayor was changed to a full-time position for the purpose of being the economic development person; however, there are now several positions within the Economic Development Department that report to the Mayor, and the chief of police also reports to the Mayor. It was Mr. Hutchison's feeling that the City Manager should be the chief operating officer of the City and report to City Manager. Referring to a proposed organization chart, he stated that only the Finance Department and City Clerk should continue to report to Council, and all other departments within the City should report to the City Manager.

Agreeing with Mr. Hutchison, Mr. Hare stated that in order to hold a City Manager accountable, he needs to be given responsibility. He noted that a City Manager may not know how to run the Police Department or know every job; however, they can manage all departments because they have individuals with know-how who report to them. He expressed his opinion that the Council should choose to have a City Manager form of government in order to hold one (1) person responsible.

Responding to Mr. Slavin, Council President Bonar stated that the format for this evening's meeting would be open discussion about the following options: 1) a strong Mayor, in which the Mayor is CEO of the City and has responsibility over most of the management of the City; 2) to maintain the current City Council/City Manager form of government; and 3) a strong City Manager form of government, with the Controller and City Clerk reporting to Council, and all other department heads reporting to the City Manager.

Council President Bonar thanked the members of the Legislative, Finance, and Administration Committee for the long discussions regarding this matter. He expressed his opinion that it was time to make a decision and both Mr. Hare and Mr. Hutchison had explained the need for a strong City Manager form of government. Council President Bonar noted that just because the City has operated the same way for the past 40-45 years, it did not mean that it was the right way, and that it was Council's responsibility to make a decision regarding the form of government.

Mr. Slavin reminded members that during the Regular Council Meeting of January 12, 2015, consideration of this item was deferred pending the outcome of discussions with Mr. Cecil Wilson and other parties to the 1988 Consent Decree, and questioned whether those discussions had occurred. Responding, Council President Bonar stated that he was not aware of those discussions taking place and reminded members that it was the opinion of the City Solicitor that the Consent Decree did not have an impact on the form of government.

Mr. Dixon questioned if this change would make the City better. In response, Council President Bonar explained that each member of Council would have to make that determination. Mr. Hare expressed his opinion that having the ability to hold one (1) person accountable would make things better.

Mr. Hutchison explained that under the proposed organizational structure for a City Manager form of government all department managers would maintain responsibility for their departments and they would report to the City Manager, as the chief operating officer.

Responding to Mr. Slavin, Council President Bonar stated that the City Solicitor had indicated that the proposed change would not require a Charter amendment.

In response to Mr. Slavin, Mr. Scott Koenig, City Manager, stated that he currently supervised approximately 200 employees, and under the proposed organizational structure for a City Manager form of government, he would supervise approximately 347 employees, including the Police Department, Economic Development Office, and Planning and Inspections Department.

Mr. Slavin questioned if a pay increase would be expected for the City Manager to supervise an additional 147 employees. Responding, Mr. Koenig stated that any pay increase would be Council's decision; however, he acknowledged that there would be the potential for a pay increase. Mr. Koenig explained that, currently, he was indirectly responsible for those 347 employees, through collective bargaining, budgeting, and capital improvements.

Mr. Slavin agreed with the statements that this is one (1) of the most important issues that Council must consider and that just because the City has operated the same way for the past 40-45 years, did not mean that it was the right way; however, he noted that it did not mean it was the wrong way either. He stressed the importance in understanding the entire issue and determining what it would cost the City. Mr. Slavin stated he had attempted to maintain objectivity when this matter was considered by the Legislative, Finance, and Administration Committee, and urged members of Council to remain objective as well. He noted that the current hybrid form of government was frustrating at times and was the result of organizing the City based on personalities rather than functions, which he hoped members would avoid during current considerations.

Mr. Slavin expressed concern regarding the consideration process, explaining that the Legislative, Finance, and Administration Committee discussed this matter for at least six (6) months and suddenly a special meeting was scheduled to make a final decision, without television cameras or live public accessibility. He stated that the meeting was not even held in the Council Chambers and the meeting packets were made available six (6) hours prior to the meeting.

Responding, Mrs. Traci McDowell, City Clerk, clarified that the meeting agenda was provided in advance and the packet information was posted to the website this morning; however, the information was provided in several previous packets.

Mr. Slavin noted that this discussion had been a distraction and he hoped that a decision would be made soon, so members could concentrate on more serious matters. He suggested that members of the community be invited to comment on this matter at future meetings, and proposed that consideration be given to having a dispassionate third party, such as the League of Women Voters, host a forum. Mr. Slavin stated his expectation that members would be provided with a full fiscal analysis of the proposed change.

Mrs. Williams questioned what type of expenses Mr. Slavin anticipated. Responding, Mr. Slavin stated that the proposed change would add an additional layer of management by shifting responsibilities to an existing position.

In response to Mr. Hare, Mr. Slavin questioned whether the proposal would eliminate the Mayor's position and the expenses associated with that office to offset the increased responsibilities of the City Manager and assistant City Manager positions. He stated that these positions would change significantly and a re-grading based on actual responsibilities would result in higher salaries.

Mr. Hare stated that, currently, if there is a budgetary issue with economic development or the Police Department members rely on the City Manager for information. It was his opinion that if there was no change to the organizational structure, the City Manager's pay could be decreased and the Mayor would be responsible and accountable for all aspects of the budget related to the Economic Development Office and Police Department.

Mr. Hare stated that Council members were elected to make decisions and if they could not make decisions, they should not be on Council. He noted that members should not have to ask the League of Women Voters, or others, what they think should be done. Responding, Mr. Slavin disagreed, noting that a democracy is asking the people who use, live, and pay taxes in your City what their thoughts are.

Mr. Hare stated that he had asked the opinions of people in the second district and that each member should ask their constituents' opinions in order to represent them. He expressed concern regarding the fact that there was not one (1) person accountable for the City's expenses and no accountability for the Mayor since he/she

is elected to a four (4) year term. Mr. Hare emphasized his desire to have one (1) person responsible for the entire operation of the City, whether it is a full-time Mayor or the City Manager.

Mr. Hutchison stated that the proposed change to a strong City Manager/chief operating officer would make the City Manager, who is selected based on education, knowledge, skill sets and professional training, responsible for the entire operation of the City, and the duties and responsibilities of the Mayor would also change.

Mr. Slavin requested clarification regarding the four (4) options related to the organizational structure. In response, Mrs. McDowell explained that Mr. Hutchison requested the preparation of the fourth option, which proposed moving all departments, except for the Finance Department and City Clerk's Office, under the City Manager.

Mr. Slavin expressed concern regarding the process and questioned why members wanted to make this decision prior to the election in April. Responding, Mr. Hutchison stated that the Mayor is chosen based on popularity, not education, training, knowledge, or skill sets. He explained that, in comparing the skill sets of a Mayor and City Manager, it becomes very clear which position should be chief operating officer.

Referring to the recent settlement of the Dover Police Department grievances, Mr. Hare stated that if the City Manager was the chief operating officer and cost the City $321,000, he would be held accountable and would be out of a job. He did not think that a decision needed to made tonight; however, he did not want to continue this discussion indefinitely and did not think the League of Women Voters needed to be involved.

Clarifying, Mr. Slavin explained that he was not suggesting the solicitation of the opinion of the League of Women Voters; rather, he was proposing to invite a third party to host a forum, like the debates prior to an election.

Mr. Koenig advised members that the Charter specifically states that the City has a Council/Manager form of government; however, through action, has gravitated toward a hybrid form of government. He stated his understanding that the hybrid government was the result of changes made based on previous personality issues. Mr. Koenig recollected that, in 2006, the planning director and tax assessor reported to the City Manager for a period of time, and there were no Charter changes, there was simply an action of Council.

Mr. Koenig stated that, at one time, the Economic Development Office reported to the planning director, then the public services manager, and was then assigned to him when he became interim City Manager; however, it was moved under the Mayor by a vote of Council without any Charter or ordinance changes. Additionally, Mr. Koenig explained that other hybrids in the current structure were the result of

attempts to contract the government. When the director of parks, recreation, and the library retired, the library director became an independent position and the responsibility of parks and recreation was assigned to the planning director through an administrative assignment between him and Mrs. Ann Marie Townshend, Director of Planning and Community Development. Likewise, when the director of central services retired, the position was not filled and there was an administrative assignment of those functions related to the warehouse procurement to the Controller/Treasurer. Mr. Koenig stated that, although there have been a number of "moving of the tiles" in the last 25 years, the Charter has maintained the Council/Manager form of government.

Mr. Koenig explained that, in the last 25 years, there was no hybrid connection with the Police or Fire Departments. The Police Department reports to the Mayor and the Charter provides specific authorization for the Mayor to appoint the officers. In accordance with the Charter, the fire chief reports directly to the Council President; however, the employees of the Fire Department are covered under two (2) specific collective bargaining agreements, so they fall under the City's personnel guidelines which the City Manager is responsible for. Mr. Koenig stated that, as chief administrative officer of the City, he has indirect responsibility and obligations for all of these functions; however, the design of the government provides each of these functions the ability to go around the City Manager; the Police Department can go directly to the Mayor, the Fire Chief can go directly to the Council President, and Council Appointees can appeal directly to Council. He indicated that this structure creates operational challenges for the City Manager because there has to be "buy in" on everything in order to make a change. For example, Mr. Koenig stated that he previously brought forward a proposal regarding changes to the Economic Development Office; however, Council did not accept the proposal and made different adjustments instead. Additionally, Mr. Koenig reminded members that discussions related to emergency dispatch were halted because the organizational structure does not provide the City Manager with the ability to make such a change administratively. He stated that the current structure places him in an odd position because he is responsible for controlling costs but there are opportunities to avoid or work around his recommendations which, from an effectiveness standpoint, makes it difficult to manage the City.

Mr. Slavin questioned whether Mr. Hutchison would have rather reported to the Mayor or City Manager when he served as the police chief. Responding, Mr. Hutchison stated that the City was not as complex at that time. He felt that there had been a loss of control in operations of the City because there is not one (1) single person in charge.

Noting that, not that long ago, Mr. Hutchison served as Mayor, Mr. Slavin questioned how the reporting structure was different at that time. In response, Mr. Hutchison explained that, at that time, there was a much closer working relationship between the Mayor's Office and the City Manager's Office. He stated that he worked with the City Manager everyday and was involved in issues dealing with the complexity of

operations; however, there is now a separation due to the different styles of leadership in the Mayor's Office. Mr. Hutchison reminded members that he knew the operation of the Police Department because he worked there for 25 years, while more recent Mayors are directly responsible for a "semi-military operation" without training or education regarding the operations of a police department.

Responding to Mr. Slavin, Mr. Hutchison stated that a City Manager would have the skill set to manage a police department.

Mrs. Williams advised members that she served as Mayor for four (4) months and, during that time, there was an advise and consent only relationship between the police and Mayor. She felt that this relationship was based on the office, not personality or skill set.

Mr. Hare expressed his opinion that there would not be a popularity contest with the City Manager. Although a City Manager may not be an expert in the functions of each department, the experts will continue to run the departments and will be accountable to the City Manager.

Mr. Slavin informed members that constituents had questioned why the City would not make the CEO an elected official, accountable directly to the voters, if the CEO is not a subject matter expert in any one (1) department but is the manager of managers. Responding, Mr. Hare stated that there would be no way to remove a Mayor/CEO if they messed everything up.

Mr. Slavin stated that, during his first term on Council, he felt that Council should be isolated as the legislative branch of city government, to appropriate money, watch how it is appropriated, and have a governance function to monitor accountability. He explained that in a typical democracy, the executive branch, the top person, is elected by the voters, which he thought should be the Mayor, and the City Manager would be the chief operating officer, who would be appointed by the Mayor with the advice and consent of council.

Mrs. Williams agreed with Mr. Hare, noting that the City of Dover did not have "deep enough pockets" to run the risk of not having any recourse for four (4) years, should it go wrong.

In response to Council President Bonar, Mr. Koenig stated that his annual salary was $121,500.

Council President Bonar advised members that the stated salary in the budget for the cabinet secretary for the State of Delaware was $127,000. He felt that the City needed to have a chief operating officer with oversight over every department, so the department heads know who they answer to and follow the same procedures for personnel management, accounting, etc. Council President Bonar stated that it was perplexing that the City Manager was not able to make decisions regarding the City's

emergency dispatch center since it is a cost issue. He felt that this change would not cost the City; however, it would make the City more efficient.

Mr. Hare noted that no one had justified the need for a full-time Mayor. Responding, Mr. Slavin stated that would be the next part of the discussion because there would need to be a reaction regarding the role of the Mayor based on the initial action.

Mr. Hare advised members that when the Mayor became a full-time position in 1997, the position was supposed to be the economic development director, public relations person, and lobby the legislature; however, the previous City Manager took these responsibilities away from the Mayor. He stated that anybody in the room could be Mayor and questioned what they would know about running a police department or the City's budget. Mr. Hare felt that if the City was going to have a strong City Manager, then the Mayor's responsibilities would need to be addressed. He informed members that every capital city in this country did not have a full-time Mayor; however, if the City of Dover were going to maintain a full-time Mayor, responsibilities would need to be assigned to the position.

Mr. Slavin reminded members that support for a full-time Mayor was confirmed by the voters in 2004, when it went to referendum. He noted that although the Mayor was given the responsibility for economic development, it was never indicated that the Mayor would be the only individual to work on economic development in the City and, over time, it has grown to a job for more than one (1) person.

Mr. Hare stated that the City currently has four (4) economic development positions, which he believed was more than any other three (3) cities in the entire State.

Responding to Mr. Hare, Mr. Slavin stated that the most effective economic development strategy in the current economy is to not lose the jobs that you have.

Mrs. Williams stated that the Mayor also served as the legislative liaison from the City of Dover to the General Assembly and other city governments, and no concerns had been expressed regarding that responsibility. Responding, Mr. Slavin stated that he had previously expressed concerns because, at that time, the person in the position of Mayor was over-advocating for things that council did not know about, did not support, and had not voted on.

Mr. Hutchison stated that he would always support a full-time Mayor. The Mayor's responsibilities for public relations include meeting with Dover Air Force Base officials, the General Assembly, Governor's Office, State and County economic development offices, and working with local business leaders. He felt that, if this change were approved to allow the City Manager to look at the organization, the City Manager would bring forward recommendations for change in "a short period of time." Mr. Hutchison stated that one (1) of the duties and responsibilities of the Mayor's Office should be economic development, noting that it is directly related to the public relations function. He felt that the Mayor would still need the ability to work with the City Manager, finance department, and other management within the City.

Responding to Mr. Slavin, Mr. Hutchison stated that he did not think economic development should be under the Mayor. He explained that his focus was on making the City Manager the chief operating officer of the City in order to regain control. Any additional changes that would need to occur could be addressed by the City Manager in due time.

Mr. Hare felt that the City Manager did not have to make proposals to council, explaining that if the City Manager wanted to get rid of the electric director, he would not need Council's permission. It was Mr. Hare's opinion that Council had strayed from its role as the legislative body and had begun running the City. He stated that Council needed to get back to being the legislative body and let the City Manager run the City.

Mr. Koenig informed members that the Mayor performs a lot of ceremonial duties and meets with many local groups as well as overseas contingents. Additionally, many people who are interested in an economic development project want to meet with the Mayor first. However, once the first contact is made, the project gets turned over administratively to the people who can actually deliver various components of an economic development project. He explained that the Mayor and economic development director do not have the authority to bind the City; the City Manager can bind the City but has to bring most issues before council first. Mr. Koenig advised members that economic development becomes a team approach for all of the department directors involved. For example, with the Playtex expansion, the Mayor's Office got the first call, but from that call the City Manager's Office, and planning, electric, public works and economic development staff have all played a role in the delivery of the project. While the Economic Development Office should be out making those contacts to businesses, once that fish comes to the City, it gets distributed out to everyone else to deliver the project. Mr. Koenig stated that, if there were no Mayor, all of the ceremonial duties would have to be distributed to Council members and that is not really the function of council. He stated that, surprisingly, the Mayor of a city of 37,000 has a lot of ceremonial duties. Mr. Koenig thought it was probably more than 10 to 20 hours per week, depending on the week. He noted that the contact with Dover Air Force Base alone, if it's managed to the fullest extent, represents a large number of those hours.

Mrs. Williams stated that she did not feel it should include trips to Japan and Germany that have no economic impact in the City. She noted that it was carried way too far and one (1) of the reasons why there was so much controversy about this office was because of the use of the money within the confines of the office.

Mr. Anderson stated that Mr. Hutchison's Option D proposal made a lot of sense and, if passed, he thought they would be alright. He did, however, prefer Option C, which gives more reporting responsibility to the City Manager, as well. Mr. Anderson stated that the advantage with Option C is that it doesn't require any Charter changes. Council President Bonar stated that the City Solicitor's opinion was that Option D would not require a Charter amendment because it already specifically states that the City has a council-manager form of government.

Referring to the Charter, Mr. Anderson noted that it specifically states that the Mayor is the conservator of the peace and appoints the police chief. Responding, Mrs. McDowell stated that a Charter amendment was being proposed by Mayor Christiansen which would establish a committee to make recommendations to the Mayor on the selection of a police chief. The Mayor's recommendation would then be confirmed by council. Responding to Mr. Hare, Mrs. McDowell advised that the Charter currently states that the Mayor selects all of the police officers and council sets the number of officers and assigns the salaries. Mr. Anderson stated that Option C would transfer the budget authority to the City Manager without changing any of the appointment strategies. He felt it would address the issues without a Charter amendment.

Responding to Mr. Hare, Mr. Anderson stated that if the City Manager did not like what the Police Department was doing, it would be a joint situation in which the Mayor had appointing authority and the City Manager would hold the purse strings. Mr. Koenig stated that he was in this exact situation last month when he said that he did not have a budget plan for 10 additional officers and, yet, it went directly to council who authorized it without a budget plan. Mr. Koenig reminded members that the Charter says that the City Manager is responsible for presenting the budget. He did not know if that legally implies that he is responsible for executing the budget. Mr. Koenig reiterated that there is potential for end-runs around the budget for anybody who does not report directly to the City Manager. He noted that the Electric Director does not have the opportunity to come to council and ask for 10 linemen because it is not allowed under the Charter.

Mr. Slavin noted that there were a number of members of the public in attendance and requested they be given the opportunity to speak.

Mrs. Williams moved to waive the rules to allow public comment, seconded by Mr. Hare and unanimously carried.

Mr. George Gaudioso, 167 Maple Glen Drive, stated that Option B, which is the present structure, is ripe for dysfunction because there is really no one (1) person who is responsible in the end. He believed that the ideal structure was the council-manager form of government. Mr. Gaudioso stated that Dover has an approximate population of 35,000-37,000. He noted that as of 2014 there were 889 municipalities nationally with a population of 25,000-49,999 and 552, or 62%, of those municipalities had a council-manager form of government. Mr. Gaudioso stated that 299, or 34%, had a Mayor-Council form of government.

Mr. Gaudioso stated that the current structure is a budgetary nightmare because there is one (1) department of government creating its own budget which then has to be rectified with the overall City budget. He felt that there needed to be centralized control and responsibility so that there is someone to "call on the carpet" when something goes wrong.

Mr. Gaudioso stated that he contacted other Delaware municipalities that have City Managers, including Newark and Seaford. He agreed that there is a need for a Mayor to act as a point person and fulfill the ceremonial responsibilities. Mr. Gaudioso suggested that Council members amongst themselves could elect someone to serve in the role of Council Member/Mayor. He stated that his preferred choice would be to have the At-Large Council Member serve in the role of Council Member/Mayor.

Mr. Gaudioso noted that the Mayor's salary is $45,000, in addition to a $5,000 expense account, so the City is spending $50,000 plus administrative and support expenses per year for the office of the Mayor. With all of the City's financial constraints, he asked if the money could be put to better use. Mr. Gaudioso stated that he is opposed to a strong Mayor, especially with a four (4) year term and no recall vote. He noted that if the City Manager screws up, as long as you meet the terms of his employment agreement and you follow due process, you can get rid of him and you are not stuck with him for four (4) years.

Referring to the issue of increased costs in the City Manager's Office if he is given additional responsibility, Mr. Gaudioso asked what the cost would be. He stated that City Manager's are like any other managerial position, they do not necessarily have to know every single thing about every single branch or department under their responsibility. What they do have to do is to supervise them and be aware of what's taking place in those departments and if something's wrong, then it should be addressed.

Mr. Slavin stated that the issue of Council electing the Mayor or the At-Large council person serving as Mayor had been discussed; however, the Consent Decree governs the exact form. He thought that it was worth pursuing a discussion with the parties to the lawsuit.

Mr. James Hosfelt, former Police Chief, stated that he had an issue with trying to change the form of government or city structure before the election, which is two (2) months away. Because it has waited this long, he felt that it could wait until after the election when the office of the Mayor could change.

Mr. Hutchison stated if the Consent Decree, which totally removed the Mayor from operations, were modified, it could move the Mayor back with council.

Mr. Anderson stated that there have been some improvements made to the government; however, he felt that they needed to study it in a larger context and look at a whole performance audit of the City government. He noted that he has been discussing LEAN government with Mrs. Mitchell, Controller/Treasurer, and if there is going to be reorganization, it should be based on efficiency.

Mr. Hare moved to hold a Public Hearing at the March 9, 2015 Regular Council meeting regarding Options A, B, C, and D ***(Exhibit #4)***. The motion was seconded by Mr. Hutchison and carried by a roll call vote of five (5) yes (Slavin, Williams, Hare, Hutchison, and Bonar) and two (2) no (Anderson, Dixon)(Perza absent).

Councilman Slavin, Chair of the Legislative, Finance, and Administration Committee, stated that this issue had been discussed since at least May of last year with separate actions and motions passed about how they want to approach this - four (4) separate times by Council and six (6) separate times by the Legislative, Finance, and Administration Committee. Mr. Slavin advised that the Legislative, Finance, and Administration Committee had forwarded this issue to Council with no recommendation. He noted that, if the question is whether they want to change the form of government, the two (2) critical pieces to it are: 1) to what form of government and 2) what is the process by which they do that. Mr. Slavin stated that there will be a lot of back-work that will have to be done, noting that there are at least 15 references in the Charter to the duties of the Mayor and at least 15 ordinances that will have to be amended, each of which will require time to get through.

Mr. Hutchison stated that the City Manager is chosen based on education, knowledge, and training to oversee and manage the City. The City Manager is responsible for the budget and it is critical for the City to have a boss - one (1) person to manage and oversee. The City Manager works at the pleasure of City Council based on performance. If an elected official makes a mistake, you cannot fire them. Looking at the future of the City, it is getting harder and harder to manage. Unfortunately, when we make mistakes, it costs us money. Mr. Hutchison thought that Council had an opportunity and responsibility to address this issue. He suggested that the Finance Department and the City Clerk's Office would continue to work directly for Council and all others would report to the City Manager who would report to the Mayor or City Council. He felt strongly that members needed to stop talking about it and move forward.

Council President Williams declared the public hearing open.

Mr. George Gaudioso, 167 Maple Glen Drive, stated that he was in support of Option D. He noted that it would be operationally efficient with most of the City's departments, with the exception of the City Controller and the City Clerk, reporting directly to a professionally trained City Operating Officer. In today's operating environment, he thought it was necessary to have someone in charge who knows how to deal with the challenges to and intricacies of today's municipal government. Mr. Gaudioso stated that Option D would be cost effective because the development of various department's budget requests would be formulated and overseen by the City Manager and he would ultimately be responsible for seeing that expenditures fall within their eventual allotted amounts. He noted that it is a lot easier to evaluate, meet, and control the staffing needs, equipment, and ancillary needs of the various departments in the municipal government with one (1) person in charge. Mr. Gaudioso stated that there is direct accountability with Option D. If the citizens and/or the City Council feel that the City Manager is negligent in performing his duties, the City Council may remove him without having to wait for the next election, as long as due process is followed. Mr. Gaudioso stated that a City Manager is accessible and, speaking from personal experience, his homeowner's association has had numerous contacts with the City Manager, who has helped them to solve several problems within their community. Mr. Gaudioso advised that Option D gives each City Council member greater influence over how the city operates. Since the City Manager answers directly to City Council, each City Council member, through the power of his or her vote, can ensure that his or her district is receiving the service it duly deserves.

Mr. Eugene Ruane, 122 Shadow Court, stated that he had opening remarks about the importance of maintaining the Council-Manager form of government; however, because of the previous discussion regarding the appointment of the City Manager, Mr. Ruane read his prepared comments related to the appointment of the City Manager and requested that his prepared comments be submitted for the record, as follows:

> Comments of Eugene Ruane, 122 Shadow Court at Public Hearing on Government Reorganization before the Dover City Council on March 9, 2015
> Thank you for the opportunity to offer some comments on the Dover City Council's recent discussions about its form of government.
>
> As these discussions continue, I think it is important to remember some of the compelling reasons why Dover should continue to be governed under the Council-Manager form of government.
>
> Consider the following aspects of Dover's Council-Manager form of government:
>
> Each member of the nine person City Council has an equal voice in policy development, administrative oversight; and, the future of the city rather than a single individual. And because Dover elects Council members on a district basis, neighborhoods, diverse groups and individual citizens have a greater opportunity to engage in decision making and to influence policy. This ensures a more balanced approach to community decision making.
>
> Political power is concentrated in the entire governing body. It's much more difficult for special interests to influence decisions when a majority of the Council's support is needed rather than having to influence only a single elected official, such as, a Mayor, in the Mayor-Council form of government that some are suggesting.
>
> And while policy making resides with the entire governing body, oversight of the day-to-day operations of the city's administration resides with an appointed professional manager. He or she is the "chief executive officer of the city "who carries out the Council's policies with an emphasis on effective, efficient, and equitable service delivery. Whereas, in the Mayor-Council form of government, the day-to-day management shifts to the Mayor, who often lacks the appropriate training, education, and experience in municipal administration and finance.
>
> Using merit and professional qualifications as criteria for hiring and personnel decisions, the City Manager ensures the effective provision of services, whereas under the Mayor-Council form, there is a strong temptation to make decisions regarding hiring and firing based on the applicant's political support rather than his or her professional qualifications.
>
> Moreover, Section 36 of Dover's Charter explicitly prohibits the Council or any of its committees or members from directing or requesting the appointments or removals of; or giving orders to employees in the city's administrative service who

are under the charge of the City Manager. Violations are classified as misdemeanors, conviction of which shall immediately forfeit the office of the member so convicted. And, this provision was made applicable to the Dover Mayor when the Mayor's duties and responsibilities were delineated in Section 2-221 of Article IV, Division 2 of the City's Code of Ordinances. Whereas, in the Mayor-Council form of government the Mayor's position is not likely to have such a prohibition; and, again the temptation is strong for the Mayor to give directions to any and all employees.

Appointment of the City Manager

Now, I understand that one of the changes you are considering relates to the appointment of the City Manager.

The appointing authority for the City Manager's position in the Dover charter rests with the nine person council rather than with a single individual, such as, the Mayor. This is standard practice in Council-Manager cities and for good reason.

First of all, it is important to preserve the principle that the manager's office is a nonpolitical one which does not change with a new Mayor. If the Mayor selected the City Manager a political expectation would be created that a new Mayor should pick his or her own manager. The reputation of the city as a good place for managers to work would also be tarnished, and the best candidates may avoid Dover in the future.

Moreover, the chances of having a more objective evaluation of a candidate for the City Manager position and for evaluating the effectiveness of a manager once hired is greater than if only a single individual has the sole power of judgment.

There are also other negative consequences that would be produced in Dover's government if the City Manager were made subordinate to the Mayor.

Greater separation of powers between the Mayor and Council would develop, together with greater conflict and increased resistance to a Mayor's personal agenda from the council, as they may very well not agree with his or her policy directions. And, there would be significant ambiguity in the lines of authority between each set of elected officials and the manager.

The advantages of cooperative relationships between elected and professional leadership would be jeopardized, while the professional independence of the manager would be compromised, as he or she may be expected to act as the Mayor's agent rather than serving the entire council.

A Mayor who has such authority over a City Manager may ignore the team building aspects of his or her position and become someone who uses the position of the City Manager to push a personal agenda, ignoring the council.

Giving the Mayor such authority over the City Manager could also have the effect of diminishing the influence of Dover's more representative, district based council that was created to ensure representation from all our neighborhoods and especially, minority-groups.

Misunderstanding in Dover's Charter about Chief Executive Officer
In section 14 of Dover's Charter the position of the Mayor is referred to as "the chief executive and chief elected official of the city"; and, in section 33, the City Manager is referred to as the "chief administrative officer of the city". Such designations are not consistent with the council-manager form of government as noted in Article III, section 3.04 of the Model City Charter published by the Municipal League. By using the "executive" designation for the Mayor's position the Dover Charter gives the impression that the Mayor and not the manager is responsible for the day to day management of the city.

As noted in the commentary on the Model Charter, on page 11, "the Mayor of a Council-Manager city is not an executive as in the Mayor-Council form". He or she is the "ceremonial head of the city"; and, its "most conspicuous official of the city". And, because the Mayor in a Council-Manager city is free from "executive responsibilities for the day-to-day municipal operations" he/she can "focus attention on major policy issues and important facilitative activities".

The Mayor in Dover's government does not monitor the annual budget and Council policies related thereto. The City Manager does, with additional oversight from the City Treasurer/Comptroller.

The role of Dover's City Manager should be more accurately defined in Dover's charter by designating the City Manager's position as "the chief executive officer of the city", as recommended in Article III, section 3.04 of the Model Charter.

The role of Dover's Mayor would be more accurately defined in Dover's charter with language similar to the language recommended in the Model Charter, namely, that the Mayor is "the head of the city government for all ceremonial purposes"; or, simply use the phrase: "chief elected official of the city".

Ms. Sara Herbert, 223 North Bradford Street, on behalf of herself and six (6) other State Street residents, read the following statement:

Based on the March 4th newspaper article, we support the following:

1) A full time Mayor because the city is growing and the Mayor should be the face of the city. Thriving cities have involved, full time Mayors.

2) The Mayor being in charge of the police department's day to day activities. An elected official can be more directly held accountable by the citizens for the handling of our concerns. It's easier to have a continuing conversation

when it's necessary, and we are more likely to have follow-up in a reasonable time if we have an elected official. We are really uncomfortable with our concerns floating through the city government bureaucracy.

3) A special committee to select the police chief, and the idea of the Mayor only being able to fire the chief with the support of at least 2/3 of the council.

4) Expanding the search for a police chief outside the department will provide a wider choice of eligible candidates, but it should not deny an in-house choice when appropriate.

5) Clarifying the timing of city elections and special elections when a council person vacancy needs to be acted upon.

Mr. Phillip McDonald, Sr., 907 Townshend Boulevard, stated that he recently wrote a piece in the paper and his primary interest is to keep things pretty much as they are. He noted that he is appreciative of the Mayor being the face of the City and the authority of the City, working with City Council. Mr. McDonald stated that he thought there was a power grab going on and that they are washing cash. He also stated that he wants the Mayor to be in charge of the police so that he has an elected official to call and to be accountable if the police do not respond in a timely manner.

Mr. Roy Sudler, Jr., 353 Rita-Wilma Road, stated that he believes they will continue to have a full-time Mayor with a title of Chief Executive Officer and that a strong Mayor-Council form of government is needed. He believes that the City Manager and the Mayor could have a closer relationship, which would enable the Mayor to better inform his or her constituents as to the strengths, weaknesses, opportunities, and threats of the City when he advocates city businesses or other agencies coming to the City of Dover. Mr. Sudler stated that he thought there needed to more cohesion between the City Council and the Mayor so there won't be a power struggle. He felt that constituents would feel better about getting things done within the City if they had one (1) person that they could talk to. Mr. Sudler thought that the City Manager did a great job; however, he felt that the Mayor should be the focal point of City activity and compliance and that the Mayor deserves to have more duties, powers, and responsibilities, especially if he/she is going to be viewed as the person that is going to be held accountable.

Mr. Anderson noted that Trenton, Harrisburg, Annapolis, and Saulsbury, all cities similar in size to Dover, have a strong Mayor form of government, and noted that Harrisburg was found to be one (1) of the top 10 cities to live in.

Ms. Janice Gaddis, 448 North State Street, stated that she could not understand the timing of considering this issue, noting that they could not vote on it that evening and there was an election coming up. She did not feel that it should be dealt with before the election. Ms. Gaddis stated that she was in favor of a strong Mayor because the Mayor is elected by all of the residents, unlike City Council members.

Mr. Hutchison stated that no matter what happens, the changes would have to be approved by the General Assembly. Noting that he has served the City as both the police chief and a part-time and a full-time Mayor, he believes the City needs a full-time Mayor. Mr. Hutchison stated that the duties and responsibilities of the Mayor are different now than they used to be. Recalling a time when the Mayor presided over the Council meetings, made all of the council appointments, had a vote, there were only eight (8) members of Council instead of nine (9), and the Mayor served as the Chief Executive Officer and had authority, Mr. Hutchison advised that that has all changed and the most powerful elected person in City government today is the Council President. He also stated that he is a huge supporter of the Mayor.

Mayor Robin Christiansen stated that he asked the question "what does Dover want to be when we grow up" when he first ran for Council in 1983. He stated that he wants Dover to be a thriving city with job opportunities and a place for everyone to live and he believes that the Mayor should be the Chief Executive Officer of the City, with the safeguard of a professional City Manager chosen by the members of City Council. Mayor Christiansen thought it was important for the Mayor to continue to be involved in the day-to-day operations of the Police Department, not setting policy but making sure that the public is served in the way that they have come to expect, and that public safety is the Mayor's first responsibility.

Mayor Christiansen stated that he believed there was room for the City Manager and the Mayor to work together formulating the budgets and that it was the Mayor's responsibility to look out for the public in the budget process. He stated that he did not believe that the Mayor should be involved in the legislative process because of the Consent Decree and in order to maintain the validity of the veto, which safeguards the public. Mayor Christiansen stated that he respects and understands the concerns of members of council related to issues that occurred before he became the Mayor and the dollars and cents that it cost the taxpayers. He felt that it was a past issue that should be addressed at a later date. Mayor Christiansen stated that, if members choose to change the form of government, it should not be a knee jerk reaction and they should use the variables x, y, and z, not the names of individuals who have in the past or will in the future serve the City in those positions.

There being no one else wishing to speak, the public hearing was closed.

Mr. Hare stated that he felt that the Mayor's position should be full-time. He noted that when they made the decision to make the Mayor's position full-time in 1997, the Mayor's responsibilities were to be the face of the City, to be the economic development arm of the City working with the City Manager, and now the Assistant City Manager, working with the Legislature for things that would happen for the City, and even being the City's public relations person. Mr. Hare stated that, regardless of who the Police Department answers to, the Mayor will always be there for concerns. He asked why the City should have a professional City Manager, hired and fired by Council, if the City Manager cannot be responsible for the budget and the expenditures of the whole City. Mr. Hare stated that there are two (2) very qualified people that are only really responsible for just over half of the City and everyone says they can do the budget; however, if the other half of the City doesn't like the budget that has been proposed, they can go around them to their boss, which is the Mayor, as has happened in the past. He thought that the City, with the exception of the Finance Director and the City Clerk, should report to the City Manager. Mr. Hare stated that, if members decide they want a strong mayor, then the City Manager could report to the Mayor, just like in Wilmington where

nobody except the City Manager goes directly to the Mayor. He felt that the City Manager needed to have control over the whole City and he should report to the Mayor to avoid having finances going in different directions and holding one (1) man responsible for them when he is not responsible for the budget.

Mr. Hare moved to continue with a full-time Mayor, who is the Chief Executive, and that all the departments in the City, with the exception of the Finance Office, the Assessor's Office, and the City Clerk's Office report to the City Manager, who is the Chief Operating Officer. The City Manager will then report to the Mayor. The Mayor has no per-se responsibility over any individual office. If he has an issue, he and the City Manager will deal with it and then, together, it will be done. Everything is the responsibility of the City Manager.

Responding to Mr. Slavin, Mr. Hare clarified that his intent was for the City Manager to be responsible for the running of the City and he reports to the Mayor and everyone else reports to the City Manager and the Mayor remains full-time.

At the request of Council President Williams, Mrs. Traci McDowell, City Clerk, stated that she heard the following: The Mayor will continue to be full-time and will be the Chief Executive of the City, all departments, with the exception of the City Clerk's Office and the Finance Department, will report to the City Manager and the City Manager will report to the Mayor.

Responding to Mr. Slavin, Mr. Hare clarified that the City Manager would be the Mayor's assistant, more or less, but responsible for the City.

The motion was seconded by Mr. Anderson.

Mr. Hutchison stated that, according to the Charter, the Mayor has total control over the Police Department and all other departments come under the City Manager. Responding, Mrs. Williams clarified that the current motion would put the Police Department under the City Manager. Mr. Hare stated that there would be a lot of changes and they would not happen to, it would just be a recommendation and they would have to go in and change a lot of things.

Mr. Perza stated that he heard comments and a lot of ideas from George, Gene, Sara, Phil, Roy, Janice, the Mayor, and members of Council. He thought there was a lot of synthesis in the ideas because a lot of the comments were similar. We are looking for ways of safeguarding the public's interest, ways of making the City more efficient, and protecting mistakes that we have made in the past. Mr. Perza stated that he liked public hearings when there are big issues like this that affect the City for, potentially, the next generation. He felt that it was important to get this right. Mr. Perza stated that he was hesitant to make any kind of motion or vote tonight on anything until they have had a chance to sit down and think about all the comments that were made by the public and read all of the written comments submitted. He noted that he had a lot of respect for Mr. Ruane, who had been a member of this body since Mr. Perza was a kid, and he was interested in reading what he had to say in his comments because he only addressed one (1) area, which is the difficulty and challenge in providing only three (3) minutes. He indicated the same for Mr. Gaudioso's comments. Mr. Perza reiterated that public hearings are good because they crystalize and clarify the different arguments, noting that there appeared to be two (2) sides of this debate and he did not want to force

a vote without synthesizing and piecing together the comments. He thought it would take a reasonable period of time, not one (1) or two (2) years, but it is helpful to hear how it will impact the people that live in the community. Mr. Perza stated that he thought they needed some time to think and consider and turn the comments into something that can be articulated to the people of Dover. Whether that falls into the upcoming election or not, if it can be synthesized into Option A and Option B in time for the April election so they can get feedback from people based on who's running and what option everybody supports, it would be useful for that process. Mr. Perza again expressed his hesitance to vote on anything locking them into something that they had not fully vetted yet. He thought they were on the right track but that they were getting ahead of themselves.

Mr. Slavin stated that the process they have gone through appears to have been an inside process primarily consisting of Committee hearings stuck in right before the Council meetings, items appearing on the Council agendas, and a Special Council meeting held in a conference room on a Wednesday night. He thought there could be a more public vetting process and he stated that he was in favor of hearing more public comments. Mr. Slavin stated that he thought members needed to respect the balance of power that exists in all forms of government in this country and make sure that is ensured. He noted that members had complained about the current hybrid form of government, and it appeared to him that the answer to that was going to be the creation of another hybrid form of government. Mr. Slavin stated that a business would provide some kind of fiscal analysis to tell them what the full cost would be, noting that he was sure that it would cost something. He reminded members that the City Manager has said that he currently supervises 250 people and if the Police Department reports to him, that number will more than double. Mr. Slavin thought it stood to reason that those things will have cost drivers. He noted that he agreed with Mr. Perza that they were on the right track, although not anywhere near making a decision. Mr. Slavin stated that he thought they were unanimous in the confusion that they have created for voters. He stated that, at the end of the day, it is about what their constituents want in a city government, noting that what the people he has listened to want are safe neighborhoods, safe streets, their trash picked up, their snow plowed, roads that work, libraries and parks that are accessible, the flowers planted, and the street lights to work. Mr. Slavin thought that how they get there may not be the number one issue for the constituents but Council has let it become the number one issue for them and he thought they might be missing some bigger things while they talk about it.

Mr. Hare thought that the only issues they had were if they wanted a full-time Mayor and if they wanted everyone reporting to the City Manager, who would then report to the Mayor. He stated that if everyone did not report to the City Manager, they should not call him a City Manager. Mr. Hare thought that if everyone reported to the City Manager, then the City Manager should report to the Mayor. If the responsibilities remain split, he thought the City Manager should report to City Council and if the Police Department remained under the Mayor, the City Manager should no longer be responsible for the Police Department's budget.

The motion to maintain a full-time Mayor who will be the Chief Executive of the City and that all departments, excluding the City Clerk's Office and the Finance Department, will report to the City Manager who is appointed by City Council and will report to the Mayor was carried by a roll call vote of five (5) yes (Anderson, Dixon, Hare, Hutchison, and Williams), two (2) not voting (Perza and Slavin), and one (1) absent (Bonar).

*[City Clerk's Office Note: Subsequent to the meeting, staff prepared an organizational chart to reflect the action of City Council **(Exhibit #4 - Option E)**]*

Mr. Slavin moved for approval of the Special Council meeting minutes of February 19, 2015, seconded by Mr. Anderson and unanimously carried.

LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE REPORT - FEBRUARY 23, 2015

The Legislative, Finance, and Administration Committee met on February 23, 2015 with Chairman Slavin presiding.

Replenishment of Uninsured Expenses Related to the Settlement of Dover Police Department Grievances

Mayor Christiansen reminded members that, during their meeting of February 9, 2015, they considered Proposed Ordinance #2015-05 - Fiscal Year 2015 Second Budget Amendment which included a proposed transfer of $300,000 to the Contingency Reserve Fund to replenish the funds expended related to the settlement of Dover Police Department grievances.

Mayor Christiansen questioned why the insurance company rejected the City's claim to cover the cost of the grievances with the police officers. Responding, Mr. Scott Koenig, City Manager, explained that the insurance company decided not to reimburse the City for these expenses because they felt that the City resolved the issue too quickly. The insurance company's preference would have been to go beyond the grievance process to some type of suit and defend the City in accordance with their lawyers.

Responding to Mayor Christiansen, Mr. Koenig stated that Council's decision was advised by the City Solicitor. He stated his recollection that City Council felt that it was imperative to resolve these grievances as quickly as possible and avoid potential lawsuits.

Mayor Christiansen questioned whether it was possible for the City to further appeal to the insurance company if it was decided not to replenish these funds via a budget amendment. In response, Mr. Koenig stated that all of the City's appeals to the insurance company had been exercised and the insurance company's decision was final. He explained that Mr. Glenn Mandalas, Baird Mandalas Brockstedt, LLC, was involved in the discussions with the City's brokers.

Mayor Christiansen questioned the funding sources for replenishing the General Fund. Responding, Mr. Koenig explained that Proposed Ordinance #2015-05 Fiscal Year 2015 Second Budget Amendment indicated that there was approximately $385,000 leftover from FY 2014 and staff recommended replenishing the $300,000 in the Contingency Reserve Fund and transferring $85,000 to the Capital Asset Reserve. However, the Committee recommended amending the ordinance to include the transfer of $300,000 from surplus funds into the Contingency Reserve Fund, and

to allocate $60,000 of the remaining $85,000 to the Capital Asset Reserve for the President's Counsel on Public/Private Partnerships and the Future of City Hall, Weyandt Hall, Former Dover Library, and Other City Properties and $25,000 to the Parkland Reserve Fund, to be taken out of the Parkland Reserve Fund at a later date if approved by Council.

Mr. Koenig advised that staff's recommendation was to use FY2014 carryover money to replenish the reserve because the grievances were settled in FY 2014 and the majority of that expense, $250,000, was paid in FY2014. He noted that the final $50,000 payment was paid in FY 2015.

Responding to Mr. Sudler, Mr. Koenig stated that, to his knowledge, this was the first scenario of a grievance of this kind with the Dover Police Department.

Mayor Christiansen questioned what this $330,000, including the $30,000 legal expenses, would equate to in terms of a tax rate increase. In response, Mr. Koenig stated that, as part of the FY 2015 budget presentation, the City recognized $0.01 on the tax rate as approximately $316,000 in General Fund revenue, so $330,000 would represent approximately $0.015.

Mayor Christiansen asked what $330,000, or $0.01 on the tax rate, could be used for, other than paying out legal fees. Responding, Mr. Koenig explained that adding $0.01 to the tax rate would result in an annual increase of $316,000 and this was only a one-time expense. However, he noted that $300,000 was a substantial sum of money for the City's General Fund and could be used to purchase police cars and trash trucks, or to fund road paving programs.

In response to Mayor Christiansen, Mr. Koenig confirmed that it was not possible for the City to recoup these funds.

Mr. Slavin asked, based on an average home value of $150,000 and a tax rate of $0.32, how much a $0.01 tax increase would increase those tax bills and how many homes would have to be billed to raise $300,000.

Mr. Slavin, Chair of the Legislative, Finance, and Administration Committee, advised that the Committee considered the issue of replenishing the uninsured expenses related to the settlement of the Dover Police Department grievances. He noted that these were the grievances that they had to make a cash settlement out of City funds and the financial policy requires the replenishment of the fund. Mr. Slavin stated that the Committee forwarded this item to Council with no recommendation and noted that the item was brought forward by Mayor Christiansen and he may have additional comments.

Mrs. Donna Mitchell, Controller/Treasurer, stated that $300,000 was paid for the settlement from the Contingency Reserve, which is for emergency purposes, and the proposed budget ordinance being considered for Final Reading later in the meeting would replenish those funds from the carry-forward balance from last fiscal year's budget.

Responding to Mr. Perza, Mrs. Mitchell advised that if City Council votes against replenishing the funds, the $300,000 would go back into the budget balance which would then be over the required balance. While this is not prohibited, any remaining funds would carry into next year.

Mr. Hare stated that, as a result, a Special Election was held that cost approximately $10,000. He asked if that money was replenished anywhere. Mrs. Mitchell stated that those expenses would have been accounted for in the carry-forward balance.

Mr. Perza asked what the impact of any action would be. Mrs. Mitchell stated that City Council could decide to replenish the account or they could decide to put it somewhere else, such as a Capital Asset Reserve.

Responding to Mr. Anderson, Mrs. Mitchell stated that the current contingency balance was approximately $450,000 or $460,000. She noted that, to date, snow storm expenses had been covered in the current budget and that this $300,000 was the only money taken out of the fund in the past two (2) years.

Mr. Anderson asked if the balance was within policy guidelines. Mrs. Mitchell stated that the balance was below the required 2% balance and the $300,000 would bring it almost to the required level. She noted that, according to the policy, the fund would have to be replenished in the next fiscal year's budget. Mrs. Mitchell stated that there would be no impact on the bond rating, just policy compliance.

Mr. Anderson moved to replenish the Contingency Fund, as recommended by staff. The motion was seconded by Mr. Slavin and carried by a roll call vote of six (6) yes (Anderson, Dixon, Slavin, Hare, Hutchison, and Williams), one (1) no (Perza), and one (1) absent (Bonar).

Civilianization of the Police Accreditation Manager Position

Members were advised that the purpose of the Commission on Accreditation for Law Enforcement Agency, Inc.'s (CALEA's) accreditation program is to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence. Specifically, CALEA's goals are to:

- Strengthen crime prevention and control capabilities;
- Formalize essential management procedures;
- Establish fair and nondiscriminatory personnel practices;
- Improve service delivery;
- Solidify interagency cooperation and coordination; and
- Increase community and staff confidence in the agency.

The CALEA Accreditation Process is a proven modern management model; once implemented, it presents the Chief Executive Officer (CEO), on a continuing basis, with a blueprint that promotes the efficient use of resources and improves service delivery—regardless of the size, geographic location, or functional responsibilities of the agency.

By recent City Council votes, the Police Department's authorized strength is 102 officers. Cpl. Jeffrey Matthews has announced his intention to retire and began his terminal leave on February 17, 2015. In lieu of filling his position with a new police officer, staff is proposing to civilianize the Accreditation Manager position, which is currently being held by a Patrolwoman First Class, whose annual salary is $62,774. The Police Department has been Nationally Accredited since 2000 and the standards set forth by CALEA are essential in maintaining its professionalism. Chief Bernat has agreed to allow the authorized strength of the department to decrease from 102 to 101 in exchange for civilianizing the Accreditation Manager position at an estimated annual salary of $45,000, which will be a substantial cost savings.

Members were advised that the City Manager and Police Chief have discussed adding additional duties to the position, to include a Crime Analysis function. A job description must be proposed by the Police Department and reviewed by the Human Resources Department to appropriately place the position within the City's pay system. Based on the request of the Police Department, it is likely that the proposed position will be titled Crime Analyst/Accreditation Manager. The job description and pay grade will be finalized after authorization from City Council to civilianize the position.

Staff recommended the civilianization of the current Police Accreditation Manager position and allowing staff to revise the duties of the new position and place in the City's pay scale in accordance with the assigned duties and responsibilities.

Police Chief Paul Bernat stated that the Accreditation Manager's position is very important; however, it does not do any enforcement so it could easily become a civilian position. He informed members that the Police Department went through the reassessment process in December and the assessors suggested the civilianization of the position.

Referring to the Dover Police Department Accreditation Manager Payroll Cost Comparison Summary, Chief Bernat stated that the civilianization would result in an approximate savings of $114,730 over a 5-year period. He explained that the current Accreditation Manager was making $62,774 and the proposed salary base would be in the $45,000 range.

Chief Bernat stated that he had discussed this matter with the City Manager and they agreed that the Crime Analysis/Accreditation Manager could perform the duties of both positions and would benefit the City. Chief Bernat stated that the Police Department is very good at solving crime; however, the Department is not good at predicting or stopping crime, explaining that crime analysis would enable the Department to predict and stop crime before it happens.

Chief Bernat stated that the accreditation process is extremely important and must be maintained. He explained that the recent retirement of Col. Matthews provided an opportunity to save the City money by civilianizing the accreditation position instead

of replacing a police officer. This proposal would reduce the Department to an authorized strength of 101 officers and increase the number of civilians from 34 to 35. Chief Bernat stated that, over a 20 year career, there would be a substantial savings.

Mr. Sudler questioned what the general cost for a Crime Analysis position would be, separate from an Accreditation Manager. Responding, Chief Bernat stated that staff was working with the Human Resources Department to determine the salary ranges. Chief Bernat informed members that grant funding is available for crime analysis positions, software, etc., and they would actively seek these grant funds, which would provide additional savings.

In response to Mr. Hutchison, Chief Bernat confirmed that this position would continue to assist with training.

Responding to Mr. Sudler, Chief Bernat explained that this position is responsible for all of the files, ensures that policies are followed and manages the documentation to prove that the policies are being followed. He stated that the Accreditation Manager shares an office with and assists the Planning and Training Sergeant.

The Committee recommended acceptance of staff's recommendation for the civilianization of the current Police Accreditation Manager position and allowing staff to revise the duties of the new position and place it in the City's pay scale in accordance with the assigned duties and responsibilities.

By consent agenda, Mr. Hare moved for approval of the Committee's recommendation. The motion was seconded by Mr. Anderson and carried by a unanimous roll call vote (Bonar absent).

Proposed Resolutions

Resolution No. 2015-02 Requesting the General Assembly to Amend Article V - Miscellaneous Provisions, Section 53 - Mayor to be the Conservator of the Peace with Companion Ordinance #2015-06 Amending Chapter 62 - Law Enforcement, Article II - Police Department, Section 62-32 - Chief of Police Generally and Section 62-38 - Special Police

Mayor Christiansen, referring to the previous discussion of the Replenishment of Uninsured Expenses Related to the Settlement of Dover Police Department Grievances, expressed his opinion that the selection process for the chief of police needed to be examined to guarantee transparency. He stated that the proposed amendment would establish a committee to advise the mayor on the nomination of the police chief, noting that this process was previously used to hire city managers, planners, etc. Mayor Christiansen expressed his feeling that this process would protect the citizens.

Responding to Mr. Hare, Mayor Christiansen stated that the proposal would not change anything related to the current discussion regarding the form of government. Mayor Christiansen explained that the proposed police chief selection committee mimicked the city manager selection committee which he and Mr. Hare participated in during their previous terms as Council members, and would guarantee transparency and that the right person is selected.

In response to Mr. Hare, Mayor Christiansen explained that the police chief selection committee would select the best nominee for the position, and the mayor would present the nomination to council for approval.

Mr. Hutchison asked that the committee consider deferring Proposed Resolution No. 2015-02 and No. 2015-03 until after the Regular Council Meeting of March 9, 2015.

Mr. Anderson stated that a nominating committee typically provides two (2) or three (3) names and the mayor would pick from those qualified names, similar to the governor and the judicial nominating committee. He stated his understanding that Resolution No. 2015-02 proposed that the selection committee make a recommendation to the mayor; however, the mayor would not be obligated to make a selection from the list recommended by the committee.

Responding to Mr. Anderson, Mayor Christiansen stated that the intent and purpose of the committee is to choose from the best and most qualified applicants that come before them. He explained that one (1) of the reasons that the Human Resources Director was included in the committee was to guarantee that equal opportunity employment regulations are followed. Mayor Christiansen stated that the committee would make the recommendation and the mayor would present that recommendation to the council for their approval. He noted that there was very little change from the current provision, other than incorporating other individuals into the process, to make sure that the process is pristine and the City is not "saddled" with legalities at a later date.

Referring to the removal of the police chief, Mr. Anderson questioned why a two-thirds vote of council members was recommended rather than a majority vote. In response, Mayor Christiansen explained that he thought the two-thirds vote would guarantee the chief of police the opportunity to be removed by consent of the entire council, not just by popular demand.

Mr. Hare questioned if this proposal would change the requirement for the candidate to be selected from the Police Department. Responding, Mayor Christiansen stated that the candidate would be selected from within the Department. Mr. Slavin stated that this proposed changed was "silent" in that regard.

Mr. Slavin stated his opinion that this matter should be forwarded to Council, either with or without a recommendation, so that everything can be discussed on March 9th.

The Committee recommended forwarding Proposed Resolution No. 2015-02, Requesting the General Assembly to Amend Article V - Miscellaneous Provisions, Section 53 - Mayor to be the Conservator of the Peace with Companion Ordinance #2015-06 Amending Chapter 62 - Law Enforcement, Article II - Police Department, Section 62-32 - Chief of Police Generally and Section 62-38 - Special Police to City Council without recommendation so that it can be heard fully at the March 9, 2015 City Council meeting.

Mr. Slavin noted that City Council had just passed a motion that would effectively set in motion a series of Charter amendments and ordinance clean-up, and moved to refer this item back to the Committee to allow the City Clerk to incorporate it into one (1) large Charter amendment. The motion was seconded by Mr. Hutchison and carried by a roll call vote of six (6) yes (Anderson, Dixon, Slavin, Hare, Hutchison, and Williams), one (1) no (Perza), and one (1) absent (Bonar).

Resolution No. 2015-03 Requesting the General Assembly to Amend Article I - Powers of the City, Section 1.05 - Procedure to extend boundaries; and Article II - Mayor and Council, Section 5 - Council to be legislative body; size; districts; terms of mayor and councilmen; qualifications, Section 6 - Municipal election; dates, time, and place of elections, Section 7 - Nomination petitions for candidates for council and mayor, Section 9 - Meetings of mayor and council-Generally, and Section 10 - Meetings of Mayor and Council-Procedure

Mrs. Traci McDowell, City Clerk, reviewed Proposed Resolution No. 2015-03. She informed members that when Charter amendments are proposed, staff likes to include amendments to clean-up language so that all amendments can be considered by the General Assembly at the same time.

Mrs. McDowell stated that the change on Line 9 was a correction that was not picked up by the General Assembly the last time the Charter was amended.

Referring to Lines 19-37, Mrs. McDowell explained that there was a transition period when the length of terms was changed from two (2) to four (4) years and the transitional language can now be removed.

Mrs. McDowell stated that references to councilmen and councilman were changed to reflect gender neutral language. Referring to Line 57, she explained that the spelling of biennially was changed to correct a typographical error.

Mrs. McDowell informed members that Mayor Christiansen suggested that the filing deadline could be the same for mayor and council, since council members who run for mayor do not have to resign their seats; however, that was not the proposed change. She explained that, for example, if Mr. Slavin were to file a petition for mayor at the 4:30 p.m. deadline and ran unopposed, he would automatically win the mayoral seat and his council seat would inevitably be vacant. The proposed amendment would make the filing deadline for mayor the last working day in January

and the filing deadline for council the last working day in February, which would provide time for a vacancy to be posted for 20 days and included on the regular election ballot.

Responding to Mr. Slavin, Mrs. McDowell confirmed that this amendment would prevent a special election, explaining that the City is required to post a vacancy notice 20 days in advance of the filing deadline, and this would provide adequate time to meet that requirement and include the vacancy on the regular election ballot.

Mr. Hare expressed his opinion that this proposed change provides too much time and that the filing deadlines should be the same, noting that he does not like that a council member does not have to give up his/her seat to run for another office. He sated that an additional 30 days would "tie everything up." Responding, Mrs. McDowell noted that it would only be approximately two (2) additional weeks.

Mr. Hare stated that he would prefer to maintain the current deadlines or make both deadlines the end of January. Noting that people begin filing before Christmas, it was his feeling that people do not need that much time. In response to Mr. Hare, Mrs. McDowell noted that petitions have previously been filed in October, and explained that the proposed amendment included a start date of the first working day in January.

Responding to Mr. Hare, Mrs. McDowell questioned whether he wanted to reinstate the requirement that members must resign their seat to run for another office. Mr. Anderson stated that he would not want to reinstate that requirement. Mr. Hare stated that he would not want to reinstate the requirement that members must resign their seat to run for another office; however, it was his feeling that the deadlines should be the same.

Mr. Slavin explained that this amendment would avoid having a special election.

Mrs. McDowell reminded members that when Mayor Speed left, Councilman Carey ran for mayor, and there were four (4) elections in one (1) year. This amendment could prevent a similar situation in the future.

Mr. Hare suggested that the mayor's filing deadline be the last Friday in January and council's the first Monday in February. Responding, Mrs. McDowell explained that there would need to be a 20-day difference in order to avoid a special election.

Mr. Hare stated that there was not currently a 20-day difference, and expressed his opinion that the deadlines remain the same and, if necessary, the City can have a special posting without having a special election. Mrs. McDowell explained that State election law requires that a vacancy for a mayoral or council seat be publicly posted for 20 days in advance of the filing deadline; therefore, a special election would be required if there were not 20 days to post the vacancy notice.

Mr. Hare stated that if Mr. Slavin were to file for mayor and run unopposed, he would lose his council seat and a vacancy notice could be posted on the first Monday in February for 20 days.

Mrs. McDowell explained that by that time, absentee ballots would be prepared and people would have already voted. She noted that when the requirement to step down was eliminated, the deadlines could have been made the same; however, the proposed filing deadlines could solve a current problem. If members want one (1) filing deadline, between the first working day in January through the last working day in January for all seats, that amendment can be made.

Mr. Hare stated that he would like one (1) filing deadline.

Responding to Mr. Anderson, Mrs. McDowell explained that the proposed amendments beginning at Line 178 would provide clarity regarding the filling of vacancies.

Mr. Anderson questioned if the proposed amendments maintained the council organization and annual meeting. In response, Mrs. McDowell informed members that Mr. Slavin had previously pointed out that there would be no annual meeting since there was no longer an annual election. Referring to Line 117, Mrs. McDowell explained that the phrase "following a regular municipal election" was removed to allow for the annual meeting on the second Monday in May each year.

Mr. Anderson questioned whether council should be organized for two (2) years instead of one (1).

Responding to Mr. Hare, Mrs. McDowell explained that currently the filing deadline for mayor and council are different; therefore, if Mr. Slavin had run unopposed for mayor, there was time for someone else to run for council; however, if no one ran for the vacant seat, a special election would have to be scheduled and it would run concurrent with the regular election.

In response to Mr. Hare, Mrs. McDowell stated that a councilman has never run unopposed for mayor; however, since the requirement to step down was eliminated, there have been many special elections.

Mr. Hare felt that there should be one (1) filing deadline for everyone, noting that there are no special deadlines for the legislature or congress.

Mr. Slavin noted that another potential remedy would be to leave vacant positions vacant until the next election or council could choose to fill a vacancy by appointment. He stated that these potential remedies could be discussed during the review of the form of government.

Mr. Sudler stated his understanding that the best way to offset the need to have a special election, if a council member were to run unopposed for mayor, would be to make the filing deadlines the same for mayor and council. Responding, Mrs. McDowell explained that if the filing deadlines were the same, it would automatically trigger a special election because State law requires the City to post the vacancy for 20 days.

Mr. Hutchison questioned the timetable for submitting the proposed amendments to the General Assembly. In response, Mrs. McDowell stated that after the adoption of the Resolutions, she generally sends everything to the General Assembly within a day or two (2); however, she noted that if Council were to make a lot of changes, it would take more time to revise the documents.

Mr. Hare stated that he did not want to send this proposal to the General Assembly because it was based on a scenario that may never happen. He felt that the mayor or members of council should only be able to run for either mayor or council and, if they run for one (1), they resign the other.

Mr. Anderson informed members that the requirement to step down was previously implemented because there was a mayor who wanted to eliminate competition from council. However, council removed that requirement because it did not make sense to eliminate a pool of some of the most informed people of City government from running for mayor.

Mr. Anderson stated that the current proposal had merit because it would eliminate the need to hold a special election approximately two (2) weeks following the regular election, if someone holding office were to run unopposed for a separate office. He did not like the idea of leaving a seat vacant for years.

Mr. Hare stated that he liked the idea of council filling a vacant term by appointment.

Mrs. McDowell reminded members that this option was previously discussed when Mr. Anderson was being deployed and it was not favored. Responding, Mr. Hare stated that Mr. Anderson's seat was still occupied at that time; if Mr. Anderson had resigned for deployment, then it might have been valid.

Mr. Hare moved to recommend forwarding proposed Resolution No. 2015-03, Requesting the General Assembly to Amend Article I - Powers of the City, Section 1.05 - Procedure to Extend Boundaries; and Article II - Mayor and Council, Section 5 - Council to be Legislative Body; Size; Districts; Terms of Mayor and Councilmen; Qualifications, Section 6 - Municipal Election; Dates, Time, and Place of Elections, Section 7 - Nomination Petitions for Candidates for Council and Mayor, Section 9 - Meetings of Mayor and Council-generally, Section 10 - Meetings of Mayor and Council-procedure, and Section 13 - Vacancies; Forfeiture of Office; Filling of Vacancies, to City Council without recommendation so that it can be heard fully at the March 9, 2015 City Council meeting. The motion was seconded by Mr. Shevock.

Mr. Anderson suggested deferring this matter for one (1) month, pending the outcome of the discussions regarding the form of government during the City Council meeting of March 9, 2015. He stated that this would allow for all of the Charter changes to be made at the same time.

Mr. Hare noted that Council would discuss all of these matters at the same time on March 9, 2015. Responding, Mr. Anderson stated that the March 9, 2015 Council meeting was going to be long, and he was not as concerned with these technical changes as the form of government.

The Committee recommended forwarding proposed Resolution No. 2015-03, Requesting the General Assembly to Amend Article I - Powers of the City, Section 1.05 - Procedure to Extend Boundaries; and Article II - Mayor and Council, Section 5 - Council to be Legislative Body; Size; Districts; Terms of Mayor and Councilmen; Qualifications, Section 6 - Municipal Election; Dates, Time, and Place of Elections, Section 7 - Nomination Petitions for Candidates for Council and Mayor, Section 9 - Meetings of Mayor and Council-generally, Section 10 - Meetings of Mayor and Council-procedure, and Section 13 - Vacancies; Forfeiture of Office; Filling of Vacancies to City Council without recommendation so that it can be heard fully at the March 9, 2015 City Council meeting.

Mr. Slavin noted that City Council had just passed a motion that would effectively set in motion a series of Charter amendments and ordinance clean-up, and moved to refer this item back to the Committee to allow the City Clerk to incorporate it into one (1) large Charter amendment. The motion was seconded by Mr. Hare and carried by a unanimous roll call vote (Bonar absent).

Mr. Slavin moved for acceptance of the Legislative, Finance, and Administration Committee Report, seconded by Mr. Hare and carried by a unanimous roll call vote (Bonar absent).

MONTHLY REPORTS - JANUARY 2015

By motion of Mr. Hare, seconded by Mr. Anderson, 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

SETTING OF PROPERTY ASSESSMENT APPEALS

Staff recommended that the 2015 Property Assessment Appeals be scheduled for May 26, 2015 through May 29, 2015 from 9:00 a.m. until 4:00 p.m.; June 1, 2015 through June 5, 2015 from 9:00 a.m. until 4:00 p.m.; and one (1) evening (if needed). Members were advised that the hearing times are subject to change.

Mr. Anderson stated that he had heard some complaints about accessibility and requested that at least one (1) evening time be set.

Mr. Anderson moved to schedule at least one (1) evening to hear appeals. The motion was seconded by Mr. Slavin and unanimously carried.

Mr. Hare moved for approval of the dates and times recommended by staff for the 2015 Property Assessment Appeals, seconded by Mr. Dixon and unanimously carried.

FINAL READING - PROPOSED ORDINANCE

The First Reading of the following proposed ordinance was accomplished during the Council Meeting of February 23, 2015:

#2015-05 - Fiscal Year 2015 Second Budget Amendment

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

Mr. Hare moved for adoption of Ordinance #2015-05 (*Exhibit #5*), seconded by Mr. Hutchison and carried by a unanimous roll call vote (Bonar absent).

COUNCIL MEMBERS' ANNOUNCEMENTS

Mr. Hutchison announced that the City of Dover municipal election would be held on Tuesday, April 21, 2015 between the hours of 7:00 a.m. and 8:00 p.m. The polling place for all voting districts is the Elks Lodge #1903, 200 Saulsbury Road, Dover, De 19904. For more information about the candidates, absentee voting, and the election, please visit www.cityofdover.com and click on the Election 2015 button.

Mr. Anderson congratulated the Center for Mental Wellness on their receipt of a major grant for suicide prevention for teenagers which will be marketed through the schools to provide services all across the State of Delaware. He noted that this is a service that is desperately needed here and he was pleased to report that one (1) of the City's local downtown operations was playing a positive part in effecting the future of the State.

Mrs. Ann Marie Townshend, Director of Planning and Community Development, advised that two (2) additional Downtown Development District public workshops would be held on Wednesday, March 11, 2015 at 11:00 a.m. and 4:00 p.m. in the Council Chambers. She noted that the first round of workshops was very well attended in spite of the weather.

By unanimous consent, the meeting adjourned at 9:13 p.m.

TRACI A. McDOWELL
CITY CLERK

All orders, ordinances, and resolutions adopted by City Council during their Regular Meeting of March 9, 2015, are hereby approved.

ROBIN R. CHRISTIANSEN
MAYOR

/TM
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Exhibits
Exhibit #1 - Presentation - Violation of the Dangerous Building Ordinance - 312 West Loockerman Street
Exhibit #2 - Presentation - Violation of the Dangerous Building Ordinance - 381 Rita-Wilma Road
Exhibit #3 - Presentation - Violation of the Dangerous Building Ordinance - 383 Rita-Wilma Road
Exhibit #4 - Responsibilities and Reporting Structure for the Mayor and City Manager and Continuation of Full-Time Status for the Position of Mayor - Options A, B, C, D, and E
Exhibit #5 - Ordinance #2015-05 Fiscal Year 2015 Second Budget Amendment

Violation of Dangerous Building Ordinance 312 W Loockerman St

Planning & Inspections Department

Dover, Delaware

March 9, 2015

312 W Loockerman St
Case History

- 5 code enforcement cases since 2009
  - Exterior code violations
  - Interior code violations
- The utilities were terminated on October 22, 2012
- Registered by the City as a vacant structure in March of 2009
- On November 6, 2014, the City had to have a contractor make repairs to the unsafe front cellar bilco door.

Outstanding Charges

- $3,150 in code citations and unpaid vacant building fees.

312 W Loockerman St
Demolition by Neglect (Historic District)

- Demolition by Neglect is covered under Article 10, Section 3.4 of the *Zoning Ordinance*.
- Reviewed by Historic District Commission as “Demolition by Neglect” on February 19, 2015.
- Commission determined that structure is being demolished by neglect and recommended that if significant progress on repair is not made by September 2015, that the structure be demolished

Dangerous Building Code – Chapter 22 Article XI, Sec. 22-381

(5) *Unfit for habitation.*

(9) *General welfare.*

(10) *Code violations.*

(12) *Unoccupied buildings.*


M Place
312
MY PLACE
ICE


M Place
372
NO
BICYCLES
SKATEBOARDS
ROLLER BLADES
ON
SIDEWALK
NO PARKING
THURS
2 AM
TO
6 AM
Delaware
State
News






11/05/2014 14:49


11/05/2014 14:49


11/05/2014 14:44


11/05/2014 14:46


11/05/2014 14:47

11/05/2014 14:47


11/05/2014 14:48


11/05/2014 14:48

Recommended Council Action

- Declare this building on this property dangerous.
- Order the property repaired or demolished by **September 9, 2015** by the owner or equity owner at their own risk.
- Order the Building Inspector to cause the repair or demolition of the structures if not completed by the owner **within 10 days of the date established by City Council**.
- 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.

Violation of Dangerous Building Ordinance 381 Rita-Wilma Rd

Planning & Inspections Department

Dover, Delaware

March 9, 2015

381 Rita-Wilma Rd
Case History

- 17 code enforcement cases since 2010
  - Exterior code violations – no valid rental license
  - Junked cars – no valid building permits
  - Numerous grass violations – parking on the grass
- The utilities were terminated on July 28, 2014
- Condemned by City Staff on October 13, 2014 due to no active utilities, open code violations, unlocked doors and subjects gaining entry to the property.
- Registered by the City as a vacant structure.

Outstanding Charges

  - $1,100 in grass fees & code citations

Dangerous Building Code – Chapter 22 Article XI, Sec. 22-381

(5) *Unfit for habitation.*

(9) *General welfare.*

(10) *Code violations.*

(12) *Unoccupied buildings.*


381


381








PRIVATE
PROPERTY









Recommended Council Action

- Declare this building on this property dangerous.
- Order the property repaired or demolished by **April 9, 2015** by the owner or equity owner at their own risk.
- Order the Building Inspector to cause the repair or demolition of the structures if not completed by the owner **within 10 days of the date established by City Council**.
- 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.

Violation of Dangerous Building Ordinance 383 Rita-Wilma Rd

Planning & Inspections Department

Dover, Delaware

March 9, 2015

383 Rita-Wilma Rd
Case History

- 10 code enforcement cases since 2010
  - Exterior & Interior code violations
  - Electric Disconnects – no rental agent
  - Tall grass violations – parking on the grass
- The utilities were terminated on December 19, 2013
- Condemned by City Staff on October 13, 2014 due to no active utilities, open code violations, broken doors and subjects gaining entry to the property.
- Registered by the City as a vacant structure.

Outstanding Charges

  - $550 in grass citations and vacant building fees.

Dangerous Building Code – Chapter 22 Article XI, Sec. 22-381

(5) *Unfit for habitation.*

(9) *General welfare.*

(10) *Code violations.*

(12) *Unoccupied buildings.*























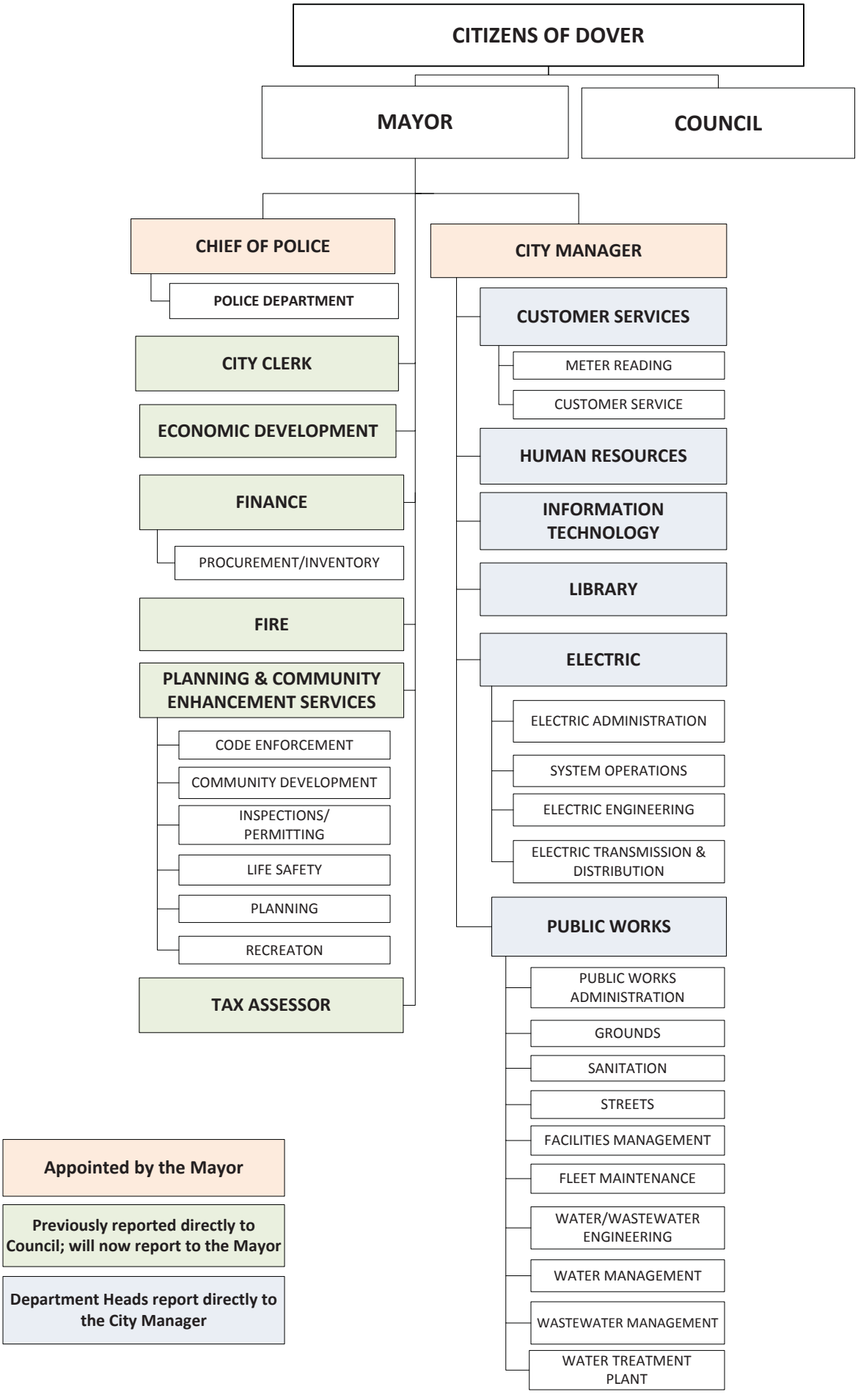
Recommended Council Action

- Declare this building on this property dangerous.
- Order the property repaired or demolished by **April 9, 2015** by the owner or equity owner at their own risk.
- Order the Building Inspector to cause the repair or demolition of the structures if not completed by the owner **within 10 days of the date established by City Council**.
- 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.

RESPONSIBILITIES AND REPORTING STRUCTURE FOR THE MAYOR AND CITY MANAGER AND CONTINUATION OF FULL-TIME STATUS FOR THE POSITION OF MAYOR

OPTION A (09/08/2014 LF&A): A full-time mayor's position, with consideration of changing the City's current form of government to a Mayor/Council form of government, where the city manager and chief of police would be appointed by the mayor and confirmed by City Council, and that any positions which currently report to council that are moved to report to the mayor would only be removed for cause and with council approval, was unanimously carried.

CITY OF DOVER
PROPOSED ORGANIZATIONAL CHART



ROY SUDLER, JR'S SUPPORT FOR A FULL – TIME MAYOR
&
MAYOR COUNCIL FORM OF GOVERNMENT

****

September 8, 2014

After listening to **Mr. Holden's Concerns** regarding accountability and clear organizational structure for the **City's Modified and Council Form of Government**; In addition to reviewing the minutes and dialogue on the **History of a Full-Time or Part-time Mayor for the City of Dover**, it is my recommendation that the committee should support a Full-Time Mayor's Position and consider changing our current form of government to a **Mayor / Council Form of Government** where the **City Manager and Chief of Police** would be appointed by the **Mayor** and confirmed by **City Council.**

I believe that a **Mayor / Council Form Government** will provide City Council with the Mayor's Job Description Criteria consisting of strategic goals, objectives, and programs to be orchestrated by the Chief Executive Officer - approved and appraised by City Council.

In Closing, a Mayor / Council Form of Government will allow City Council the opportunity to focus more on Legislative Rules and Regulations that navigate our community's climate, but also, will enhances the Mayor's understanding of Department's - Strengths, Weaknesses, Opportunities and Threats [**SWOT**] that impact the social, demographic and economic development of our great city of Dover.

- Thank you Chairman Slavin

Respectfully Submitted,

Roy Sudler, Jr. [**Legislative Finance and Administration Committee Member]**

ROY SUDLER, JR'S SUPPORT FOR A FULL – TIME MAYOR
&
MAYOR COUNCIL FORM OF GOVERNMENT

OPTION. A **JOB DESCRIPTION**

Job Title: Mayor of Dover, Delaware **Job Code:** 2014.12

Date: December 8, 2014 **Written By:** Legislative, Finance and Administration Committee

---

A. ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Serves as the Chief Executive Officer of Dover with strong administrative duties that not only consist of being a liaison between City Council and Dover Residents, but the focal point for all departments of the City to conduct business in good faith.
2. Oversee and effectively supervise city administration to help City Council decide which services to provide and how to pay for them
3. Direct Administrative Structure by appointing and removing city department heads as deemed necessary
4. Perform ceremonial duties on behalf of the community

B. ADMINISTRATIVE AUTHORITY

1. Signs ordinances, contracts and other documents authorized by City Council
2. Calls special meeting as deemed necessary for conducting city business
3. Discuss issues impacting the City with State Legislators
4. Orchestrate and present an inclusive and collaborative departmental plan of action to achieve short-term and long-term city goals and objectives for the perspective year
5. Exercise veto power as deemed necessary in accordance to the response of Dover Citizens
6. Does not have voting power on City Council
7. With City Council's confirmation selects City Manager, Chief and Deputy Chief of Dover Police Department

C. REPORTS AND PRESENTATIONS TO CITY COUNCIL

1. Make quarterly report to Legislative, Finance and Administrative Committee and or City Council concerning department's Strengths, Weaknesses, Opportunities and Threats
2. Conduct Quarterly Performance Appraisals for Chief and Deputy Chief of Dover Police Department to be reported to and reviewed by Legislative, Finance, and Administration Committee and, or, City Council
3. Conduct Quarterly Community Meetings to improve and enhance Community and Police Relations and submit recommendations for presentation to the Legislative, Finance and Administration Committee, and, or City Council
4. Represent the city on regional and local boards or committees and at meetings concerning city issues Evaluates Citizens Complaints against Dover Police Department and propose to city council remedies for future prevention methods

D. ATTENDANCE

1. Monthly attendance of meetings is required
2. Acts as spokesman for the city with media
3. Required to attend community events as possible consistent with the duties as official head of the City of Dover.

E. MINIMUM REQUIREMENTS

1. Resident of Dover, Delaware and over the age of 18
2. Eligible to vote in Dover, Delaware
3. Elected by popular election by residents of Dover, Delaware
4. Bachelor's Degree

Approved by: _____ **Date:** _____

Dover, Delaware's City Council

ROY SUDLER, JR'S SUPPORT FOR A FULL – TIME MAYOR
&
MAYOR COUNCIL FORM OF GOVERNMENT

OPTION A. MAYOR'S JOB PERFORMANCE APPRAISAL REPORT

Job Title: Mayor of Dover, DE **Evaluator:** Dover City Council Members

✓ Place a check in the column that most accurately reflects your evaluation in each category of the above-named person.

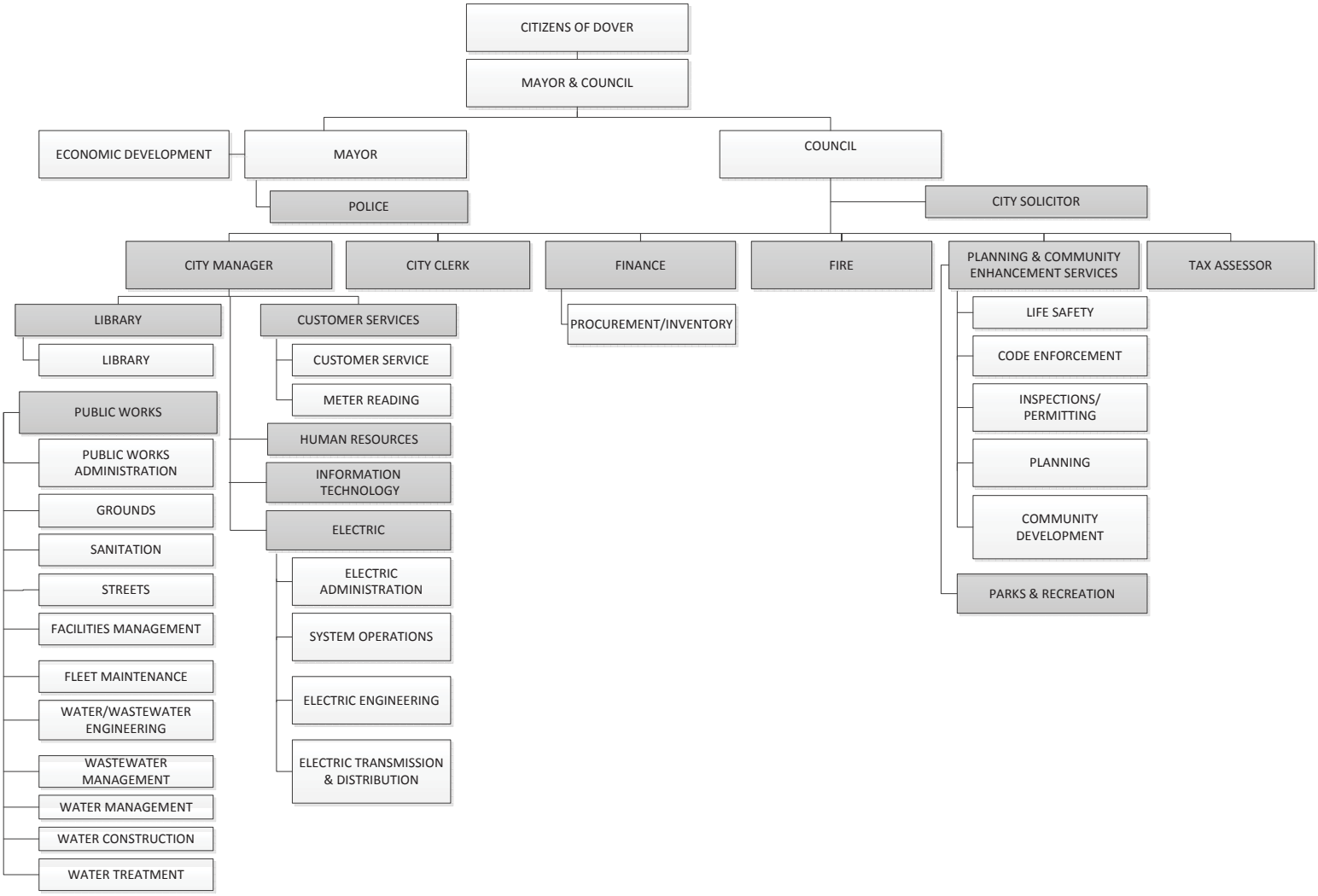
	4. Exceeds Standard	**3.** Meets	**2.** Needs Improvement	**1.** Does Not Meet Standard

		4	3	2	1
1.	**A. ESSENTIAL DUTIES AND RESPONSIBILITIES**				
2.	**B. ADMINISTRATIVE AUTHORITY**				
3.	**C. REPORTS AND PRESENTATIONS TO CITY COUNCIL**				
4.	**D. POLICE AND COMMUNITY RELATIONS**				
5.	**E. ATTENDANCE AND PUNCTUALITY**				

Nature and Scope:

1. Serves as the Chief Executive Officer of Dover with strong administrative duties that not only consist of being a liaison between City Council and Dover Residents, but the focal point for all departments of the City in an effort to conduct business in good faith.
2. Exercise veto power as deemed necessary in accordance to the response of Dover Citizens
3. Represent the city on regional and local boards or committees and at meetings concerning city issues.
4. Evaluates Citizen's Complaints and propose recommendations to City Council for future prevention remedies methods

CITY OF DOVER
FISCAL YEAR 2014 ORGANIZATION CHART



ROY SUDLER, JR'S SUPPORT FOR A FULL – TIME MAYOR
&
MAYOR COUNCIL FORM OF GOVERNMENT

OPTION. A **JOB DESCRIPTION**

Job Title: Mayor of Dover, Delaware **Job Code:** 2014.12

Date: December 8, 2014 **Written By:** Legislative, Finance and Administration Committee

---

A. ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Serves as the Chief Executive Officer of Dover with strong administrative duties that not only consist of being a liaison between City Council and Dover Residents, but the focal point for all departments of the City to conduct business in good faith.
2. Oversee and effectively supervise city administration to help City Council decide which services to provide and how to pay for them
3. Direct Administrative Structure by appointing and removing city department heads as deemed necessary
4. Perform ceremonial duties on behalf of the community

B. ADMINISTRATIVE AUTHORITY

1. Signs ordinances, contracts and other documents authorized by City Council
2. Calls special meeting as deemed necessary for conducting city business
3. Discuss issues impacting the City with State Legislators
4. Orchestrate and present an inclusive and collaborative departmental plan of action to achieve short-term and long-term city goals and objectives for the perspective year
5. Exercise veto power as deemed necessary in accordance to the response of Dover Citizens
6. Does not have voting power on City Council
7. With City Council's confirmation selects City Manager, Chief ~~and Deputy Chief~~ of Dover Police Department

C. REPORTS AND PRESENTATIONS TO CITY COUNCIL

1. Make quarterly report to Legislative, Finance and Administrative Committee and or City Council concerning department's Strengths, Weaknesses, Opportunities and Threats
2. Conduct Quarterly Performance Appraisals for Chief and Deputy Chief of Dover Police Department to be reported to and reviewed by Legislative, Finance, and Administration Committee and, or, City Council
3. Conduct Quarterly Community Meetings to improve and enhance Community and Police Relations and submit recommendations for presentation to the Legislative, Finance and Administration Committee, and, or City Council
4. Represent the city on regional and local boards or committees and at meetings concerning city issues Evaluates Citizens Complaints against Dover Police Department and propose to city council remedies for future prevention methods

D. ATTENDANCE

1. Monthly attendance of meetings is required
2. Acts as spokesman for the city with media
3. Required to attend community events as possible consistent with the duties as official head of the City of Dover.

E. MINIMUM REQUIREMENTS

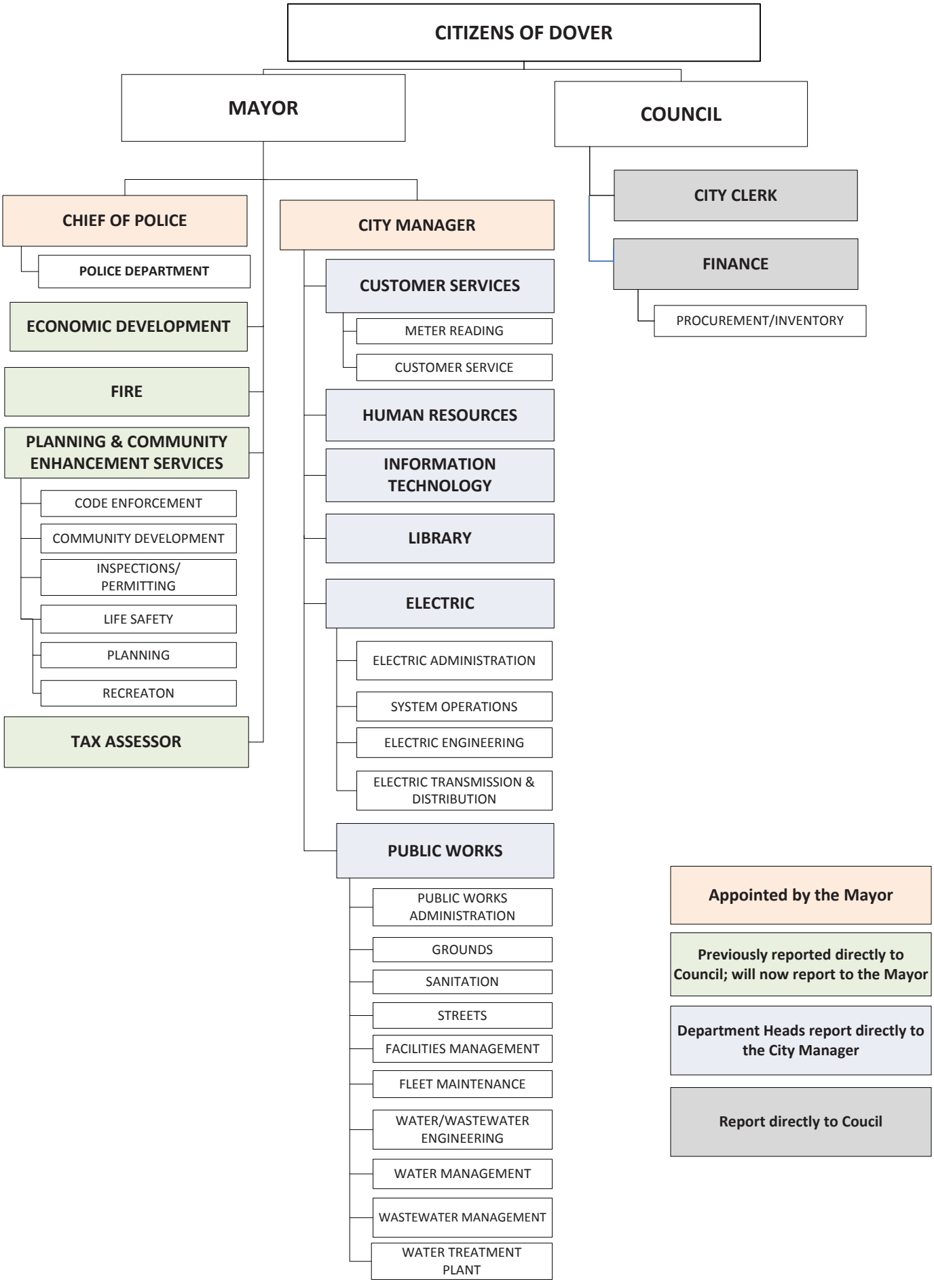
1. Resident of Dover, Delaware and over the age of 18
2. Eligible to vote in Dover, Delaware
3. Elected by popular election by residents of Dover, Delaware
4. ~~Bachelor's Degree~~

City resident for two (2) years

Approved by: _____ **Date:** _____

Dover, Delaware's City Council

CITY OF DOVER
PROPOSED ORGANIZATIONAL CHART



Alternative Organizational Chart Submitted by
Mr. Anderson on January 12, 2015

Option C

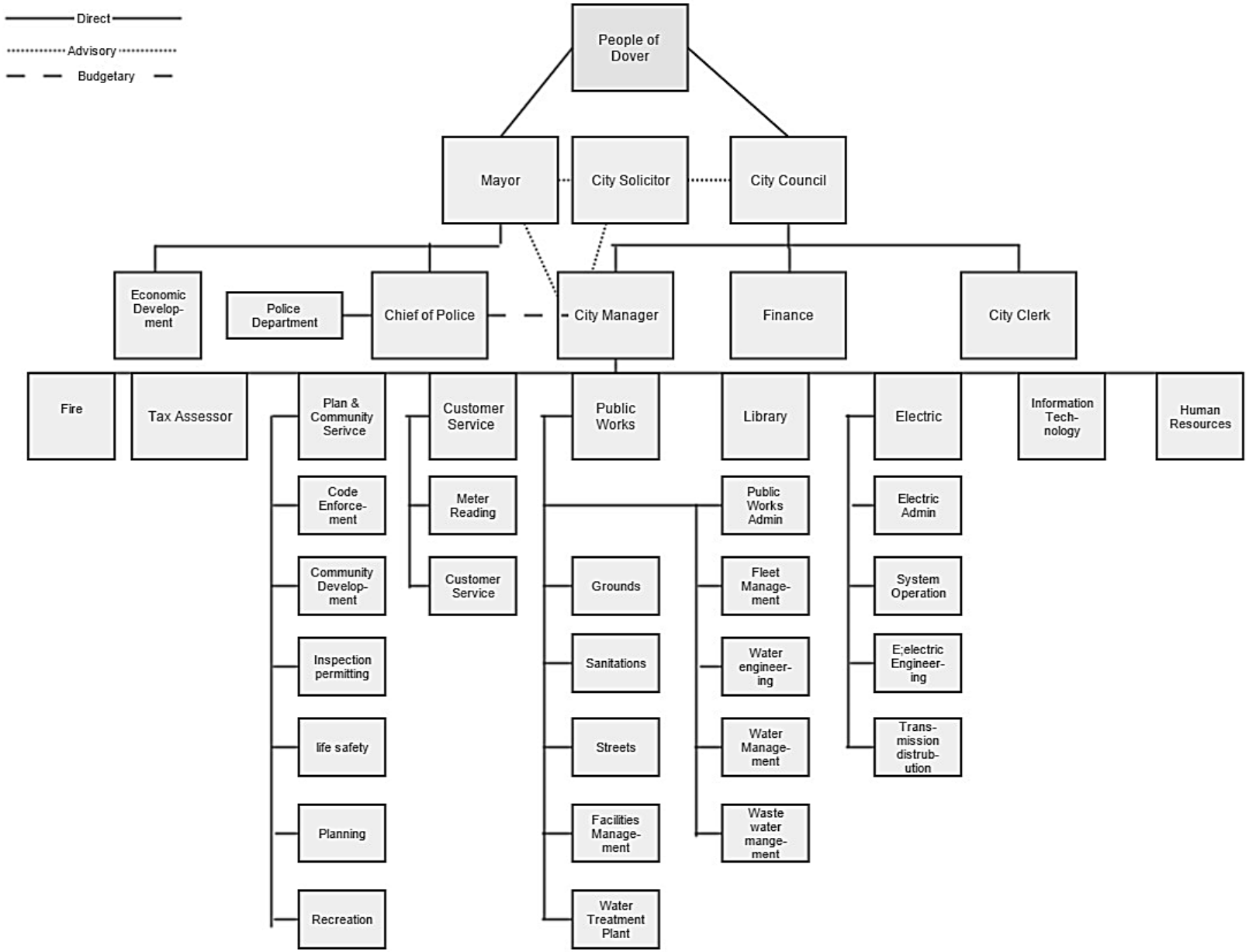
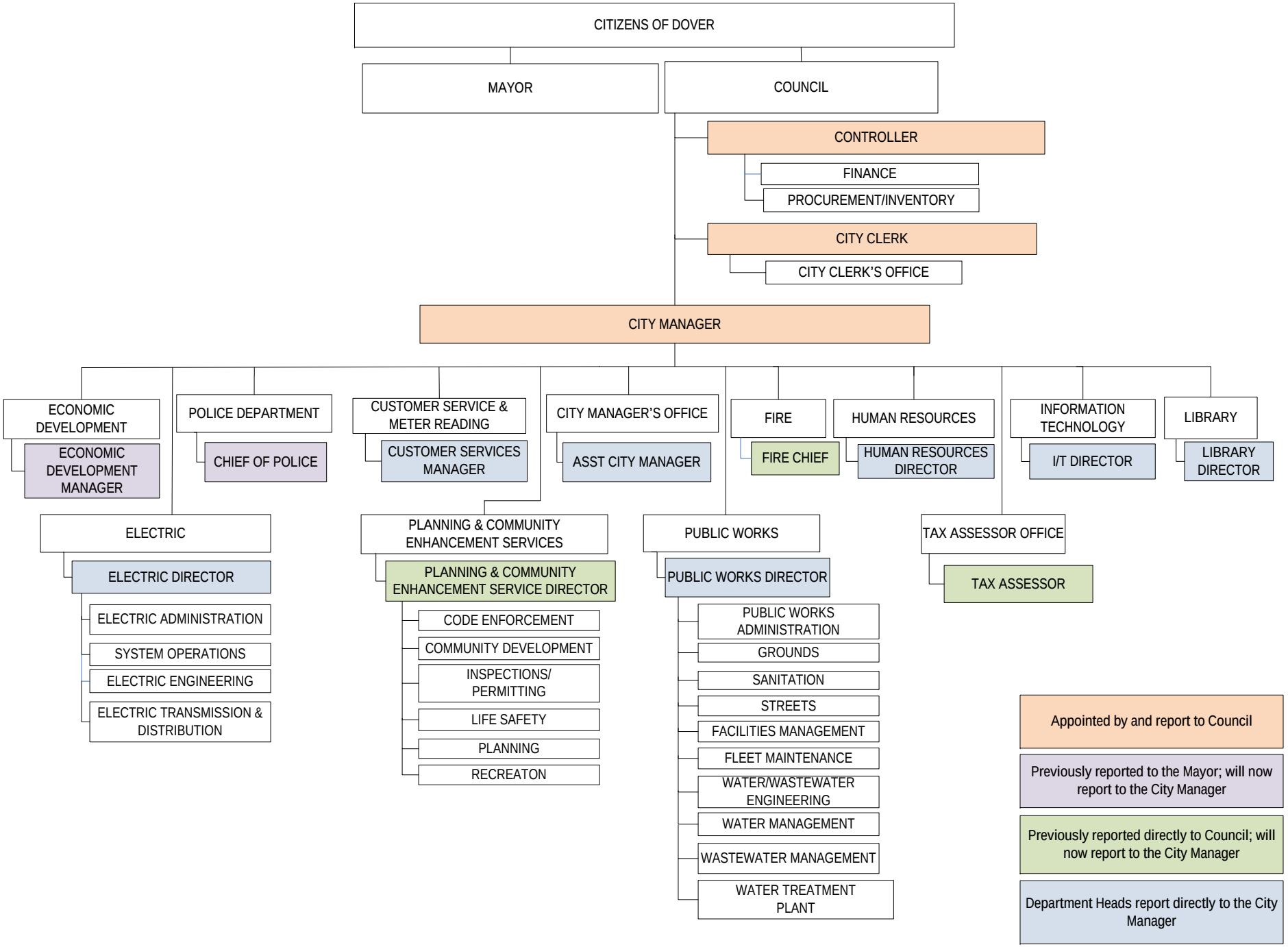
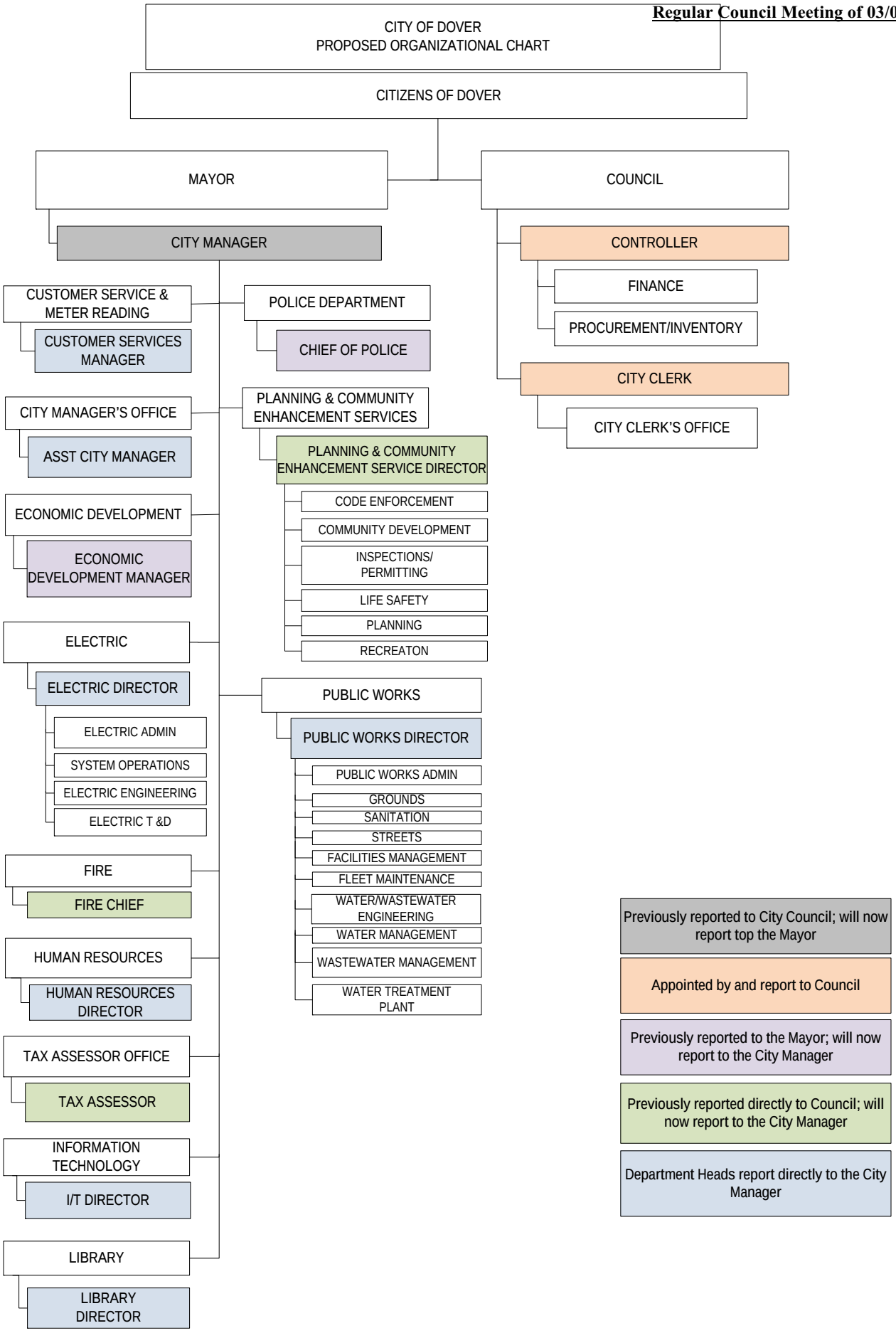


EXHIBIT #4 - OPTION D
Regular Council Meeting of 03/09/2015

CITY OF DOVER
PROPOSED ORGANIZATIONAL CHART



CITY OF DOVER
PROPOSED ORGANIZATIONAL CHART



CITY OF DOVER ORDINANCE # 2015-05

2014-2015 BUDGET ORDINANCES - SECOND AMENDMENT

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Forty Three Million Three Hundred Ninety Nine Thousand dollars ($43,399,000) 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, 2014 and ending June 30, 2015:

GENERAL FUND
REVENUES AND BUDGET FOR 2014-2015

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ 3,393,000	$ 4,361,500
REVENUES		
FINES AND POLICE REVENUE	629,300	629,300
INVESTMENT INCOME	40,000	40,000
LIBRARY REVENUES	71,600	71,600
KENT COUNTY BOOK REIMBURSEMENT	450,000	490,000
BUSINESS LICENSES	1,460,000	1,460,000
PERMITS AND OTHER LICENSES	1,354,200	1,354,200
MISCELLANEOUS CHARGES	53,900	53,900
POLICE EXTRA DUTY	659,500	659,500
PROPERTY TAXES	11,049,200	11,049,200
BID REVENUE	50,000	50,000
RECREATION REVENUE	148,800	148,800
FRANCHISE FEE	636,000	636,000
SANITATION FEES	2,595,600	2,595,600
RENT REVENUE - GARRISON FARM	101,400	101,400
COURT OF CHANCERY FEES	1,023,000	1,023,000
REVENUES SUBTOTAL	20,322,500	20,362,500
INTERFUND SERVICE RECEIPTS		
INTRAFUND SERVICE RECEIPTS WATER/WASTEWATER	1,354,900	1,371,100
INTRAFUND SERVICE RECEIPTS ELECTRIC	3,508,100	3,588,200
INTERFUND SERVICE RECEIPTS SUBTOTAL	4,863,000	4,959,300
GRANTS		
POLICE RELATED	124,000	124,000
POLICE PENSION GRANT	500,000	500,000
GREEN ENERGY GRANT	98,500	98,500
MISCELLANEOUS GRANTS	25,000	25,000
GRANTS SUBTOTAL	747,500	747,500
TRANSFERS FROM		
TRANSFER TAX	1,250,000	1,250,000
MUNICIPAL STREET AID	663,900	664,200
CIVIL TRAFFIC PENALTIES	500,000	500,000
WATER/WASTEWATER	500,000	500,000
ELECTRIC	10,000,000	10,000,000
OTHER RESERVES INCLUDING CONTINGENCY	4,000	54,000
TRANSFERS FROM SUBTOTAL	12,917,900	12,968,200
TOTAL REVENUES	38,850,900	39,037,500
TOTALS	**$ 42,243,900**	**$ 43,399,000**

2014-2015 BUDGET ORDINANCES - SECOND AMENDMENT (CONTINUED)

GENERAL FUND - EXPENDITURES AND BUDGET BALANCE

DEPARTMENT EXPENSES	2014/15 BUDGET	2014/15 REVISED
CITY CLERK	$ 383,200	$ 386,700
COUNCIL	106,600	106,600
TAX ASSESSOR	309,500	319,100
FIRE	716,100	716,100
GROUNDS MAINTENANCE	1,123,800	1,130,100
LIBRARY	1,393,100	1,422,000
RECREATION	706,400	710,800
LIFE SAFETY	504,800	545,800
CODE INFORCEMENT	418,400	417,500
PLANNING	444,100	446,000
INSPECTIONS	602,100	609,200
ECONOMIC DEVELOPMENT	223,000	223,400
POLICE	13,986,100	14,324,400
POLICE EXTRA DUTY	712,500	712,500
STREETS	665,100	676,200
SANITATION	2,248,000	2,224,800
CITY MANAGER	592,500	595,900
INFORMATION TECHNOLOGY	728,700	733,800
FINANCE	947,100	966,800
PUBLIC SERVICES - ADMINISTRATION	514,800	518,100
FACILITIES MANAGEMENT	677,800	690,400
PUBLIC WORKS - ENGINEERING	192,600	193,700
PROCUREMENT & INVENTORY	535,600	538,700
FLEET MAINTENANCE	776,700	791,300
CUSTOMER SERVICES	1,040,300	1,044,600
HUMAN RESOURCES	379,700	384,300
MAYOR	74,900	74,900
DEPARTMENT SUBTOTALS	31,003,500	31,503,700
OTHER EXPENSES		
DEBT SERVICE	708,600	708,600
CONTRIBUTION TO DDP	70,000	70,000
MISCELLANEOUS GRANT RELATED EXPENSES	25,000	25,000
INSURANCE	724,800	724,800
RETIREES HEALTH CARE	1,636,500	1,636,500
OTHER EMPLOYMENT EXPENSES	500,000	109,900
POLICE PENSION FUND - STATE GRANT	500,000	500,000
POLICE PENSION FUND - UNFUNDED LIABILITY	655,000	655,000
UNCOLLECTIBLES - TRASH AND OTHER	50,000	50,000
STREET LIGHTS	774,500	774,500
OTHER EXPENSE SUBTOTAL	5,644,400	5,254,300
TRANSFERS		
TRANSFER TO CAPITAL FUND - PROJECTS	2,196,000	2,196,000
APPROPRIATION TO THE POLICE PENSION FUND	-	100,000
APPROPRIATION TO THE GENERAL PENSION FUND	-	543,000
TRANSFER TO CAPITAL ASSET RESERVE	-	60,000
TRANSFER TO CONTINGENCY RESERVE	-	300,000
TRANSFER TO PARKLAND RESERVE	-	25,000
TRANSFERS SUBTOTAL	2,196,000	3,224,000
TOTAL EXPENDITURES	38,843,900	39,982,000
CURRENT YEAR BALANCE	3,400,000	3,417,000
TOTALS	**$ 42,243,900**	**$ 43,399,000**

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: March 9, 2015

GOVERNMENTAL CAPITAL PROJECTS FUND
REVENUES AND BUDGET FOR 2014-2015

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

The amount hereinafter named aggregating Eight Million, Seven Hundred Fifty Five Thousand, Nine Hundred Dollars ($8,755,900) 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 1,2014 and ending June 30, 2015:

REVENUES

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ 117,100	$ 2,324,100
BEGINNING BALANCE - LIBRARY PROJECT	-	330,500
REVENUES		
STATE GRANTS - OTHER	153,000	208,000
PROPOSED BOND/BANK PROCEEDS - Street	2,661,100	2,675,000
LEASE PURCHASE OF FIRE AND POLICE EQUIPMENT	918,300	918,300
TRANSFER FROM GENERAL FUND FOR PROJECTS	2,196,000	2,196,000
TRANSFER FROM PARKLAND RESERVE	-	104,000
TOTAL REVENUES	5,928,400	6,101,300
TOTAL BEGINNING BALANCE AND REVENUES	**$ 6,045,500**	**$ 8,755,900**

EXPENSE SUMMARY

DEPARTMENT EXPENSES	2014/15 BUDGET	2014/15 REVISED
FIRE	$ 827,300	$ 827,300
GROUNDS MAINTENANCE	68,100	86,700
RECREATION	146,000	284,400
POLICE	499,100	601,700
STREETS	1,370,300	470,300
STREETS - GARRISON FARM INFRASTRUCTURE	2,586,100	5,447,600
SANITATION	256,500	256,500
CENTRAL SERVICES	-	55,000
BOND/LOAN ISSUANCE COST	75,000	61,100
DEPARTMENT SUBTOTAL	5,828,400	8,090,600
TRANSFERS & MISCELLANEOUS EXPENSES		
TRANSFER TO PARKLAND RESERVE	100,000	180,000
TRANSFER TO CAPITAL ASSET RESERVE	-	330,500
TRANSFERS & MISCELLANEOUS SUBTOTAL	100,000	510,500
TOTAL EXPENSES AND TRANSFERS	5,928,400	8,601,100
CURRENT YEAR BALANCE	117,100	154,800
TOTALS	**$ 6,045,500**	**$ 8,755,900**

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: March 9, 2015

GENERAL FUND CONTINGENCY
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Seven Hundred Sixty Nine Thousand Two Hundred dollars ($769,200) 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, 2014 and ending June 30, 2015:

CASH RECEIPTS

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ 466,000	$ 467,300
INTEREST EARNED	1,900	1,900
TRANSFER FROM GENERAL FUND	-	300,000
TOTALS	**$ 467,900**	**$ 769,200**

EXPENSE SUMMARY

	2014/15 BUDGET	2014/15 REVISED
TRANSFER TO OPERATING ACCOUNT	$ -	$ 50,000
CARRY FORWARD TO NEXT YEAR	467,900	719,200
TOTALS	**$ 467,900**	**$ 769,200**

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: March 9, 2015

GENERAL CAPITAL ASSET RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Nine Hundred Fourteen Thousand dollars ($914,000) 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, 2014 and ending June 30, 2015:

CASH RECEIPTS

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ 509,800	$ 521,000
RECEIPTS		
INTEREST EARNINGS	2,500	2,500
TRANSFER FROM GENERAL CAPITAL PROJECT FUND	-	330,500
TRANSFER FROM GENERAL FUND	-	60,000
TOTAL RECEIPTS	2,500	393,000
TOTALS	**$ 512,300**	**$ 914,000**

EXPENSE SUMMARY

	2014/15 BUDGET	2014/15 REVISED
CARRY FORWARD TO NEXT YEAR	$ 512,300	$ 914,000
TOTALS	**$ 512,300**	**$ 914,000**

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: March 9, 2015

PARKLAND/RECREATION RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Four Hundred Twenty Four Thousand Seven Hundred Dollars ($424,700) 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, 2014 and ending June 30, 2015:

OPERATING REVENUES

	2014/15 BUDGET	2014/15 REVISED
PRIOR YEAR BALANCE	$ 203,800	$ 218,700
GENERAL CAPITAL FUND APPROPRIATION	100,000	180,000
GENERAL FUND APPROPRIATION	-	25,000
INTEREST INCOME	1,000	1,000
TOTALS	**$ 304,800**	**$ 424,700**

OPERATING EXPENSES

	2014/15 BUDGET	2014/15 REVISED
CURRENT YEAR BALANCE	$ 304,800	$ 424,700
TOTALS	**$ 304,800**	**$ 424,700**

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: March 9, 2015

MUNICIPAL STREET AID FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Six Hundred Sixty Four Thousand Three Hundred dollars ($664,300) 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, 2014 and ending June 30, 2015:

CASH RECEIPTS

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ 100	$ 100
STATE GRANT - OPERATIONS	663,900	664,200
TOTALS	**$ 664,000**	**$ 664,300**

BUDGET SUMMARY

	2014/15 BUDGET	2014/15 REVISED
TRANSFER TO GENERAL FUND - OPERATIONS	$ 663,900	$ 664,200
CURRENT YEAR BALANCE	100	100
TOTALS	**$ 664,000**	**$ 664,300**

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: March 9, 2015

WATER/WASTEWATER FUND
REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Fifteen Million Eight Hundred Four Thousand Nine Hundred dollars ($15,804,900) 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, 2014 and ending June 30, 2015:

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE - WATER	$ 658,400	$ 763,600
BEGINNING BALANCE - WASTEWATER	(98,500)	87,500
BEGINNING BALANCE - KCSA	155,000	453,400
TOTAL BEGINNING BALANCES	714,900	1,304,500
BASE REVENUE		
WATER FEES	4,616,400	4,616,400
WASTEWATER FEES	3,706,800	3,706,800
WASTEWATER ADJUSTMENT FEES	2,902,600	2,902,600
GROUNDWATER INFLOW ADJUSTMENT	1,862,500	1,862,500
WATER TANK SPACE LEASING	331,900	331,900
SEWER IMPACT FEES	427,900	427,900
WATER IMPACT FEES	472,700	472,700
INTEREST - WATER	9,000	9,000
INTEREST - WASTEWATER	14,000	14,000
MISCELLANEOUS SERVICE FEE	156,600	156,600
TOTAL REVENUES	14,500,400	14,500,400
TOTAL BEGINNING BALANCES AND REVENUES	**$ 15,215,300**	**$ 15,804,900**

2014-2015 BUDGET ORDINANCES - CONTINUED
WATER/WASTEWATER FUND EXPENSES AND BUDGET BALANCES

DIRECT EXPENSES	2014/15 BUDGET	2014/15 REVISED
ENGINEERING & INSPECTION	$ 500,900	$ 502,400
WATER CONSTRUCTION	252,500	253,300
WATER DEPARTMENT	485,300	488,600
WATER TREATMENT PLANT	1,576,900	1,582,200
WASTEWATER DEPARTMENT	974,100	974,700
DIRECT EXPENDITURE SUBTOTAL	3,789,700	3,801,200
OTHER EXPENSES		
DEBT SERVICE - WATER	534,100	534,100
DEBT SERVICE - WASTEWATER	617,900	617,900
RETIREES HEALTH CARE	200,000	200,000
OTHER EMPLOYMENT EXPENSES	17,700	6,200
KENT COUNTY TREATMENT CHARGE	3,655,000	3,655,000
INTRAFUND SERVICE FEES	1,354,900	1,371,100
OTHER EXPENSES SUBTOTAL	6,379,600	6,384,300
TRANSFER TO		
GENERAL FUND FROM WATER	250,000	250,000
GENERAL FUND FROM WASTEWATER	250,000	250,000
WATER IMP AND EXT	1,200,000	1,200,000
WASTEWATER IMP AND EXT	1,800,000	1,800,000
TRANSFER TO SUBTOTAL	3,500,000	3,500,000
TOTAL EXPENSES	13,669,300	13,685,500
CURRENT YEAR BALANCES		
CURRENT YEAR BALANCE WATER	1,020,100	1,113,300
CURRENT YEAR BALANCE WASTEWATER	(739,200)	(557,400)
CURRENT YEAR BALANCE KCSA	1,265,100	1,563,500
CURRENT YEAR BALANCE SUBTOTALS	1,546,000	2,119,400
TOTAL CURRENT YEAR BALANCES AND EXPENSES	**$ 15,215,300**	**$ 15,804,900**

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: March 9, 2015

WATER/WASTEWATER IMPROVEMENT & EXTENSION FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Seventeen Million, Four Hundred Forty Four Thousand, Eight Hundred dollars ($17,444,800) 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, 2014 and ending June 30, 2015:

CASH RECEIPTS

	2014/15 BUDGET	2014/15 REVISED
PRIOR YEAR BALANCE - WATER	$ 1,021,200	$ 7,588,800
PRIOR YEAR BALANCE - WASTEWATER	1,060,000	5,500,400
TOTAL BEGINNING BALANCES	2,081,200	13,089,200
RECEIPTS		
TRANS FROM OPERATING FUND FOR WATER	1,200,000	1,200,000
TRANS FROM OPERATING FUND FOR WASTEWATER	1,800,000	1,800,000
TRANSFER FROM WASTEWATER IMPACT FEE RESERVE	1,315,600	1,315,600
INTEREST INCOME	25,000	40,000
TOTAL RECEIPTS	4,340,600	4,355,600
TOTALS	**$ 6,421,800**	**$ 17,444,800**

EXPENSE SUMMARY

EXPENSES	2014/15 BUDGET	2014/15 REVISED
WATER	$ 1,336,900	$ 7,526,500
WASTEWATER	3,277,200	7,757,300
WATER TREATMENT PLANT	38,100	38,100
TOTAL EXPENSES	4,652,200	15,321,900
CURRENT YEAR BALANCE - WATER	858,700	1,244,200
CURRENT YEAR BALANCE - WASTEWATER	910,900	878,700
CURRENT YEAR BALANCE SUBTOTALS	1,769,600	2,122,900
TOTALS	**$ 6,421,800**	**$ 17,444,800**

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: March 9, 2015

WATER/WASTEWATER CAPITAL ASSET RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating One Million Forty One Thousand Six Hundred Dollars ($1,041,600) 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, 2014 and ending June 30, 2015:

CASH RECEIPTS

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE - WATER	$ 514,000	$ 508,500
BEGINNING BALANCE - WASTEWATER	512,900	507,300
TOTAL BEGINNING BALANCES	1,026,900	1,015,800
RECEIPTS		
INTEREST EARNINGS - WATER	8,700	8,700
INTEREST EARNINGS - WASTEWATER	8,700	8,700
2013 BONDS UNUSED COST OF ISSUANCE FUNDS WATER	-	5,300
2013 BONDS UNUSED COST OF ISSUANCE FUNDS WASTEWATER	-	3,100
TOTAL RECEIPTS	17,400	25,800
TOTALS	**$ 1,044,300**	**$ 1,041,600**

EXPENSE SUMMARY

	2014/15 BUDGET	2014/15 REVISED
CURRENT YEAR BALANCE - WATER	$ 522,700	$ 522,500
CURRENT YEAR BALANCE - WASTEWATER	521,600	519,100
CURRENT YEAR BALANCE SUBTOTALS	1,044,300	1,041,600
TOTALS	**$ 1,044,300**	**$ 1,041,600**

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: March 9, 2015

WATER/WASTEWATER IMPACT FEE RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Three Million Twenty Seven Thousand Nine Hundred Dollars ($3,027,900) 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, 2014 and ending June 30, 2015:

CASH RECEIPTS

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE - WATER	$ 200,500	$ 200,200
BEGINNING BALANCE - WASTEWATER	2,820,000	2,776,400
TOTAL BEGINNING BALANCES	3,020,500	2,976,600
RECEIPTS		
INTEREST EARNINGS - WATER	3,400	3,400
INTEREST EARNINGS - WASTEWATER	47,900	47,900
TOTAL RECEIPTS	51,300	51,300
TOTALS	**$ 3,071,800**	**$ 3,027,900**

EXPENSE SUMMARY

	2014/15 BUDGET	2014/15 REVISED
TRANSFER TO I & E FUND FROM WASTEWATER IMPACT FEES	$ 1,315,600	$ 1,315,600
CURRENT YEAR BALANCE - WATER	203,900	203,600
CURRENT YEAR BALANCE - WASTEWATER	1,552,300	1,508,700
CURRENT YEAR BALANCE SUBTOTALS	1,756,200	1,712,300
TOTALS	**$ 3,071,800**	**$ 3,027,900**

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: March 9, 2015

WATER/WASTEWATER CONTINGENCY RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Two Hundred Ninety Nine Thousand two Hundred dollars ($299,200) 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, 2014 and ending June 30, 2015:

CASH RECEIPTS

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE - WATER	$ 105,900	$ 104,700
BEGINNING BALANCE - WASTEWATER	191,500	189,400
TOTAL BEGINNING BALANCES	297,400	294,100
RECEIPTS		
INTEREST EARNINGS	5,100	5,100
TOTAL RECEIPTS	5,100	5,100
TOTALS	**$ 302,500**	**$ 299,200**

BUDGET SUMMARY

	2014/15 BUDGET	2014/15 REVISED
CURRENT YEAR BALANCE - WATER	$ 107,700	$ 106,500
CURRENT YEAR BALANCE - WASTEWATER	194,800	192,700
CURRENT YEAR BALANCE SUBTOTALS	302,500	299,200
TOTAL EXPENSES AND CURRENT YEAR BALANCES	**$ 302,500**	**$ 299,200**

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: March 9, 2015

ELECTRIC REVENUE FUND
REVENUES AND BUDGET FOR 2014-2015

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

The amount hereinafter named aggregating Eighty Eight Million Nine Hundred Ten Thousand Three Hundred dollars ($88,910,300) 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, 2014 and ending June 30, 2015:

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ 9,253,600	$ 6,603,800
BASE REVENUE		
DIRECT SALES TO CUSTOMER	78,043,000	78,043,000
UTILITY TAX	1,296,900	1,296,900
MISCELLANEOUS REVENUE	624,600	624,600
RENT REVENUE	200,000	200,000
GREEN ENERGY	130,000	130,000
INTEREST EARNINGS	12,000	12,000
TRANSFER FROM RATE STABILIZATION	2,000,000	2,000,000
TOTAL REVENUES	82,306,500	82,306,500
TOTALS	**$ 91,560,100**	**$ 88,910,300**

2014-2015 BUDGET ORDINANCES - CONTINUED
ELECTRIC FUND EXPENSES AND BUDGET BALANCE

EXPENSES	2014/15 BUDGET	2014/15 REVISED
POWER SUPPLY	$ 21,823,000	$ 21,823,000
SOLAR ENERGY	2,067,600	2,067,600
SOLAR RENEWAL ENERGY CREDITS	378,600	378,600
POWER SUPPLY MANAGEMENT	996,000	996,000
PJM CHARGES - ENERGY	11,499,800	11,499,800
PJM CHARGES - TRANSMISSION & FEES	7,234,100	7,234,100
CAPACITY CHARGES	9,958,900	9,958,900
SUB-TOTAL POWER SUPPLY	53,958,000	53,958,000
PLANT OPERATIONS	6,141,000	6,141,100
GENERATIONS FUELS	1,611,100	1,611,100
PJM SPOT MARKET ENERGY	(2,232,800)	(2,232,800)
PJM CREDITS	(486,700)	(486,700)
CAPACITY CREDITS	(8,881,500)	(8,881,500)
GENERATION SUBTOTAL	(3,848,800)	(3,848,800)
POWER SUPPLY & GENERATION SUBTOTAL	50,109,200	50,109,200
DIRECT EXPENDITURES		
TRANSMISSION/DISTRIBUTION	4,028,700	4,044,500
ELECTRICAL ENGINEERING	1,370,900	1,374,300
ADMINISTRATION	636,600	637,400
METER READING	267,600	267,600
SYSTEMS OPERATIONS	686,300	696,500
DIRECT EXPENDITURE SUBTOTALS	6,990,100	7,020,300
OTHER EXPENSES:		
UTILITY TAX	1,296,900	1,296,900
ALLOW FOR UNCOLLECTIBLES	200,000	200,000
CONTRACTUAL SERVICES	246,800	246,800
RETIREES HEALTH CARE	513,300	513,300
OTHER EMPLOYMENT EXPENSES	54,200	24,000
OPEB UNFUNDED LIABILITY	1,009,800	1,009,800
GREEN ENERGY PAYMENT TO DEMEC	130,000	130,000
INTRAFUND SERVICE FEES	3,508,100	3,588,200
INTEREST ON DEPOSITS	20,000	20,000
INVENTORY WRITE OFFS	175,000	175,000
DEBT SERVICE	3,297,000	3,297,000
OTHER EXPENSES SUBTOTAL	10,451,100	10,501,000
TRANSFER TO		
IMPROVEMENT & EXTENSION	4,750,000	4,750,000
GENERAL FUND	10,000,000	10,000,000
TRANSFER TO SUBTOTAL	14,750,000	14,750,000
TOTAL EXPENSES	82,300,400	82,380,500
CURRENT YEAR BALANCE	9,259,700	6,529,800
TOTALS	**$ 91,560,100**	**$ 88,910,300**

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: March 9, 2015

ELECTRIC UTILITY IMPROVEMENT AND EXTENSION FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Ten Million, Nine Hundred Sixty Seven Thousand Three Hundred Dollars ($10,967,300) 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, 2014 and ending June 30, 2015:

CASH RECEIPTS

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ 3,362,200	$ 5,942,500
RECEIPTS		
TRANSFER FROM ELECTRIC	4,750,000	4,750,000
GENERAL SERVICE BILLING	250,000	250,000
INTEREST EARNINGS	24,800	24,800
TOTAL RECEIPTS	5,024,800	5,024,800
TOTALS	**$ 8,387,000**	**$ 10,967,300**

EXPENSE SUMMARY

EXPENSES	2014/15 BUDGET	2014/15 REVISED
ELECTRIC GENERATION	$ 2,240,000	$ 2,739,300
TRANSMISSION AND DISTRIBUTION	1,061,700	1,804,200
ELECTRICAL ENGINEERING	1,663,100	2,800,200
TOTAL EXPENSES	4,964,800	7,343,700
CURRENT YEAR BALANCE	3,422,200	3,623,600
TOTALS	**$ 8,387,000**	**$ 10,967,300**

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: March 9, 2015

ELECTRIC UTILITY CONTINGENCY RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Eight Hundred Twenty Five Thousand dollars ($825,000) 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, 2014 and ending June 30, 2015:

CASH RECEIPTS

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ 820,100	$ 819,100
RECEIPTS		
INTEREST EARNINGS	5,900	5,900
TOTAL RECEIPTS	5,900	5,900
TOTALS	**$ 826,000**	**$ 825,000**

EXPENSE SUMMARY

	2014/15 BUDGET	2014/15 REVISED
CURRENT YEAR BALANCE	$ 826,000	$ 825,000
TOTALS	**$ 826,000**	**$ 825,000**

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: March 9, 2015

ELECTRIC UTILITY DEPRECIATION RESERVE
SOURCES AND USE OF FUNDS FOR 2014-2015

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

The amount hereinafter named aggregating Ten Million Fifteen Thousand Three Hundred dollars ($10,015,300) 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, 2014 and ending June 30, 2015:

CASH RECEIPTS

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ 9,898,000	$ 9,915,100
INTEREST EARNINGS	100,200	100,200
TOTALS	**$ 9,998,200**	**$ 10,015,300**

BUDGET SUMMARY

	2014/15 BUDGET	2014/15 REVISED
CURRENT YEAR BALANCE	$ 9,998,200	$ 10,015,300
TOTALS	**$ 9,998,200**	**$ 10,015,300**

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: March 9, 2015

ELECTRIC UTILITY FUTURE CAPACITY RESERVE
SOURCES AND USE OF FUNDS FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Ten Million One Hundred Thirty Six Thousand Nine Hundred dollars ($10,136,900) 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, 2014 and ending June 30, 2015:

CASH RECEIPTS

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ 10,076,200	$ 10,064,400
INTEREST EARNINGS	72,500	72,500
TOTALS	**$ 10,148,700**	**$ 10,136,900**

BUDGET SUMMARY

	2014/15 BUDGET	2014/15 REVISED
CURRENT YEAR BALANCE	$ 10,148,700	$ 10,136,900
TOTALS	**$ 10,148,700**	**$ 10,136,900**

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: March 9, 2015

ELECTRIC UTILITY INSURANCE STABILIZATION RESERVE
SOURCES AND USE OF FUNDS FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Seven Hundred Forty Two Thousand Eight Hundred dollars ($742,800) 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, 2014 and ending June 30, 2015:

CASH RECEIPTS

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ 738,300	$ 737,500
INTEREST EARNINGS	5,300	5,300
TOTALS	**$ 743,600**	**$ 742,800**

BUDGET SUMMARY

	2014/15 BUDGET	2014/15 REVISED
CURRENT YEAR BALANCE	$ 743,600	$ 742,800
TOTALS	**$ 743,600**	**$ 742,800**

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: March 9, 2015

ELECTRIC UTILITY RATE STABILIZATION RESERVE
SOURCES AND USE OF FUNDS FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Ten Million Five Hundred Forty One Thousand Five Hundred dollars ($10,541,500) 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, 2014 and ending June 30, 2015:

CASH RECEIPTS

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ 10,507,300	$ 10,465,800
INTEREST EARNINGS	75,700	75,700
TOTALS	**$ 10,583,000**	**$ 10,541,500**

BUDGET SUMMARY

	2014/15 BUDGET	2014/15 REVISED
TRANSFER TO ELECTRIC FUND	$ 2,000,000	$ 2,000,000
CURRENT YEAR BALANCE	8,583,000	8,541,500
TOTALS	**$ 10,583,000**	**$ 10,541,500**

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: March 9, 2015

WORKERS COMPENSATION FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

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 Twenty Four Thousand Four Hundred dollars ($1,624,400) 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, 2014 and ending June 30, 2015:

OPERATING REVENUES

	2014/15 BUDGET	2014/15 REVISED
PRIOR YEAR BALANCE	$ 1,135,000	$ 1,123,300
INTEREST INCOME	10,600	10,600
PREMIUM FROM CITY	490,500	490,500
TOTALS	**$ 1,636,100**	**$ 1,624,400**

OPERATING EXPENSES

	2014/15 BUDGET	2014/15 REVISED
PROGRAM EXPENSES/SUPPLIES - CLAIMS	$ 450,000	$ 450,000
INSURANCE	92,600	92,600
BANK FEES	600	600
STATE OF DEL - SELF INSURANCE TAX	37,000	37,000
CONTRACTUAL SERVICES	57,000	57,000
TOTAL EXPENSES	637,200	637,200
CURRENT YEAR BALANCE	998,900	987,200
TOTALS	**$ 1,636,100**	**$ 1,624,400**

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: March 9, 2015

LIBRARY GRANT FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

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

The amount hereinafter named aggregating Three Hundred Twenty Six Thousand two Hundred dollars ($326,200) 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, 2014 and ending June 30, 2015:

OPERATING REVENUES

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ 17,300	$ 44,800
STATE GRANT	274,100	278,900
FEDERAL GRANT	-	2,500
TOTALS	**$ 291,400**	**$ 326,200**

OPERATING EXPENSES

	2014/15 BUDGET	2014/15 REVISED
FURNITURE	$ 2,000	$ 15,100
OFFICE SUPPLIES	24,000	28,000
PRINTING/DUPLICATING	8,900	14,000
AUDIO VISUAL SUPPLIES	74,000	75,100
BOOKS	128,900	132,600
PROGRAM EXPENSES/SUPPLIES	28,000	29,900
POSTAGE	100	100
TRAINING/CONF/FOOD/TRAV	3,500	3,500
CONTRACTUAL SERVICES	-	900
OFFICE EQUIPMENT/REPAIRS & MAINT	2,000	6,000
COMPUTER HARDWARE	2,700	-
OTHER EQUIP - LEASE	-	1,200
SUBTOTAL EXPENSES STATE GRANTS	274,100	306,400
PROGRAM EXPENSES/SUPPLIES	-	2,500
SUBTOTAL EXPENSES FEDERAL GRANTS	-	2,500
CURRENT YEAR BALANCE	17,300	17,300
TOTALS	**$ 291,400**	**$ 326,200**

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: March 9, 2015

POLICE GRANTS FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

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

The amount hereinafter named aggregating Six Hundred Eight Thousand Five Hundred dollars ($608,500) 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, 2014 and ending June 30, 2015:

OPERATING REVENUES

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ 77,200	$ 172,100
STATE AND FEDERAL GRANTS	339,000	436,400
TOTALS	**$ 416,200**	**$ 608,500**

OPERATING EXPENSES

	2014/15 BUDGET	2014/15 REVISED
CADET PROGRAM SALARIES AND BENEFITS	$ -	$ 17,900
POLICE EQUIPT & PROG SUPP	156,000	317,900
TECHNOLOGY EQUIPMENT	50,000	47,800
CELL PHONE CHARGES	15,000	15,000
TRAINING	32,000	45,000
AUDIT FEES	1,000	1,000
CONTRACTUAL SERVICES	6,000	10,200
SUBTOTAL EXPENSES	260,000	454,800
OPERATING TRANSFERS-OUT	124,000	124,000
SUBTOTAL FINANCING USES	124,000	124,000
CURRENT YEAR BALANCE	32,200	29,700
TOTALS	**$ 416,200**	**$ 608,500**

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: March 9, 2015

CDBG FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Two Hundred Eighty Six Thousand Three Hundred dollars ($286,300) 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, 2014 and ending June 30, 2015:

OPERATING REVENUES

	2014/15 BUDGET	2014/15 REVISED
BEGINNING BALANCE	$ -	$ 2,100
STATE AND FEDERAL GRANTS	235,000	284,200
TOTALS	**$ 235,000**	**$ 286,300**

OPERATING EXPENSES

	2014/15 BUDGET	2014/15 REVISED
Prior year Closing cost/down payment program	$ -	$ 200
Prior year MHDC home repair	-	2,000
Prior year Elizabeth W Murphey School	-	1,200
Prior year Ncall Research Inc.	-	2,300
Prior year Milford housing H/O rehab	-	3,000
Current year closing cost/down payment program	102,800	102,800
Current year Dover interfaith ministry	27,500	27,500
Current year Elizabeth W Murphey school	50,000	50,000
Current year Ncall Research Inc.	7,700	7,700
Current year salaries	47,000	87,500
TOTAL EXPENDITURES	235,000	284,200
CURRENT YEAR BALANCE	-	2,100
TOTALS	**$ 235,000**	**$ 286,300**

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: March 9, 2015

CERTIFICATE OF RECOGNITION

***WHEREAS**, Ms. Judaea Clarke, a South Dover Elementary School second grade student, noticed that her fellow classmate was choking during lunch, and acted quickly to dislodge a piece of celery; and*

***WHEREAS**, due to the courage and quick thinking exhibited by Ms. Clarke, the life of another individual was saved; and*

***WHEREAS**, Ms. Clarke was recognized as a South Dover Superhero, as her actions serve as an example of the importance of South Dover's "4 Be Rules" (Be Responsible, Be Respectful, Be Your Best, and Be Safe!); and*

***WHEREAS**, Ms. Clarke's heroic efforts exemplify the model behavior encouraged at South Dover Elementary School and throughout the City of Dover.*

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

JUDAEA CLARKE

on this 23rd day of March 2015

ROBIN R. CHRISTIANSEN
MAYOR

DAVID L. BONAR
COUNCIL PRESIDENT

CERTIFICATE OF RECOGNITION

***WHEREAS**, on December 29, 2014, an employee of the City of Dover began choking while eating dinner during his night shift at the Dover Fire Department; and*

***WHEREAS**, Mr. Daniel Godwin, a 17 year old high school senior, probationary member of the Dover Fire Department and student in the EMT program at the Delaware State Fire School, observed the incident and quickly responded by performing the Heimlich Maneuver until a piece of steak was dislodged; and*

***WHEREAS**, due to the courage and quick thinking exhibited by Mr. Godwin, the life of another individual was saved; and*

***WHEREAS**, Mr. Godwin's heroic efforts exemplify the model behavior encouraged throughout the City of Dover.*

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

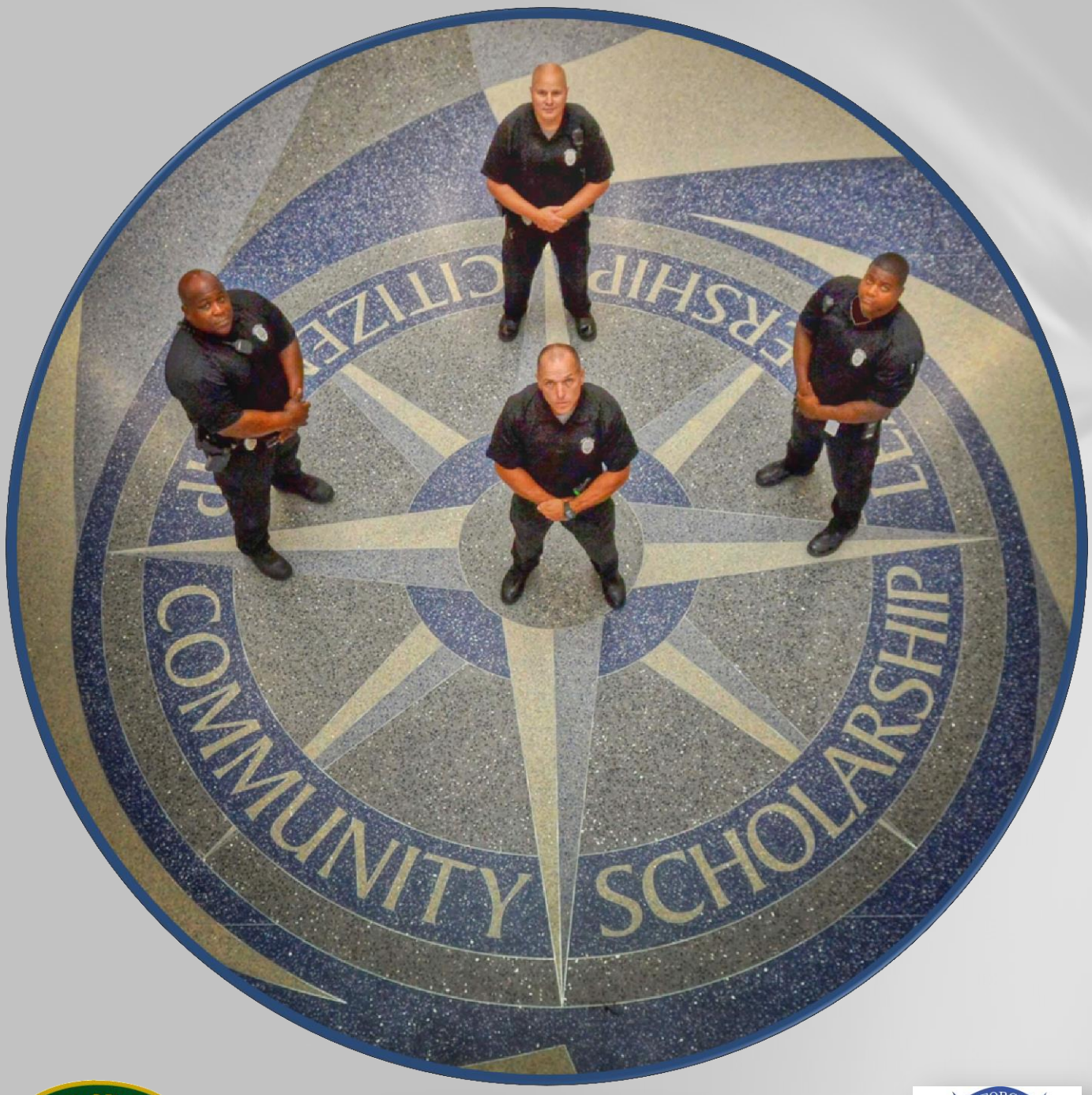
DANIEL GODWIN

on this 23rd day of March 2015

ROBIN R. CHRISTIANSEN
MAYOR

DAVID L. BONAR
COUNCIL PRESIDENT

DOVER POLICE DEPARTMENT
2014
ANNUAL REPORT



City of Dover Police Department
Annual Report
2014

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DEPARTMENT OF POLICE

Paul M. Bernat
Chief of Police
F.B.I.N.A.

400 South Queen Street
Dover, Delaware 19904
302-736-7111
Fax: 302-672-1842

March 23, 2015

Honorable Robin Christiansen, Mayor
Members of Dover City Council
City Hall
Dover, DE 19901

Mayor Robin Christiansen and Council Members:

It is with great pleasure that I submit to you the 2014 Annual Report of the Dover Police Department. 2014 was a very challenging year and the men and women of the Dover Police Department met the challenges head on. We experienced sporadic shootings, a serial burglar, four bank robberies and had our re-assessment for National Accreditation. 2014 was a very busy year.

The Dover Police Department received 35,449 complaints in 2014. That is 229 less complaints than in 2013. It should be noted that the department did not provide "lock jocks" in 2014. In 2013 we provided "lock jocks" to 1,166 citizens, so in actuality complains would have increased in 2014.

In 2014 the total "Group A" crimes continued the downward trend for the fourth year in a row, with a 10% decrease over 2013. The city experienced an astonishing 18% decrease in violent crime, which includes murder, forcible rape, robbery and aggravated assault. It should be noted that the downtown area did not experience the same decreases. The downtown area had the following increases:

Homicides	200%	increase
Burglary	93%	increase
Assault	33%	increase
Drugs	30%	increase
Fraud	144%	increase
Theft	60%	increase

In 2014 the downtown area robberies did decrease by 32% compared to 2013 robberies.

The Dover Police Department continues to excel in investigating major crimes. We have some of the highest clearance rates in the nation when compared to cities of similar size. This year we experienced 13 additional robberies than in 2013 and 72% of these crimes were cleared. There were 80 burglary investigations in 2014, 18 less than 2013. Of the 80 burglaries, 55% of these crimes were cleared. As you view the graphs on pages 9 and 11 you will see that we have greatly exceeded national averages again this year in clearance rates.

It has long been the philosophy of the Dover Police Department that a very large percentage of crime in Dover is tied to illegal drugs. This year the Drugs, Vice and Organized Crime Section saw an increase of 63 arrests for a total of 1,726 proactive arrests involving drugs and counterfeit merchandise. As a result of these arrests, this group of officers seized significant amounts of illegal drugs and money. These seizures include 5,750 grams of marijuana, 777 grams of cocaine, 175 grams of heroin, 81prescription pills and $174,068.00 in currency. Along with illegal drugs and money, the DVOC also seized 14 handguns and 14 rifles.

In November 2014 the Dover Police Department installed a prescription drug drop off box in the lobby of the police department. The DVOC Unit is also responsible for the care and maintenance of this prescription drug drop off box. In two months the DVOC Unit received a total of 104 lbs. of miscellaneous prescription drugs which could have fell into the hands of children or illicit drug offenders.

You will notice that the number of crashes (accidents) have decreased from 2013 to 2014. In 2014 they decreased by 4% from the previous year. Traffic arrests for calendar year 2014 decreased by 8% as compared to 2013. The total number of traffic arrests this year is 17,012.

In closing, please take the time to review this report in its entirety, since I have only taken the time to highlight a few specific areas. As Chief of Police, I am very proud of the hard work and dedication put forth by my co-workers, the employees of the Dover Police Department. I can say without hesitation that the men and women of the Dover police Department will continue to serve the citizens of Dover with the utmost professionalism and make Dover a safe place to live, visit and shop.

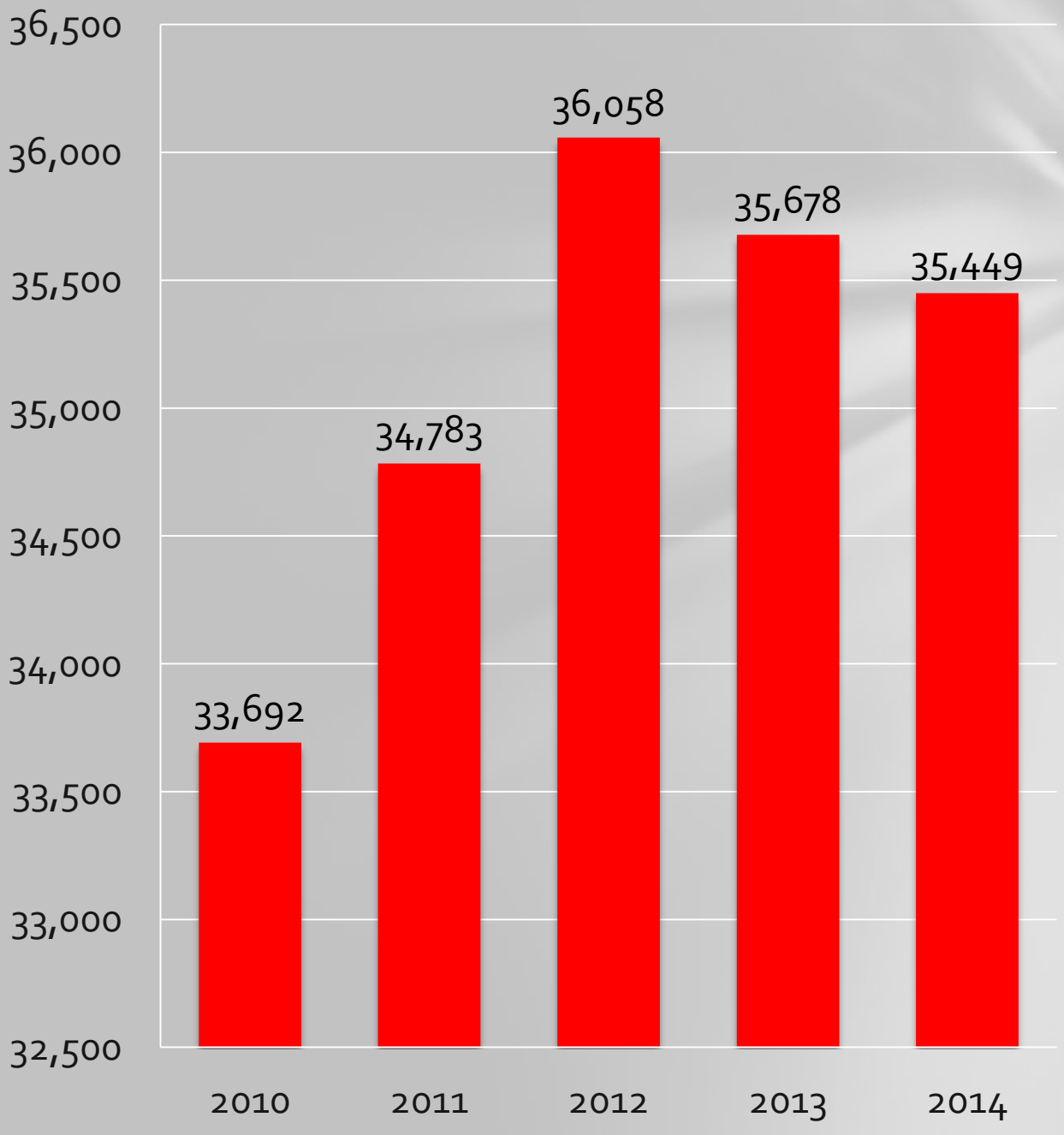
Respectfully submitted,

Paul M. Bernat

Paul M. Bernat
Chief of Police

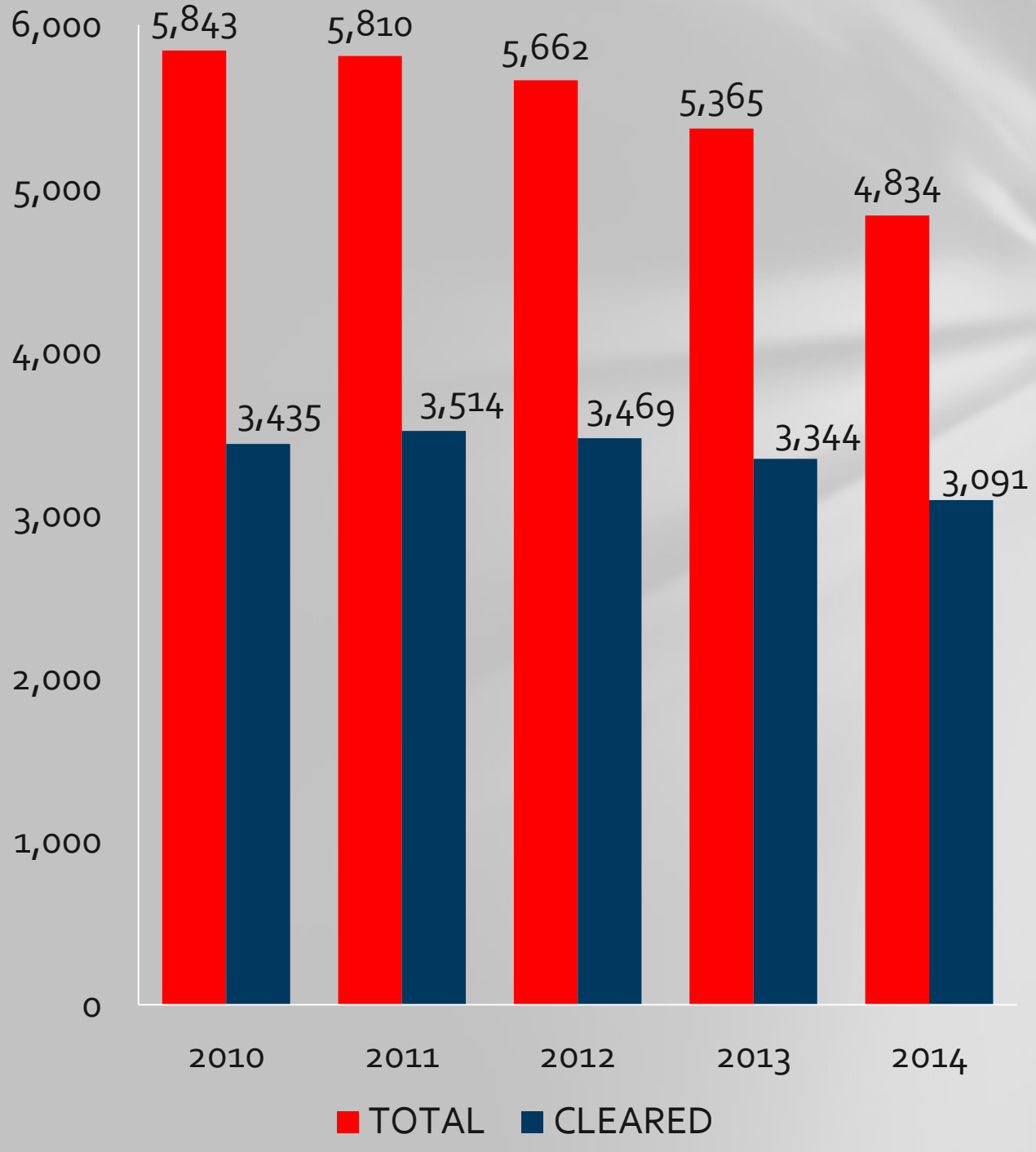
City of Dover Police Department
Annual Report

Complaints
Five Year Comparison



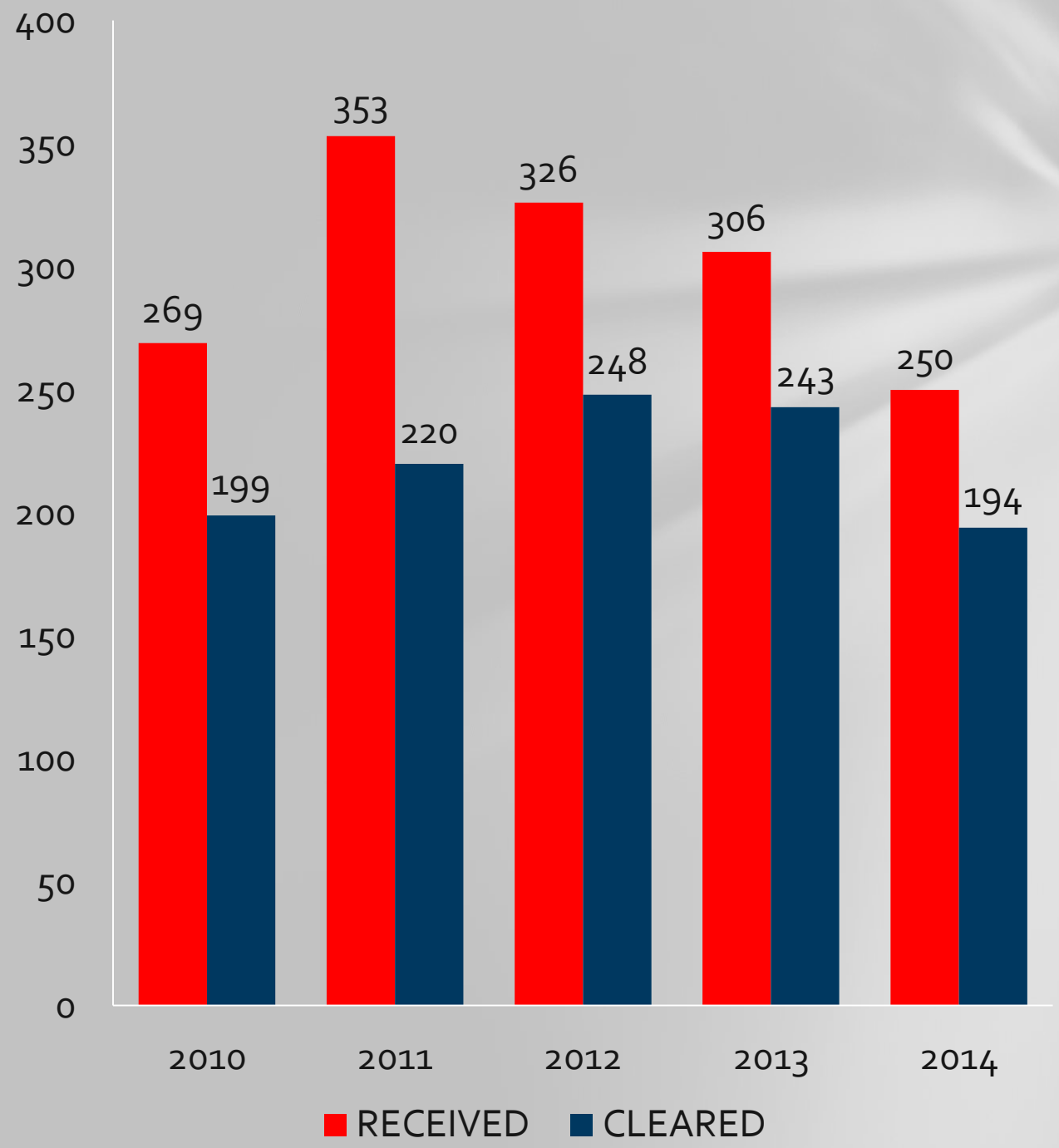
City of Dover Police Department
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Total Group A Crime
Five Year Comparison



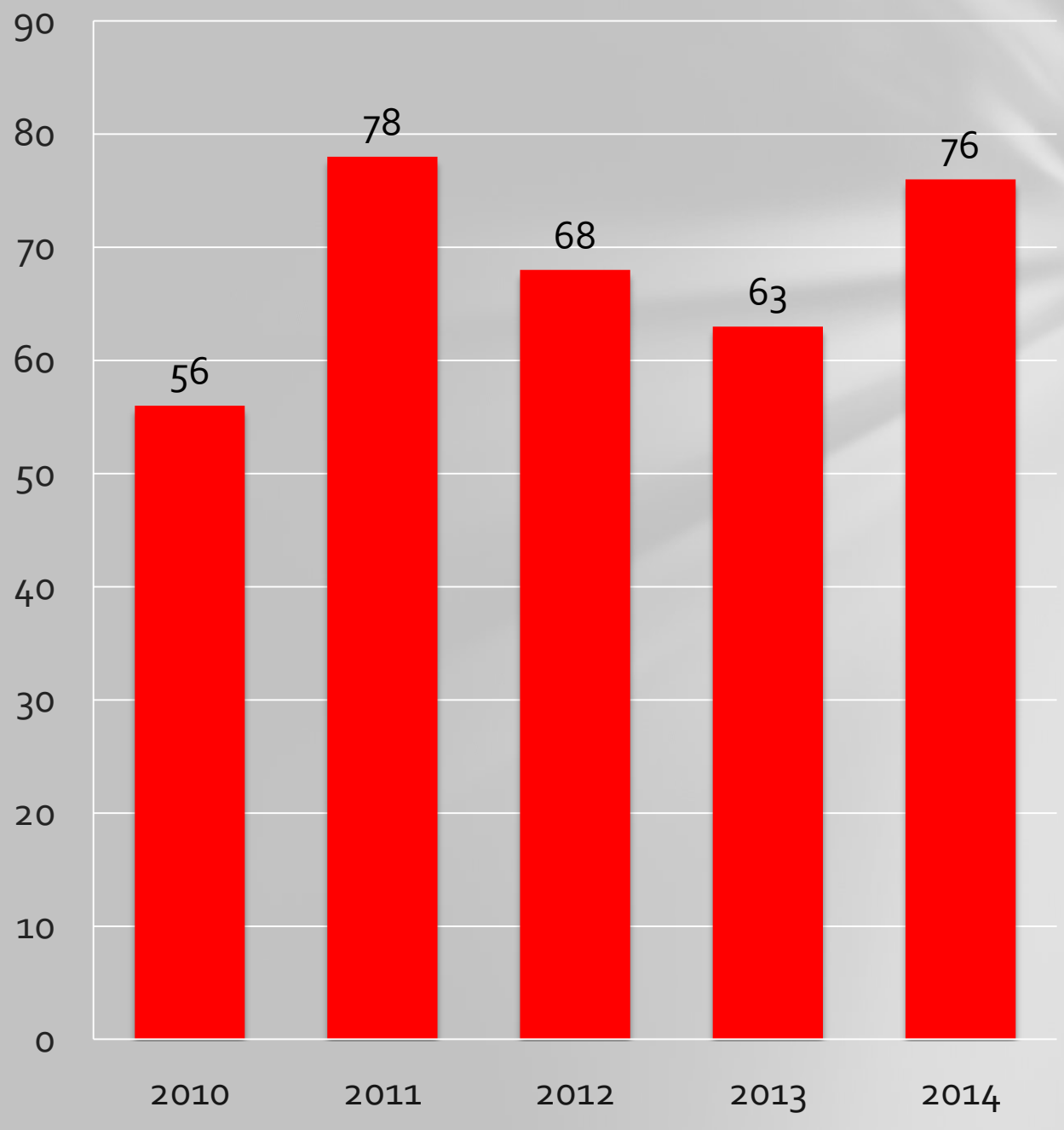
City of Dover Police Department
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Violent Crime
(Murder, Forcible Rape, Robbery, Aggravated Assault)
Five Year Comparison



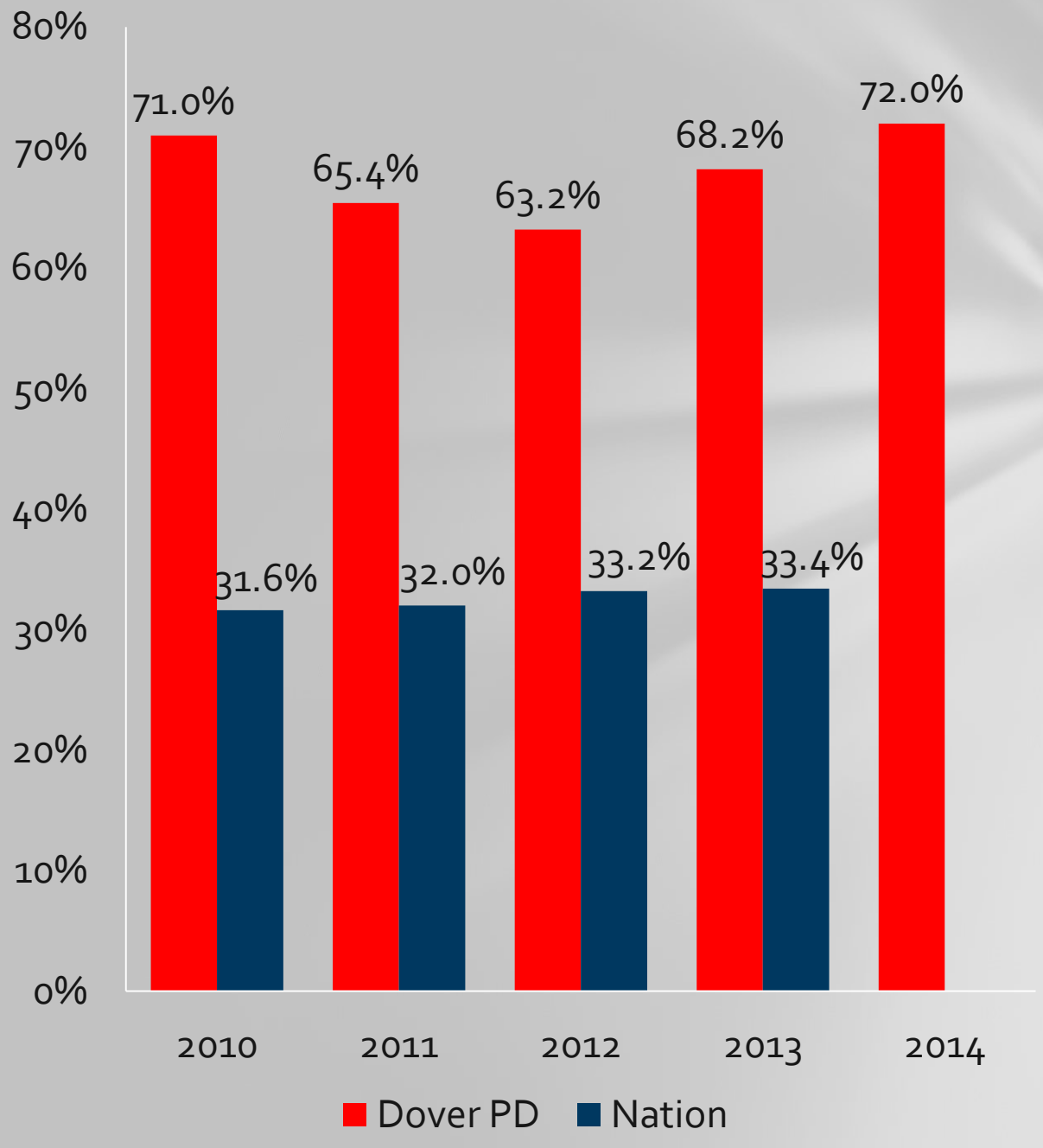
City of Dover Police Department
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Robberies
Five Year Comparison



City of Dover Police Department
Annual Report

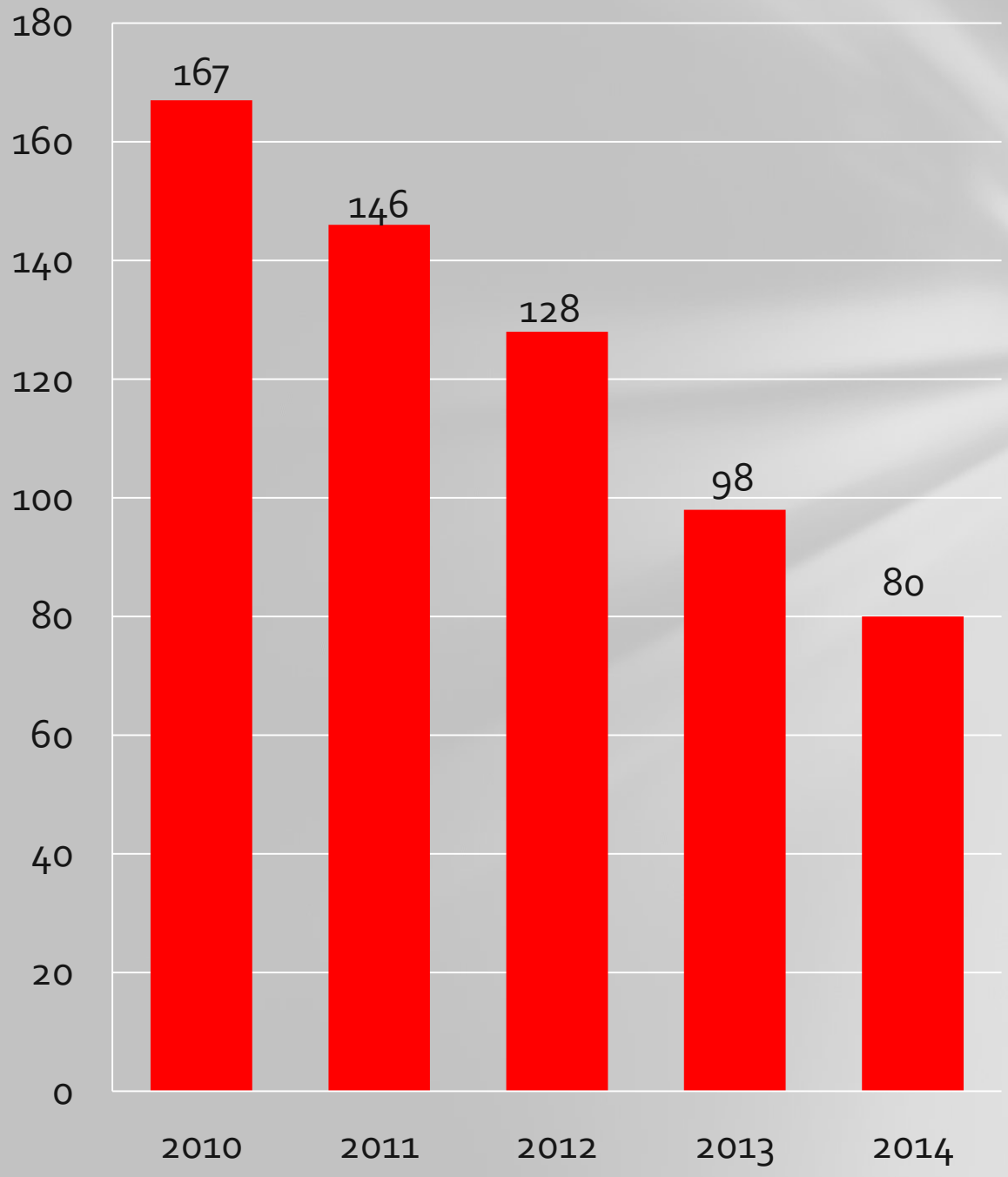
Robbery Clearance Rate
Dover Police Department vs. Nation



NATIONAL FIGURES NOT AVAILABLE FOR 2014

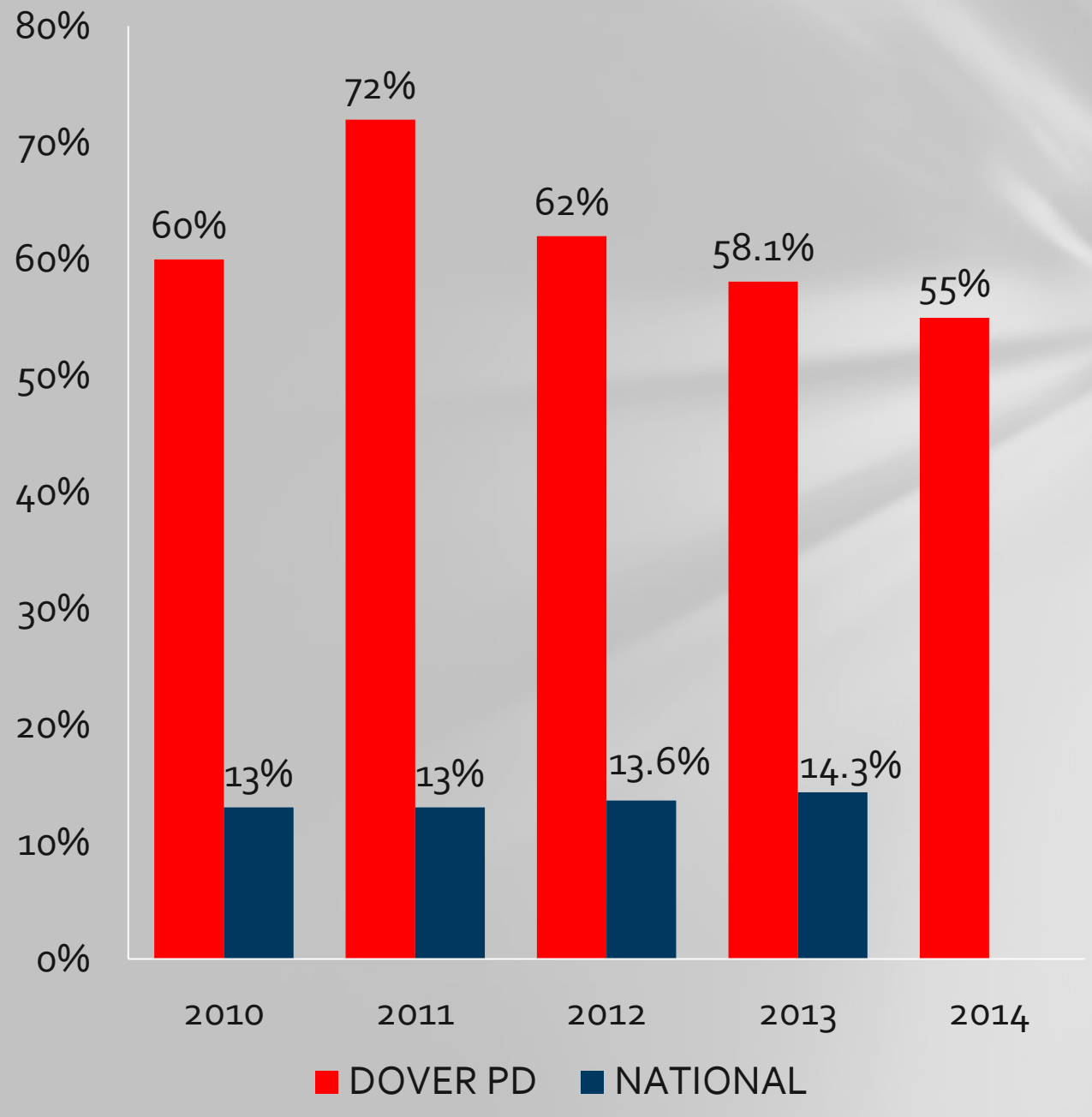
City of Dover Police Department
Annual Report

Burglaries
Five Year Comparison



City of Dover Police Department
Annual Report

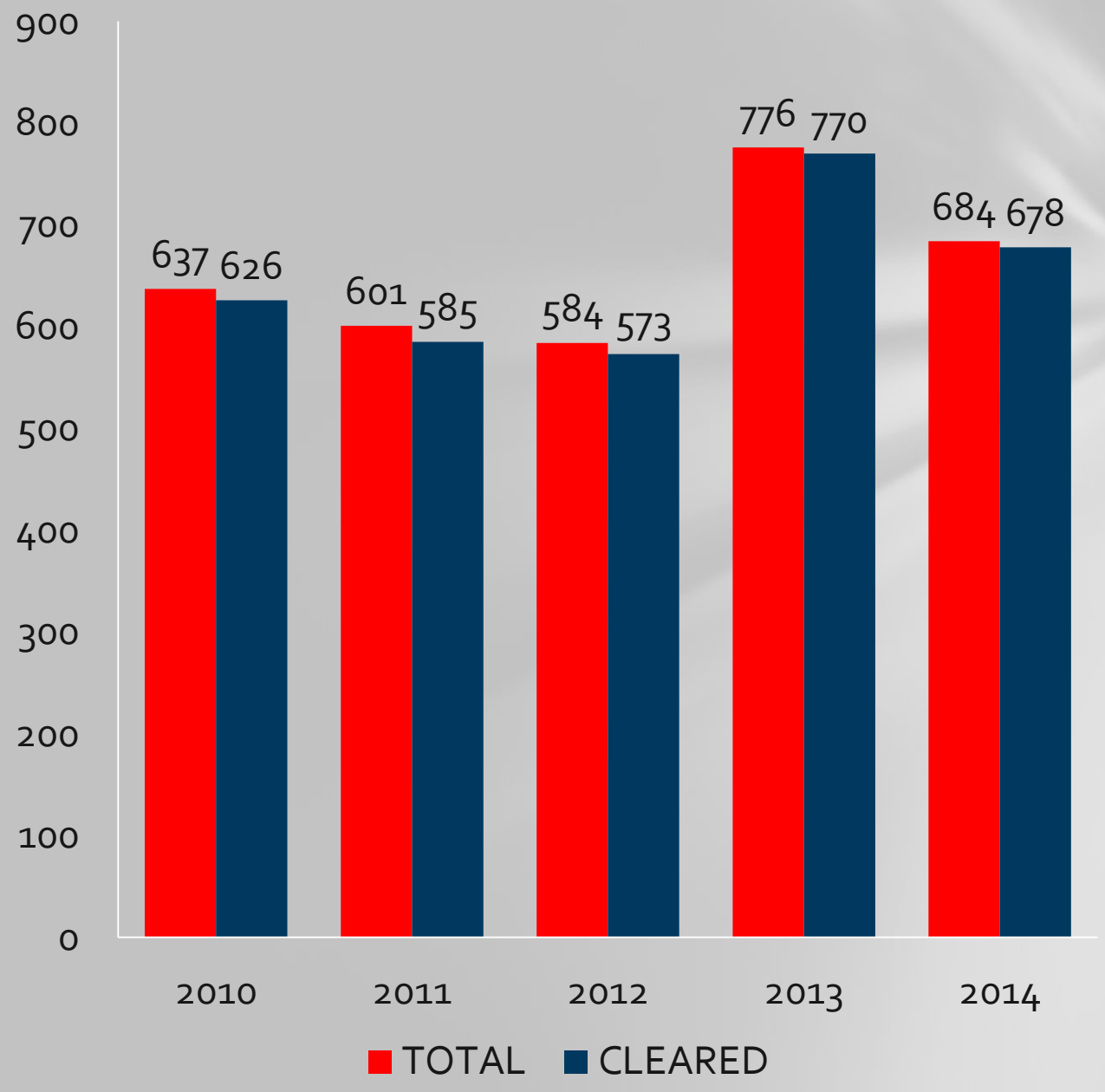
Burglary Clearance Rate
Dover Police Department vs. Nation



NATIONAL FIGURES NOT AVAILABLE FOR 2014

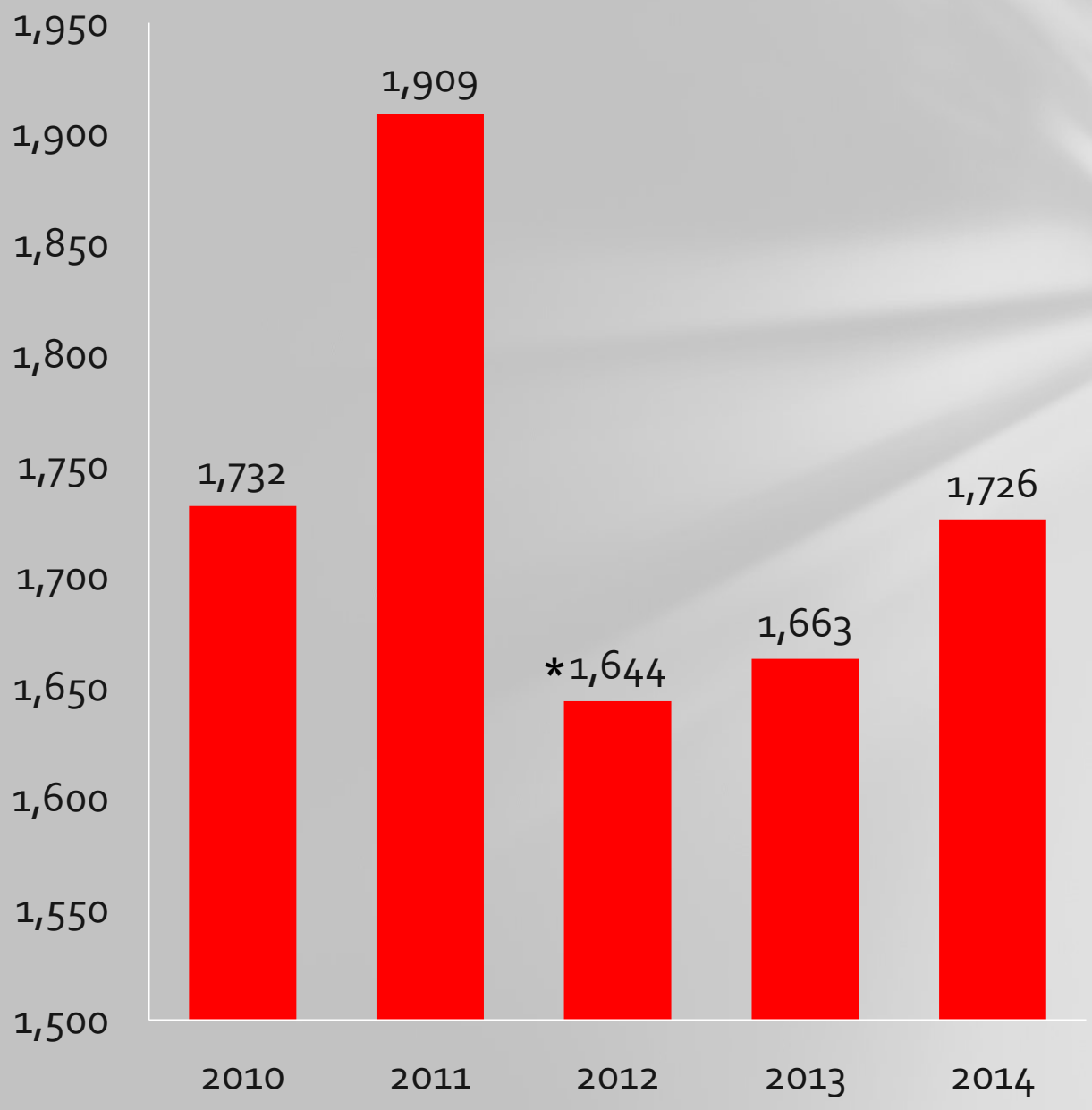
City of Dover Police Department
Annual Report

Drug Offenses
Five Year Comparison



City of Dover Police Department
Annual Report

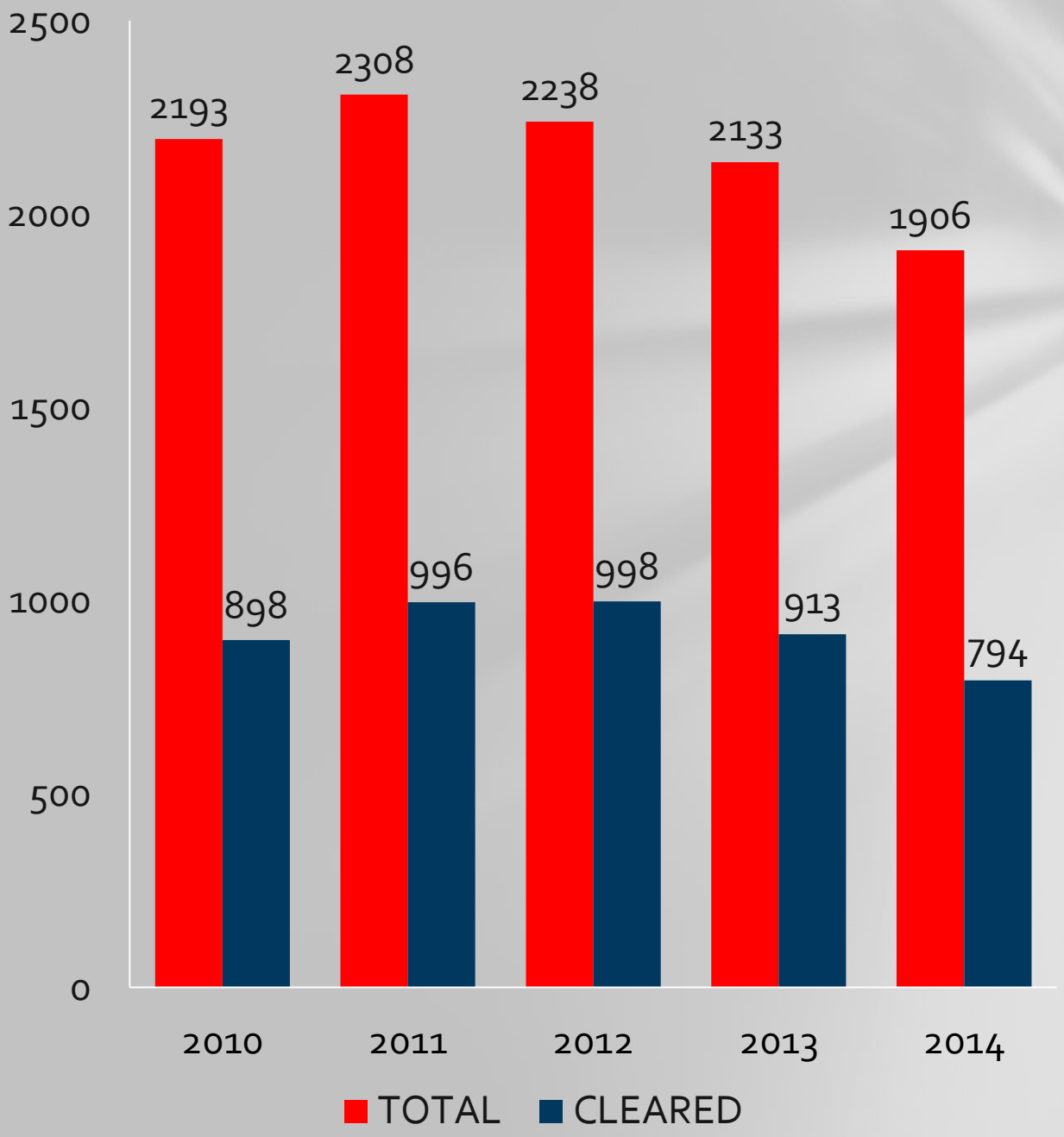
Drug Arrests
By the
Drugs, Vice and Organized Crime Section



*Number of Arrests Dropped Due to Drug Law Changes

City of Dover Police Department
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Property Crime
(Burglary, Theft, Motor Vehicle Theft, Arson)
Five Year Comparison



CRIME CLEARANCE COMPARISON
NATIONAL AVERAGE VS DOVER POLICE DEPARTMENT

CITIES WITH POPULATION OF 25,000 TO 49,999

	NATIONAL 2013	DOVER 2013	DOVER 2014
VIOLENT CRIME *(TOTAL)*	50%	79%	78%
Murder	65%	100%	50%
Forcible Rape	34%	84%	80%
Robbery	33%	68%	72%
Aggravated Assault	60%	82%	87%
PROPERTY CRIME *(TOTAL)*	24%	43%	42%
Burglary	14%	58%	55%
Theft	27%	43%	42%
Motor Vehicle Theft	15%	20%	28%
Arson	24%	N/A	N/A
FORCIBLE RAPE			
Rape by Force	33%	92%	80%
Assault to Rape	42%	81%	N/A
ROBBERY			
Firearm	27%	61%	72%
Knife	36%	83%	69%
Other Dangerous Weapon	33%	0%	100%
Strong-arm	37%	93%	75%
AGGRAVATED ASSAULT			
Firearm	48%	73%	68%
Knife	64%	94%	85%
Other Dangerous Weapon	59%	89%	91%
Hands, Feet, Other	64%	76%	65%
BURGLARY			
Forcible Entry	13%	57%	46%
Unlawful Entry, No Force	15%	48%	73%
Attempted Forcible Entry	11%	91%	100%
MOTOR VEHICLE THEFT			
Autos	16%	23%	40%
Trucks and Buses	12%	50%	0%
Other Vehicles	12%	0%	5%
ARSON			
Structural	29%	N/A	N/A
Mobile	13%	N/A	N/A
Other	22%	N/A	N/A

City of Dover Police Department
Annual Report
Criminal Summary

CRIMINAL SUMMARY Page 1 of 2	OFFENSES				ARRESTS			
	RECEIVED		CLEARED		ADULT		JUVENILE	
GROUP A OFFENSES	*2013*	*2014*	*2013*	*2014*	*2013*	*2014*	*2013*	*2014*
CRIMINAL HOMICIDE TOTAL	1	2	1	2	2	0	0	0
MURDER NON-NEG. MANSLAUGHTER	1	2	1	2	2	1	0	0
NEGLIGENT MANSLAUGHTER	0	0	0	0	0	0	0	0
KIDNAPPING AND ABDUCTION	29	19	21	18	22	12	0	2
SEXUAL OFFENSES, FORCIBLE	38	26	32	22	15	11	2	2
RAPE BY FORCE	12	10	11	8	5	3	2	0
RAPE BY FORCE - ATTEMPTED	0	0	0	0	0	0	0	0
FORCIBLE SODOMY	3	3	2	3	0	2	0	1
SEXUAL ASSAULT WITH AN OBJECT	0	0	0	0	0	0	0	0
FORCIBLE FONDLING	21	13	17	11	9	6	0	1
FORCIBLE FONDLING - ATTEMPTED	2	0	2	0	1	0	0	0
ROBBERY TOTAL	63	76	43	55	33	35	8	13
FIREARM	38	35	23	24	21	15	0	3
KNIFE OR CUTTING INSTRUMENT	6	13	5	9	4	5	0	1
OTHER DANGEROUS WEAPON	5	4	2	4	2	2	0	0
STRONGARM	14	24	13	18	6	13	8	9
ASSAULT TOTAL	1009	983	831	851	553	610	100	108
AGGRAVATED TOTAL	204	162	167	129	104	92	16	10
AGGRAVATED, FIREARM	83	50	61	34	27	13	4	4
AGGRAVATED, KNIFE/CUTTING INST	36	40	34	34	20	28	3	2
AGGRAVATED, OTHER WEAPON	56	55	50	50	43	40	3	4
AGGRAVATED, STRONG-ARM	29	17	22	11	14	11	6	0
NON-AGGRAVATED TOTAL	805	821	664	722	449	518	84	98
NON-AGG., SIMPLE/HARASSMENT	642	699	547	627	380	459	72	92
NON-AGG., INTIMIDATION	163	122	117	95	69	59	12	6
ARSON TOTAL	0	0	0	0	0	0	0	0
STRUCTURAL	0	0	0	0	0	0	0	0
MOBILE	0	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0	0
EXTORTION/BLACKMAIL	3	0	3	0	2	0	0	0
BURGLARY TOTAL	98	80	57	44	20	20	7	6
FORCEFUL ENTRY	56	56	32	26	14	9	4	4
UNLAWFUL ENTRY, NO FORCE	31	22	15	16	6	9	3	2
ATTEMPTED FORCIBLE ENTRY	11	2	10	2	0	2	0	0

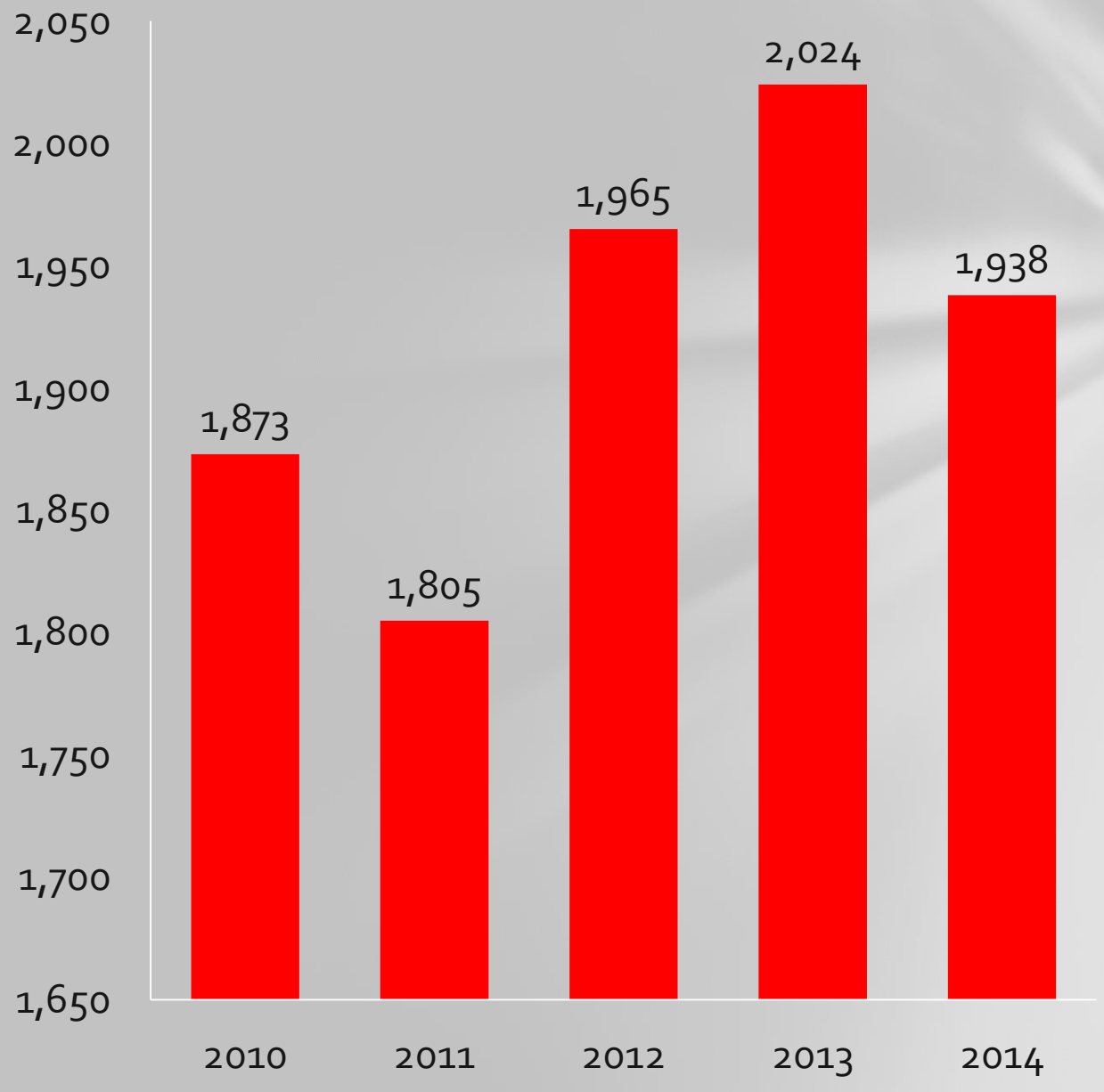
City of Dover Police Department
Annual Report
Criminal Summary

CRIMINAL SUMMARY
Page 2 of 2

	OFFENSES				ARRESTS			
	RECEIVED		CLEARED		ADULT		JUVENILE	
	2013	2014	2013	2014	2013	2014	2013	2014
LARCENY - THEFT	1949	1765	839	733	727	633	162	111
PICK POCKET	2	3	0	1	0	2	0	0
PURSE SNATCH	1	1	0	0	0	0	0	0
SHOPLIFTING	920	802	638	524	598	516	138	92
THEFT FROM BUILDING	494	459	130	118	84	82	16	9
THEFT FROM COIN-OP MACHINE	2	0	0	0	0	0	0	0
THEFT FROM MOTOR VEHICLE	244	282	34	58	25	19	4	3
THEFT OF VEHICLE PARTS/ACC.	38	25	2	2	2	1	0	0
OTHER	248	193	35	30	18	13	4	7
MOTOR VEHICLE THEFT TOTAL	86	61	17	17	10	7	0	0
AUTOS	69	40	16	16	9	7	1	0
TRUCKS AND BUSES	2	2	1	0	1	0	0	0
OTHER VEHICLES	15	19	0	1	0	0	0	0
COUNTERFEIT/FORGERY	38	44	30	41	24	18	0	0
FRAUD	296	304	238	224	115	97	2	8
FALSE PRETENSE/SWINDLE	159	171	121	120	75	65	0	2
CREDIT CARD/ATM	40	48	32	27	5	2	0	0
IMPERSONATION	97	85	85	77	35	30	2	6
WELFARE FRAUD	0	0	0	0	0	0	0	0
WIRE FRAUD	0	0	0	0	0	0	0	0
EMBEZZLEMENT	35	27	30	22	22	18	0	0
RECEIVING STOLEN PROPERTY	31	29	31	24	20	19	2	0
DESTRUCTION/DAMAGE PROPERTY	749	690	255	233	78	64	15	14
DRUG/NARCOTIC OFFENSES	776	684	770	678	395	317	36	33
DRUG/NARCOTIC	394	349	390	345	383	296	36	32
DRUG EQUIPMENT	382	335	380	333	12	21	0	1
SEXUAL OFFENSES, NON-FORCIBLE	5	7	5	6	6	5	1	0
INCEST	0	0	0	0	0	0	0	0
STATUTORY RAPE	5	7	5	6	6	5	1	0
PORNOGRAPHY/OBSCENE MATERIAL	2	4	2	3	1	0	0	0
GAMBLING OFFENSES	1	2	1	2	1	1	0	1
PROSTITUTION	2	0	2	0	1	0	0	0
PROSTITUTION	2	0	2	0	1	0	0	0
PATRONIZE/PROMOTE PROSTITUTION	0	0	0	0	0	0	0	0
BRIBERY	0	1	0	1	0	0	0	0
WEAPONS LAW VIOLATIONS	154	130	136	115	20	17	5	5
TOTAL GROUP A OFFENSES	5365	4934	3344	3091	2066	1884	341	303

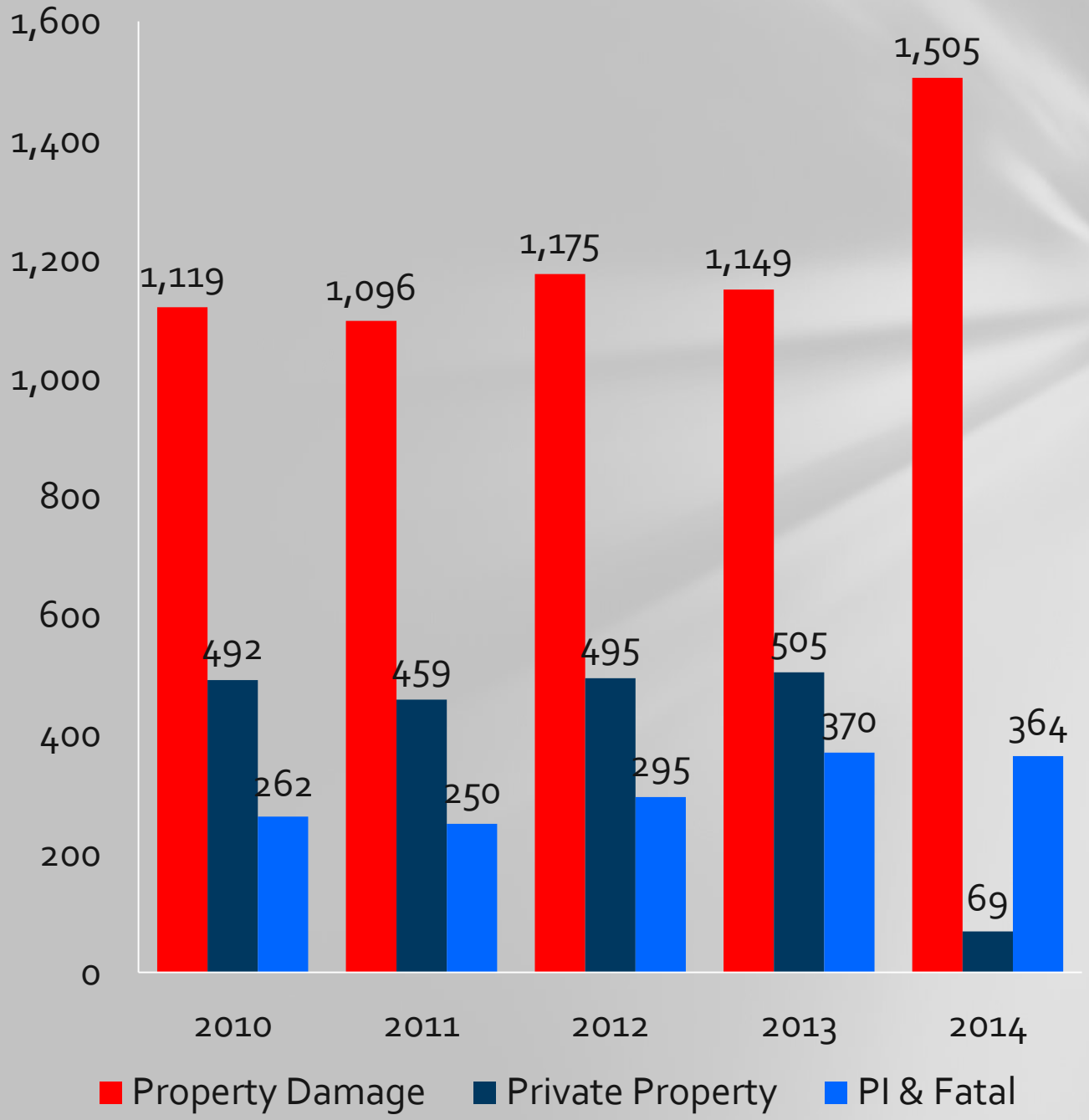
City of Dover Police Department
Annual Report

Crashes
Five Year Comparison



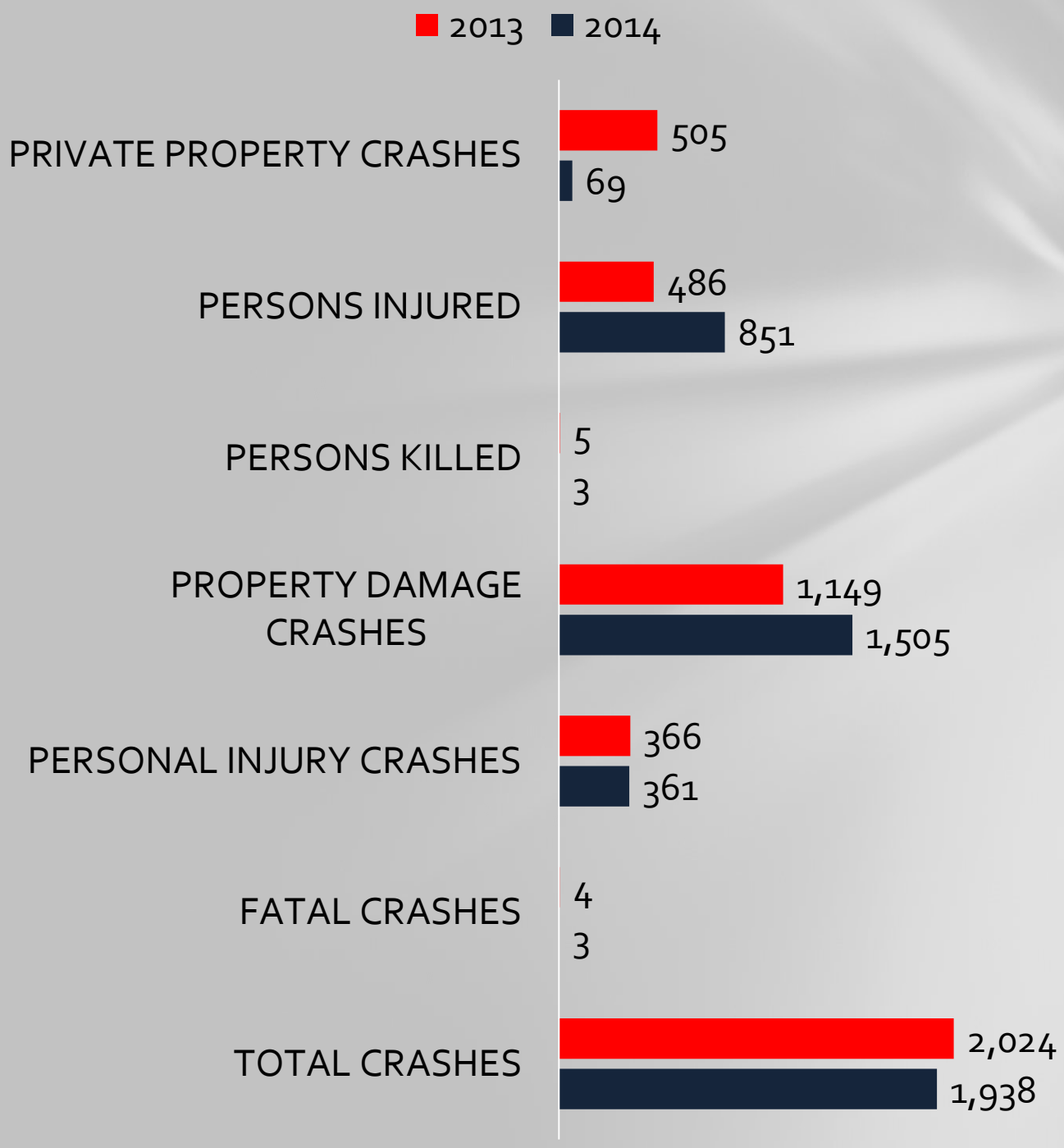
City of Dover Police Department
Annual Report

Crash Breakdown
Five Year Comparison



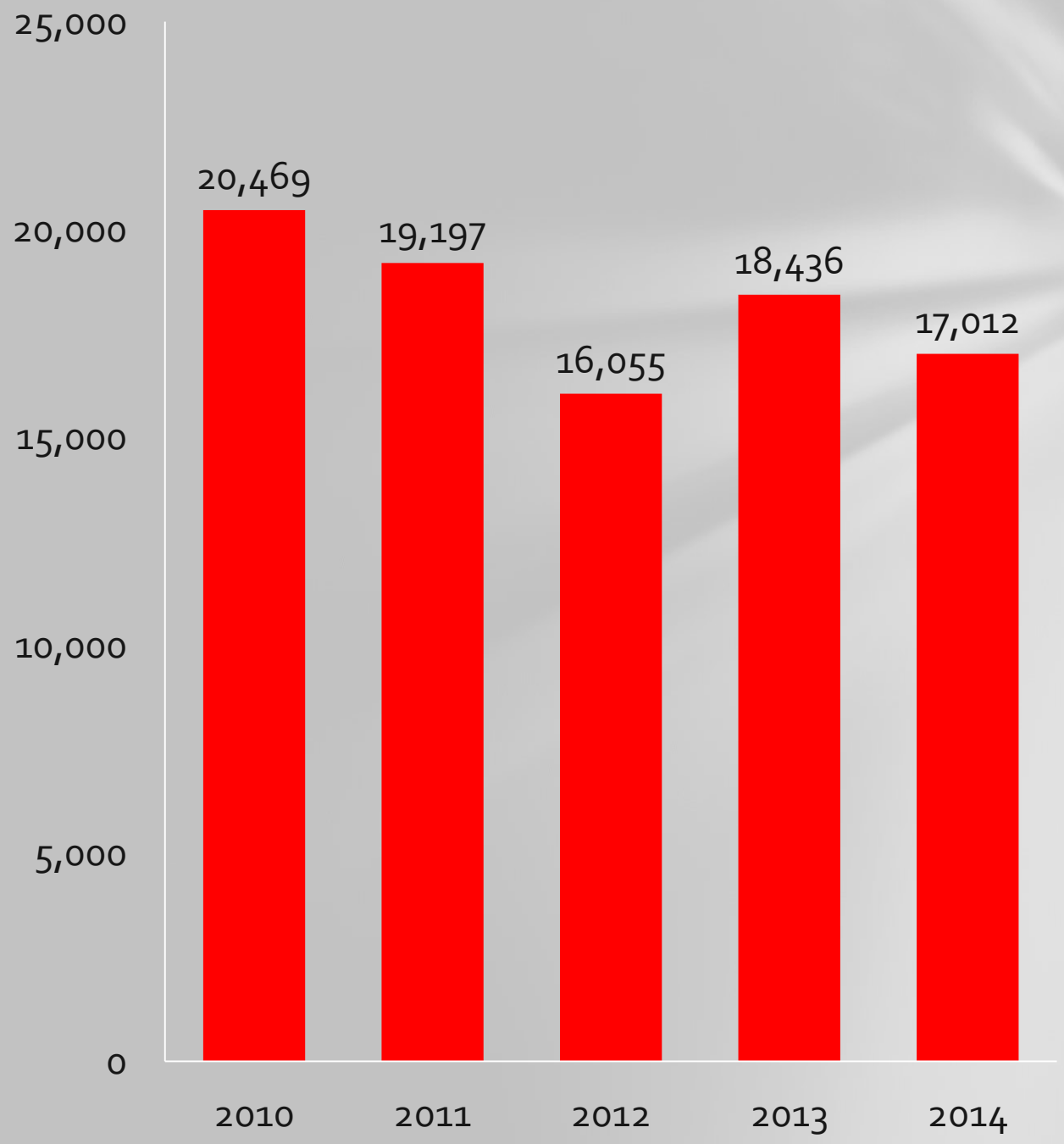
City of Dover Police Department
Annual Report

Traffic Crash Summary



City of Dover Police Department
Annual Report

Traffic Arrests
Five Year Comparison



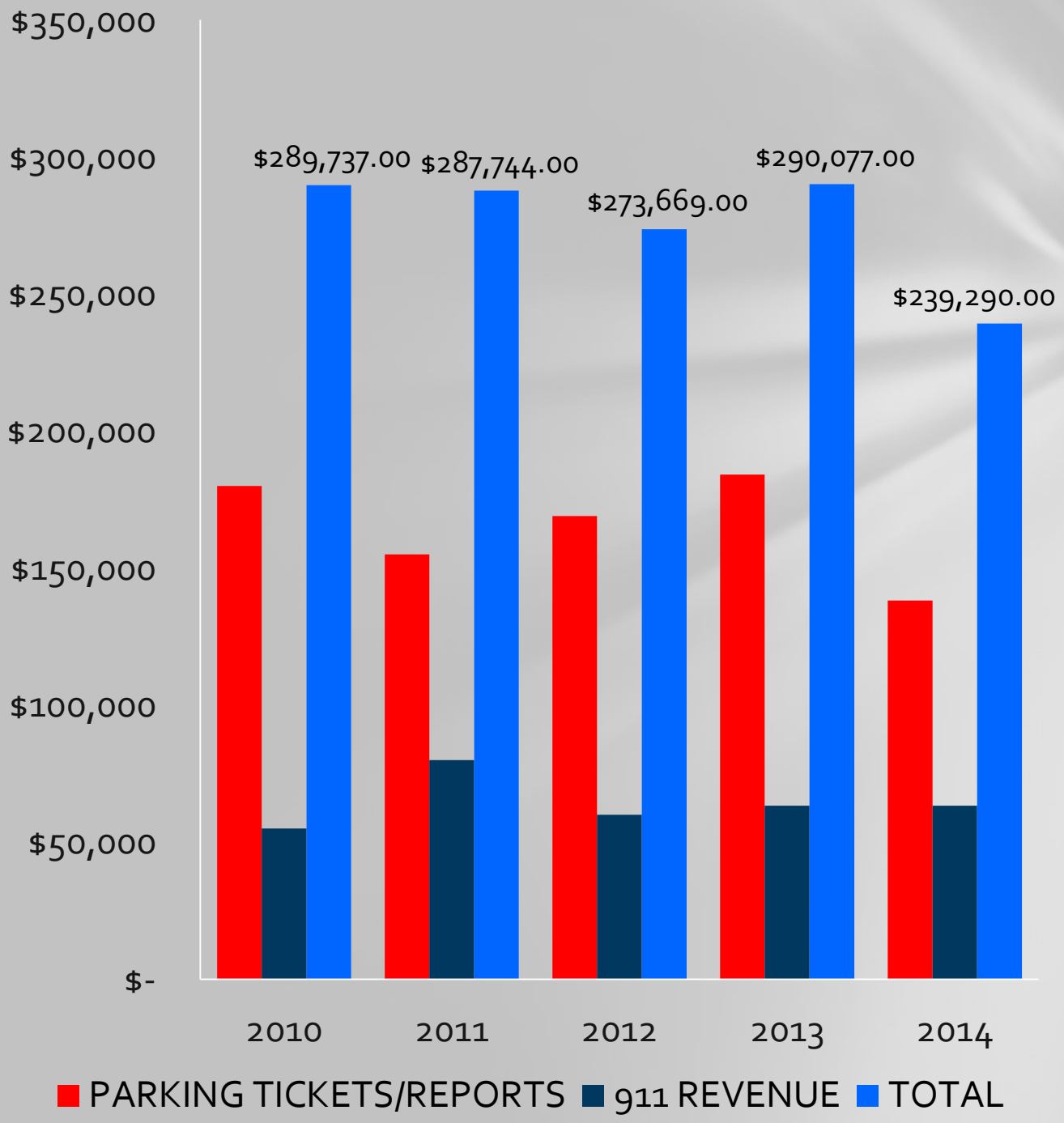
City of Dover Police Department
Annual Report

Traffic Arrests Summary

CLASSIFICATION OF VIOLATIONS	NUMBER OF ARRESTS	
DANGEROUS MOVING VIOLATIONS	**2013**	**2014**
DRIVING UNDER THE INFLUENCE	128	148
SPEEDING	3,657	2,633
RIGHT OF WAY	168	131
FOLLOWING TOO CLOSELY	260	230
STOP SIGN	492	328
TRAFFIC SIGNAL	453	359
CARELESS OR INATTENTIVE DRIVING	824	791
SUBTOTAL	**5,982**	**4,620**
LICENSE & REGISTRATION VIOLATIONS		
LICENSE VIOLATIONS	1,237	975
SUSPENSION & REVOCATION	1,611	1,385
REGISTRATION & TITLE	6,872	6,991
SUBTOTAL	**9,720**	**9,351**
OTHER VIOLATIONS		
SEATBELT VIOLATIONS	548	343
CHILD RESTRAINT VIOLATIONS	156	91
USE OF CELL PHONE WHILE DRIVING	613	750
LEAVING THE SCENE OF AN ACCIDENT	62	53
FAILURE TO REPORT AN ACCIDENT	7	14
EQUIPMENT VIOLATIONS	360	172
ALL OTHER VIOLATIONS	988	1,412
SUBTOTAL	**2,734**	**2,835**
GRAND TOTAL	**18,436**	**16,806**
SEATBELT ASSESSMENTS ON TICKETS	**258**	**206**

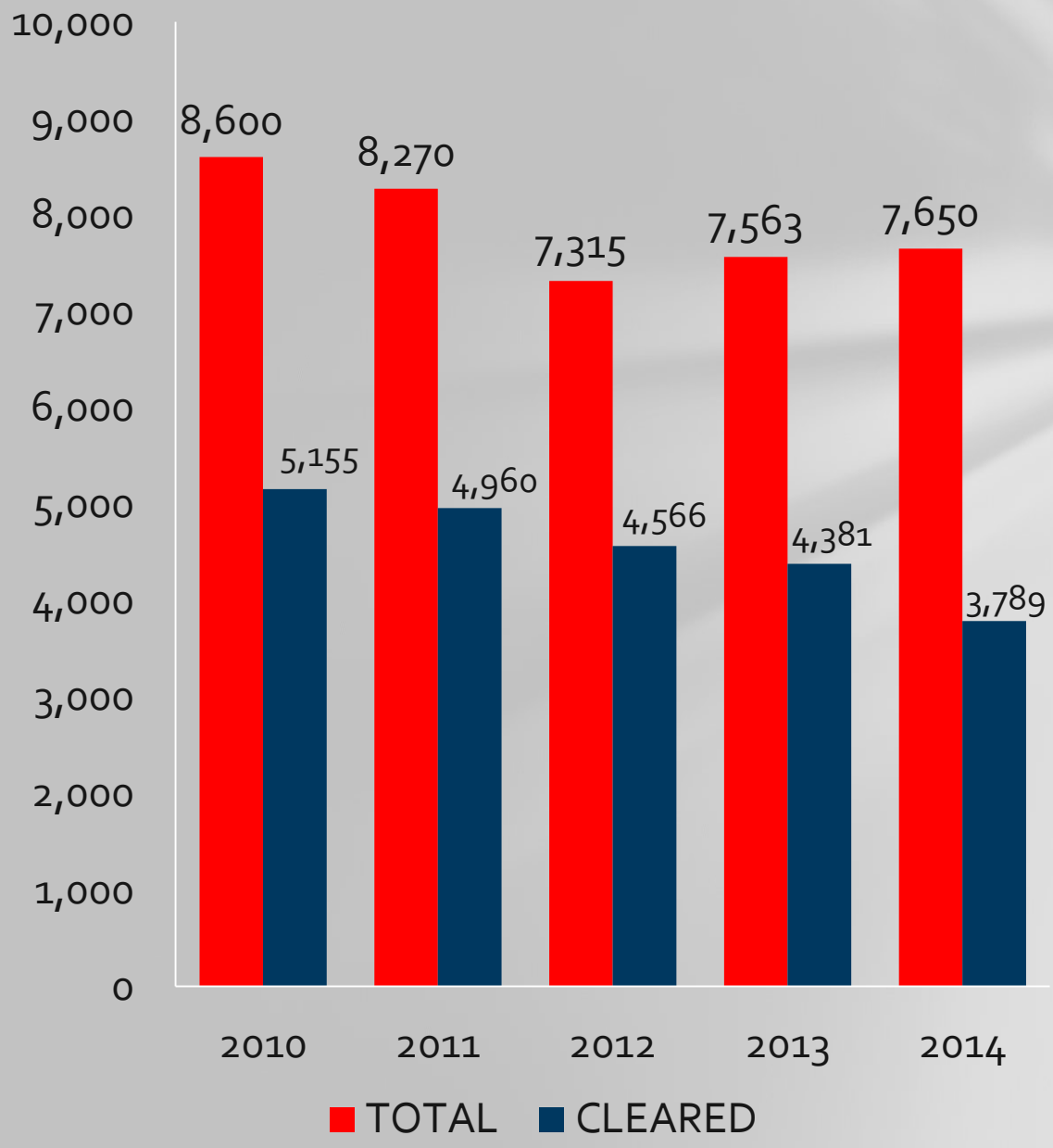
City of Dover Police Department
Annual Report

Police Revenue
Parking Fines and Reports



City of Dover Police Department
Annual Report
City Ordinance Summons Issued/Paid

Five Year Comparison



City of Dover Police Department
Annual Report

City Ordinance Summons
Issued/Paid

	ISSUED		PAID		DISMISSED	
CITY ORDINANCE SUMMONS	2013	2014	2013	2014	2013	2014
Parking	5562	6060	3140	3113	302	355
Handicap	257	322	41	72	140	153
Fire Lane	119	75	54	33	7	0
False Alarm	654	527	461	355	24	22
Loud Noise	198	121	113	49	8	10
Underage Consumption	30	16	15	13	0	0
Animals	41	36	16	15	11	4
Other	702	493	187	139	8	11
TOTALS	7563	7650	4381	3789	535	555

CASH RECEIPTS	2013	2014
City Ordinance Summons	$184,105	$138,226
Police Reports	$42,635	$37,700
TOTALS	$226,740	$175,926

City of Dover Police Department
Annual Report

Police Time/Distribution Hours

TIME DISTRIBUTION, HOURS	2013	2014
Total on Duty	155,815	147,847
Criminal Investigation	77,421	70,187
Accident Investigation	4,943	4,888
Special Duty	19,573	20,649
Foot Patrol	2,111	2,245
Station Duty	14,700	14,633
Motor Patrol	17,675	16,433
Traffic Duty	539	439
Court	4,626	4,365
DDACTS	115	14
Administrative	14,115	13,994
Sick*	4,261	2,987

**Sick time not included in the total*

PERSONNEL STRENGTH	2013	2014
Authorized Strength	93	94
Actual Strength	93	92

Miscellaneous Contacts	2013	2014
Traffic Reprimands	1236	1098
Crime Prevention Checks	2084	2151

City of Dover Police Department
Annual Report

MISCELLANEOUS CALLS FOR SERVICE		
SERVICE REQUEST TYPE	***2013***	***2014***
ALARMS	2,177	2,035
ANIMAL	1,041	1,059
ASSIST OTHER AGENCY	716	672
CITY ORDINANCE VIOLATION	35	99
DRUG OVERDOSE	27	50
ESCORTS, INCLUDES CITY HALL	353	542
LOCK JOCK	1,166	21*
LOST/FOUND PROPERTY	240	259
LOUD MUSIC/PARTY	188	894**
COMMUNITY SERVICE REQUESTS	1,248	1,546
MEGAN'S LAW (SEX OFFENDER REGISTRATION)	809	884
MENTAL PATIENT	187	424
MISSING PERSONS	334	365
NOISE	766	**
PROTECTION FROM ABUSE ORDER VIOLATIONS	39	34
PROPERTY CHECK	546	293
PROPERTY RETRIEVAL	240	***
PUBLIC ASSISTANCE	396	679***
SHOOTINGS	17	17
SHOTS FIRED	140	119
SUDDEN DEATH	48	32
SUICIDE (Includes attempts)	15	18
TRAFFIC REQUEST	346	593
TOTAL	**9,821**	**10,602**

**Lock Jock only done in emergency situations*

***now included under Loud Music/Party*

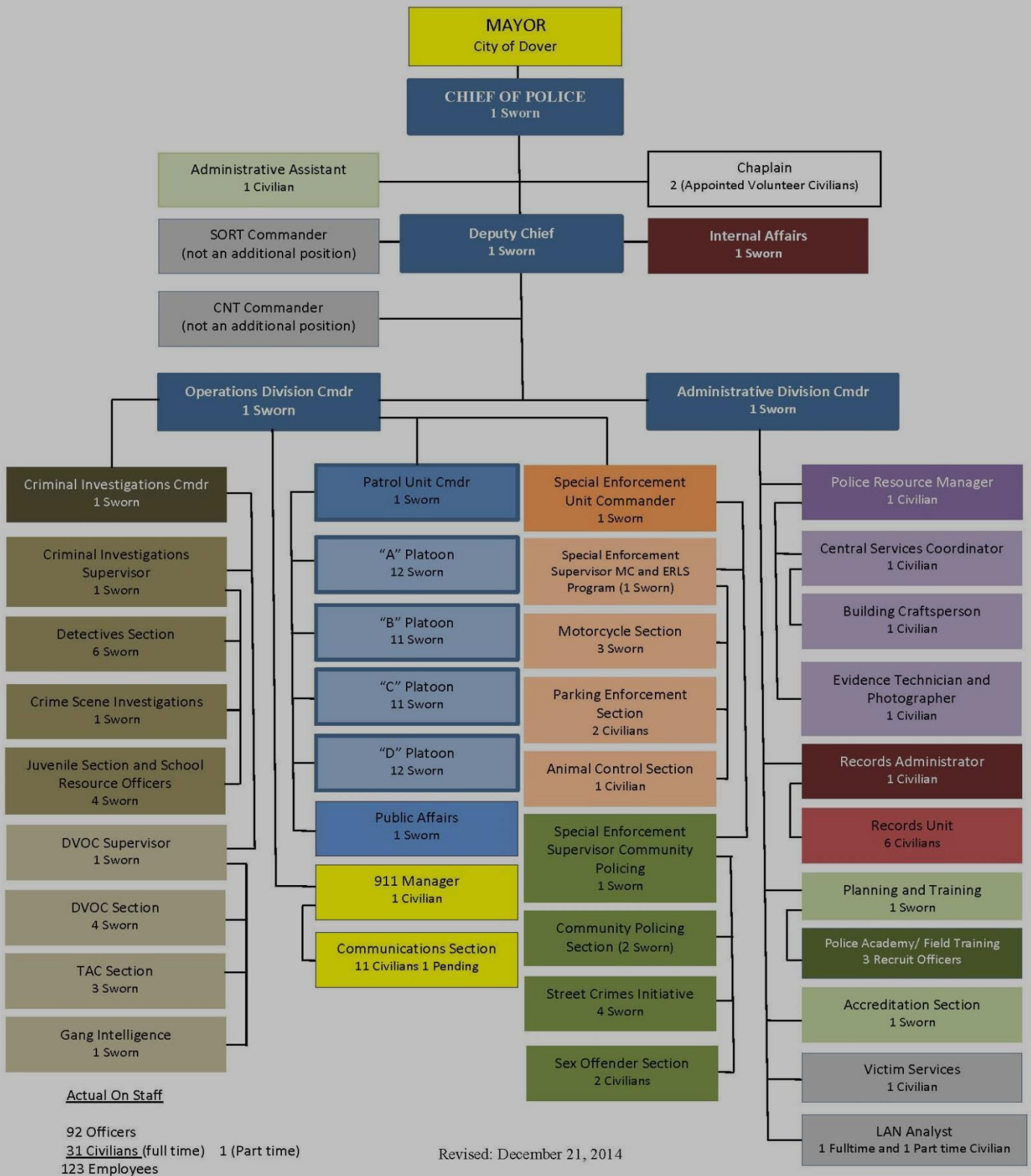
****property retrieval and public assist now combined*

STATUS/DISPOSTION OF CALLS RECEIVED		
	2013	**2014**
REPORT REQUIRED	9,205	8,766
NO REPORT REQUIRED	8,826	8,873
CANCELED PRIOR TO OFFICER ARRIVAL	780	1,723
CRIME PREVENTION CHECK PERFORMED	383	315
NO REPORT - AREA CHECKED W/NEGATIVE RESULTS	4,603	4,708
NO REPORT - FALSE ALARM	2,009	1,897
TURNED OVER TO ANOTHER AGENCY	237	322
ALL OTHER CATEGORIES	8,857	12,316
TOTAL DISPOSTIONS	**35,927**	**38,920**

Dover Police Department CY2014 Grant Funding Summary

Kent County Levy Court	Totals
Occasionally, Kent County distributes funds to the various police agencies within the county for the services they provide to the citizens in the county. This year, the funds allocated will be used to purchase police equipment and training items for the Special Operations Response Team (SORT), unbudgeted motorcycle lighting and lighting for golf carts used during the several major events held at Dover Downs.	$20,173.00
State Attorney General's Office	
Criminal Justice Council (CJC) Grants – pass-through funding from the USDOJ for special programs and priorities funded by their Byrne Memorial Justice Assistance Program allocation.	
• Funds were provided to fund overtime for monitoring a major drug case, extra duty for other violent crimes and a startup subscription for our social media section.	$16,840.00
State Law Enforcement Assistance Fund (SLEAF) – funding from state drug cases reallocated for supplemental law enforcement equipment & programs. Funds are granted quarterly based on the number of applications received and funds availability.	
• Funds received this year were approved for the purchase of a new K9, kennel and equipment.	12,000.00
State Department of Safety and Homeland Security	
Emergency Illegal Drug Enforcement (EIDE) Grant – funds received for annual allocation of state funding for supplemental law drug enforcement programs. Funds received annually are used for illegal drug enforcement overtime and undercover drug buys.	$13,933.33
Office of Highway Safety Events – Federal pass through funds received from the Office of Highway Safety for extra duty overtime events that target specific program areas in the community.	32,971.40
State Aid to Local Law Enforcement (SALLE) Grants – funds received for annual allocation of state funding for supplemental law enforcement equipment & programs. The annual allocation for this year funded promotional items for Social Media and technology upgrades.	20,516.40
Violent Crimes Fund Grant – supports initiatives to decrease violent crimes in the community. The funds received were used for extra duty overtime enforcement in targeted areas of the city and police equipment.	75,716.48
• In addition, interest earnings from older EIDE, SALLE and Violent Crimes Fund grants were approved this year to fund the start-up costs for the Police Cadet Program that is planned to start in April 2015.	69,968.43
US Department of Justice	
Edward G. Byrne Memorial, Justice Assistance Grant (JAG) – funds received during the year from this recurring federal grant for supplemental law enforcement initiatives.	$21,112.75
US Treasury	
Forfeiture funds received for cases processed through the Federal system - allocated for supplemental law enforcement equipment & programs	$86,758.43
Grand Total	**$369,990.22**

DOVER POLICE DEPARTMENT
ORGANIZATIONAL CHART
December 2014



Actual On Staff

92 Officers
31 Civilians (full time) 1 (Part time)
123 Employees

Revised: December 21, 2014

City of Dover Police Department
Executive Staff



Chief of Police
Paul M. Bernat



Deputy Chief of Police
Major Marvin Mailey



Operations Division Commander
Captain Robert Scott



Administrative Division Commander
Captain Timothy Stump

City of Dover Police Department
Administrative Staff



Criminal Investigations
Unit Commander
Lieutenant David Spicer



Patrol
Unit Commander
Lieutenant Jason Pires



Special Enforcement
Unit Commander
Lieutenant Daniel McKeown



Internal Affairs
Unit Commander
Lieutenant J. Eric Richardson

City of Dover Police Department
Civilian Administrative Staff



Police Resource Manager
Robin Adkins



911 Manager
Christina Kober

PROMOTIONS

Each year the Officers of the Dover Police Department take part in a highly competitive promotion process, the following Officers were promoted during 2014:

CHIEF

Paul M. Bernat

MAJOR

Marvin C. Mailey, Jr.

LIEUTENANT

David E. Spicer

SERGEANT

Anthony Digirolomo, Christopher Hermance,
Matthew Knight & Randy Robbins

MASTER CORPORAL

Lance Chandler, Bernardo Fioravaniti
Jeffrey Gott, Robert Roswell
Kevin Streadwick & James Stubbs

CORPORAL

Derrick Mast & Anthony Toto

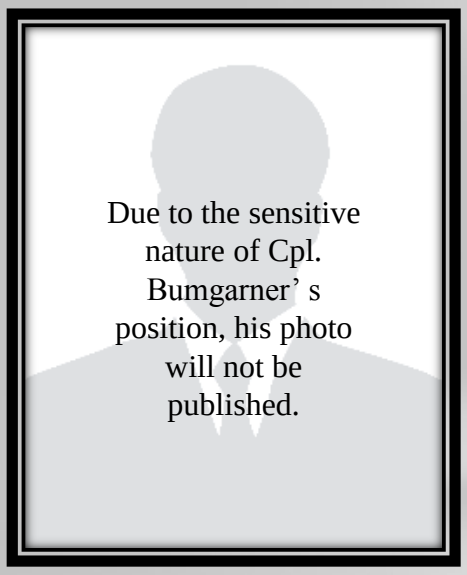
PATROLMAN FIRST CLASS

Brian Berns, Anthony Griffin
Matthew Krogh, Brooks Ogden &
Nathaniel Warren III

OFFICERS OF THE QUARTER FOR 2014

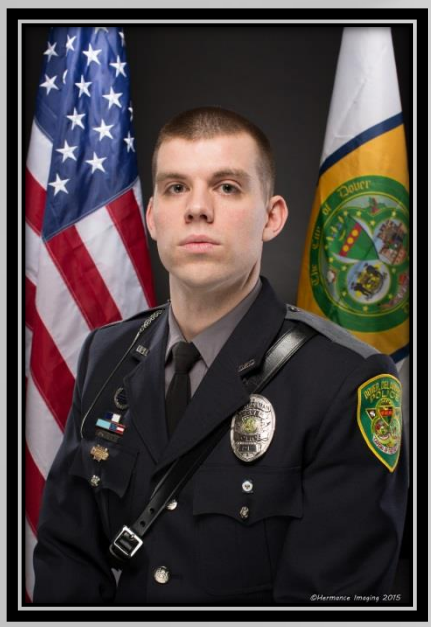
OFFICER OF THE QUARTER – 1ST QUARTER

Corporal Christopher Bumgarner earned this honor for his participation in a multi jurisdictional task force combatting drugs, violence and gangs.



OFFICER OF THE QUARTER – 2ND QUARTER

Patrolman Ryan Schmid received this award for multiple arrests during the 2nd quarter which led to the confiscation of numerous weapons and drugs.



OFFICERS OF THE QUARTER FOR 2014

OFFICER OF THE QUARTER – 3RD QUARTER

Patrolman Ryan Schmid received this award for his keen observation skills which once again led to several arrests and the confiscation of multiple weapons , currency and drugs.



OFFICER OF THE QUARTER – 4th QUARTER

Patrolman First Class Michael Willson received this award for his work ethic and proactive police work leading to the arrest of several criminal offenders, and confiscation of both weapons and drugs.



CIVILIANS OF THE QUARTER FOR 2014

CIVILIAN OF THE QUARTER – 1ST QUARTER
Dispatcher Michael O'Connor III received this award due to his professionalism and efficiency while dispatching a call involving a bank robbery.



CIVILIAN OF THE QUARTER – 2nd QUARTER
Dispatcher Matthew Hawkins received this award for his alertness and quick response that led to the arrest of a suspect the same day the robbery occurred.



CIVILIANS OF THE QUARTER FOR 2014

CIVILIAN OF THE QUARTER –3RD QUARTER

Dispatcher Joshua Krumm received this award for his quick thinking which enabled the officers of DPD to apprehend a male suspected of 2nd degree assault.



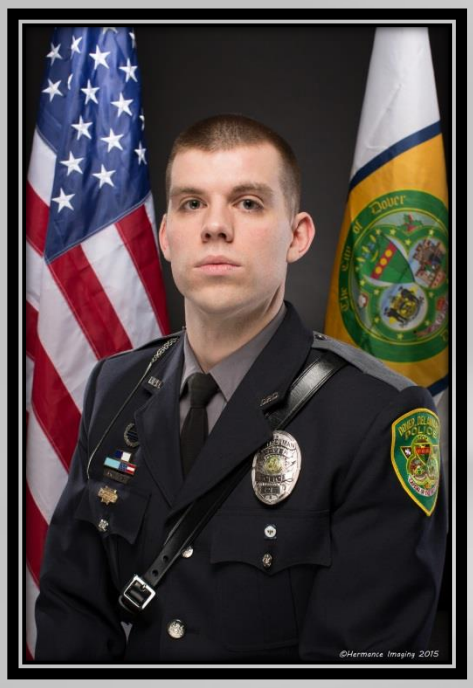
CIVILIAN OF THE QUARTER – 4TH QUARTER

Records Clerk Jessica Hand received this award for her exemplary work ethic, her professionalism and wonderful working relationship with her peers.



Officer and Civilian of the Year 2014
Dover's Finest

OFFICER OF THE YEAR
PATROLMAN RYAN SCHMID



CIVILIAN OF THE YEAR
DISPATCHER MATTHEW HAWKINS

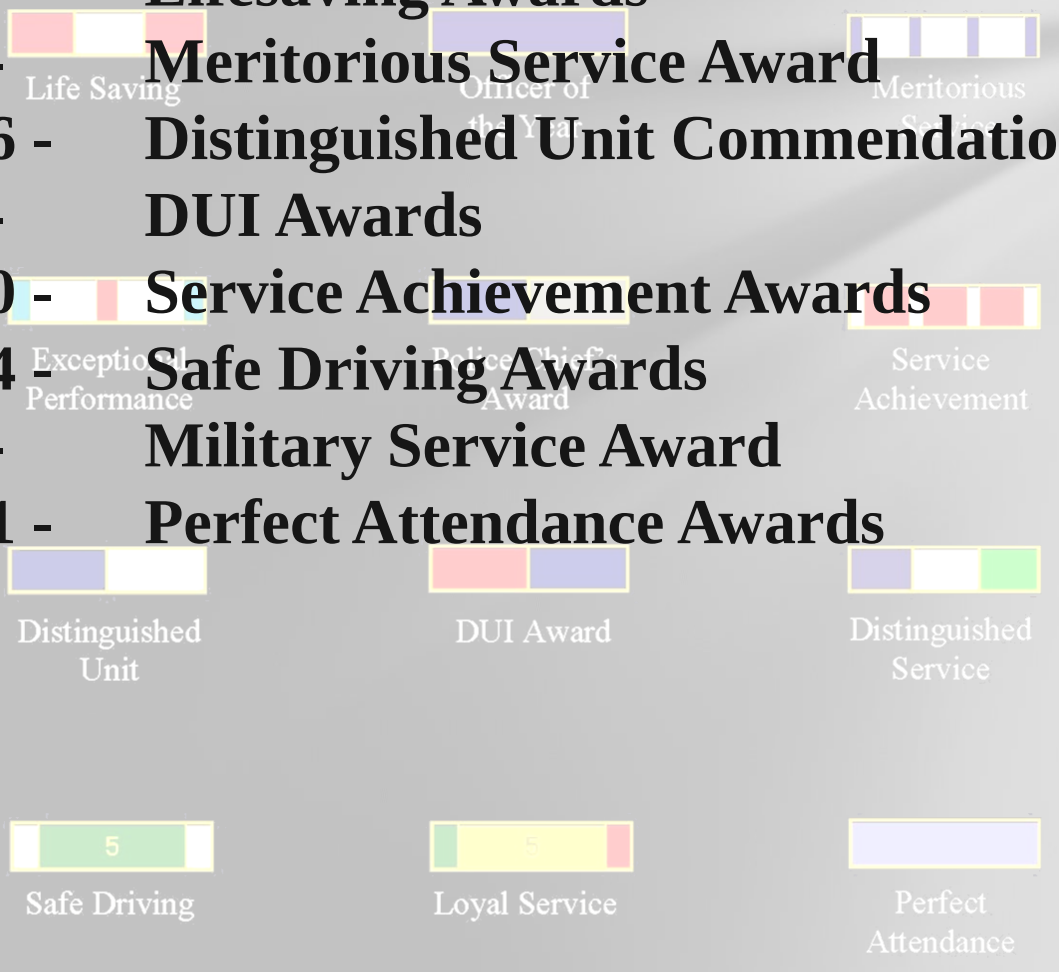


Awards Ceremonies

The Dover Police Department held one Award Ceremony in 2014. Officers and Civilians earned the following awards:



3 - Lifesaving Awards
1- Meritorious Service Award
16 - Distinguished Unit Commendations
2- DUI Awards
10 - Service Achievement Awards
14 - Safe Driving Awards
1- Military Service Award
31 - Perfect Attendance Awards



New Officers 2014



Patrolman
Stephen Boone



Patrolman
Robert Cunningham



Patrolman
Willie Johnson

Crisis Negotiation Team (CNT)

The Crisis Negotiation Team is a specialized unit comprised of ten veteran officers of the Dover Police Department, whose mission is to respond to all barricade and hostage situations. The CNT commander reports directly to the Deputy Chief of Police, who is also responsible for authorizing their activation. Once activated, the Crisis Negotiation Team focuses their resources on establishing personal contact with the individual involved. Once contact is established, CNT uses the opportunity to appraise, evaluate and gather intelligence in order to resolve the crisis as quickly as possible.

The Crisis Negotiation Team maintains their proficiency through bi-monthly training exercises, two of which include joint training with SORT. Throughout 2014, members of the Crisis Negotiation Team attended continuing education courses designed to enhance the team's capabilities.



Sgt. Chad Bernat

PUBLIC INFORMATION OFFICER



The Public Information Officer (PIO) is a responsibility of the Public Affairs Office created in the fall of 2013. Cpl. Mark Hoffman, a 10-year veteran, is assigned to the position and is under the direct supervision of Lt. Jason Pires, the Patrol Unit Commander. In the absence of the PIO, the responsibilities of the office fall upon the four Unit Commanders. All are responsible for disseminating information to the media and public. This is primarily accomplished by publishing information and photos on the department's web site, as well through the department's social media platforms. The PIO maintains regular contact with journalists from newspaper, radio, and television and gives both telephone and in-person interviews and is responsible for website updates. Additionally, the Public Information Officer is often called upon to serve as emcee during functions such as the promotion and award ceremonies.

In 2013, the department added social media platforms to the responsibilities of the PIO. Through programs such a Facebook, Twitter, YouTube, the MyPD Mobile App, and the RAIDS Online Crime Mapping program, the department has been able to connect with the citizens of Dover quickly and more efficiently than ever before. The PIO sends safety messages, public service announcements, crime alerts, educational videos, and more through the social media outlets. The PIO also assists in criminal investigations where evidence can be retrieved via social media. Since the inception of the program in October of 2013, the department has seen tremendous success in solving crimes, crime prevention, public communication and reputation management. One of those successes was the four-month trial program of the Shoplifter Notifications where the department posts photos and names of persons arrested for the crime of shoplifting in the City of Dover. Compared to the same four-month period in previous years, the department saw a 19% drop in shoplifting cases, and a 12% drop for the entire year. The use of social media has been used to solve several other cases to include bank robberies, location of homicide witnesses, identification of suspects in various crimes, and many more. The ability to communicate directly to the public has led to success in solving crimes that may have gone unsolved prior to the department's use of social media, but has also contributed in the improved relationship the Dover Police Department has with the public they serve.

INTERNAL AFFAIRS

The Internal Affairs Unit is staffed with one sworn officer who holds the rank of Lieutenant. The mission of the Internal Affairs Unit is to ensure the integrity of the Police Department by maintaining an internal system that is objective, fair, and equitable in its methods of internal investigation. The Internal Affairs Office is responsible for investigating allegations of misconduct by employees both sworn and civilian. The Internal Affairs Unit also investigates all complaints or allegations of corruption, use of excessive force, breach of civil rights, criminal misconduct, and violations of department policy. This office is tasked with working directly with the City Solicitor in responding to civil actions.

In addition to its primary duties, the Internal Affairs Office retains an active role in training new recruits along with local citizens who attend the Citizens Police Academy. New employees are acquainted with the function of the Internal Affairs Office, including an overview of rules, regulations and job performance standards. Internal Affairs is also tasked with several other responsibilities including the inspection of departmental equipment, vehicles and evidence storage facilities.



Internal Affairs
Unit Commander
Lieutenant J. Eric Richardson

Criminal Investigation Unit
Detective Section

The Dover Police Criminal Investigation Section is tasked with the responsibility to investigate the most serious crimes that occur within the City of Dover. This section also conducts financial and identity theft investigations. In addition to these duties, they are called upon to perform background investigations on all civilian and police applicants who are being considered for employment.

In 2014, the six detectives assigned to this section investigated a total of 1678 complaints and cleared 1557 of them. The detectives solved 78% of the robberies and 62% of the burglaries and cleared 93% of all cases that they investigated. These clearance rates are significantly higher than the national average, this speaks volumes for the unit's investigative abilities.



From Left - Cpl. Toto, MCpl. Simpkiss, PFC Peer, Lt. Spicer, PFC Warren, Sgt. Case, MCpl. Streadwick, PFC Garey, Ptlm. J. Wood, and MCpl. Gott.

Drugs, Vice, & Organized Crime Section (DVOC)

The Drug, Vice, & Organized Crime Section is comprised of five officers who work in an undercover or plain clothes capacity. All five officers working in concert are committed to eliminating the use and sale of illegal drugs, counterfeit merchandise, and prostitution from the City of Dover. The Gang Intelligence Officer is assigned to the Drug, Vice and Organized Crime Section and is responsible for intelligence gathering and criminal investigation of Gang Members and Violent Offenders. Because of their dedication and commitment, the DVOC Section handled a total of 1726 cases. As a result of these cases, the unit seized a large number of illegal drugs and money. These seizures include 5,750 grams of marijuana, 777 grams of cocaine, 175 grams of heroin, and $174,068 in currency. Along with illegal drugs and money, the DVOC also seized 16 firearms.

The Drugs, Vice, and Organized Crime Section takes great pride in the working relationship it has established and maintained with the Drug Enforcement Administration (DEA), The Alcohol Tobacco and Firearms agency (ATF), The United States Marshals Service (USMS), and the Delaware Department of Probation and Parole.

DEA Task Force

The Dover Police Department continued its ongoing relationship with the Drug Enforcement Administration (DEA) during 2014. The local DEA Task Force is comprised of detectives from local and state police agencies who work in conjunction with federal agents from the Drug Enforcement Administration. The Dover Police Department continues to provide two officers to work with this federal task force.

Alcohol Tobacco and Firearms Task Force (ATF)

The Dover Police Department partnered with the ATF in 2012. The police department currently has one full-time detective assigned to this task force. The task force's mission focuses on gang activity, gun trafficking and violent crime within the State of Delaware. In 2014, the ATF Task Force was responsible for the seizure of 64 firearms, 213 grams of cocaine, 57 grams of heroin, and $56,932.00. The partnership with the ATF has proven to be successful and the Dover Police Department looks forward to the continued relationship for many years to come.

United States Marshals Service

In 2014 the Dover Police Department partnered with the United States Marshals Service (USMS). The Dover Police Department has one part-time officer assigned to this agency. This new partnership has increased the ability to apprehend violent fugitives who are attempting to avoid prosecution. The Dover Police Department is very excited to be part of this agency's mission and looks forward to the continued relationship.

TAC Section/Operation Safe Streets

In addition to the Drug Unit and the DEA Task Force, the Dover Police Department continues to support the Governor's statewide initiative "Operation Safe Streets". Three Dover Police Officers work in concert with two Delaware Probation and Parole Officers. Together they concentrate their efforts on street level sales of illegal narcotics, as well as current probationers who reside within the city limits of Dover. In 2014 the City of Dover Police Department welcomed a new addition to its police force. A German Shepherd named Mina was donated to the department and trained for the detection of illegal narcotics. K-9 Mina is currently 2 years old and she endured countless weeks of rigorous narcotics training with her new handler Cpl. Thomas Hannon. Officer Hannon is a 9 1/2 year veteran of the Dover Police Department and is currently assigned to the TAC Unit/ Operation Safe Streets Unit. Cpl. Hannon and Mina focus their efforts on highway interdiction of illegal narcotics and combating street level drug dealers in the City of Dover. Having K-9 Mina assigned to the TAC Section will only solidify the overall mission and the department's stance on the war on drugs. .



Cpl. Thomas Hannon & Mina

Crime Scene Investigation Section
(CSI)

In March 2011, the Dover Police Department unveiled the new Crime Scene Investigations Section or CSI. It is currently staffed by one officer, Detective Larry Simpkiss who reports to the Detective Section Sergeant. Detective Simpkiss is a 2010 Graduate of the National Forensic Academy (NFA) at the University of Tennessee. This academy features cutting edge technology and procedures in the collection of forensic evidence and is recognized throughout the world as the premier forensic school. Detective Simpkiss is one of three Dover Police NFA graduates. The three Dover graduates are the only graduates of the NFA in Kent or Sussex Counties. Detective Simpkiss' duties include processing major crime scenes, DNA collection from suspects, processing and tracing of all firearms seized, processing shell casings and/or bullets recovered and any other processing re-quests that are needed by officers in the department.

Special Operations Response Team
(SORT)



PFC Michael Willson during
SORT training exercise.

SORT is comprised of 18 veteran officers. Officers are only considered for this special assignment upon completion of extensive physical testing as well as firearms proficiency. Members of SORT are highly trained in areas of hostage rescue, barricaded subjects, and high risk warrant service. During 2014, numerous veteran officers of this extremely motivated team completed an average of over 150 hours of specialized training in firearms and tactics. Additionally, SORT executed numerous high-risk search warrants in support of the Drugs, Vice, And Organized Crime Section, Detective Section, and the Federal Drug Enforcement Agency .

Juvenile Section

The Juvenile Section consists of four officers: One certified GREAT Officer and three School Resource Officers.

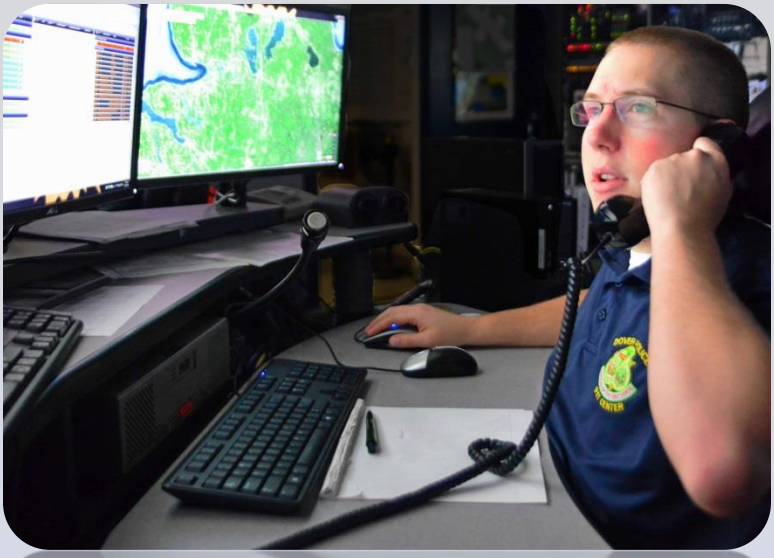
The acronym, GREAT, stands for Gang Resistance Education And Training and deals with drug, alcohol use, school violence, bullying and gang education and awareness. The GREAT Officer, Cpl. Konnick, instructs a six week classroom course with all fifth graders and follows up with a thirteen week classroom course with all sixth graders at William Henry Middle School. The focus of the course instruction is an anti-gang, anti-drug and anti-violence approach to making good and healthy choices. Cpl. Konnick maintains a highly visible presence in all 17 schools that are located in the city limits of Dover.

The School Resource Officer (SRO) program is in its tenth year thanks to a partnership between the Dover Police Department and the Capital School District. MCpl. Hester is assigned to Central Middle School, Cpl. Stevenson is assigned to the new Dover High School as SRO's and in 2014 an additional SRO was added, PFC. Terrance Knight. PFC Knight was assigned to Parkway Academy. SROs regularly teach various classes regarding health and safety issues. In addition to patrolling the school grounds and attending after school functions, such as sports events and student dances, all Juvenile Section Officers are involved in extracurricular events throughout the year. The events are held in different locations in the city and are focused on positive interaction with children and teenagers. The Juvenile Section Officers strive to build and maintain a positive rapport with all of the students in the Capital School District and the children that reside in our community. The Juvenile Section also handles criminal complaints throughout the year involving juvenile related crimes.



From left, Cpl. Stevenson, Cpl. Konnick, PFC Knight, bottom center MCpl. Hester.

Dover Police 911 Center



Dispatcher Steven Kolodjeski monitoring 911 calls

The Dover Police Department's 911 Center is the first point of contact for emergency services provided to the residents and visitors of Dover. The 911 center operates 24 hours a day 7 days a week providing police, fire and emergency medical services. The 911 center is staffed by twelve full time dispatchers. Once a call is received by a dispatcher, he or she will obtain the pertinent information necessary to log the call for service in the Computer Aided Dispatch (CAD) system. Once the call is logged in the CAD system, the dispatcher must prioritize the complaint, and then ensure the appropriate emergency services are promptly dispatched. The CAD system allows the dispatchers to check for hazards or prior calls from the location of the call for service. In addition, dispatchers can monitor the officer's status, such as when a vehicle is stopped or attending court. Dispatchers are tasked with staying in constant communication via 800 MHz radio system and in car computers, known as Mobile Data Terminals (MDT) with officers. When not busy on the telephone or radio, dispatcher's duties include data entry of wanted persons, missing persons, stolen guns, articles, plates, and vehicles in the local system DELJIS) and National Crime Information Center (NCIC) and criminal history checks. Dispatchers are responsible, dedicated professionals with a strong work ethic to help keep the citizens of the City of Dover, as well as our officers safe.

In 2014, the Dover Police Department received 118,573 telephones calls, 40,208 of those calls were received on the 911 emergency lines. The Department averaged 325 calls daily. In addition, the 911 Center logged 40,246 calls for service in CAD.

Patrol Unit

The primary responsibility of the Patrol Unit is to respond to calls for service in the community twenty-four hours a day. These calls for service include: criminal complaints, motor vehicle crashes, medical emergencies and an assortment of other types of assistance.

Patrol officers are the first responders to a variety of incidents, thus protecting the life and property of citizens and visitors to the City of Dover, while at the same time proactively enforcing all aspects of the law.

The Patrol Unit consists of four Platoons. A typical Platoon consists of officers with the following specialized training and responsibilities:

Crash Investigation and Reconstruction
Special Operations Response Team
Crisis Negotiators
Shift Investigators
Field Training Officers
Honor Guard



MCpl. Harvey Jaksch

Collision, Awareness, Responsibility & Safety Program (CARS)

The Dover Police Department's CARS program was developed for high school students enrolled in Driver's Education. The Department partnered with Dover High School and the Delaware Drivers Education Program and started teaching this program in the fall of 2004. The 90-minute block of instruction was created and is taught by officers specially trained in Collision Reconstruction. The core topics include common violations that result in collisions, occupant protection (seat belts/airbags), decision making, and what to do if involved in a collision.

The purpose of the course is to teach our new motorists the harsh reality of motor vehicle collisions from the grim point of view of the officer who investigates them. The ultimate goal is to take a proactive measure in an attempt to keep our youth safe. The course is taught throughout the school year to approximately 450 students.

Crash Investigation & Reconstruction Team

The City of Dover Police Department investigated 1,938 traffic crashes in 2014. This was an overall decrease of 4% from 2013. This past year the Dover Police Department also investigated three fatal injury crashes.

In the event of a fatal, serious injury, hazardous material or police officer involved crash, the Dover Police Department relies on the highly trained Crash Investigation and Reconstruction Team. The Reconstruction Team consists of seven officers. Each platoon is assigned a team member with the remaining three officers being assigned to the Detectives Unit. The Reconstruction Officers have received advanced training in the following areas:

Traffic Crash Reconstruction from the Institute of Police Training and Management

Advance Traffic Crash Investigation from the Institute of Police Training and Management

CAD Zone /crash zone computer aided drafting

Sokkia Total Station for surveying

Crash data retrieval programming

Community Policing Section

The Community Policing Section consists of four officers. Officers split their time between Community Policing duties and Quality of Life Neighborhood Enforcement issues. The officers meet on a regular basis with apartment managers, neighborhood watch groups and other civic associations. They give safety talks to senior citizens, special presentations at schools, and educate concerned citizens on how to implement and run an effective Neighborhood Watch Program. These officers also teach the Crime Free Multi-Housing Program to apartment managers in Dover. This course instructs property managers in areas of safety by environmental design, how to screen potential applicants and evict non-compliant tenants.

The 2014 National Night Out was another successful event which was organized by Community Policing officers who partner with the Target Store of Dover; this event had and estimated attendance of 2,000 people. This was the fifth annual National Night Out event which features free food, prize giveaways and interaction with police, fire and paramedics from our area. Heroes and Helpers was a huge success this year, 28 Officers, along with support from Target, ensured that 24 underprivileged children had presents to open during their holiday. Along with these events, the Community Policing officers are involved in Dover Days, Ghost and Goblins at Dover Downs, July 4th fireworks and numerous parades in Dover, as well as assisting Milford, Harrington and Milton with holiday parades.



Cpl. Michael Wisniewski patrolling the streets of downtown Dover

Sex Offender Enforcement Section

The Sex Offender Section consists of two officers who keep track of all registered sex offenders that reside, work, or go to school in Dover. During the month of November, 2014, the Sex Offender Unit transitioned from sworn Dover Police Officer Positions to civilian law enforcement positions. Two retired Sergeants from Dover Police filled the positions as Sex Offender Registry Enforcement (S.O.R.E.) Agents. Due to their overwhelming amount of experience, the transition was seamless and the unit saw no interruption in its duties. At any given time there are between 175 to 225 registered sex offenders that meet this criteria in Dover. These agents are responsible for making sex offender public notifications appropriate to the tier of the offender. They will obtain warrants if an offender violates the conditions of the program and aggressively search for the suspect to make the arrest. These officers will conduct audits on all offenders in the city to ensure compliance with the program. Tier 1 offenders which is the lowest level offender, are audited once a year. Tier 2 offenders are audited bi-annually and Tier 3 the highest threat level offenders, are audited four times annually. In 2014, 251 verifications, 563 re-verifications, and 25,842 notifications were handled.



Cpl. Mickie Price and
Cpl. Jeffery Welch
January 1, 2014 - October 31, 2014



Retired Sgt. Carl Humphrey and
Retired Sgt. Shawn Harrington
From November 3, 2014 to present

K-9 Section

In 2014 the Dover Police Department added to two new K-9's to the K-9 section giving the Patrol Division a total of four. The Dover Police K-9's, as well as the handlers, undergo extensive training in order to perform their duties successfully. These K9 teams consist of dogs that are not only patrol certified but are cross-trained in other areas of detection as well. In addition to their regular patrol capabilities one of the teams are trained in explosive detection, and the other three K-9 teams are trained for drug detection. Police canines often assist Dover officers as well as other agencies throughout Kent County in the apprehension and seizure of illegal drugs, dangerous felons, suspects resisting arrest, and suspects fleeing crime scenes.



Cpl. Robert Barrett and Britt



Cpl. Jeffrey Matthews and Spike



PFC Joseph Bauer and Gunnar



MCpl. Frank Fioravaniti and Gerome

Motorcycle Section

This section consists of six motorcycle officers. These officers conduct speed enforcement, or any other traffic enforcement problem throughout the city. They lead all parades in Dover and escort most funerals through the city. Motorcycle officers also assist other units when needed throughout the city. In 2014, they issued 6,910 tickets and had 1,168 complaints assigned to them.



The Dover Police Department's Motorcycle Section Leading the Fireman's Parade
Pictured left to right: Sgt. Fortney, PFC Thompson, MCpl. Kuntzi, PFC Pfeiffer and Cpl. Allen

Parking Enforcement Section

The Dover Police Department has two full time civilians assigned to Parking Enforcement. They enforce parking regulations throughout the city. They are responsible for booting vehicles when the owner has failed to pay fines that have accrued over a period of time. Parking enforcement also patrols shopping centers and neighborhoods for parking violations.



Parking Enforcement Officers Frank Hutchins & John Boyer



Animal Control Section

The Dover Police Department employs one full time (civilian) Animal Control Officer who is responsible for animal complaints within the city. The Animal Control Officer sets non-injuring traps for stray cats and dogs when they can't be captured. The Animal Control Officer investigates properties for unsanitary, neglected or vicious animals.



Animal Control Officer Ryan Knowles preparing feral cats for transport.

Police Resources Manager
Is a civilian staff position and responsible for all department financial management duties which include the management of the department budget, grants and oversight/ backup for the other resource functions in the department. These functions include fleet management, building maintenance, evidence and photography.

Central Services Coordinator
This civilian position is responsible for a wide range of duties in the department including purchasing and the maintenance/repair of vehicles, office equipment and specialized police equipment. The position also supervises building maintenance and evidence/photography personnel. Mr. Timothy Mutter performed these duties in an outstanding manner for the department for eight years and left the department in January 2015.

Evidence Technician
The evidence accountability duties of this position are extremely critical to maintaining the department's highly successful record for solving criminal cases in court. During December 2014, Mr. Robert Neylan retired from the position after 13 years of highly exemplary service and Mr. Dean Anderson was hired during December 2014 as his replacement.

Building Maintenance
All building maintenance and custodian functions are performed and/or coordinated by one person. Since the building is never closed and there are numerous systems requiring maintenance and areas to keep clean, keeping up with all the required tasks is a constant challenge. Mr. Mark Moore does an excellent job and takes pride in his work. He also assists with vehicle maintenance issues as needed as his time allows.

Records Unit

The Records Unit consists of seven civilian employees. The unit is responsible for all documents generated by the Police Department. These documents include all criminal reports, arrest reports, traffic crash reports, traffic citations, and city ordinance summons which are submitted to the Records Unit for review, data input, storage, and archiving. The Dover Police Records Unit is one of only three municipal police agencies in the state who are authorized to directly input data into the Delaware Justice Information System (DELJIS). In addition, the Records Unit is tasked with processing and verifying the department's payroll prior to submitting it to the City Finance Office.



From left, Fay Parsons, Jessica Hand, Kelly Morgan, Karen Hudson, Lisa Hoffer and Brenda Unruh.

Local Area Network (LAN) Analyst (LAN Analyst)

LAN Analyst Cookson serves as the Department's LAN Analyst. He is responsible for the department's computers, application software, servers and related network infrastructure. The computer systems within the department continue to present unique challenges due to the enhanced security requirements imposed by state and federal mandates governing the criminal justice community. He also works closely with several state agencies to implement and troubleshoot state-hosted systems that are accessed by police employees.

This position is also responsible for assisting with the design, implementation and purchase of all items within the department associated with computer technology. The LAN Analyst is currently responsible for 81 desktop computers, 35 mobile data computers, 17 servers, 11 network printers and various stand-alone peripherals.



LAN Analyst Raymond Acocella



LAN Analyst Paul Cookson



Victim Services Unit

Ms. Diane Glenn serves as the Department's Victim Services Coordinator and provides crime victims with professional assistance and support. Each crime victim and their family are provided with a supportive environment to assist them through some very difficult times and decisions in their lives. Our goal is to help lessen the trauma suffered and provide support throughout the criminal justice process.

Services provided to crime victims and their families vary in each case depending upon the needs of the individual. Services include: death notifications, crisis intervention, referrals to community based services, criminal justice updates, court accompaniments, assistance with filing for violent crime compensation through the state, as well as a host of other services as needed in each particular case.

The Dover Police Department is committed to the fair, compassionate, and dignified treatment of all crime victims. We continue to strive to improve and enhance all services related to helping victims and survivors through such traumatic events.

Below is a statistical breakdown for services provided in 2014:

Telephone Contacts	430
Criminal Justice Information	556
Social Service Referrals	165
Personal Contact	147
Crisis Intervention	114
Victims Compensation Assistance Filings	38
Call Outs	19

The Victim Services served 276 clients in 2014, with 75 of those being existing clients. Out of the 201 new clients, 131 were female, 87 were males. All victims served ranged in age from birth to over to 70 years of age. 69 of the new clients were Black, 26 Hispanic, 101 White , 1 Asian. and 3 businesses.

Planning & Training Unit

The Planning and Training Unit is responsible for all aspects of training, recruitment, and applicant testing. Planning and Training ensures that all sworn and civilian members of the department receive training in compliance with the standards established by the Delaware Council On Police Training (COPT), Departmental Policies, CALEA standards, and Federal mandates. The Planning and Training Unit also provides training to outside agencies that request assistance with their training needs. The unit is also responsible for all newly hired police officers through their completion of the Field Training Program. Throughout the year, Planning and Training participates in various job fairs in the local region in an effort to recruit qualified and diverse applicants.

Major Training Accomplishments for 2014:

3 new officers hired, including one certified
307civilian training hours
6.754 sworn training hours
12 out of state training schools attended
60 hours of Del-Tech ride alongs
Held two 'How to Succeed' seminars



Sgt. Kevin Kober

Police Chaplains

The Department has two civilians holding the honorary rank of Captain in the position of Police Chaplain. Wallace Dixon has been a Departmental Chaplain for eleven years. Pastor Jacob McCready joined the department in 2009. The Chaplains provide the blessings and benedictions at ceremonial functions. They also offer spiritual guidance and advice to both sworn officers and civilian members of the department.



Chaplain Wallace Dixon giving the invocation at a recent promotions and awards ceremony.



Pastor Jacob McCready giving the benediction at a recent promotions and awards ceremony,

Honor Guard



Dover Police Department's Honor Guard is comprised of eight volunteer officers from various units within the department. The Honor Guard is called upon for formal police functions and ceremonies, such as the 2014 Promotions and Awards Ceremony pictured above.

The Dover Police and Fire Pipes and Drums (DPFPD)



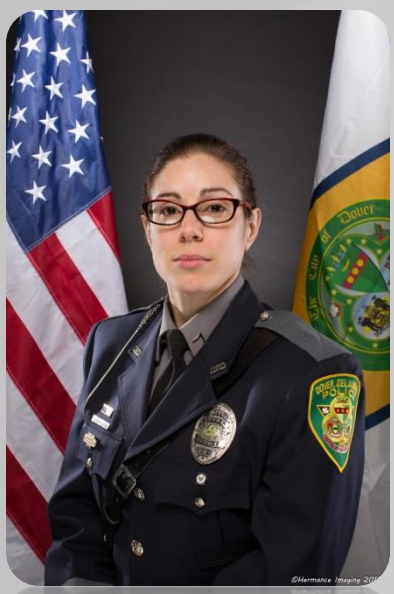
The DPFPD) cover events such as promotion ceremonies, parades and public events. The DPFPD covered 20 events in 2014 including the Felton Fire Department Parade where they won three awards.

CALEA Accreditation
The Gold Standard in Public Safety

Accreditation Manager

The Accreditation Manager is tasked with the responsibility of maintaining and organizing the department's General Orders, Procedural Notices and Directive Memoranda. The Section's primary function is to maintain 483 standards which are mandated by CALEA (Commission on Accreditation for Law Enforcement), and the 105 standards which are mandated by DPAC (Delaware Police Accreditation Commission) and to ensure that the police department remains in compliance with these standards. The Dover Police Department is one of only eight departments in the State of Delaware to hold the prestigious honor of National Accreditation.

The Dover Police Department completed their sixth assessment and on March 21, 2015, the department will be selected by the Commissioners of CALEA to receive re-Accreditation, which is the **Gold Standard for Public Safety,** and is a title that shall attach to the department's CALEA Accreditation for a period of three years.



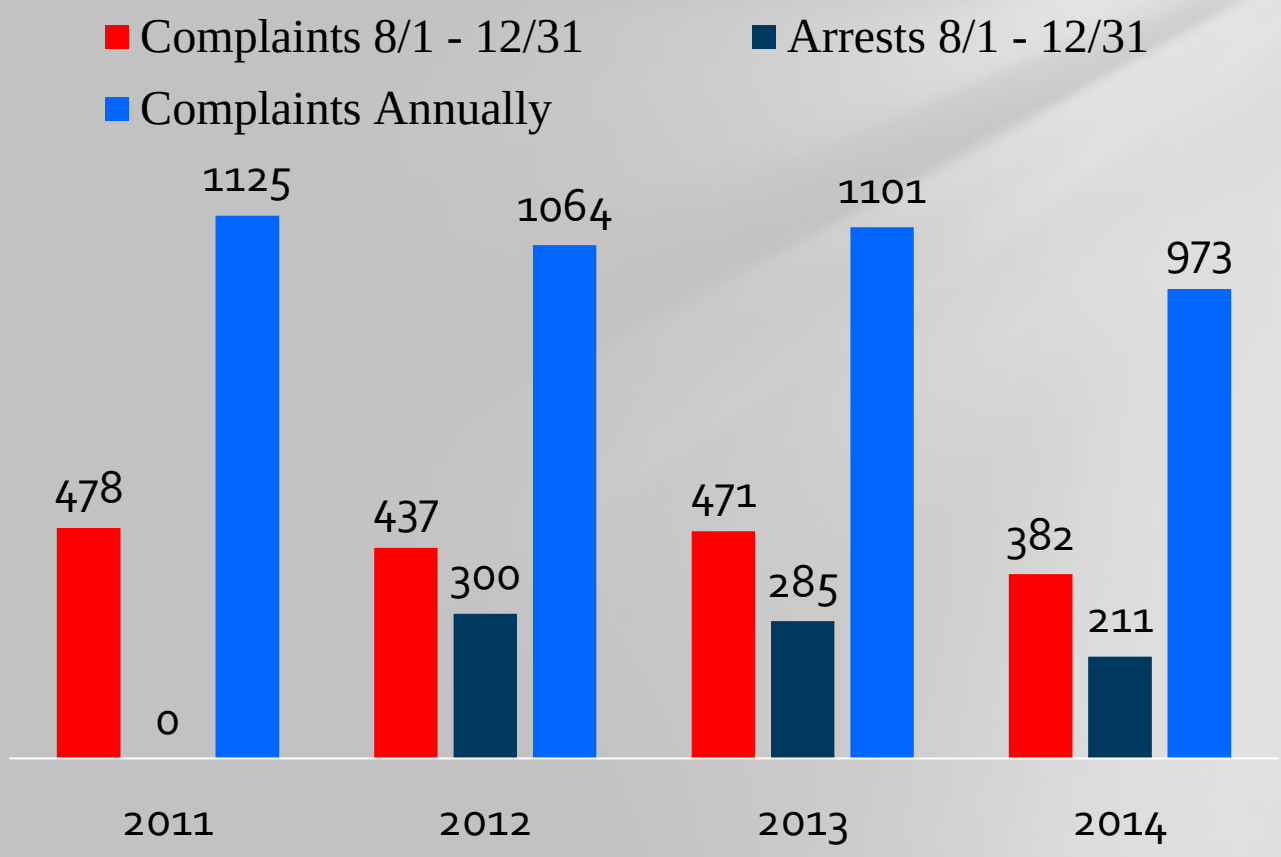
Accreditation Manager
PFC Krista Roosa

On Wednesday, November 12th at 1pm, the Dover Police Department held a press event to unveil it's new medication return box. The secured box, located in the Dover Police Department lobby, is available 24 hours a day, 7 days a week for the safe and secure disposal of medications no longer needed. The box was given to the department by the National Association of Drug Diversion Investigators (NADDI) as part of a program to combat prescription drug abuse, sponsored by Endo Pharmaceuticals and Zogenix. The box allows for a safe and secure drop-off location where any citizen can anonymously drop unused medications for safe and proper disposal. The Dover Police Department is grateful for the approval by NADDI and looks forward to future success in reducing prescription drug abuse. During November and December 104.2 lbs. of miscellaneous prescription pills were removed from the medication return box.



Shoplifter Notification Program

The Dover Police Department began the Shoplifter Notification Program in August of 2014. Departments using similar shoplifting arrest notifications have seen cases drop as much as 10% in the 1st year of the program. After seeing a 19% drop in the 4-month trial period and a 12% overall drop for the full year of 2014, the Dover Police Department is pleased with the program's success and will continue the program for the foreseeable future. The feedback from merchants and the public in the City of Dover has largely been positive and the results can be directly tied to the notification program.



OFFICER RETIREMENTS



Chief James E. Hosfelt, Jr.
25 Years



Sergeant Carl Humphrey
24Years



Sergeant Shawn Harrington
23Years



Master Corporal Kelli Burns
20Years



Sergeant Jack I. Fortney, Jr.
20Years

CIVILIAN RETIREMENTS



Robert Neylan
Evidence Technician/Photographer
13 Years



2014 DOVER POLICE ANNUAL REPORT

Special Thanks to
Sgt. Hermance &
Robert Neylan for the pictures
included in this report.

PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE

The Parks, Recreation, and Community Enhancement Committee meeting was held on March 9, 2015, at 1:02 p.m. with Chairman Dixon presiding. Members present were Mr. Hutchison, Mr. Caldwell, and Mrs. Horsey. Mr. Anderson arrived at 1:12 p.m.

AGENDA ADDITIONS/DELETIONS

Mr. Hutchison moved for acceptance of the agenda, seconded by Mr. Caldwell and unanimously carried.

Community Development Block Grant (CDBG) Application Review

Mrs. Tracey Harvey, Community Development Manager, noted that members would be serving as the Community Development Block Grant (CDBG) Review Panel for the CDBG Applications for a five-year grant period Fiscal Years 2015-2019. As such, members were provided a list of applicants, a CDBG Interview Schedule, a breakdown of federal resources available for use and the total amount of grant funds requested, CDBG scoring criteria, a 2015 CDBG Review Panel Scoring Sheet for each applicant, and staff reports summarizing each application. Mrs. Harvey requested that members summarize their evaluation of each application on the CDBG Grant Application Review Sheet and provide a score based on the information presented. Members were advised that the numbers in parenthesis next to each measure indicated the maximum score for a given category and that the maximum total points was 100. Mrs. Harvey advised members that the applicants were scheduled in 15 minute intervals, 10 minutes for presentation and 5 minutes for questions, and asked members to try to stay within the scheduled times allotted due to the number of applicants.

Mrs. Harvey advised members that the total amount of grant funds available for activities was $229,271 and explained the allocation requirements of the grant, as follows:

CDBG Funds Allocation	$220,717
Anticipated Program Income	$ 8,554
Total Grant Allocation	$229,271
Public Service activities cannot exceed	$229,271
15% of the grant	x.15
	$34,391
Grant Funds Available for Activities	$229,271
Total Grant Funds Requested by Applicants	$304,976

Mrs. Harvey cautioned that, according to CDBG requirements, funds awarded for public service activities could not exceed 15% of the total grant allocation ($34,391).

Verbal Presentations

Each applicant was provided an opportunity to make verbal presentations before the committee, as follows:

Dover Interfaith Mission for Housing

Ms. Jeanine Kleimo, Chair, Board of Directors, Dover Interfaith Mission for Housing (DIMH), reviewed a grant application in the amount of $32,500. She explained that DIMH is an interfaith community organization which provides shelter, meals, and assistance to homeless men from the greater Dover community. Ms. Kleimo indicated that DIMH's shelter at 684 Forest Street can accommodate up to 36 lodgers. She noted that they are permitted by the City to take in a few extra people when the weather is extremely cold to keep people off of the street and out of the dangerous temperatures.

Ms. Kleimo explained that the CDBG funds being applied for will be applied to operation and maintenance of the shelter, particularly utility costs and repairs and maintenance of the building.

Ms. Kleimo advised that the organization began in 2008 and sheltered more than 1200 men, resulting in reduction of crime, loitering, etc. She stated that during calender year 2014 they sheltered 180 men. Mrs. Kleimo explained that the organization has maintained a success rate of approximately 60% in transitioning men from the shelter into permanent employment and private housing, with an estimated impact of approximately $1.5M on the local economic community and the growth of greater Dover.

Ms. Kleimo stated that within the last CDBG cycle they received $27,500, which they combined with $12,500 from the Delaware State Housing Authority (DSHA) and that nearly covers the operating and maintenance costs for the shelter.

Ms. Kleimo said most of the staff is made up of volunteers, including herself, with a limited number of staff whom are funded by other grants. In addition to the shelter, in January 2015, DIMH began operating a daytime resource center where homeless individuals can get assistance. Ms. Kleimo stated that they have provided service to as many as 70 people a day since it opened, including those that have been served by the "Code Purple" sanctuaries for emergency cold weather shelter. Ms. Kleimo reiterated that both of those programs, the daytime resource center and Code Purple, are staffed entirely by volunteers. Also, Ms. Kleimo advised that DIMH recently opened a 30-bed congregate housing facility that is not supported by grant funds but aids in facilitating the transition from shelter to independent living by providing a very affordable residence with continued access to programs and case management.

Ms. Kleimo stated that the organization receives significant support from local faith communities, businesses, and private citizens of Dover, particularly through the provision of dinners for the members and providing a venue to dispel some of the stereotypes of homelessness.

In response to Mr. Hutchison, Ms. Kleimo advised that the average age range of men that utilize their services is about 25 ranging from late 20's to mid 40's.

Responding to Mr. Caldwell, Ms. Kleimo stated that she had a great deal of success stories she could share but the most recent involved an addict that had been in prison who, after seeking the services of DIMH, now has his own home who he shares with a friend, is a sous chef at Dover Downs Hotel

& Casino and is pursuing an education in cooking and counseling at Delaware Technical and Community College.

In response to Mr. Kirby Hudson, Assistant City Manager, regarding seeing an increase in those seeking their services and if she felt that was due to an increase in population of the homeless in the area or awareness of the programs available, Ms. Kleimo stated that she did not see an increase, although they have had a significant demand for the Code Purple sanctuaries this winter; however, there is a transient population of men who have lost employment, residency, and seek their assistance in becoming re-established. In addition, they provide re-entry assistance for men leaving prison in hopes to reduce the recidivism by helping them acclimate to society and educate them with the resources available to them, noting that those who do seek their services have a much lower rate of recidivism than those who do not. Responding to Mr. Caldwell, Ms. Kleimo stated that they are seeing a lot of Veterans, on average 4-6 Veterans at any given time, stating that DIMH is now a part of the Mayor's Challenge to end Veteran's Homelessness.

Mr. Dixon expressed appreciation for the work performed in the community by DIMH.

In closing, Ms. Kleimo made note that she was proud of the statistic that in spite of a budget of zero, the shelter serves more than 12,000 plates of dinner a year thanks to the generosity of the community.

Connections Community Support Program

Kathy McKay, Chief Executive Officer, explained that Connections serves extremely low income individuals that have been chronically homeless for one year or more. The grant request is for $15,000 to provide rapid rehousing and rental assistance services for households whose most recent address is inside the City limits. The program will assist renters with the security deposit and up to the first three months' rent for affordable rental housing. Funding will also be provided for utility deposits as needed.

Ms. McKay stated that Connections is state-wide organization and has 1,300 employees throughout Delaware. She stated that in addition to assisting the homeless, they also participate in healthcare efforts in Delaware's Unified Correctional System providing primary healthcare, behavioral healthcare, and re-entry planning in all of the jails and prisons in Delaware. The only facility in the City of Dover is Morris Correctional Institute which is a level IV (work release) facility.

Ms. McKay stated that they had two main facilities in Dover, one on Division Street which provides treatment programs for serious mental illness and previously institutionalized individuals and one on Bay Road that is an integrated clinic that provides primary care, mental health, and substance abuse treatment for individuals. Ms. McKay noted that the Division Street location also provides supportive services for Veterans and their families.

The request for CDBG is for emergency solutions, specifically providing financial assistance for short-term rental subsidies, including security and utility deposits for people in need of housing who do not have those resources up-front. In some cases Connections is able to provide longer term

rental subsidies out of other possible funding such as Housing and Urban Development (HUD) grants, but those grants do not pay for deposits, which is important because while some individuals may have a source of long term assistance, they have been unable to pay their utility bills in the past and are not able to secure services without a security deposit or may still have outstanding balances that are preventing them from securing future services, which in itself can prevent them from obtaining housing which causes them to remain homeless. Connections provides emergency solution grants for Wilmington, New Castle County, and Delaware State Housing Authority; however, the CDBG grant will enable them to focus on the City of Dover specifically.

Responding to Mr. Hutchison, Ms. McKay advised that if the inmate is on a work release programm they are sometimes alerted to their release; however, due to various circumstances, they are not typically informed ahead of time when they are released.

In response to Mr. Hutchison regarding the background of the individuals that seek Connections services to obtain housing or employment, Ms. McKay advised that they are less desirable as tenants or employees and that their background often includes either drugs, alcohol, mental illness, or criminal activity and incarceration; however, it is their philosophy that those individuals are in the community so it is in everyone's best interest to try to provide them with the support and assistance they need to make improvements and to be aware of where they are located within the community.

Responding to Mr. Caldwell, Ms. McKay explained that some people that have sought the services of Connections continue to be a problem within the community; however, it is not their role to police the behavior of the individuals but to help them. Ms. McKay stated that, in some cases, Connections is able to work with Probation and Parole if the individual is on probation. She explained that, due to the Truth-In-Sentencing Act, Delaware does not have a Parole program because once the inmate serves their prison sentence they are released without parole. Ms. McKay stated that there are cases when the original sentence includes a probation period upon release from the institution or in some cases, typically involving drug use, the sentence is one of probation.

In response to Mr. Anderson regarding the temporary hotel program where individuals are supplied vouchers, Ms. McKay advised that the program had been phased out after it was determined locally, and later confirmed nationally, that it proved to be ineffective at ending homelessness. Ms. McKay explained that once the temporary fix expired and there was no permanent solution, the individuals returned to being homeless. Ms. McKay stated that over the last 5-6 years, Federal Research has indicated that the best method to end homelessness among people who have been homeless more than one time is to help them get permanent housing and provide support to help them remain in that housing.

Mr. Anderson asked how a mother, father, and five children living in Capital Green, determined to improve their living conditions and leave that complex, started their own business and then were asked to leave just as they started to do well and have enough money to relocate, would benefit from this program. Ms. McKay explained that is the ideal scenario for why the program was created. Ms. McKay said that often the only resource a family like that would have is Connections because they would likely not qualify financially for many other subsidy programs. Ms. McKay stated that

this program is not well suited for individuals or families that are chronically homeless and never demonstrate the ability to maintain residency or employment, because it is often too short-term and they are not able to secure permanent housing or employment. Ms. McKay stated that a family that just needs assistance, such as described by Mr. Anderson, would greatly benefit from the program.

In response to Mr. Anderson, Ms. McKay stated that she felt the State's 211 Intake System was ineffective, noting that homelessness is typically an issue at night and on the weekends and the hours for the 211 Intake System are 8 a.m. to 4 p.m. so it is not available when the people need it.

Responding to Mrs. Horsey, Ms. McKay advised that although they have a great deal of referrals, they have more walk-ins. She noted that they are usually people looking for the Emergency Service Grant (ESG) money, which is the program they are applying for CDBG funding for within the City of Dover. Ms. McKay also advised that Connections assists people with the documentation required to apply for the various funding and resources that may be available. She explained that much of the information and documentation is available online, which enables them to assist more efficiently.

In response to Mr. Hudson, Ms. McKay stated that the Department of Corrections has a sex offender treatment program so they are typically aware of who the pedophiles and sex offenders. She also noted that there are three tiers for sex offenders, which dictates how they handle them. Ms. McKay advised that tiers 2 and 3 require notice be given to landlords and surrounding residents; however, she felt it was best to be upfront in all cases to avoid complications later which may result in an unplanned eviction. Ms. McKay stated that by helping to place those individuals, they are aware of their locations because they are required to register as a sex offender, if they remain homeless it's not possible to track there whereabouts.

Responding to Mr. Hutchison, Ms. McKay advised that Connections services approximately five-hundred people in the City of Dover a month and approximately 35,000 state-wide. Mrs. Ann Marie Townshend, Director of Planning and Community Development, added that those figures include all services provided by Connections, not just those specifically related to homelessness.

In response to Mr. Dixon regarding sex offenders arriving in Delaware from other states, Ms. McKay said that Delaware has some of the most stringent sex offender laws; however, she also noted that there are not a lot of programs available to treat sex offenders outside of the criminal justice system.

Nehemiah Gateway

Maisha Thoms, Director for the Delaware Tax and Financial Services Tax Campaign, advised that the program is a federally funded IRS Volunteer Income Tax Assistance (VITA) program that provides free income tax return services for low to moderate income individuals and families. Ms. Thoms explained that the thresholds to qualify for the program are $52,000 with dependants and $35,000 without dependents. Ms. Thoms stated that the Nehemiah Gateway Community Development Corporation (NGCDC) is a 501 (c)(3) organization that was founded in 2000 as an outreach initiative of Shiloh Baptist Church. Ms. Thoms shared the HGCDC's mission to work with

members of the community that are in the low to moderate income bracket trying to successfully improve their economic well-being. Ms. Thoms said the hope is to increase opportunities for asset building, financial management, and entrepreneurship in the Delaware region. Some of the programs the NGCDC offer are Delaware Tax and Financial Services (VITA) Campaign, VIP Small Business Support Services, which is a program that assists entrepreneurs in the start up of business and sometimes assists with existing businesses, insurance services, and "One Step at a Time" Credit Counseling. Ms. Thoms explained that this program supports the housing and community development goal of the Dover Comprehensive Plan by improving the economic stability of low to moderate individuals and families, more specifically it encourages owner-occupied housing and preserving the existing housing statistics by assisting individuals with access to tax credits without incurring the cost of paid preparers. Ms. Thoms advised that national statistics indicate that, on average, low to moderate income individuals and families receive earned income tax credit for three years or less and they spend those funds locally, which was over $255,000 state-wide last year.

Responding to Mrs. Harvey, Ms. Thoms explained that the CDBG funds would be used for back office support services, stating that there are currently four sites within the City of Dover. She noted that they were unsure if they would consolidate or expand in the future; however, they have one paid position at each site to manage the site and the volunteers.

In response to Mr. Anderson, Ms. Thoms explained that the requested amount of $20,000 was determined by allocating $18,000 for the VITA program and $2,000 for the savings program, which requires hiring individuals to assist with opening saving accounts with Artisans Bank. Ms. Thoms further explained that they get about 700 referrals state-wide for the VITA program and that even after tax season is over, a staff person follows up with each of the referrals and assists them with finding additional resources for saving money, obtaining housing, etc. Ms. Thoms explained that she did not have a more specific breakdown of how the $18,000 would be allocated within the VITA program; however, she stated she could provide the budget information before the end of the meeting.

Responding to Mr. Caldwell, Ms. Thoms stated that the majority of their volunteers come from the various local schools, Delaware State University in particular, and some from the University of Delaware, Delaware Technical and Community College, and Wilmington University. She noted that Wilmington University is actually one of the locations they utilize for the tax preparation program.

In response to Mr. Hutchison, Ms. Thoms stated that the average age of their clients is 35-44; however, they also service senior citizens and younger clients as well. Ms. Thoms noted the VITA program services approximately 7% of the population who receive an earned income tax credit, which is statistically high nationwide. Many other territories are only capturing about 2% of that population.

Responding to Mr. Anderson, Ms. Thoms explained that part of the programs service is to connect individuals seeking assistance with other resources to further educate them on fiscal responsibility and efforts to promote savings onsite when filing taxes.

Responding to Mr. Hudson, Ms. Thoms advised that the program did not have a component to help people who may be in danger of losing their homes or helping them with home ownership; however, she advised that they make referrals to the appropriate agencies, such as First State Community Action, depending on the individual's need.

Ms. Thoms stated that they provide assistance with creating business plans, providing marketing research, insurance, etc. to guide new businesses in promoting their business and being successful. She noted that they also help existing businesses that may require assistance in those areas. Ms. Thoms stated that some of the businesses they are working as many as 10 businesses that are looking for additional space to expand or possibly to move to a new area. Mr. Hudson suggested she direct those people to the workshop being held by the City on Wednesday, March 11, 2015 to hear a presentation on the Downtown Redevelopment District and the various incentives and benefits available.

People's Place

Del Failing, Executive Director, stated that People's Place II is requesting $6,726.46 in CDBG funding to replace 18 windows in their Ruth Dorsey Whatnot Emergency Homeless Shelter at 381 State College Road in Dover, which is the only shelter in Dover that serves men, women, and children. Mr. Failing explained that it is a 46-bed shelter that has been in operation since 1977, noting that in February 2015 the shelter served an average of 39 people a night. People's Place became the new owner of the shelter, along with Vera's Haven, which is a ten-unit transitional housing facility. Mr. Failing said that in 2014, the Ruth Dorsey Emergency Homeless Shelter provided 10,598 nights of shelter to 710 men, women, and children. He noted that in 2010, People's Place came before this board to request funding to replace the heater at the shelter' noting that they were not awarded the funding at that time. Since then, the heater has been replaced and they are now seeking the funds to make the facility more energy efficient to reduce utility costs.

Responding to Mr. Hutchison, Mr. Failing stated they received a quote from Lowe's on the cost of the project and offered to solicit another quote if that was the Committee's preference in the course of providing funding. Mr. Hutchison advised that he just wanted to ensure that the amount requested for funding would cover the expense of the project.

Mr. Failing noted that the shelter also serves veterans, stating that at any given time they may have two to three veterans at the shelter. He noted that they no longer receive funding from the Veteran's Administration.

In response to Mr. Anderson, Mr. Failing stated that this was a one time request and he did not foresee a reason to come back before the Committee to request additional funding.

Responding to Mr. Anderson, Mr. Failing stated that he felt the States 211 System is problematic because if someone is looking for shelter, they need it immediately and they are not in a position to leave a message or wait for a call back to find placement. He thought the State was working on improving the system.

Responding to Mrs. Horsey, Mr. Failing advised that the facility it is an old Victorian house and they have made every effort to improve the efficiency of the house, which includes two additions that are much more modern and energy efficient.

Responding to Mr. Hudson's suggestion that some stores such as Home Depot may donate materials or labor for the shelter, Mr. Failing stated that they had approached Home Depot and they remodeled the kitchen in 2010.

Veteran Housing Proposal

Dr. Joe W. Burden, Jr., Property Owner and Manager, proposed a Veteran's Housing Complex (VHC) located at 15 Clarence Street in Dover. Dr. Burden described the project as a five-unit complex, each with their own outside access, living room, and two bedrooms with windows. Dr. Burden stated that 10% of all homeless individuals in the United States are Veterans and that Delaware had the highest percentage increase, 34.6%, in the Nation from 2012 to 2013.

Dr. Burden explained that he would be managing the grant and an electrician, a plumber, and a staff of carpenters and other personnel had been contracted to facilitate the project. Dr. Burden explained that he is seeking CDBG funding to renovate the facility for the purpose of housing homeless veterans in the City of Dover, describing it as centrally located, close to the DelDot bus station, City of Dover Police Station, and Bayhealth Hospital.

Dr. Burden stated that the total requested funding for the first year is $21,250.00 and will be allocated to interior renovations. The amount requested for the second year is $5,000.00, which will be used for renovations and repairs on the exterior for a total request of $26,250.00. Dr. Burden stated that $4,250 will be applied to each of the five apartments for interior renovations. Referring to the information provided, Dr. Burden reviewed the work plan with the committee.

Dr. Burden explained that this project fulfills the objectives of the CDBG grant application by providing cost efficient housing to homeless veterans, noting that it will be the first facility specifically for veterans in the City of Dover.

Responding to Mrs. Harvey, Dr. Burden advised that they allotted two months for each of the five apartments and once that portion is complete, they will focus on the exterior the second year. Dr. Burden stated that, based on the grant application criteria, he thought the grant extended over a period and they planned the schedule for renovation based on that criteria. Mrs. Harvey inquired about additional resources being leveraged in the event they did not get enough funding from CDBG. Responding, Dr. Burden advised that they planned to move forward before they were made aware of the CDBG grant money that was potentially available so they will complete the project without the funding if they have to; however, the funds requested would facilitate the completion of the project.

Responding to Mr. Anderson, Mrs. Townshend advised that the location of the proposed Veteran Housing Unit was within the Downtown Development District and, as such, they could potentially

qualify for rebates based on their expenses for the rehabilitation project separate from any CDBG funding. Mrs. Townshend further clarified that the $25,000 requirement to qualify under the Downtown Development District for rebates would apply after the applicant spent $25,000, she explained it would not include dollars spent from a grant.

Responding to Mr. Anderson regarding a charity umbrella for the Veteran Housing Unit, Dr. Burden advised that they attended the Mayor's Summit for Homeless Veterans and several other entities have expressed interest in participating in the project. In response to Mr. Anderson's inquiry regarding who would be receiving and managing the funds, Dr. Burden explained that he would be handling the funding from start to finish. He stated that, although they are not a formal charity, they have spent a great deal of their own funds on housing for the low to moderate income community.

In response to Mr. Anderson's concern regarding Dr. Burden's inexperience with the stringent requirements for grant funding and the control mechanisms in place, Dr. Burden advised that he and his staff would stay abreast of the reporting requirements. He added that although he had not received financial grants, he had received academic grants and written several grants. In addition, Dr. Burden noted his experience in records management pertaining to his various housing properties.

In response to Mr. Anderson regarding the minimum amount of funding they would require for the Veteran Housing Unit project, Dr. Burden advised that he deals primarily with low to moderate income clientele and frequently the rent does not get paid on time, or at all, and they still have a responsibility to pay their bills, so any amount of support that the City would be willing to give would be helpful.

Central Delaware Habitat for Humanity

Ms. Jocelyn Tice, Executive Director, explained that the Central Delaware Habitat for Humanity's mission is to put God's love into action by bringing people together to build affordable homes and communities. Ms. Tice explained that they focus on members of the community that are 60% or below the area median income, which is the low and very low income bracket, consistent with CDBG requirements.

Ms. Tice stated that the Central Delaware Habitat for Humanity is celebrating its 25th anniversary, during which time they have housed 38 homeowners. They are finalizing their 39th and 40th homes and have already begun to work on homeowner number 41 on Mifflin Road. Ms. Tice stated that they have seven (7) more projects planned for the City of Dover for this year. Ms. Tice advised that of the 38 homeowners, there have been no foreclosures and four (4) homeowners have paid off their mortgages.

Ms. Tice stated that their mission is to empower and equip homeowners by having them attend financial literacy classes at NCALL Research and providing HUD Certified financial counseling. They also require homeowners to commit to 250 hours of direct activity, 100 of which are spent on the construction site learning how to maintain and repair the home.

Ms. Tice reviewed information obtained through a survey of homeowners that have lived in their homes for more than 6 months demonstrating satisfaction with the home, neighborhood, overall experience with habitat, safety, lifestyle and financial improvements. Of those surveyed, Ms. Tice noted that 95% of the homeowners expressed a positive change, 90% indicated that the 250 hour requirement was very helpful in preparing them for home maintenance.

In summary, Ms. Tice advised that the Central Delaware Habitat for Humanity has built and/or renovated 17 homes in the City of Dover out of the 38 homes overall, last year 14 of those homes contributed to about $5,500 in taxes to the City and while they have not built in Dover in about four (4) years, they now have eight (8) homes planned for the 2015 calendar year.

Ms. Tice stated that all of the projects in the downtown Dover area are consistent with the Restoring Central Dover Plan that was recently released by NCALL focusing on increasing homeownership. She noted that in Kent County 47% of renters are reported to spend more than 30% of their income on housing. Ms. Tice explained that the Fair Market Value (FMV) of a two (2) bedroom apartment in Kent County is approximately $910, while the average mortgage for a home acquired through Habitat is $467. She stated that the average mortgage for the eight (8) homes planned for the City of Dover is expected to be approximately $550 for a 3 or 4 bedroom house with 1½ bathrooms and a garage.

Referring to the Central Dover Housing Initiative map, Ms. Tice explained that Habitat was awarded $672,000 and $191,000 from the strong neighborhoods housing fund in collaboration with Milford Housing and NCALL Research for 12-14 homes. She stated years 1 and 2 of the requested CDBG funds would be applied to renovations in the amount of approximately $50,000 per home and, in years 3,4, and 5 those funds would be allocated more toward a owner occupied repair program. Ms. Tice explained that the first two (2) years are critical due to the requirements for the strong neighborhood funding received, so they are able to acquire property and are seeking CDBG funds to renovate the properties. She stated that the strong neighborhood initiative was to transform areas of high crime, etc. and informed members that they identified the 19 block Proposed Target Neighborhood. Ms. Tice explained that the intent was to buy two (2) homes over the next two (2) years, one (1) each year, to renovate as part of the strong neighborhoods initiative.

Ms. Tice noted that in past years Habitat partnered with the City, County and Diamond State Community Land Trust on six (6) homes through the NSP (Neighborhood Stabilization Program), which has had a successful homeownership rate. Additionally, she stated that Habitat had received government funding from the State Housing Authority Housing Development Fund. Habitat last received CDBG fund in 2010, in the amount of $32,000, to help renovate a home on Jefferson Court. Ms. Tice stated that the program was consistent with the CDBG grant application and the 2010-2014 consolidated plan, rehabilitating substandard housing and also expanding homeownership. She recognized that the number one (1) problem is homelessness, and the second is housing needs.

Ms. Tice explained that program participants are required to live or work in Kent County for one (1) year; demonstrate ability for repayment and a need for housing, which is determined through a

volunteer family selection committee; and be willing to partner with Habitat through a commitment to the sweat equity, and attendance of events and speaking engagements.

Ms. Tice advised that Habitat was currently in the process of identifying the properties to acquire through the strong neighborhood funds within the next month, stating that the target area was S. Queen Street. She reiterated that the primary focus is to look at a concentrated rather than scattered area to show a visual transformation and impact. Remaining consistent with the strong neighborhoods funding, Ms. Tice explained that the CDBG funds would supplement funds already secured. She stated that Habitat would begin negotiations with sellers, identify homeowners at their homeownership seminar in August, and start renovations in the beginning of 2016.

Responding to Mrs. Harvey regarding the $50,000 amount requested for renovations without having first identified the property, Ms. Tice explained that historically Habitat had spent $50,000 and it is a fairly accurate estimate.

Mrs. Harvey questioned how soon the property would be acquired, noting the fact that the funds would be released in July 2015 and that the property must be acquired before the funds can be released. In response, Ms. Tice stated that Habitat was certain they would be able to work within that time frame. She explained that under the strong neighborhood funding, money has to be spent, homes sold, built and renovated within two (2) years (by April 2017), and she anticipates that at least one (1), if not both, homes will be acquired prior to the end of June 2015.

Responding to Mr. Anderson, Ms. Tice stated that Habitat did not currently have a home under contract. Referring to the Potential Properties indicated on the Central Dover Housing Initiative map, she stated that nine (9) homes are available, and stated that they have already begun discussions with the owner of 133 South Queen Street and are also working with a local realtor who provided a list of homes currently on the market in the target area.

In response to Mr. Hutchison regarding each person identified to participate in the program and the training that is required of them, Ms. Tice advised that the financial literacy training is provided by NCALL; however, the selection process occurs within Habitat. She noted that Habitat has a home ownership seminar which participants are required to attend in order to submit an application. Ms. Tice explained that the application includes employment verification, rental verification, a credit report, and a home visit and the appliation is submitted to the board for approval, all of which takes about two to three months. Once approved, they are enrolled in NCALL's financial classes, they attend an all day workshop, and take an on-line e-home money class. Ms. Tice advised that Habitat has begun offering post-homeownership workshops to provide information on budgeting, home repairs, etc. to assist the owners in maintaining homeownership through continued education.

Milford Housing Development Corporation (MHDC)

Mrs. Harvey explained that MHDC applied for two separate grant applications, one for Homeownership Rehabilitation in the amount of $60,000, and one for Emergency Home Repair in the amount of $40,000. Mrs. Townshend advised the Committee that the City of Dover used to do

the Rehabilitation Program but have since turned the program over to MHDC, stating that it is something that has always been funded, but used to be funded through the City. Clarifying, Mrs. Townshend assured the Committee that all of the CDBG funds awarded for this program are spent within the City of Dover.

Mr. Russell Huxtable, Vice President and Chief Operating Officer, advised that MHDC is a private, non-profit, housing development corporation whose mission is to provide affordable housing solutions to families in low to moderate incomes. This is accomplished through several programs, including the Homeowner Rehabilitation Program that Ms. Fran Cardaci, Housing Preservation Manager, has been running for the past one and a half years and has been a part of MHDC for almost five years.

Ms. Cardaci explained that the home repair project began in 1991 and ultimately went under the First State Conservation Development Council and, at the end of 2011, moved to Milford Housing. She explained that the home repair project targets very low income homeowners and providing home repairs. Ms. Cardaci said that in the City of Dover low income is considered 80% of the area median income or less whereas other locations are 50% or below median. Ms. Cardaci explained that some of the repairs included in the home repair program include furnaces, hot water heaters, roofs, doors, floors, windows, steps, and wheel chair ramps. She explained that the CDBG program is a higher level, more expensive, type of repair program, such as correcting major code violations. Ms. Cardaci noted that in some cases they are able to combine the two different types of programs to assist the homeowner with minor, as well as major, repairs.

Mrs. Townshend advised the Committee that these programs are a useful tool with code enforcement as they often refer homeowners to these programs to receive assistance to make the necessary changes to resolve the violations and be in compliance.

Responding to Mr. Hutchison regarding how a person qualifies, Ms. Cardaci stated income and ownership. She advised that for the HRP program, the recipient must own and live in the home for at least one year with the intention to stay for at least two years and meet the income requirements. Ms. Cardaci stated that to qualify for the CDBG program, they have to live in the home for three years, it has to be their primary home, and they have to have their taxes up to date. She advised that for the CDBG program, the homeowners sign a lien against the home, whereas, if they sell, move, or abandon the home, there is a recorded lien for repayment.

Responding to Mr. Anderson on identifying an emergency under the Emergency Home Repair Program (HRP), Ms. Cardaci explained that the homeowner has to be qualified in order to receive assistance and, therefore, it is not immediate; however, MHDC assists the homeowner in any way they can, including going to the house to pick up the paperwork in order to get them approved and do the repairs. Ms. Cardaci cited an example of a homeowner who's heater stopped working and requested repairs on Wednesday and by Tuesday of the following week the heater was repaired at no cost to the homeowner.

Responding to Mr. Anderson, Ms. Valerie Miller, Development Director, advised that the funds are leveraged to achieve additional funding; however, the funds from the CDBG program broaden the range of clients because it enables them to assist people with up to 80% median income whereas in other areas, they are only able to go up to 50% of median income.

Ms. Cardaci advised that the HRP program assisted 131 homes, although the program has not received funding since July 2014. She noted that any funds that were used for homes within the City since then were paid out of other grant money and not the CDBG grant.

Responding to Mrs. Harvey, Ms. Cardaci stated that MHDC has applied for two different grant amounts which equate to half of the CDBG available funding. She noted that they have already qualified six homeowners and have an additional three that have been pre-qualified since the beginning of the year and she is confident the funds will be spent in the required time frame.

In response to Mr. Hutchison, Ms. Miller advised that $60,000 was requested for Home Repair and $40,000 for Emergency Repair.

City of Dover Homeownership Assistance Program

Mrs. Tracey Harvey, Community Development Manager, reviewed a grant application in the amount of $60,000 for the City of Dover Homeownership Assistance Program. She indicated that this program provides first-time homebuyers assistance with down payment or closing costs, allowing them to purchase affordable housing in the City of Dover. Mrs. Harvey advised that since the program was initiated in 1995, they have had 96 home closures using City of Dover funds. Initially the down payment assistance amount was $5,000 and now it is as high as $20,000. Mrs. Harvey advised that 100% the funds were spent annually and, as of 2014, 92% of the funds have been spent.

Responding to Mr. Hutchison, Mrs. Harvey confirmed that if the funds are awarded, the program would provide up to $20,000 in down payment assistance for qualified homebuyers. She reiterated that last year they were awarded $100,000 and 92% of those funds have been expended with six people being able to purchase homes using this funding.

In response to Mr. Hutchison, Mrs. Harvey clarified that the funds would be used city-wide and not just in the downtown Dover area.

Mrs. Townshend advised members that recipients of the program are required to sign a lien on the home stating that they will remain in the home for 10 years if awarded $20,000 in down payment assistance and 5 years if awarded $10,000 in down payment assistance; otherwise, they would have to pay the City back for the funds provided for the down payment.

Responding to Mr. Hutchison, Mrs. Harvey advised that of the other applicants requesting funding today, MHDC requires the recipient to sign a lien against the home requiring repayment of the assistance if they do not remain in the home. Mr. Hutchison expressed his support of that requirement.

Review/Scoring of Community Development Block Grant (CDBG) Applications

Mrs. Harvey advised members that funds in the amount of $304,976 had been requested and only $229,271 was available. She noted that the first three applicants (Dover Interfaith Mission for Housing, Connections Community Support Program, and Nehemiah) are public service projects and are limited to $34,391 (15% of the total grant allocation).

After a period of discussion, members conducted a review of each grant application and provided individual scores on the CDBG Grant Application Scoring Sheet for applicants *(as on file in the Office of the City Clerk)* and staff tallied the scoring sheets.

Mr. Anderson moved to recommend awarding the City's CDBG grant allocation for public service activities to Dover Interfaith Mission for Housing in the amount of $27,000 and Connections Community Support Program in the amount of $7,391, with the remaining grant allocation to be awarded as follows: 1) $6,726 to People's Place; 2) $40,000 to Habitat for Humanity; 3) $52,892 to MHDC Homeowner Rehabilitation; 4) $35,262 to MHDC Emergency Home Repair; and 5) $60,000 to the City of Dover Homeownership Assistance Program and that priority be given to the Downtown Redevelopment Target Area as designated in the Dover Code until January 2016, with funding to be re-evaluated at that time to see if there are funds left over for the remainder of the City. The motion was seconded by Mr. Hutchison and unanimously carried.

By unanimous consent, the meeting adjourned at 4:08 p.m.

Wallace R. Dixon
Chairman

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UTILITY COMMITTEE

The Utility Committee Meeting was held on March 9, 2015 at 5:15 p.m. with Chairwoman Williams presiding. Members present were Mr. Perza, Mr. Slavin (arrived at 5:18 p.m.), and Mr. Blakeman. Mr. Snaman was absent. Councilman Hutchison was also present.

AGENDA ADDITIONS/DELETIONS

Mr. Blakeman moved for approval of the agenda, seconded by Mr. Perza and unanimously carried (Snaman absent).

Acceptance of Wastewater from the Proposed Winding Creek Development (Outside City of Dover Limits)

Members were advised that Winding Creek Delaware, LLC, is proposing to construct a new 208-unit residential community west of the City of Dover. Kent County prefers a central disposal methodology, as opposed to an on-site solution within the development. To meet the requests of the County, it is proposed to provide wastewater service through an on-site pump station that will send the effluent to the City of Dover wastewater system.

A technical feasibility study was conducted by Morris & Ritchie Associates, Inc. (Consulting Engineer) which evaluated the impacts of the projected sewage flow on the existing sanitary sewer system that is owned by the City of Dover and operated by the Department of Public Works. Staff reviewed the technical feasibility study and has required improvements to existing infrastructure to be made by the developer of the residential community. Said improvements will be the sole financial responsibility of the developer. All system improvements must be complete, operational and approved by the City prior to accepting wastewater flow from the community. Additionally, a legal agreement must be finalized between the City of Dover and Winding Creek Delaware, LLC with respect to service rates and impact fees.

Using current out-of-City rates and fees, staff indicated that the estimated fiscal impact for the 208-unit residential community would be, as follows:

Impact Fees:	$6,184.00 / E.D.U. ($2,100 COD Water, $1,900 COD Sewer, $2,080 KC Sewer, $104 COD Admin Fee) X 208 units = $1,286,272.00 (To be received over a 5-7 year period) - $853,632 to the City of Dover; balance to K.C.
Estimated Monthly Sewer Bill:	208 units X 7 Tgals/month = 1,456 Tgals X $7.82 / Tgals = $11,385.92 + $2.50 = $11,388.42
Estimated Monthly Expenses:	1,456 Tgals X ($2.34 + $1.50 + $2.45 / Tgals) = $9,158.24
Estimated Net Revenue:	$11,388.42 - $9,158.24 = $2,230.18 per month at full build-out

According to the Kent County Department of Public Works, the amount of wastewater produced by this development can be assimilated into the current allocations under the current Contract User Agreement with Kent County.

Staff recommended acceptance of wastewater from the proposed Winding Creek development and that City Council grant authorization to the City Manager to enter into an agreement with Winding Creek Delaware, LLC.

Mr. Scott Koenig, City Manager, advised members that the proposed 208-unit residential community would have a gravity collection system and a private pump station that would connect into the City's existing infrastructure on Chestnut Grove Road and tie-in to the City's pump stations. He stated that staff had discussed this proposal with the Kent County Department of Public Works, and it would allow the new system to tie-in to the City of Dover system, rather than extending Kent County disposal district number 1.

Mr. Koenig explained that this would be a single customer for the City, since the 208-units would flow into a pump station owned by Winding Creek Delaware, LLC, and operated by a legitimate third party provider. As houses are occupied, the community would pay City impact fees, as well as Kent County impact fees, because the wastewater would ultimately go to the County's wastewater treatment plant. The City would bill the entity that owns the pump station on a monthly basis at the out-of-city rate, as described in the estimated fiscal impact.

Mr. Koenig informed members that the City's estimated net revenue of $2,230.18 per month at full build-out was based on the City's cost of transmitting the wastewater less the City's cost to treat it at Kent County. He noted that the out-of-city rate was 150% of the in-city rate. Mr. Koenig stated that, from a financial perspective, this is an interesting proposal for the City since there would not be any out-of-pocket expenses for the City.

Mr. Perza stated that it appeared that this proposal would produce revenue for the City; however, he questioned whether there were any negative aspects that would put the City at risk. Responding, Mr. Koenig stated that the only risk was that the City would be billing an independent third party for the monthly wastewater charge. He explained that it was his understanding that it would be one (1) of the statewide companies that are running these types of systems and there is professional regulation that would govern this system. Additionally, if the system was not working correctly, the Department of Natural Resources and Environmental Control (DNREC) would become involved because there would be disposal problems if the entity did not pay the bill.

Mr. Perza questioned whether there would be any negative consequence to the existing infrastructure and if the entity was paying for the upgrades that will interconnect with the City. In response, Mr. Koenig stated that a technical feasability study was conducted, necessary upgrades for the City's infrastructure were identified, and the developer would take care of those upgrades.

Responding to Mr. Blakeman, Mr. Koenig stated that Winding Creek would own the infrastructure up to the point where they connect to the City's system, and there will be private infrastructure in some cases. He did not believe that any infrastructure would have to be dedicated.

In response to Mrs. Williams, Mr. Koenig stated that future repair, maintenance, and liability would be the responsibility of the third party entity.

Mrs. Williams inquired as to the track record of the third party entity. Responding, Mr. Koenig stated that he had not seen the contract; however, it was his understanding that it was a private company that is charged at the State level of running wastewater systems.

Mrs. Williams questioned whether members had to make a decision without knowledge regarding the third party entity. In response, Mr. Koenig explained that, if members had reservations about the third party entity, the Committee could recommend authorizing him to negotiate the agreement with the stipulation that the final agreement would be brought forward to Council for consideration.

Mr. Blakeman moved to recommend authorizing the City Manager to negotiate an agreement to accept wastewater from the Winding Creek Development, with the understanding that the final agreement would be presented to City Council for final approval. The motion was seconded by Mr. Slavin and unanimously carried.

Responding to Mrs. Williams, Mr. Koenig expressed staff's hope to complete the agreement within the next few months and that construction would potentially begin in FY 16. He explained that his estimate that the build-out would take 5-7 years to complete was based on 208-units.

In response to Mrs. Williams, Mr. Koenig reviewed a Google Earth map depicting the location of the proposed development, noting that it is easiest to get to the property via Route 8.

Proposal to Perform Review and Update of the Electric System Financial Model, Complete Cost of Service Analysis, and Develop Proposed Rate Adjustments

Members were advised that, in light of recent changes in the City's power supply requirements, staff recommended an update to the electric rate study and forecast by Burns & McDonnell, under the continuity of service provision of the purchasing policy. Changes in the City's power supply requirements are, as follows:

1. The changes in the load profile for NRG created revenue shortfalls in FY14. The cost of service rate was previously developed on a lower load and demand profile than they are using today.
2. The forecasted load is flat, therefore rates will need to be adjusted to pick up the fixed cost not being covered.
3. PJM has made recent changes to the capacity performance rules. (A presentation is planned for March 23 to review with the Utility Committee these changes)
4. PJM is now requiring more oil inventory due to last year's polar vortex.
5. The City's commercial rates are not competitive with other public power suppliers in the State and staff is requesting cost of service allocations be validated and updated.

Members were informed that the fee proposed by Burns & McDonnell was the same fee that was paid for the last full cost of service analysis in 2012.

Staff recommended acceptance of the Burns & McDonnell Group proposal.

Mr. Scott Koenig, City Manager, stated that power supply requirements have changed fairly dramatically at times, and reminded members that there was a very large transfer last year from $8M to $10M in the Electric Fund. He stated that, with all that was happening in the electric industry, staff was very concerned that the City's load forecast was relatively flat with escalating baseline costs. Mr. Koenig stated that there are proposed changes to the City's load profile; however, he anticipated that the load would remain flat or even decline over time because people are creating significant efficiencies in their electric use through upgrades to their facilities.

Mr. Koenig stated that a lot of components have the ability to affect the City's rates and reserves; therefore, staff believed it prudent to go back and look at the City's rate levels again to ensure they are competitive in the marketplace and covering the City's legal and fiduciary obligations in the future.

Mr. Koenig explained that staff recommended that the cost of service and rate design study for FY 16 be completed by Burns & McDonnell for continuity of service.

Mr. Koenig stated that the industry was changing and there was more effort being put on the customer charge, to make sure that providers are recovering more capital and operating costs in the base rate charge. He noted that this would be a gradual change. Referring to the issue of competitiveness, Mr. Koenig reminded members that the City was very competitive at the residential level, noting that the City was currently the third lowest residential supplier in the State and, in the summertime, had been as high as second. However, he stated that the City was not competitive in other rate classifications, noting that the City was the second or third highest in some rate classifications. Mr. Koenig informed members that, going forward, staff would like to present Council with options regarding lowering commercial rates to attract businesses or keep businesses competitive; however, he explained that residential rates would have to be adjusted to make up for the differential.

Mr. Koenig stated that the proposed cost of service and rate design study would provide the most updated information available for Council's consideration of the FY 16 budget.

Mr. Koenig informed members that, this past year, $100,000 was originally budgeted for consulting fees in the Electric Fund, approximately $16,000 had been expended, and the approximate balance was $83,000. He stated that the required expenditure for the cost of service and rate design study was $28,500.

Mr. Perza questioned how often the rate studies are typically done. Responding, Mrs. Donna Mitchell, Controller/Treasurer, stated that the goal of the rate studies is to try to keep the rates the same over the 5-year forecast. She explained that when there are changes to the assumptions in the forecast, such as the recent PJM changes, staff determines whether Council is interested in having a new study completed.

Responding to Mr. Perza, Mrs. Mitchell explained that the last study was completed in 2012 for 2013-2017. However, staff was requesting a new study now, instead of waiting until 2017, because

the market has changed and the 2012 version is no longer helpful. She confirmed that if the study was completed this year, another study would not be requested until 2020, unless something changes.

Mr. Blakeman moved to recommend acceptance of the Burns & McDonnell Group proposal, as recommended by staff. The motion was seconded by Mr. Slavin and unanimously carried.

Mr. Blakeman questioned whether a monthly list of all electric utility rates for residential customers in the state was still published for public knowledge and, if so, he requested the inclusion of the list in the monthly report. Responding, Mr. Koenig stated that he did not believe such a list was published for public use; however, he would inquire.

TEA/NAES Report *(January)*

The TEA/NAES Monthly Report for January 2015 was provided to members to enable them to monitor electric sales and revenues received, which will provide a better understanding of any fluctuations that occur and allow the opportunity to make improvements if deemed necessary.

Referring to the Executive Summary on Page 1 of The Energy Authority, Inc. Monthly Management Committee Update - January 2015, Mr. Scott Koenig, City Manager, stated that the City's Power Supply costs for January were very close to the budgeted amount, noting that the costs had been tracking close to budget for the entire year.

Referring to Page 11, Mr. Koenig explained that the budgeted Total - Utilities Cost was approximately $30M and the actual year-to-date expenditures were approximately $28.2M, which indicated that the City was under budget for the first seven (7) months of the year. He stated that the load was tracking very close to expectations. Mr. Koenig reminded members that several years ago there were very wide gaps and large balances in the City's favor; however, the market had tightened up significantly and, as a result, the City tightened the projections. It was his expectation that this trend would continue for the next couple of years. Mr. Koenig explained that the projections are refined each year and that the rate study would be important in helping to ensure that the City's costs are allocated correctly. He stated that many of the City's financials are driven by the load calculation and that the cost of service study would help determine what the future load would be. Mr. Koenig noted that a number of the City's bigger customers, including Dover Air Force Base, were looking for efficiencies and, as systems are becoming obsolete, they are reviewing the next round of technology to see if it better fits their performance measures. He stated that there are some real advancements in technology that will help people reduce their energy usage; however, the average price of electricity will most likely go up in the long run because the City will still have to recover base costs.

Referring to Page 3, Mr. Blakeman questioned how the City had zero (0) generation for the month but achieved $370,223 in revenue for generation. Responding, Mr. Koenig stated that the generation payments are projected out over the entire year, and that number reflected the budget that is allocated to each month of revenue. Mr. Blakeman stated that the same number ($370,223) appeared on Page 9 as a credit for the Subtotal - All Generation. In response, Mrs. Donna Mitchell, Controller/Treasurer, explained that the amount is the net between the capacity credit on the PJM

bill and what the plant owes. In this instance, the net of those two (2) numbers is a net credit, and they consider that revenue. She confirmed that the City does not receive a check from PJM, instead there is a credit on the bill that is a reduction of the City's cost.

Responding to Mr. Blakeman, Mr. Harry Maloney, Electric Director, explained that the PJM Settlement Bill was typically received approximately one (1) week after the Monthly Management Committee Update. He stated that the February Settlement Bill could be provided to members with the February TEA/NAES Report.

Mr. Slavin moved to recommend acceptance of the TEA/NAES Monthly Report for January 2015, seconded by Mr. Blakeman and unanimously carried.

Garrison Oak Technical Park Project Updates

Mr. Scott Koenig, City Manager, provided the following updates on the Garrison Oak Technical Park (GOTP):

City Infrastructure/Calpine Energy Center

Mr. Koenig informed members that the past few weeks had been very difficult due to a combination of mud, frost, and general weather issues. He stated that A-Del Construction had completed a number of items required to prepare for paving on the eastern portion of Garrison Oak Drive. If temperatures increase enough to melt the frost line, A-Del Construction will complete the final grading of the road over the next few weeks, pave the eastern portion later this month, and transfer construction traffic to the east side, so they can begin utility construction on the west side, nearest to Uzin Utz. Mr. Koenig stated that the curb lines and sidewalks have been installed on the east side of the road, and the tower construction is starting to come up out of the ground.

Mr. Koenig expressed his opinion that the Calpine Plant was nearing the final stages. He stated that there was a very large delivery of a backup motor last week, "shake out" testing processes of the plant have begun, and the plant operators were finishing their training. Mr. Koenig informed members that, late last week, the City received notice from Calpine that they would begin testing of the wastewater pumps that are coming off of the holding tanks that they have.

Mr. Koenig stated that the pump station was currently in by-pass with George & Lynch, and they were finishing up all of the final testing of the pump station. He expressed his hope that the pump station would be in service before the next meeting update.

Mr. Koenig informed members that the water system on the east side was now in service to the 16-inch line running from White Oak Road back to the plant, and the City was very close to having full utility service to the Calpine Plant. He stated that the plant was still on schedule for commercial operation in June 2015; however, as they start bringing the systems up in the plant, they will be producing "test power" that will be sent to the grid over the next few months. Mr. Koenig explained that as soon as Calpine completes all of the requirements and protocols to turn on a power plant, such as internal testing, air permit testing, etc., and received authorization, the plant will go into commercial production.

Referring to the Uzin Utz property on the west side, Mr. Koenig stated that a lot of the metal panels were up on the building, and they were beginning to fill-in the windows and other parts of the structure; however, he noted that there was a significant amount of infrastructure that still needed to be completed on the west side. He explained that as soon as the construction traffic was moved over to the east side there would be multiple crews working on water lines and sanitary sewer extensions, and the completion of the west side road over the next few weeks.

Mr. Koenig informed members that, in general, public construction was behind schedule due to the recent weather. He anticipated that there would be a lot of activity related to the A-Del contract, and finishing up the George & Lynch contract. Referring to the Chicago Bridge and Iron contract, Mr. Koenig stated that the tower would start coming up out of the ground significantly over the next few months. He stated that the City would be ready for commercial operation of the center in accordance with what was promised, noting that it had been a very long construction project.

Responding to Mr. Blakeman, Mr. Koenig recalled that Calpine planned to have approximately 25 full-time jobs.

In response to Mrs. Williams, Mr. Koenig expressed his belief that tours of the Calpine Plant would be offered and anticipated that there would be a grand opening once the plant is operational since the plant was the template for President Obama's clean power initiative.

Responding to Mrs. Williams, Mr. Koenig stated that the grid would be the recipient of the testing electricity, explaining that the energy coming out of the Garrison block goes straight into the line that leads out to Cartanza.

Dover Sun Park

Members reviewed the Electric Revenue Fund FY15 - White Oak Solar Park Incremental Cost.

Mr. Hutchison questioned whether there was any update from Mr. Kirk Betts, the City's Utility Attorney, regarding Calpine. Responding, Mr. Koenig stated that Mr. Harry Maloney, Electric Director, and Mr. Betts had been discussing a potential agreement with Calpine in greater detail and Calpine's interest level had increased over the past few weeks. Mr. Koenig was hopeful that he would be able to provide more information in the near future.

Mr. Blakeman moved for adjournment, seconded by Mr. Slavin and unanimously carried.

Meeting adjourned at 5:44 p.m.

Beverly C. Williams
Chairwoman

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LEGISLATIVE, FINANCE AND ADMINISTRATION COMMITTEE

The Legislative, Finance, and Administration Committee meeting was held on March 9, 2015, at 6:00 p.m. with Chairman Slavin presiding. Members present were Mr. Anderson, Mr. Hare (arrived at 6:16 p.m.), Mr. Shevock, and Mr. Sudler. Members of Council present were Mr. Dixon, Mrs. Williams, and Mr. Hutchison. Mayor Christiansen was also present (arrived at 6:22 p.m.).

AGENDA ADDITIONS/DELETIONS

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

Report of Independent Public Accountants on Applying Agreed-Upon Procedures to the City of Dover, Delaware

Mrs. Donna Mitchell, Controller/Treasurer, referenced the joint memorandum from her and Paul Bernat, Police Chief, dated February 26, 2015, regarding Agreed Upon Procedures Engagement - Cash Review. She noted that the memo indicated that steps that had been taken to address some of the items in the Report of Independent Public Accounts on Applying Agreed-Upon Procedures to the City of Dover, Delaware For the Year Ended September 30, 2014 prepared by SB & Company, LLC, the City's auditor. Mrs. Mitchell stated that Chief Bernat was still working on evidence procedures with the new evidence technician.

Mr. William Seymour, SB & Company, LLC, advised members that City management had responded to the report through the memorandum referenced by Mrs. Mitchell and that SB & Company had received the full cooperation of management during the procedures. He stated that this was different from a typical audit, as management had asked them to perform certain procedures in different departments around policies and procedures related to cash receipts and other processes. Mr. Seymour stated that SB & Company, LLC looked at the Parks and Recreation Department as well as the Police Department and a number of results came out of it, including some differences in the evidence room and with parking tickets, all of which management had responded to during the course of the audit. Mr. Seymour stated that auditors are required to maintain skepticism for fraud and did not note any incidences of fraud; however, he indicated that this was not a fraud audit, which would have been different in the scope and procedure.

Mr. Seymour stated that SB & Company, LLC worked with management on some recommendations, one (1) of which was for management to consider the implementation of an internal audit function. This would allow audits to be done periodically by an internal and independent body to review different departments for controls, performance, concerns around budget amendments, or any other areas that may be of concern to Council or management. These audits would be done by someone on the City payroll who would report to different members of Council or the administration. Mr. Seymour advised members that this is a "pretty standard item" that most municipalities have and is a best practice, especially as the City continues to grow and more transparency is being required or sought.

Mr. Anderson asked whether SB & Company, LLC handles performance audits. Responding, Mr. Seymour stated that SB & Company, LLC performs the City's financial statement audit as well as the federally mandated single audit, which is a compliance audit under federal funds; however, SB & Company, LLC does not currently conduct a performance audit.

In response to Mr. Anderson regarding whether SB & Company, LLC performs this function for entities other than the City of Dover, Mr. Seymour indicated that this service is available, but noted that, from a financial statement perspective, SB & Company, LLC must maintain their independence, and the term and nature of a performance audit could result in "robbing Peter to pay Paul." Currently, SB & Company, LLC had not been asked to do this and had only performed agreed upon procedures more focused around policies and procedures.

Mr. Anderson questioned the scope and level of evidence handling procedures. Responding, Mr. Seymour indicated that SB & Company, LLC looked at the policies and procedures in place and performed testing to determine whether or not this was actually what was occurring during the course of the period with the year ending September 30, 2014. It was found that there were some gaps with respect to entry into the evidence room and the potential for wrongdoing to occur, although they did not note any wrongdoing. Mr. Seymour said that they tested what the balances should be in each of the moneybags and counted what was in those bags, and the two (2) amounts did not reconcile. For example, a bag that was supposed to have $100 had $75 in it, but the next bag was supposed to have $75 and had $100 in it. It was their understanding that the count was not being performed by bag but in total. He explained that there were also differences with the sign-out or destruction of various property in the evidence room in regard to whether items were to be auctioned, destroyed, or otherwise returned to the owner. Mr. Seymour said that there were discrepancies in the record-keeping for those items.

Mr. Anderson asked whether it was possible that someone just did not follow through or claim items that were said to be auctioned, so they were still in the Department's possession. Mr. Seymour indicated that this could potentially be true; however, SB & Company, LLC tries to represent just what the facts are. For example, he stated that an Ipod was found in an auction bin but was believed to have been destroyed and the report said it was gone. Human error occurs and there is a host of reasons why it could be there, but the auditors do not get into the speculation of why, only what happened. Mr. Seymour indicated that these items are designed to help to define where there are potential issues, to allow management to continue to refine and improve processes to, hopefully, avoid bad things from occurring in the future.

Mr. Anderson asked whether the auditors were finding that things were actually missing or some things were just not where they should have been or funds not properly allocated. Mr. Seymour indicated that he could not say whether or not things were missing because they did a sample of transactions, not a 100% audit, so inferring that there was nothing missing would be going beyond the scope of what was done. He stated that what they found was that there were opportunities for that to occur. For example, he explained that if someone put $1,000 in the evidence room and someone stole $1,000 from the evidence room, the auditors would not know this from the scope of procedures done. They were only able to identify the possibility for this to occur because the controls were not operating in full effective during the course of the procedures performed.

Mr. Sudler inquired if SB & Company, LLC provides additional services that could help the City do a better job with the audit process, in addition to fact finding. Responding, Mr. Seymour stated that, as auditors, they cannot be placed in management's decisions; however, any level of internal controls is inherently a cost/benefit analysis. He indicated that the City could have great internal and

redundant controls and go bankrupt or, conversely, no controls, which would save money but might result in the City being "robbed blind" and, again, the City could go bankrupt. Mr. Seymour stated that SB & Company, LLC can provide recommendations, but ultimately the decisions rest with management. He felt that having an internal audit position in place would strike a happy medium, since an internal auditor would not need to have the same level of independence because they would report directly to the City. They would be an employee of the City who is there every day to understand the balance that the City is trying to meet and then design procedures to determine whether or not each of the departments is carrying out their responsibilities to those levels.

Noting that the Dover Police Department is nationally accredited, Mr. Hutchison inquired if the accreditation program addresses any of the concerns or issues that referred to by Mr. Seymour. In response, Mr. Seymour stated that the auditors were made aware of the different levels of accreditation that the Dover Police Department had received; however, were not part of the process to determine what was looked at as part of the accreditation to be able to relate that to the work that was performed or not performed. Mr. Seymour noted that this is a prestigious award, it was "great" that the Police Department obtains it and that SB & Company, LLC would recommend that they continue to pursue it; however, he would be unable to correlate what the auditors did to the accreditors because he did not know what they specifically looked at.

Mrs. Williams asked why SB & Company, LLC was called in, and questioned if this had happened before. Responding, Mr. Seymour stated that as part of their financial statement audit and single audit, SB & Company, LLC had different levels of findings from a compliance standpoint for certain grants. His understanding was that before SB & Company, LLC was selected as the City's auditor, other audit reports performed had different levels of concerns with different departments. Mr. Seymour indicated that he would let management speak to that. It was his belief that there was not a "red flag" or specific item in those cases, rather the intent was to go through and peel back the layer one (1) additional step further and say whether or not the different departments have policies and procedures in place and, if so, were they following those policies.

In response to Mrs. Williams, Mrs. Mitchell stated that the review was asked for due to concerns from old problems and was a culmination of the A-133 audit the past couple of years, federal forfeiture funds, and confiscated monies. She stated that what it brought to light was that there is not a review of what is happening in other departments. Since staff there are all not accountants or finance people and "we do not have any oversight in those other departments," the agreed upon procedure was requested to have Mr. Seymour come in and look at how the departments are handling their cash and cash management procedures and practices. In this way, she stated, "we can reach out and try to help them get problems corrected", if there are any problems.

Mrs. Williams asked if Mrs. Mitchell would prefer to have a joint venture between the Finance and Police Departments to come up with practices with a staff member as an in-house auditor or to go out and have a performance or detailed audit done specifically for this purpose. Responding, Mrs. Mitchell said that she did not want to go out and have a detailed audit done, but was planning to discuss with the City Manager an action plan that could be brought back before the Committee to either have an internal audit function or find some way to bridge this through other means.

Responding to Mrs. Williams regarding how longstanding the problems were, Mrs. Mitchell stated her belief that they had been present since 2010 or 2011. In response to Mrs. Williams as to whether five (5) years was a long time to know there were problems without a solution, Mrs. Mitchell indicated that as problems were discovered they were fixed, and then something else would come up. She indicated that each time A-133 audit is done and something comes up, staff addresses it at that time. Mrs. Mitchell stated that this was the first time she had sat down with Mr. Seymour and he had made recommendations on how to move forward with an internal audit function.

Mr. Anderson thanked Chief Bernat for his cooperation in dealing with these long-term issues. He stated that most of the items brought forward had already been addressed, but the area of the evidence room and the like were still under study. He asked if there had been any progress since the time the meeting packet was distributed. Responding, Chief Bernat stated that this would be a tedious project, noting that the Police Department had many other things going on, and the evidence technician was new, so they were letting him get acclimated to his new position and would then head up with the new evidence procedures.

Mr. Anderson asked if procedures that existed already but had not been followed would be part of the training. In response, Chief Bernat stated that the things that Mr. Seymour was saying were unbeknownst to him. Chief Bernat indicated that he found out later, through investigation, that the evidence technician at the time was taking money out of various envelopes and dumping it in a pile; then he would count it up and it would be off; however, the total amount did match, or came very close, so it was not that bad. Chief Bernat stated that another example was the Ipod under discussion. He indicated that he was not saying that it was done correctly, because it clearly was not and should have said "ready for auction" or something to that effect. Chief Bernat said that they were working on this. He stated that every six (6) months or annually the Department receives a list of everything that each officer has put into evidence with the case number and all the information. Each officer goes through this and runs it by the case number. If the case is adjudicated, they contact the Attorney General's Office and request to destroy, meaning it is intended to do away with the property. Chief Bernat said that they would not want to say "request to auction," since this would not sound "as kosher" as a request to destroy. He explained that items that have value are auctioned and those that do not have value are destroyed, and some officers may have 50 items, while others may have 300. When the officers sign-off on that list, there is one (1) signature; however, Chief Bernat stated that it was his understanding that Mr. Seymour wanted two (2) signatures. Chief Bernat informed members that the evidence technician would have the power to go through the items and decide what needs to go.

Mr. Seymour stated that two (2) levels of signatures were proposed. He noted that the report that Chief Bernat mentioned is a secondary control that would indicate, "Here's everything that is left over for the year. Now we need to go and look at these items individually." Mr. Seymour explained that they would be relying on different levels of memory. He noted that if someone took a watch and there were 500 things listed on the report, chances were that it might not be remembered that a watch should have been destroyed and was now missing. For this reason, it was recommended that when evidence is removed, there should be a dual control review. He explained that, as mentioned earlier, the City ultimately makes the decision on what level of risk and controls is desired. The job of

SB & Company, LLC is to say "If I were going to break this, this is how I would break this." With a single signature, staff would rely on one (1) person; however, with dual signatures, in order to beat the system, there would have to be collusion.

Mr. Shevock indicated that it sounded as though the Department did have procedures in place and it was his understanding that Mr. Seymour was suggesting enhanced procedures. Responding, Mr. Seymour explained that the Department did not have specific procedures for cash handling in some areas but they had now been developed. He stated that no audit work had been performed on the new procedures. Mr. Seymour informed members that there were other areas where the Department did have procedures in place, and SB & Company, LLC advised management of risks in the current way that they were being operated. He noted that in some instances what was occurring exceeded procedure, and recommended that this be documented so staff can take credit for it. However, in other cases they determined that the procedure, as written, would not capture all errors or possibilities, or may not be operated in the manner that it was designed. Mr. Seymour stated that they found that there were opportunities for improvement in both cases.

Mr. Sudler moved to recommend acceptance of the report, seconded by Mr. Anderson and unanimously carried.

Mr. Shevock moved for adjournment, seconded by Mr. Anderson and unanimously carried.

Meeting adjourned at 6:26 p.m.

Timothy A. Slavin
Chairman

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DEPARTMENT OF POLICE

Paul M. Bernat
Chief of Police
F.B.I.N.A.

400 South Queen Street
Dover, Delaware 19904
302-736-7111
Fax: 302-672-1842

March 11, 2015

Ms. Traci McDowell
City Clerk
Dover City Hall
P.O. Box 475
Dover, DE 19903

Dear Traci:

The recent death of Retired Sergeant Jay Unterkofler created a vacancy on the Police Pension Board. In accordance with Chapter 62 - Law Enforcement, Article III - Pension Plan, Division 2 -Retirement Committee, Section 62-102 (3), of the Dover Code, if an unscheduled vacancy should occur among the elected members, a special election shall be called for the purpose of filling the remainder of such term.

Pursuant to Chapter 62 – Police Department, Article III – Pension Plan, a request for nominations was posted with an announcement of election to fill the vacancy on March 23, 2015. One nomination was received, therefore, no election will be held.

I hereby nominate Retired Captain John Sigler to serve on the Pension Board, for the remainder of Retired Sergeant Jay Unterkofler's term commencing March 24, 2015 and ending January 31, 2016, subject to confirmation of a voting majority of City Council.

If you need additional information, please call me at (302) 736-7100.

Sincerely,

Paul M. Bernat

Paul M. Bernat
Chief of Police

PMB/rmr

ACTION FORM

PROCEEDING: City Council	**AGENDA ITEM NO.:**
DEPARTMENT OF ORIGIN: Public Works	**DATE SUBMITTED**: 03/13/15
PREPARED BY: Sharon Duca, P.E., Public Works Director/City Engineer	
SUBJECT: Evaluation of Bids – Westover Pump Station and Force Main Replacement	
REFERENCE: CIP- Wastewater: Westover Pump Station and Force Main Replacement	
APPROVALS: City Manager, Controller	
EXHIBITS: Map	
EXPENDITURE REQUIRED: $1,292,295.00	**AMOUNT BUDGETED**: See Below
FUNDING SOURCE (Dept./Page in CIP & Budget): Department of Public Works- Wastewater Management, CIP Project Name: Westover Pump Station and Force Main Replacement No.: 417-6900-569.40-31. (Additional funds to be provided by allocating funds from other Wastewater Management CIP projects, see table enclosed in this Committee Action Form.)	
TIME TABLE: Notice to proceed to be issued within thirty (30) days of Council approval. Project anticipated to be completed in 180 calendar days.	
RECOMMENDED ACTION: Award the contract to George & Lynch, Inc. for the City of Dover Westover Pump Station and Force Main Replacement Project, Bid #15-0024PW, for the amount of $1,292,295	

BACKGROUND AND ANALYSIS

This capital investments project includes the upgrade of the Smith & Loveless pumping station and force main installed in 1994. The pump station's available capacity will be consumed with the build out of the Village of Cannon Mill and will be in need of additional capacity in order to receive additional flow from the west, specifically, the new Dover High School. The project will include replacement of interior six-inch (6") suction and discharge piping with eight-inch (8") pipe and upgrade 1,300 feet of six-inch (6") force main to 8-inch (8") diameter pipe from the station to Electric Avenue. The City requested an alternate bid price for bituminous pavement and a new fence for the pump station. This option will decrease maintenance at the station.

The bid was advertised to the public as an Invitation to Bid in accordance with the City's purchasing policy by the City's Purchasing Agent under ITB #15-0024PW. Bids were opened on February 4, 2015. The City of Dover received the following bids for the project:

Contractor Name	Address	Base Subtotal	Alternatives	Project Total
George & Lynch*	**150 Lafferty Lane, Dover, DE 19901**	**$1,272,795.00**	**$19,500.00**	**$1,292,295.00**
A-Del Construction Co., Inc.	10 Adel Drive, Newark, DE 19702	$1,290,696.00	$14,540.00	$1,305,236.00
JJID, Inc.	100 Julian Lane, Bear, DE 19701	$1,335,901.00	$16,000.00	$1,351,901.00
Hopkins Construction, Inc.	18904 Marantha Way, Unit 1, Bridgeville, DE 19933	$1,422,867.29	$20,321.92	$1,443,189.21

** - George & Lynch evaluated price was $1,253,526.15 due to the local vendor preference rule.*

The original estimate for the project was provided by a consulting engineer. The estimates provided by the firm were $703,800 for the improvements. The scope changed slightly from the original estimate, specifically, the addition of a permanent generator. This scope change increased the estimate from the consulting engineer to $811,000. In addition, the three (3) major price differences were, mobilization, force main casing and package pump station installation. The pipe installation estimate was approximately $117,000 less than the bid price. The force main casing and installation estimate from the engineer was approximately $52,000 less than the bid price. Finally, installation of the package pump station was $220,000 less than the bid price. All contractors prices were approximately equal, the conclusion from the engineer is that the market conditions have improved, causing the price to be higher.

The following is proposed to pay for the work required in accordance with existing City Council approved financial policies. (All numbers have been rounded to 100s as required.)

WASTEWATER						
FUNDING SOURCE	**DESCRIPTION**	**BUDGET**	**SPENT**	**ANTICIPATED COSTS**	**SAVINGS / REMAINING**	**REQUIRED FOR PROJECT**
						$1,292,300
Wastewater	Original Budget for Westover Pump Station and Force Main Replacement (WW1303)	$718,000	$6,500	$800	$710,700	$581,600
Wastewater	Original Budget for Hazlettville Road Interceptor (WW1503)*	$755,000	-	-	$581,600	$0

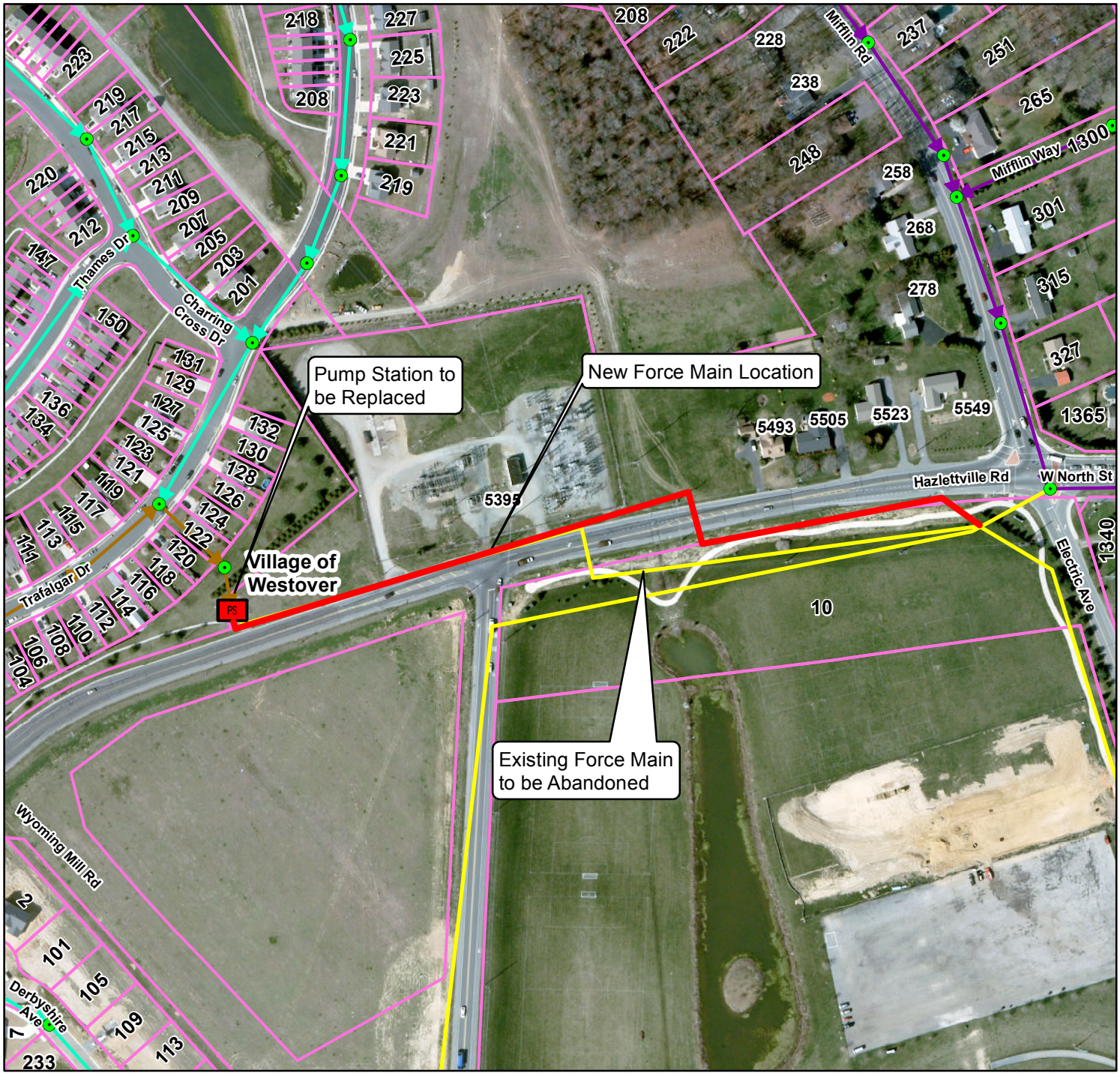
** - Hazlettville Road Interceptor Project shall be reprogrammed into a future year for replacement.*

If this project is not completed, the City will endure significant hardships. The age of the station, along with the anticipated flow volume that is already under construction will make this station obsolete and incapable of accepting the sanitary sewer volumes of its basin.

Based on the above, staff recommends awarding the contract to George & Lynch, Inc., in the amount of $1,292,295 for the Westover Pump Station and Force Main Replacement Project.

ATTACHMENT A

Hazlettville Road
Westover Pump Station & Force Main Project



Date Printed: March 12, 2014
File: m:\gis_data\projects\tech_mxds
\attachment_a_westover_pump_station
Department: Public Works GIS
City of Dover, Delaware

N

Legend

- PS Pump Station
- Manholes
- Force Main
- Dover Parcels

Sewer Line

10" 12" 15" 16" 18" 20" 21" 24" 27" 30" 35" 36" 4" 6" 8"

M E M O R A N D U M

TO: Members of City Council

FROM: Council President Bonar

DATE: March 20, 2015

SUBJECT: Amending or Rescinding the Action Taken on March 9, 2015 Regarding City Reorganization

I requested that the motion of March 9, 2015 regarding City reorganization be placed on the March 23, 2015 City Council agenda for amendment or recission. The proposed amendment is indicated below:

To maintain a full-time Mayor ~~**who will be the Chief Executive of the City**~~ and that all departments, excluding the City Clerk's Office and the Finance Department, will report to the City Manager who is appointed by **and will report to** City Council ~~**and will report to the Mayor**~~.

/tm
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