REGULAR COUNCIL MEETING
AGENDA

JANUARY 12, 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 HARE

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 DECEMBER 8, 2014**

2. TRIBUTE NO. 2014-03 - MURIEL SCHWARTZ

3. PROCLAMATION - NATIONAL MENTORING MONTH

4. PUBLIC HEARING/FINAL READING OF PROPOSED ORDINANCE #2014-24 - REZONING REQUEST FOR PROPERTIES LOCATED AT 21 AND 27 SAULSBURY ROAD AND 983 FOREST STREET, OWNED BY FAITHWORK, LLC

THE FIRST READING OF THE PROPOSED ORDINANCE WAS ACCOMPLISHED DURING THE COUNCIL MEETING OF NOVEMBER 24, 2014. COPIES ARE AVAILABLE AT THE ENTRANCE OF THE COUNCIL CHAMBERS.

A. PROPERTIES LOCATED AT 21 SAULSBURY ROAD (15,505 S.F.$^{+/-}$), 27 SAULSBURY ROAD (9,515 S.F.$^{+/-}$), AND 983 FOREST STREET (8,276 S.F.$^{+/-}$), OWNED BY FAITHWORK, LLC. THESE PROPERTIES ARE CURRENTLY ZONED C-PO (COMMERCIAL AND PROFESSIONAL OFFICE) AND ARE SUBJECT TO THE COZ-1 (CORRIDOR OVERLAY) AND THE PROPOSED ZONING IS IO (INSTITUTIONAL AND OFFICE) AND SUBJECT TO THE COZ-1 (CORRIDOR OVERLAY ZONE). (TAX PARCELS: ED-05-076.07-01-38.00-000, ED-05-076.07-01-39.00-000, AND ED-05-076.07-01-36.00-000 FOURTH COUNCIL DISTRICT; PLANNING REFERENCE: Z-14-04)

5. TWO MONTH REVIEW - VIOLATION OF THE DANGEROUS BUILDING ORDINANCE - PROPERTY LOCATED AT 1370 COLLEGE ROAD, OWNED BY SARAH E. JONES

(DURING THEIR MEETING OF OCTOBER 27, 2014, CITY COUNCIL: (1) DECLARED THIS BUILDING AND ALL ACCESSORY STRUCTURES ON THIS PROPERTY DANGEROUS; 2) ORDERED THE PROPERTY TO BE REPAIRED OR DEMOLISHED BY NOVEMBER 27, 2014 (DATE REVISED) BY THE OWNER OR EQUITY OWNER AT THEIR OWN RISK; 3) ORDERED THE BUILDING INSPECTOR TO CAUSE THE DEMOLITION OF THE STRUCTURES IF NOT COMPLETED BY THE OWNER WITHIN 10 DAYS OF THE DATE ESTABLISHED BY CITY COUNCIL AND 4) ORDERED THE CITY MANAGER WITH THE ASSISTANCE OF THE CITY SOLICITOR TO CAUSE THE COST OF 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, WITH A PROVISO THAT THE DATE FOR ORDERING THE PROPERTY REPAIRED OR DEMOLISHED BE MARCH 27, 2015 WITH A REVIEW IN TWO (2) MONTHS TO ENSURE PROGRESS IS BEING MADE)

6. LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE REPORT - DECEMBER 8, 2014

*** A. OVERVIEW OF 1988 CONSENT DECREE**

(COMMITTEE ACTION NOT REQUIRED)

B. PROPOSED FINANCIAL REFORMS

*** B-1. COMPENSATION POLICIES**

(COMMITTEE RECOMMENDED TABLING THE COMPENSATION POLICIES TO ALLOW FURTHER DISCUSSION)

B-1-A. COUNCIL WILL NOT AUTHORIZE PAY RAISES, BONUSES, OR OTHER FORMS OF COMPENSATION IN CONSECUTIVE FISCAL YEARS FOR ANY CITY EMPLOYEE, INCLUDING COUNCIL APPOINTEES. A TWO-THIRDS VOTE OF COUNCIL IS REQUIRED TO AUTHORIZE AN EXCEPTION TO THIS POLICY (POLICY #6).

B-1-B. COUNCIL WILL NOT AUTHORIZE MORE THAN 1% COMPENSATION INCREASES (WHICH SHALL INCLUDE THE TOTAL OF SALARY, BONUS, AND OTHER FORMS OF COMPENSATION) FOR ANY ONE FISCAL YEAR. A TWO-THIRDS VOTE OF COUNCIL IS REQUIRED TO AUTHORIZE AN EXCEPTION TO THIS POLICY (POLICY #7).

B-1-C. COUNCIL WILL NOT AUTHORIZE ANY COMPENSATION PACKAGE WHICH RESULTS IN A TOTAL COMPENSATION INCREASE OF MORE THAN 2.5% IN ANY THREE-YEAR PERIOD. A TWO-THIRDS VOTE OF COUNCIL IS REQUIRED TO AUTHORIZE AN EXCEPTION TO THIS POLICY (POLICY #8).

B-2. PROPERTY TAX GOVERNANCE

COUNCIL SHALL NOT RAISE THE PROPERTY TAX RATE MORE THAN 9.5% WITHOUT FIRST HOLDING A REFERENDUM ON THE PROPOSED TAX INCREASE; THIS PROVISION SHALL NOT APPLY IN THOSE YEARS WHEN A REVENUE-NEUTRAL ADJUSTMENT TO THE TAX RATE IS REQUIRED BECAUSE OF PROPERTY REVALUATION (COMPENSATION POLICY #9). THE PROPOSED POLICY WAS REVISED BY CITY COUNCIL DURING THEIR MEETING OF SEPTEMBER 22, 2014 TO INCLUDE THAT THERE BE A PROVISION IN THE DRAFTING OF THE ORDINANCE THAT COUNCIL MAY VACATE THE PROVISIONS IN TIMES OF UNFORESEEN EMERGENCIES, WITH THE STIPULATION THAT THE ORDINANCE BE REVIEWED FOUR (4) YEARS AFTER IMPLEMENTATION.

(COMMITTEE FORWARDED PROPOSED FINANCIAL REFORM #9, PROPERTY TAX GOVERNANCE, TO CITY COUNCIL WITHOUT A RECOMMENDATION FOR THE PURPOSE OF HAVING A FULL DISCUSSION BY CITY COUNCIL)

6. LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE REPORT - DECEMBER 8, 2014 (CONTINUED)

* **C. PERMISSION TO RECRUIT - DOVER POLICE DEPARTMENT CADET PROGRAM**

(COMMITTEE RECOMMENDED APPROVAL OF THE POLICE CADET PROGRAM, AS REQUESTED)

* **D. CONTINUING DISCLOSURE POLICY CONCERNING MUNICIPAL SECURITIES**

(COMMITTEE RECOMMENDED ADOPTION OF THE CONTINUING DISCLOSURE POLICY CONCERNING MUNICIPAL SECURITIES AS AN APPENDIX TO THE DEBT POLICY)

* **E. CAPITAL IMPROVEMENT PROJECT (CIP) COST ESTIMATING/BID PROCESS GUIDELINES**

(COMMITTEE RECOMMENDED ACKNOWLEDGMENT OF THE CAPITAL IMPROVEMENT PROJECT (CIP) COST ESTIMATING/BID GUIDELINES THAT HAVE BEEN IMPLEMENTED BY THE CITY MANAGER IN RESPONSE TO CONCERNS RAISED BY CITY COUNCIL)

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

(COMMITTEE REFERRED THIS MATTER TO CITY COUNCIL WITHOUT A RECOMMENDATION, STIPULATING THAT ALL INFORMATION REGARDING OPTIONS A, B, & C BE PROVIDED)

* **7. MONTHLY REPORTS - NOVEMBER 2014**

A. CITY ASSESSOR'S REPORT
B. CITY MANAGER'S REPORT
C. CITY PLANNER'S REPORT
D. CONTROLLER/TREASURER'S BUDGET REPORT
E. FIRE CHIEF'S REPORT
F. POLICE CHIEF'S REPORT

8. EVALUATION OF BIDS

A. GENERAL SCOTT SWITCHGEAR

(STAFF RECOMMENDS AWARDING THE CONTRACT TO THE LOW BIDDER, POWER ELECTRONICS, INC., IN THE AMOUNT OF $560,975.27)

B. WEST DOVER CONNECTOR ROAD UTILITY RELOCATIONS

(STAFF RECOMMENDS AWARDING THE CONTRACT TO TEAL CONSTRUCTION, INC. FOR THE CITY OF DOVER WEST DOVER CONNECTOR ROAD UTILITY RELOCATION PROJECT, BID #15-0018PW, IN THE AMOUNT OF $1,256,988)

9. ACCEPTANCE OF PROPOSAL - SCADA EQUIPMENT TECHNOLOGY UPGRADE (WATER) - SOLE SOURCE VENDOR

(STAFF RECOMMENDS AWARDING THE PROPOSAL FOR SCADA EQUIPMENT MATERIAL TO THE SOLE VENDOR, WHEL-TECH, INC., FOR A THREE (3) YEAR AMOUNT OF $241,090.88)

* **10. SUPPORT LETTER - FUNDING FOR DELAWARE CASINOS**

11. LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE REPORT - JANUARY 12, 2015

(EXCEPT FOR THE FOLLOWING TIME SENSITIVE ISSUE, THE LF&A COMMITTEE REPORT FROM JANUARY 12, 2015 WILL BE PRESENTED TO COUNCIL DURING THEIR REGULAR MEETING OF JANUARY 26, 2015 FOR REVIEW AND CONSIDERATION)

A. DOVER POLICE DEPARTMENT - PERMISSION TO INCREASE AUTHORIZED STRENGTH OF POLICE OFFICERS FROM 92 TO 102

* **12. APPOINTMENT OF DELAWARE MUNICIPAL ELECTRIC CORPORATION (DEMEC) DIRECTOR AND ALTERNATE DIRECTOR** *(SCOTT D. KOENIG AND DONNA S. MITCHELL)*

13. COUNCIL MEMBERS' ANNOUNCEMENTS

REGULAR COUNCIL MEETING

The Regular Council Meeting was held on December 8, 2014 at 7:30 p.m. with Council President Bonar presiding. Council members present were Mr. Anderson, Mr. Dixon, Mr. Perza, Mr. Slavin, Mrs. Williams, Mr. Hare, and Mr. Hutchison.

Council staff members present were Police Chief Bernat, Mrs. Mitchell, Mr. Koenig, Mrs. Townshend, Deputy Fire Chief Hall, Deputy City Solicitor Pepper, 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 Bonar 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 Segment.

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

Mr. Slavin noted the recent passing of Representative Clifford G. "Biff " Lee, who served many years in the State legislature. Although Representative Lee was elected to serve the Laurel area, Mr. Slavin stated that his service in the General Assembly was for all of Delaware and that he always had the best interest of all of Delaware in mind. Mr. Slavin requested that Representative Lee's family be kept in mind during this time.

Council President Bonar indicated that Representative Lee had served with distinction in the General Assembly for 22 years following his retirement after 20 years of service as a Delaware State Police Officer.

AGENDA ADDITIONS/DELETIONS

Mr. Slavin requested the deletion of Item #9 - Grant-In-Aid Policy Clarification, explaining that he would be meeting with staff to discuss this matter further.

Mr. Hutchison moved for approval of the agenda, as amended, seconded by Mr. Anderson and unanimously carried.

Mr. Slavin requested that Item #1B - Special Council Meeting of November 17, 2014 be added to the Consent Agenda, explaining that his concerns had been resolved.

Mr. Slavin moved for approval of the consent agenda, as amended, seconded by Mr. Dixon and carried by a unanimous roll call vote.

ADOPTION OF MINUTES - COUNCIL WORKSHOP OF NOVEMBER 12, 2014

The Minutes of the Council Workshop of November 12, 2014 were unanimously approved by motion of Mr. Slavin, seconded by Mr. Dixon and bore the written approval of Mayor Christiansen.

ADOPTION OF MINUTES - SPECIAL COUNCIL MEETING OF NOVEMBER 17, 2014

The Minutes of the Special Council Meeting of November 17, 2014 were unanimously approved by motion of Mr. Slavin, seconded by Mr. Dixon and bore the written approval of Mayor Christiansen.

ADOPTION OF MINUTES - REGULAR COUNCIL MEETING OF NOVEMBER 24, 2014

The Minutes of the Regular Council Meeting of November 24, 2014 were unanimously approved by motion of Mr. Slavin, seconded by Mr. Dixon and bore the written approval of Mayor Christiansen.

CERTIFICATE OF CONGRATULATIONS - DOVER CR RAIDERS JR. PEE WEE POP WARNER FOOTBALL - EASTERN REGIONAL CHAMPIONS

The following Certificate of Congratulations was read into the record by the City Clerk:

CERTIFICATE OF CONGRATULATIONS

The Mayor and Council of the City of Dover do hereby present this Certificate of Congratulations to

COACH DANNY WAITE & THE DOVER CR RAIDERS JR. PEE WEE POP WARNER FOOTBALL TEAM

for your hard work and dedication on winning the Mid Atlantic Division III Championship

The City of Dover extends its congratulations on this very memorable event

December 8, 2014

Mayor Christiansen presented the Certificate to Mr. Danny Waite, Coach for the Dover CR Raiders. The Mayor recognized those team members in attendance and everyone gave them a round of applause for their achievement.

Mr. Waite thanked the City for the recognition and presented a signed helmet and jersey to be proudly displayed in the Mayor's Office.

RESOLUTION NO. 2014-15/PRESENTATION - CITY OF DOVER GOLD MEDAL - GALE E. VOSHELL

Mrs. Traci McDowell, City Clerk, read proposed Resolution No. 2014-15 into the record.

By motion of Mr. Hare, seconded by Mr. Hutchison, Council unanimously adopted Resolution No. 2014-15, as follows:

WHEREAS, on December 17, 2013, an eastbound vehicle on West North Street near the intersection of West Street, driven by an 82-year-old female, left the roadway and became immobilized on the railroad tracks; and

WHEREAS, while driving past the area, Mr. Gale E. Voshell noticed the vehicle on the tracks with its lights on. Unsure whether the vehicle was occupied, he became concerned and returned to the scene and observed the railroad crossing gates go down, heard a train whistle, and saw the train approaching from the north; and

WHEREAS, Mr. Voshell rushed to help the elderly operator from the vehicle and ushered her away from the railroad tracks. When they had attained a distance of approximately 20 feet from the vehicle, Mr. Voshell shielded the victim from flying debris and possible explosion as the train struck the rear of the car, propelling the car down the tracks and destroying it. Mr. Voshell's quick thinking and courageous actions saved the victim from injury and averted what could have been a tragic loss, and he deserves special recognition by the governing body of this City.

NOW, THEREFORE, BE IT RESOLVED that the Mayor and Council recognize that Mr. Voshell risked his own life to save the life of another, and in recognition of his heroic actions, the Mayor and Council award Mr. Gale E. Voshell a City of Dover Gold Medal and direct the City Clerk to make this Resolution a part of the permanent records of the City of Dover.

ADOPTED: DECEMBER 8, 2014

Mayor Christiansen presented the Resolution and a City of Dover Gold Medal to Mr. Gale E. Voshell in recognition of his acts of heroism. Mr. Voshell was joined by his wife and Ms. Jean Spry, who was the occupant of the vehicle on the railroad tracks. Mayor Christiansen announced that this day, December 8th, was Ms. Spry's 83rd birthday.

Mr. Voshell thanked the City for the recognition, indicating his hope that anyone would stop and help someone in need and that he was simply in the right place at the right time. He commended the Dover Police Department for the quick response, noting that they were only seconds behind him.

Mrs. Spry relayed appreciation to Mr. Voshell, stating that he is her "angel".

PUBLIC HEARING - CABLE FRANCHISE RENEWAL

A public hearing was set for this time and place to consider the Cable Franchise Renewal for the City of Dover. Council President Bonar advised members that this public hearing was being held pursuant to Section 626 of the federal Cable Act, which sets forth the process for franchise renewal. He noted that the City's current franchise with Comcast was set to expire at the end of the year and that the City was beginning the process of renewing the franchise. Mr. Bonar explained that this public hearing was part of the preliminary portion of franchise renewal in which the City reviews the cable operator's past performance and identifies the City's future cable-related community needs. As such, as part of this public hearing, comments were invited from any citizens wishing to speak regarding either or both of the aforementioned subjects.

Council President Bonar noted that the franchise renewal was the best opportunity for municipalities to assert their rights with respect to their cable operator and to obtain important benefits in return for granting the cable operator the right to use their public rights-of-way. These benefits include:

1. A State-of-the-Art Cable System now and in the future;
2. Strong Customer Service Standards;
3. Free Services to Community Facilities;
4. Better Reporting Requirements from the Cable Operators;
5. Maximized Franchise Fees;
6. Franchise Grants;
7. An Educational and Governmental (EG) Channel;
8. Legal Protections of the Rights-of-Way; and
9. Better Mechanisms to Enforce the Franchise Agreement.

Council President Bonar indicated that those benefits mentioned were just some of the potential benefits available through franchise renewal, explaining that citizens could address those items or any other cable-related items that the felt were important to them.

Mrs. Williams felt that the City had the responsibility to monitor the quality of the services given to the subscribers and questioned if the agreement included such authority or some method to accomplish such responsibility. Responding, Deputy City Solicitor Pepper indicated that some oversight was provided to the City in prior agreements. He stated that he had not had the opportunity to review the current agreement; however, he felt confident that language could be included, if not already present, that would give the City the authority to monitor the quality of services provided.

Mr. Hare advised members that he had personally had an ongoing issue with Comcast for approximately four (4) to five (5) months in that he had been charged for additional equipment that he does not have. He had continuously been told that Comcast would research the serial numbers and contact him; however, he stated that they did not respond and, as a result, he was continuously visiting them to complain about the issue. Mr. Hare indicated that he had to pay for equipment that he does not have for about 1½ years. If this was the type of customer service provided by Comcast, Mr. Hare felt that the agreement should include some type of oversight by the City.

Council President Bonar indicated that, due to a conflict of interest, he would be refraining from voting on this issue. In response to the concern relayed by Mr. Hare, Mr. Bonar stated that he would provide a telephone number to call the public advocate to resolve the issue, or that he would make the telephone call on Mr. Hare's behalf.

In response to Mrs. Williams, Council President Bonar explained that the franchise agreement is in territory that is unregulated by the Division of the Public Advocate and the Public Service Commission; however, as the Delaware Public Advocate, Mr. Bonar stated that he could be contacted regarding any concerns related to cable television. He noted that Comcast had a new representative for the area, Mr. Chris Comer, and that he had found Mr. Comer to be very responsive to inquiries.

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

PUBLIC HEARING/FINAL READING OF PROPOSED ORDINANCE #2014-23 - REZONING REQUEST FOR PROPERTY LOCATED AT 603 WEST DIVISION STREET

A public hearing was duly advertised for this time and place to consider the rezoning of property located at 603 West Division Street, consisting of two (2) parcels (16,538$^{+/-}$ s.f. and 14,465$^{+/-}$ s.f.), owned by West Division Holdings, LLC. The property was currently zoned M (Manufacturing), subject to COZ-1 (Corridor Overlay Zone) and the proposed zoning was C-3 (Service Commercial), subject to the COZ-1 (Tax Parcel: ED-05-076.08-01-19.00-000 and ED-05-076.08-01-19.01-000; Fourth Council District; Planning Reference: Z-14-03).

Mr. Hare moved that the Final Reading of Proposed Ordinance #2014-23 be acknowledged by title only, seconded by Mr. Hutchison and unanimously carried. *(The First Reading of the ordinance was accomplished during the Council Meeting of October 27, 2014.)*

Planner's Review

Mrs. Ann Marie Townshend, Director of Planning and Community Development, reviewed the petition to amend the zoning district and the findings and recommendations of the Planning Commission. She noted that the Planning Commission recommended approval of the rezoning request.

Public Hearing

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

Mr. Hare moved for approval of the rezoning request, as recommended by the Planning Commission. The motion was seconded by Mr. Slavin and, by a unanimous roll call vote, Council adopted Ordinance #2014-23, as follows:

AN ORDINANCE AMENDING THE ZONING ORDINANCE AND ZONING MAP OF THE CITY OF DOVER BY CHANGING THE ZONING DESIGNATION OF TWO (2) PARCELS OF PROPERTY LOCATED AT 603 WEST DIVISION STREET

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

WHEREAS, it is deemed in the best interest of zoning and planning to change the permitted use of two (2) parcels of property described below from M (Manufacturing Zone) and subject to the COZ-1 (Corridor Overlay Zone) to C-3 (Service Commercial Zone) and subject to the COZ-1 (Corridor Overlay Zone).

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

1. That from and after the passage and approval of this ordinance the Zoning Map and Zoning Ordinance of the City of Dover have been amended by changing the zoning designation from M (Manufacturing Zone) and subject to the COZ-1 (Corridor Overlay Zone) to C-3 (Service Commercial Zone) and subject to the COZ-1 (Corridor Overlay Zone) on two (2) parcels of property located at 603 West Division Street, on the north side of West Division Street just west of the railroad tracks, consisting of 16,538 S.F.+/- and 14,465 S.F.+/-, owned by West Division Holdings, LLC. (Tax Parcel: ED-05-076.08-01-19.00-000 and ED-05-076.08-01-19.01-000; Planning Reference Z-14-03)

ADOPTED: DECEMBER 8, 2014

DOVER HUMAN RELATIONS COMMISSION REPORT - OCTOBER 28, 2014

The Dover Human Relations Commission met on October 28, 2014 with Chairman Wilson presiding.

DHRC Committee Meeting Reports

Mr. Wilson requested Ms. Smith to begin with her overview of the Communications Committee report, noting that she had another commitment.

By unanimous consent, members considered DHRC Committee Meeting Reports in reverse order.

Communications Committee

Ms. Smith, Chair, reviewed the Communications Committee Meeting report, dated Thursday, October 13, 2014. She informed members that she and Ms. Stewart had examined the DHRC page on the City's website and felt that improvements were needed to catch users' attention. She advised members that in considering how to clearly communicate the missions, message, and value of the DHRC, the Committee encountered conflicts in the message of the City of Dover DHRC Strategic Plan 2015-2018. This led to questions regarding whether the DHRC would handle complaints and whether it would focus on City workers only. If the DHRC would serve constituencies beyond City workers, Ms. Smith stated that the Committee was uncertain of the identities of these constituencies and what the DHRC's message to them would be. She indicated that the Committee felt these questions needed to be answered before a branding plan could be developed. Ms. Smith shared suggestions for additions to the DHRC portion of the website, including a message from the Chair and a link to allow users to sign up (include name and email address) for blasts, events, newsletters, and links to partnering organizations when these relationships are created in the future. She stated that other communication ideas included an electronic newsletter similar to the Dover Public Library's newsletter, a letter of invitation to potential DHRC partnership organizations, press releases to the media, and submission of opinions to newspapers by commissioners (after providing them to the DHRC for their review and approval).

Responding to Ms. Smith, Mr. Wilson confirmed that members of the press receive notifications of DHRC meetings.

Ms. Smith shared the Committee's ideas for suggested first steps for the Communications Committee, including following up on the Diversity, Respect and Harassment Awareness training recently organized for City of Dover employees by the City's Human Resources Department, determining if there were human rights and diversity issues in the City of Dover government, surveying the community regarding their perception of the DHRC, and providing a forum for City employees in order to determine their views on needs. Ms. Smith stated that the Communications Committee was unsure if some of these suggestions would overlap with the responsibilities of other committees.

Mr. Wilson thanked Ms. Smith and Ms. Stewart for their efforts. He stated that there would be a meeting of all committee chairs to ensure that they were all on the same page, on target, and that their functions would mesh with the Strategic Plan and assured members that their questions would be answered.

Mr. Ruane complimented Ms. Smith on the Committee's report. He questioned if Objective D.1 of the Strategic Plan, relating to providing an update on the Commission's activities, progress, and accomplishments to the Dover City Council, had been examined and Ms. Smith confirmed that this would be part of the Committee's responsibility and would work synergistically with the newsletter, since information delivered to City Council would also be delivered to the public.

Mr. Ruane noted that the DHRC enabling legislation required a quarterly report to Council and the Strategic Plan assigned this task to the Communications Committee, although the report would come from the Chair.

Mr. Ruane stated that there would be overlap between committees, for example, in regard to the City's recent employee diversity training, as this would be one of the subjects of an assessment and evaluation by the Government Policy, Programs, and Practices Committee. In regard to Objective C.1, "Define when a diversity, inclusion and or a human relations issue exists and specify the types of these issues that will be accepted by the Commission; and, identify and implement a process for receiving and responding to such issues by taking action to correct or improve the situation," Mr. Ruane noted that it remained an objective of the Commission as a whole to deal with that challenge. It was his understanding that this would not be handled in the form of a complaint document.

Mr. Wilson stated that this point could be raised by the Government Policy, Programs, and Practices Committee. He expressed the need to coordinate all committees and requested those committees presenting verbal reports to provide them in print so that the information would be specifically included in the record.

Education Committee Report

Members were provided the Education Committee Report, entitled, "City of Dover Human Relations Commission Strategic Plan". Mr. Henderson, Chair, reviewed the

report, stating that he and Mrs. Sadusky addressed Objective B.4, in regard to the external education process for the public, and Objective D.3, relating to an internal education process and program for City Council, the City administration, and the members of the DHRC. Mr. Henderson indicated that one of the best ways to educate people is through communication about the various issues that cause division. The Education Committee suggested that forums, workshop, and annual observances should be initiated to communication. In regard to forums, Mr. Henderson noted that some events were already in place and the DHRC could take advantage of this. He stated that workshops could provide both external and internal education and could be similar to the City's recent Diversity, Respect and Harassment Awareness training. He indicated that, due to the large number of issues pertaining to cultural diversity, this could be an ongoing process. He explained that such training could be led by experts in the community, noting that some members of the DHRC, including Ms. Smith and Mr. Wilson, had experience in this area. Referring to annual observances, Mr. Henderson suggested that the DHRC honor various and diverse groups by inviting representatives to participate in annual observances, which could be held both internally and externally.

Mr. Henderson indicated that differences can be overcome through the education process and that showing how much people have in common would bridge gaps. He stressed that it would be key for education to be an ongoing process and suggested looking at resources available in the local community.

Mr. Wilson noted that the Education Committee report tied in very strongly with the Communication Committee and that it would be necessary for all members to work together on all the initiatives being developed.

Mr. Ruane concurred that the information being presented by the various committees was dovetailing. He noted that the Government Policy, Programs, and Practices Committee had struggled with the objective concerning conflict resolution and had deferred discussing it due to their feeling that they were not educated enough to move forward at this time. He hoped that the Education Committee would address and identify a resource to educate the Committee on this topic. Mr. Ruane stated that he did not have some of the knowledge or skills needed to meet some of the objectives in the Strategic Plan and DHRC statutes, such as conflict resolution, how to conduct a workshop, etc., and suggested members jot down those objectives where training was needed. He noted that it would also be important to ask Council if opportunities should be provided to educate City Council on topical areas. Mr. Ruane suggested that Council be invited to DHRC sessions and felt it important to keep Council in the learning curve.

Mr. Wilson acknowledged the need for training for members of the DHRC but expressed his opinion that most workshops should be open to the public since there were others in need of education, for example, individuals who want to obtain jobs but do not know how to apply or present themselves in a correct manner.

Mrs. Sadusky reminded members that, during the Commission meeting held on September 23, 2014, Mr. Ken Abraham, Dover Interfaith Mission for Housing (DIMH), reviewed a presentation on the DIMH Re-Entry Opportunity Program. Referring to Mr. Wilson's comment regarding the importance of assistance for those seeking jobs, Mrs. Sadusky questioned if Mr. Wilson intended that the DHRC become involved in these types of programs. Responding, Mr. Wilson stated that some individuals need to understand how to access not only jobs but Social Security, Veterans Administration services, transportation, etc. He suggested, if workshops were held, that the DHRC think beyond its own members and City Council and consider the general public. He felt that the public should be informed when workshops were available since they could also learn through their attendance.

Ms. Smith suggested that the DHRC partner with other organizations in regard to these workshops. The DHRC's name could be included so that the public would understand the branding and message of the Commission. A part of the value that the DHRC would bring to the community would be to help all people have access to this type of training.

Mr. McGiffin stated that the DHRC, because of its affiliation with the City, would be able to attract attention to training that its partners may not be able to.

Mr. Wilson reminded members that, during the DHRC meeting held on September 23, 2014, Ms. Michelle Hughes, Head of Adult Services, Dover Public Library, provided information regarding the Dover Public Library Changing America Exhibit to be held from January 7 - February 20, 2015 and invited members to serve on a steering committee to develop public programs around the exhibit. Mr. Wilson expressed his opinion that the DHRC may have "dropped the ball" in partnering with the Dover Public Library on this exhibit and stated his hope that this would not happen again in terms of not following through on volunteer opportunities. He felt that when the DHRC commits to a partnership, it would be important to ensure that there are objectives, criteria, and strategies to do so.

Responding to Ms. Smith as to whether partnering with the library was a lost opportunity, Mr. Wilson stated that it was not.

Community Engagement Committee

Mr. Roach, Chair, advised members of the need for the community to understand who the DHRC is and what the Commission does. In his experience, people in the community typically want to know "who you are and what can you do for me," and this must be determined in order for the community to "buy in" and bridge the gap. He noted that there was no one present at the current DHRC meeting from the community and expressed his opinion that it was an individual and collective responsibility of the Commission members to bring people to listen and give input, rather than assuming what is needed. Mr. Roach felt that the DHRC could not offer anything until it is known what is and is not needed and that determining community

needs is the first priority. He advised members that he had spoken with Mr. Darryl Tingle, Executive Director, Greater Dover Boys and Girls Club, about the upcoming closing of the Boys and Girls Club in Mr. Roach's community and the process of closing the facility had been slowed down. Mr. Roach explained that he did this as a member of the community who saw a need for kids, rather than as a DHRC commissioner; however, he felt that commissioners should identify to their communities that commissioners have resources available outside those of a typical person in the community. In regard to resource linkage, Mr. Roach stated that it was hard to speak to someone about employment when their basic needs for food and shelter were not being met. He felt it important to find out which churches have relevant programs, where there are soup kitchens, etc., and that this information be made accessible, other than through the newspaper and internet, which may not be available to many. Mr. Roach suggested that commissioners hold individual forums, possibly in churches, basements, local Boys and Girls Clubs, etc., where they could sit down with people in their community to gain information.

In terms of getting the DHRC's message out, Mr. Roach suggested the use of social media, including a DHRC webpage with biographies for each commissioner which would allow the community to know them. Information on other important topics could also be provided to the community, such as informing residents about the importance of registering to vote.

Ms. Hicks stressed the necessity of commissioners being visible and speaking to the community, noting that there are many low-income housing developments in the City. She stressed that commissioners must "plant a seed," make themselves known, and prove that they are involved. Ms. Hicks stated that it should be known that the DHRC is here to make an effort to bring change, which starts with each community, indicating that this must be accomplished gradually through effective communication. She encouraged the use of technology and cell phone messaging.

Responding to Ms. Smith regarding how the DHRC would use text messaging, Mr. Roach clarified that the intent would be to use text messaging to communicate with leaders of community organizations, such as the principal of Dover High School, to ask them to announce DHRC events. The goal would be to engage the community, build relationships, and then educate.

Government Policy, Programs, and Practices Committee

Mr. Ruane, Chair, stated that the Government Policy, Programs, and Practices Committee met on October 9th and again on October 16th with Mr. Wilson present. The Committee focused on Objective A.1, "Work to ensure that the City of Dover has and utilizes policies, programs, ordinances, organizational practices, specialized resources and appropriately trained employees to support diversity, inclusiveness and cultural competency in its organization and services," but members felt that some parts of Objectives A.2, related to building on the DHRC's partnership with the Dover Police Department, and C.3, in regard to reviewing City ordinances, could also

be partly addressed during an assessment that was planned by the Committee in regard to Objective A.1. He reiterated that the Committee did not address Objective C.4, regarding intergroup and community conflict; however, they recognized that it needed to be addressed.

Mr. Ruane reviewed the Preliminary Draft Work Plan for Completing Long-Term Objective A.1 of the Strategic Plan 2015-2018, dated October 16, 2014, noting that the subject of the work plan was to assess the City of Dover government, structure, organization, employees, and officials. He explained that the Committee recommended, when looking at the internal diversity and inclusiveness of the City of Dover, that the City be asked from the top down what was being done to promote such inclusion and to combat social exclusion in the community. This would go beyond looking at the City in terms of recruitment and diversity of its employee base to asking whether there is adequate programming to address things like homelessness, unemployment, etc., that exclude people from the mainstream. Mr. Ruane stated that the Committee's major emphasis would be on the City structure and the City as an organization and those who would be evaluated would be advised. The Committee planned to meet with the Mayor, City Council, and City Manager to explain the objectives and obtain their agreement for the leadership in the City government to work with the Committee as it does the assessment.

Mr. Ruane explained that an excerpt from *Reinventing Diversity: transforming organizational community to strengthen people, purpose, and performance,* by Howard J. Ross, would be used to develop an assessment of the City, noting that Chapter 12, "Creating Cultures that Work" provided a series of questions which the Committee felt could easily be adapted for the DHRC's purposes. Mr. Ruane encouraged members to review Chapter 12, noting that the author had performed these types of surveys with organizations throughout the country. He cautioned members that the assessment was a very large task and there was a question as to whether resources were available to accomplish it. Mr. Ruane indicated that it would be necessary to ask City leadership if the DHRC had the option to use outside resources, such as academic resources, etc. He stated that a timetable for the assessment would have to be determined in relation to the objectives of other committees.

Mr. Wilson expressed the desire to put something in print that would put a halt to the questions "who are we, what are we doing, and how will we do it" in relation to the DHRC. He requested that the Government Policy, Programs, and Practices Committee develop a firm definition of diversity and, taking into consideration all of the information that had previously been provided by the Commissioners, define the role and responsibilities of the commission and commissioners, if possible before December 1st.

Responding, Mr. Ruane stated that some of this had been accomplished, noting that a definition of diversity was included in the Strategic Plan. If someone asked a DHRC member what they are promoting and what diversity means, it was

Mr. Ruane's hope that the answer would be drawn from the material in the Strategic Plan that the DHRC had accepted and adopted.

In response to Mr. McGiffin Mr. Wilson confirmed that it was his desire to have a single document with a small, easily digestible description of what the DHRC means by diversity, the role of the Commission, and the role of individual commissioners.

Referring to the recommendations in regard to the DHRC Authority and Complaint Process/Formulation of Complaint Process and Form provided by Mr. Nicholas Rodriguez, City Solicitor, during the September 23, 2014 DHRC meeting, Mr. Henderson stated that he had a better understanding of what he could not do as a commissioner, as communicated by the City Solicitor, than what he could, noting that he would continue to work on this. He stated that the DHRC Strategic Plan was "brilliant" but complicated.

Mr. Wilson suggested that each Committee develop one (1) project, perhaps for the months of January and February, to test their ability to work together and solidify the responsibilities of the chair and committee. He felt that this could be tested through an activity, event, or workshop. He noted that the Strategic Plan was complicated, but if each committee looked at what they, as well as the other committees, were being charged with, the Commission could move forward.

Mr. Ruane expressed frustration with the struggle that members were expressing as a result of the information provided by the City Solicitor. He stated his opinion that the complaint issue was "behind us" and his hope that this would be perceived as an open rather than a closed door. He stated that the DHRC had opportunities to influence policy, programs, and behavior. He emphasized that the DHRC members were not case workers and he wished to promote their ability to influence City government, which would create opportunities.

Mr. Wilson stated that he did not wish to belittle the needs of community members in need of assistance, suggesting that the DHRC could have references in print, or resource people available for those who communicate needs. He indicated frustration that the DHRC would not be receiving complaint forms but felt that members should think beyond the box of what the City Solicitor had said. He stressed the importance of moving forward with the Strategic Plan and with new ideas to help all people within the community.

Mr. McGiffin explained that the City Solicitor was charged with encouraging the City to avoid risk. He advised members that the City Solicitor typically tells the City what it cannot do and rarely tells the City what it should do; this was the message that was conveyed. Mr. McGiffin stated that Mr. Rodriguez had indicated that using a complaint form would incur risk; therefore, in Mr. Rodriguez's opinion, members of the DHRC could do what they wished, so long as they did not do what they were told not to do.

Ms. Smith stated that members appreciated the efforts of Mr. Ruane and the Government Policy, Programs, and Practices Committee. She understood Mr. Ruane's frustration and stated that she did not feel that the issue was as much about a complaint form as about clarity. She felt that some of the terminology being used was not clear in terms of how members were communicating what they were feeling and experiencing.

Mr. Wilson concurred that members wished to obtain clarity and reiterated his request that the Government Policy, Program, and Practices Committee perform their assignment as soon as possible.

Responding, Mr. McGiffin expressed confidence that he could accomplish this task.

Update - Diversity, Respect & Harassment Awareness Training for City of Dover Employees

Mr. Wilson requested members to provide their comments regarding the Diversity, Respect & Harassment Awareness Training recently provided to City of Dover employees to the City Clerk's Office by November 7, 2014 and asked the Clerk's Office to pass them to Mr. Ruane to be used by the Government Policies, Programs, and Practices Committee. He indicated that these comments should not be released to Council or the public until finalized.

Clarifying, Mr. Ruane asked members to put their thoughts regarding the training sessions in writing; however, he noted that this training would be only a small piece of what was hoped to be a larger diversity program and process in the City. The Committee wished to examine the City's whole recruitment process, and observations from the training session would be incorporated in the full report to be provided to the City.

Review of Re-entry Opportunity Program Letter to City Council

Mr. Wilson referred to the letter from Mrs. Kim Hawkins, Human Resources Director dated October 8, 2014 , regarding the Re-entry Program/Dover Interfaith Mission/Ken Abraham. He stated that Mrs. Hawkins had clearly indicated that the City's recruitment process is a professional and legal process that is the responsibility of Mrs. Hawkins and the City. Mr. Wilson stated that the Commission had no voice in this matter.

Mr. Wilson reminded members that Item 2B - Updates, State of Delaware Human Relations Commission Liaison and Item 4 - Recommendation of DHRC Liaisons to Dover Public Library were removed from the agenda. However, Mr. Wilson advised members that, after much discussion in the Government Policy, Programs, and Practices Committee meeting, it was recommended that a DHRC liaison to the State of Delaware Human Relations Commission (SHRC) not be designated as this was deemed unnecessary. He stated that the DHRC would interact with the SHRC on an as-needed basis, as determined by the DHRC, and the SHRC realized this. These interactions would include, but not be limited to, providing information on DHRC

events, programs, and workshops and seeking information that may benefit the DHRC mission and objectives as well as coordinating information needed for community support. Referring to the recommendation of DHRC Liaisons to Dover Public Library, Mr. Wilson stated that the Government, Practices, and Policies Committee recommended that no DHRC liaison be designated for the Dover Public Library. Mr. Wilson informed members that Commissioner Ruane serves on the Dover Public Library Advisory Commission; however, he stressed the need for commissioners to be committed, as district representatives, to library assistance.

Discussion - DHRC 2015-2018 Strategic Plan

Mr. Ruane stated his feeling that the DHRC was off to a good start with Committee meetings and suggested that when a meeting is held with the committee chairs, efforts could be coordinated and the next steps for the committees could be formulated. He reminded members that there were objectives for the DHRC as a whole, including objectives about funding for the DHRC and how to develop additional resources for the Commission itself. Mr. Ruane felt that Strategic Plan Objectives C.1, C.2, D.4, and D.5 would present challenges for the Commission.

As Chair of the Government Policy, Programs, and Practices Committee, Mr. Ruane requested that another member be added to this Committee, noting that the Committee consisted of himself and Mr. McGiffin and he felt that there should be at least three (3) members.

Mr. Henderson offered to serve on this Committee.

Mr. Roach requested the input of all members in regard to the Community Engagement Committee.

Mr. Wilson thanked all committee chairs for their reports and stated that he would like to meet with the chairs before January. He requested that chairs email suggested dates for this purpose before November 22, 2014. Mr. Wilson stated that it was desired for chairs to provide information on what they are doing as a committee, and then open the discussion for everyone to be involved. He noted that all members were invited to attend the meetings with the chairs. He felt that one (1) or two (2) community events should be put on to let people know that the DHRC was present and active. Mr. Wilson reminded members that Rev. Dr. Martin Luther King, Jr. Day was coming up and questioned what would be done for these special days in 2015, and how the DHRC could be effective in that regard.

Ms. Smith suggested that the DHRC not only have a table but be on the platform for the Alpha Phi Alpha Rev. Dr. Martin Luther King, Jr. Prayer Breakfast, scheduled to be held at the Modern Maturity Center, and make its presence known in terms of saying and doing something that day in front of the community.

Mr. Roach suggested making an announcement regarding a community workshop at the event. Responding, Mr. Wilson stated that it would be up to Mr. Roach as the

chair of the Community Engagement Committee how the DHRC would work with the Alpha Phi Alpha Fraternity at the Breakfast.

Mr. McGiffin indicated that he works with experts in the field of housing discrimination that are charged to do community outreach. He offered to make available a program on housing discrimination, if deemed appropriate. He stated that this would not involve a cost as long as there was a free location and a flexible time slot.

Mr. Roach suggested the possibility of providing information about the DHRC at the Prayer Breakfast and soliciting community input, which could include a brief community survey on diversity.

Mr. Wilson suggested that the particulars of Mr. Roach's recommendation be worked out before December so that information could go into the event program, noting that money would be needed to advertise in the program.

Commission Members' Announcements

Mr. McGiffin advised members that the State was investigating the facilities of the Family Court in Dover and Georgetown which, he stated, were woefully insufficient, and the Chief Justice had an initiative to actively consider consolidating these courts in a location that would straddle the county line, such as Milford. Family Court would be taken out of Dover, which Mr. McGiffin felt would be a great disservice to anyone who uses it, particularly the poorer segment of the community, and a huge mistake. He informed members that this change was not imminent and could take years, but he felt that members should be conscious of this and be prepared to do something if and when the time comes.

Mr. Ruane provided members with an article from The News Journal, entitled "Kent group to support families, friends of gays," dated October 20, 2014, and an information sheet regarding Parents and Friends of Lesbians and Gays (PFLAG). He explained that PFLAG was trying to establish a new chapter in Dover and met for the first time last week. Mr. Ruane attended the meeting and felt that the organization was off to a good start in formulating their goals and agenda. He advised members that there were existing groups in Rehoboth and Wilmington and a need for one (1) in Kent County for parents who are finding out for the first time that their child is gay or lesbian and struggling with how to continue to love their child. Mr. Ruane stated that this support group would meet again on November 18, 2014 and indicated that the Community Engagement Committee may wish to have outreach to this group, which could be helpful to someone in this situation.

Mr. Ruane provided members with an article from The News Journal, entitled "How Delaware's racial mix is changing," dated October 22, 2014, noting that this was part of a continuing series regarding changing demographics in Delaware counties, as well as a graphic depicting the diversity index for Kent County, Delaware, from the USA Today website (www.usa.today.com). Mr. Ruane felt that this information

might be helpful to all members, particularly the Community Engagement Committee, in understanding the current status of diversity in the area. He advised members that The News Journal would follow up on November 2, 2014 with information regarding the impact of the demographics.

Ms. Smith advised members that she serves on the governor-supported Commission on Early Education and the Economy and felt that this Commission lacked adequate diversity. She questioned if members had knowledge of anyone with a Hispanic or Asian background who might be able to serve on this Commission since these populations were not represented. She indicated that those on the Commission were mainly CEOs of major corporations, banking institutions, etc., and that appointments were very selective. As a member of the Commission, Ms. Smith had worked with many major corporations and visited several early childhood education centers. She expressed her hope that the DHRC could talk about the significance of diversity, not only in terms of adults, but how children could be taught to embrace diversity.

Mr. Wilson expressed his hope that members would get a chance to visit some of the programs and institutions in their districts, such as the Dover Interfaith Mission for Housing, to examine the operations and needs in regard to diversity. He encouraged members to look at their districts in terms of community engagement and consider which entities they should visit that would go along with the Strategic Plan.

By consent agenda, Mr. Slavin moved for acceptance of the Dover Human Relations Commission Report, seconded by Mr. Dixon and carried by a unanimous roll call vote.

LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE REPORT - NOVEMBER 24, 2014

The Legislative, Finance, and Administration Committee met on November 24, 2014 with Chairman Slavin presiding.

Dover Human Relations Commission - Request for Authorization and Funding to Attend Rev. Dr. Martin Luther King, Jr. Prayer Breakfast and to Place an Advertisement in the Souvenir Booklet

Annually, the Zeta Rho Lambda Chapter of the Alpha Phi Alpha Fraternity sponsors a Rev. Dr. Martin Luther King, Jr. Prayer Breakfast. During the October 28, 2014 Dover Human Relations Commission (DHRC) meeting, members discussed the possibility of attending the Prayer Breakfast on January 19, 2015 and placing an advertisement in the souvenir booklet.

Mr. Slavin advised members that Mr. Cecil Wilson, Chairman of the DHRC, had submitted an amendment to his original request earlier in the day, asking that the Committee consider only the request for funding to place an advertisement in the souvenir booklet. Mr. Slavin stated that the cost for a full page advertisement would be $125.

Mayor Christiansen informed members that funds were available in the Mayor's automobile account, since he only utilizes the City vehicle for out-of-town trips, which are rare. He noted that Mrs. Donna Mitchell, Controller/Treasurer, had confirmed his ability to transfer funds within the accounts in the Mayor's budget. Mayor Christiansen offered to take responsibility for placing a full page advertisement in the souvenir booklet on behalf of the Mayor, Council, and DHRC.

Mr. Hutchison stated that he strongly embraced and supported this request, and expressed his pride in the DHRC and their commitment to this event.

The Committee recommended acceptance of the Mayor's offer to place a full page advertisement in the 2015 Rev. Dr. Martin Luther King, Jr. Prayer Breakfast souvenir booklet on behalf of the Mayor, Council, and Dover Human Relations Commission.

Mr. Anderson expressed his gratitude to the Mayor for his offer to place the advertisement.

Mr. Slavin encouraged all members of Council to attend the prayer breakfast.

By consent agenda, Mr. Slavin moved for approval of the Committee's recommendation, seconded by Mr. Dixon and carried by a unanimous roll call vote.

Report of the Ad Hoc Financial and Operational Advisory Committee

Council President Bonar read the following statement into the record:

> Some months ago, I asked for Council's permission to establish a president's advisory counsel on city finances and organization.
>
> This group that was appointed met several times, suffered the resignation of one eminently qualified member, but has, nonetheless, come up with significant information that I wanted to share with you this evening.
>
> The City of Dover, although we are lucky to have reserves to cover it, continues down a path that within a few years will lead us to significant financial distress, unless we as Council take drastic, if not almost draconian, actions to reverse some of the financial perils that we have facing us in the future.
>
> As of now, it is estimated that our budget will continue to be stressed because we have allowed ourselves to go for years without a meaningful tax increase or a significant reduction in our spending. We have tried every way possible by reductions in force and consolidation of positions and we've done a fairly decent job holding our own, but we have avoided taking on the 'sacred cows' that in some people's view permeate city government spending.

We have an unfunded pension liability of more than $120 million. We have water lines, sewer lines, and roads that need to be repaired and maintained. We have to decide whether or not we can continue to provide some of the services to our residents that we now do, or perhaps privatize them or make them enterprise funds and run them like a business is run. That would require a significant change in attitude and direction from a service-oriented city to one that runs its varied departments like a business, covering expenses while making a profit to enhance our ability to improve our facilities.

In our view, we have redundant fire and police dispatching operations that may, in my view, need to be revamped. The Kent County 911Center is equipped and willing to absorb our emergency dispatch centers with no reduction in effectiveness.

We have a trash collection system that is absolutely second to none and we provide this service at a reasonable cost and do things for our residents that most other cities do not do. If you want a sofa removed, put it out and we pick it up for free. If you have an old refrigerator, put it out and we get rid of it for you. In many cities, that service alone would cost you $50 or $100, and the question is, do we continue to provide that service or begin to charge for it.

Our overtime is running out of control and we must reign it in. Our Police Department alone racks up a half million dollars or more a year in overtime. Some of it, in the view of the Committee, could be eliminated by going back to eight hour shifts. Working our current schedules with 12 hour shifts is simply costing us too much money.

These are all items that are obviously open for debate and discussion. Do we continue to provide a parks and recreation service? In my view, that's a necessity for the youth of our City, but the fact of the matter is that it really isn't a necessity, it is a service that we as a City provide.

We have a city manager form of government, with a mayor's position that has only authority over the police department and a veto if needed. We need to put that department, as well as every other department, I believe, under the city manager if we are going to continue with a strong city manager form of government.

It's been said we need to put a million dollars a year away for our streets, water and sewer systems and we've not been putting money away for that. There is another two or three million dollars a year that we're avoiding, rather than being responsible and preparing for emergencies while keeping our systems up to date. In today's society

there is no excuse for brown water to keep cropping up when it rains heavily, we flush the lines, or there's a big fire in town. While the water is still safe to drink, (there is no question about that because public health has said so) it is still brown and it does stain the laundry of some of our citizens, and there is absolutely no excuse for that.

Our planning and zoning process, in my view, is a hindrance on how we attract new businesses in town. Taking three to six months or more to get approvals and proceed with a project, in my view, is inexcusable. We've talked about it for a half a decade, that I'm aware of. If a developer comes in, they should be able to walk out the door with a clear cut list to follow, one that tells him/her (a) whether or not he can do a project and (b) sets out clear steps that he/she must follow to get it accomplished. I haven't seen concrete examples of that being done. It should be as simple as one, two, three; follow the roadmap and you can get your business or development up and running and here's how you do it. That, in my view, is being business friendly.

Now I will admit that being part of this body sometimes has challenges and there are changes that need to be made. Change can be difficult and painful or it can be painless if we work together as a team. Don't tell me repeatedly that change can't come. It's time, in our view, to take on some of these 'sacred cows' before they come back to kick us in the teeth. It's up to us, as members of Council, to be willing to do that and not just talk about it.

In the view of some members of this Financial and Operational Advisory Committee, within three to five years, this City will be faced with a situation in which it has a paramount financial problem, and it is not beyond the realm of possibility that within a decade or less, we could be facing the same peril some other cities have suffered and had to declare bankruptcy. I, for one, do not want to see that happen in the City of Dover, and I certainly hope that none of us do. I am confident that none of you do.

This has been an interesting process with this Committee. We lost the former Controller General because of the way we have to do business, because we are transparent here in city government. I believe that is a positive thing on our behalf, but there are some ways that we have to do business that preclude us from getting things done that might be a little bit [easier] to accomplish otherwise.

I thank you very much for the opportunity. This Committee will be disbanded and we will continue to look at some of the suggestions that they bring forward to us. We would appreciate all members of Council's input into the financial future of our City.

Responding to Mr. Slavin, Council President Bonar confirmed that the statement was from him and not the Committee.

Mr. Slavin voiced his observation that he was appointed to this Committee more than six (6) months ago and was never notified of a meeting or conversation and did not believe any documents had been circulated that had any kind of recommendation from Committee members. Mr. Slavin stated his appreciation for the work of the Committee and requested the City Clerk to compile a list of the Committee's meeting dates and provide the Committee's meeting minutes for his review.

Mr. Anderson thanked Council President Bonar for establishing this Committee to take on some of these tough issues and to look at the City's government structure, noting his belief that these issues needed discussion. He expressed his hope that the Ad Hoc Committee would provide a report for members of the Legislative, Finance, and Administration Committee to dissect and act on. Mr. Anderson felt this report could be an important part of discussions if the City was to move forward so that the Committee's efforts would not "end up like a lot of others."

Responding, Council President Bonar stated his appreciation for Mr. Anderson's comments and his belief that the members of the Ad Hoc Committee would probably be able to provide a report.

Mr. Anderson advised Council President Bonar that there were people who would volunteer to help the Committee if needed.

Mr. Sudler expressed concern regarding Council President Bonar's comment pertaining to parks and recreation in regard to the City's youth. Mr. Sudler stated his belief that parks and recreation is a service which is a necessity for the City's youth. He felt it important to show the City's youth that the City is going to invest in them and indicated that failure to invest in the youth may result in a negative outcome in the future.

Mr. Hare noted that Council President Bonar did not mention the Electric Department and stated that the City's electric utility was created years ago to keep the tax base low; however, he felt that keeping the electric rates low and reducing the income of the electric utility had now become the priority. Mr. Hare expressed his opinion that members should address the electric utility and determine whether or not it was time for the City to get out of the electric business.

In regard to the Police Department, Mr. Hare stated that he was unsure whether the City would need fewer officers if eight (8) hour shifts were used rather than 12-hour shifts. It was his belief that the Police Department was currently operating with approximately 11 officers on a shift; therefore, going to eight (8) hour shifts would allow for three (3) shifts of 11 officers. Mr. Hare noted that Police Chief Paul Bernat had requested increasing the number of officers to provide more floating officers and to fill gaps as they occur with retirements. Mr. Hare suggested that if this request

were embraced, $500,000 in overtime could be used to pay for additional officers and hopefully eliminate overtime. He informed members that he participated in a ride-along with the police from 6:30 p.m. to 6:30 a.m. on Friday, November 21, 2014 and saw quite a bit of what went on, noting that the officers that he accompanied exhibited extreme professionalism. Mr. Hare stated that they were called to Mapleton Square Apartments during his ride-along and had to go back to the same apartment 30 minutes later, stating that he was unsure what would have been done if something else had occurred in another part of Dover during this time. He indicated that he did not know whether eight (8) hour shifts or more officers would be the answer; however, he noted that the City of Salisbury, Maryland, had 120 police officers. Mr. Hare agreed that this should be looked at, as well as the electric utility, and the unions, which he did not believe were "sacred cows." He stated that the City's payroll had continued to rise over the past three (3) years because Council wanted to "be nice to everyone and not lay off anybody." Mr. Hare felt that if unions were granted their requests and then asked to provide a list of names of employees that would be laid off as a result, or if employees were laid off as a result of union activity, the unions might "perk up a little bit." He felt that everything should be looked at comprehensively, including those concerns mentioned by Mr. Bonar.

Mayor Christiansen echoed Mr. Anderson's request for a formal report from the Committee. He also thanked members of the Ad Hoc Committee and Council President Bonar for presenting the Committee's concerns "about kicking the can down the road." Mayor Christiansen expressed his opinion that the City should be creative and aggressive in looking at innovative revenues and doing what needed to be done, maybe a bit at a time, to maintain City services that citizens have become accustomed to. He felt that perhaps the City should start charging an amount for refrigerators or couches that are put out on the street. Mayor Christiansen stated his concern that if the City goes too far, it could result in illegal dumping on lots in the City and erode the City's neighborhoods. He noted that other cities that charge fees to remove refrigerators, couches, and other debris are confronting this issue. Mayor Christiansen stated his belief that the City should take a long, hard look at all of the items presented in the report of the Ad Hoc Committee and expressed gratitude that the Committee had the courage to bring this information forward.

Responding to Mayor Christiansen's comments, Mr. Sudler stated that, as a manager of Mishoe Cove, LLC, he was charged for putting out refrigerators and carpeting in excess of eight (8) feet by eight (8) feet. He expressed his opinion that, in doing business with apartment managers, it would show good faith if the City continued the system that was in place. He was unsure whether the City wanted to change the dimensions but stated his belief that the current system worked.

Mr. Hutchison expressed his opinion that, at this time, it was extremely important for the Mayor, Council, City Manager, and every department head and employee in the City to realize that they all had a responsibility in this and would have to look at the total picture, analyze it, and come back with a plan. Mr. Hutchison stated that it was clear to him that there was no way that the City of Dover could continue to move

forward without addressing the unfunded liability issue. He noted that the City had the resources and ability to address its financial problems, but it would require everyone working together to come up with solutions, emphasizing that "you can't keep spending what you don't have."

Council President Bonar stated that the purpose of the Ad Hoc Committee was to open dialogue, which he thought had been accomplished, noting that members of Council seemed to have an awareness of things that were previously overlooked. He reminded members that a new budget cycle would be beginning very soon, noting that Mrs. Donna Mitchell, Controller/Treasurer, was already working with the various City departments to develop spending ideas for the next fiscal year. In addition, Mr. Bonar stated that significant revisions in the way the City does business must be incorporated in the next budget. He indicated that, in developing the next budget, the City must "take the bull by the horns" by getting spending under control, raising revenue, and consolidating where possible, while continuing to provide the current level of service. Mr. Bonar noted that the City's Police Department was second to none but that there was always room for improvement. He stated that improvements may be difficult and members may disagree; however, difficult decisions would have to be made to do what is best for the whole. Mr. Bonar stated that he would be willing to sacrifice his council seat if it would mean Council doing the right thing and putting the City on the right financial path for the future. He reiterated that the City would be in dire financial straits in the next few years unless Council takes action to turn things around.

By consent agenda, Mr. Slavin moved for acceptance of the Legislative, Finance, and Administration Committee Report, seconded by Mr. Dixon and carried by a unanimous roll call vote.

MONTHLY REPORTS - OCTOBER 2014

By consent agenda, Mr. Slavin moved for acceptance of the following monthly reports, seconded by Mr. Dixon and carried by a unanimous roll call vote:

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
Police Chief's Report

LETTER OF SUPPORT - HEALTHY PLANNING COALITIONS GRANT

Members were provided a draft letter of support for the Kent County Health and Nutrition Collaborative's project proposal for the American Planning Association/American Public Health Association (APA/APHA) Initiative on Collaborating for Healthy Communities. Mrs. Ann Marie Townshend, Director of Planning and Community Development, explained that the APA had received a large grant from the Centers for Disease Control, which was being sub-granted through the Chapters of the APA and the APHA. The purpose of the grant was to improve community health. She stated that the Delaware Chapter of the APA had chosen to support funding projects in and around Dover. In particular, Mrs. Townshend stated that the items that had been

discussed included bike paths and bike lanes, as well as community gardens, which were consistent with the Restoring Central Dover Plan and would provide opportunities for healthy eating in areas that had traditionally not had as much access to fresh fruits and vegetables. In addition, she noted that technical assistance could be provided through the Nemours Health and Prevention Services for updating the City's Comprehensive Plan as it relates to the connections between community planning and health.

Staff recommended approval of the letter of support. Mrs. Townshend assured members that the City would not be responsible for administering the grant and would simply be a recipient.

Mr. Slavin moved for approval of the letter of support, seconded by Mr. Hare and unanimously carried.

APPOINTMENTS/REAPPOINTMENTS RECOMMENDED BY MAYOR CHRISTIANSEN

Mayor Christiansen requested approval of the following appointments/reappointments:

Dover Fourth of July Celebration Committee - Terms to Expire May 2015

Greg Patterson, President/Vice Chairman
Mayor Robin R. Christiansen, Chairman *(Ex-Officio Member)*
Brad Holden, Vice-President
Donna Mitchell, Treasurer/Secretary
Ann Marie Townshend, Staff Liaison
Susan Betts
Sarah Zimmerman *(to fill expired term of Elaine Brenchley)*
Andrea Maucher
Karen Nickerson

Property Maintenance Code Board of Appeals - Term to Expire May 2015

Charles Martin (Representative - Local Real Estate)

By consent agenda, Mr. Slavin moved for approval of the appointments, as recommended by Mayor Christiansen, seconded by Mr. Dixon and carried by a unanimous roll call vote.

COUNCIL MEMBERS' ANNOUNCEMENTS

Mr. Slavin announced that the City's Fire Chief, Matt Carey, and his wife, welcomed a new child, Claire Carey, who was born at 2:25 p.m. today.

By unanimous consent, the meeting adjourned at 8:02 p.m.

TRACI A. McDOWELL
CITY CLERK

All orders, ordinances, and resolutions adopted by City Council during their Regular Meeting of December 8, 2014, are hereby approved.

ROBIN R. CHRISTIANSEN
MAYOR

/TM/jg
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PROCLAMATION

WHEREAS, *the theme for National Mentoring Month 2015 is "Mentoring Works" and the goals for the month are to raise awareness of mentoring, encourage organizations to engage and integrate quality mentoring into their efforts, and recruit individuals to "Be Someone Who Matters to Someone Who Matters" through mentoring; and*

WHEREAS, *a mentor provides a caring, consistent presence and devotes time to a young person to help them discover their personal strength and achieve their potential through a structured and trusting relationship; and*

WHEREAS, *research shows that young people who were at risk for not completing high school but who had a mentor were 55 percent more likely to be enrolled in college, 81 percent more likely to report participating regularly in sports or extracurricular activities, more than twice as likely to say they held a leadership position in a club or sports team, and 78 percent more likely to volunteer regularly in their communities. Mentors are critical to the social, emotional, and cognitive development of youth, helping them navigate the path to adulthood, set career goals, and connect with industry professionals to find jobs; and*

WHEREAS, *mentoring is a proven cost-effective investment: for every $1 invested in mentoring, there is a $3 return to society, and all of the benefits of mentoring serve to link youth to economic opportunity while also strengthening the fiber of our communities; yet, despite these benefits, one in three youth will reach age 19 without a mentor – constituting a "mentoring gap" that demonstrates a need for collaboration and resources.*

NOW, THEREFORE, I, ROBIN, R. CHRISTIANSEN, MAYOR OF THE CITY OF DOVER, DELAWARE, do hereby proclaim the month of January 2015 as

National Mentoring Month

in the City of Dover and call upon public officials, business and community leaders, educators, and the people of Dover to observe this month by recognizing the importance of mentoring and looking for opportunities to Be Someone Who Matters to Someone Who Matters by serving as mentors in our community.

Robin R. Christiansen
Mayor

PETITION TO AMEND AND ZONING DISTRICT
Public Hearing before the
Dover City Council
January 12, 2015

Applicants/Owners:	Faithwork, LLC
Addresses and Tax Parcels:	Parcel A: ED05-076.07-01-38.00-000, 21 Saulsbury Road Parcel B: ED05-076.07-01-39.00-000, 27 Saulsbury Road Parcel C: ED05-076.07-01-36.00-000, 983 Forest Street
Location:	Near the northeast corner of Forest Street and Saulsbury Road.
Size:	Parcel A: 15,505 S.F. +/- Parcel B: 9,515 S.F. +/- Parcel C: 8,276 S.F. +/-
Present Use:	Parcel A: No active business license Parcel B: Rental Residence Parcel C: Rental Residence
Proposed Use:	Group Youth Home
Comprehensive Plan Designation:	Commercial
Present Zoning:	C-PO (Commercial and Professional Office Zone)/COZ-1 (Corridor Overlay Zone)
Proposed Zoning:	IO (Institutional and Office Zone)/COZ-1 (Corridor Overlay Zone)
Reason for Request:	To allow for a group home for youth
File Number:	Z-14-04
Ordinance Number:	2014-24

Existing Property
The existing properties are currently zoned C-PO (Commercial and Professional Office Zone) and subject to the COZ-1 (Corridor Overlay Zone). The properties consist of three parcels of land. All parcels have detached two-story structures originally built as residences.

Parcel A at 21 Saulsbury Road is the largest parcel and has had non-residential uses in the recent past. There is an asphalt driveway and parking in the rear of the property with approximately 16 spaces of marked parking.

Parcel B at 27 Saulsbury Road and Parcel C at 983 Forest Street both currently have active rental dwelling permits.

Surrounding Land Uses:
The subject properties flank the location of a fast food restaurant (Subway) located at the corner of Saulsbury Road and Forest Street at 987/991 Forest Street. Adjacent properties along Forest Street and Saulsbury Road are zoned the same as the subject properties (C-PO). Office uses are found at 31 Saulsbury Road, the parcel north of Parcel B.

Properties at the northwest and southeast corners of the Saulsbury Road/Forest Street intersection are zoned C-2A (Limited Central Commercial Zone), and the southwest corner of the intersection is zoned SC-2 (Community Shopping Center). Parcels on Carver Road which abut the rear boundaries of Parcels A and B are zoned C-1A (Limited Commercial).

There is no adjacent property with the requested IO zoning; however, property owned by the Capital School District (Booker T. Washington Elementary School, William Henry Middle School, Kent County Community School) across Carver Road is zoned IO.

Comprehensive Plan:
The *2008 Comprehensive Plan* depicts the subject area in question as Commercial land use classification on Map 12-1: Land Development Plan Map. The IO (Institutional and Office) zoning classification is consistent with the Commercial land use classification.

Request for IO (Institutional and Office Zone)
The following description of the IO zoning district is provided from Article 3 §10 of the *Zoning Ordinance:*

Section 10. - Institutional and office zone (IO).

10.1 *Uses permitted.* In an institutional and office zone (IO), no building or premises shall be used, and no building or part of a building shall be erected, which is arranged, intended, or designed to be used, in whole or in part, for any purpose, except the following:

(a) Business, professional, or governmental offices.
(b) Banks.
(c) Research, design, and development laboratories.
(d) Public and institutional uses including hospitals, medical clinics, libraries, police stations, courthouses, transit centers, schools, colleges, universities, places of public assembly, philanthropic and charitable institutions, parks, playgrounds, public indoor recreation centers, athletic fields.
(e) Public utility rights-of-way and structures necessary to serve areas within the city.

(f) Day care centers, provided they are established in accordance with all applicable state regulations pertaining to child care and provided that they are established and maintained in accordance with article 5, section 14 of this ordinance.
(g) Emergency shelters and transitional housing.

10.2 *Conditional uses.* The following uses are permitted, conditional upon the approval of the planning commission in accordance with the procedures and subject to the general conditions set forth in article 10, section 1:

(a) Firearm ranges, prisons, and correctional facilities.
(b) Public incinerators.
(c) Hotels and restaurants.

10.3 *Accessory uses.* The following uses shall be permitted accessory to other permitted uses on a lot.

(a) Clinics, cafeterias, and recreational facilities.
(b) Motor vehicle storage and repair facilities accessory to a public or institutional use.
(c) Restaurants that are on a campus and intended to support users of the campus.

10.4 *Uses prohibited.* The following uses are prohibited:

(a) Landfills, dumps.

10.5 *Enclosed buildings.* All permitted uses and all storage accessory thereto, other than offstreet parking, shall be carried on in buildings fully enclosed on all sides, except for outdoor eating areas associated with restaurants approved by the city planner.

10.6 *Performance standards.* All uses are subject to performance standards as set forth in article 5, section 8.1.

10.7 *Site development plan approval.* Site development plan approval in accordance with article 10, section 2 hereof shall be required prior to the issuance of building permits for the erection or enlargement of all structures and prior to the issuance of certificates of occupancy for any change of use.

The following is a summary of the bulk standards for the IO Zone, as summarized in the *Zoning Ordinance,* Article 4, Section 4.15, with the dimensional and area requirements highlighted:

	IO
Minimum required:	
Lot area	10,000 sq. ft.
Lot width (ft.)	100
Lot depth (ft.)	100
Front yard (ft.)	10
Side yard (ft.)	10
Rear yard (ft.)	15
Side or rear yards which adjoin a residence zone (ft.)	30
Off-street parking	
Per 300 sq. ft. floor area or	1
Per employee (whichever is greater)	
Maximum permitted:	

Building height	
Stories	10
Feet	150
Floor area ratio	6.0
Lot coverage	85%

Recommendation of the Planning Staff:

Staff notes that none of the parcels proposed for rezoning meet the 100-foot lot width requirement of the IO zone. When combined, Parcel A and Parcel B meet this requirement. Parcels B and Parcel C also do not meet the 10,000 square foot minimum lot size requirement of the IO zone. When combined, Parcels A and B meet the minimum lot size requirement.

Staff is concerned about the non-conformities that would be created related to the required bulk requirements of the *Zoning Ordinance*, especially related to Parcel C, which is only 50 feet wide and 8,276 +/- square feet. Parcels A and B, when taken together, would create a contiguous block of IO zoning that would meet the lot dimension and area requirements; however, neither fully meets these requirements independently.

The IO zoning is consistent with the Commercial Land Use classification in the *2008 Comprehensive Plan* and with the recommendation for institutional uses north of DE Route 8 and west of Saulsbury Road. While the subject property lies east of Saulsbury Road, it is in the general area identified in the Comprehensive Plan for institutional growth.

Staff recommends in favor of the rezoning as it relates to Parcels A and B (21 and 27 Saulsbury Road) but recommends against the rezoning of Parcel C (983 Forest Street), as it does not meet the width or area requirements of the IO zone. Rezoning of Parcel C would create a stand-alone property which would not conform to the bulk standards of the *Zoning Ordinance.*

This recommendation was being prior to hearing the comments of surrounding landowners and residents. A public hearing was held before the Planning Commission on December 15, 2014, where no members of the public spoke with regard to the application. Following the public hearing, the Planning Commission 7-1 in favor of recommending that City Council approve the rezoning request as submitted. Mr. Cregar voted in opposition to the motion due to the rezoning of Parcel C creating a non-conforming parcel as it relates to required bulk standards.

Staff notes that the COZ-1 (Corridor Overlay Zone) applies to the subject parcels, regardless of the success of the rezoning application. Any redevelopment of the subject parcels is subject to the requirements of the COZ-1.

An excerpt of the draft minutes of the December 15, 2014 meeting is attached.

Excerpt from DRAFT Planning Commission Minutes of December 15, 2014:

1) Z-14-04 Lands of Faithwork, LLC – Public Hearing and Review for Recommendation of a Rezoning Application for three parcels of 15,505 S.F. ±, 9.515 S.F. ±, and 8,276 S.F. ±. The properties are zoned C-PO (Commercial and Professional Office Zone) and are subject to the COZ-1 (Corridor Overlay Zone). The proposed zoning is IO (Institutional and Office Zone) and to be subject to the COZ-1 (Corridor Overlay Zone). The properties are located near the northeast corner of Forest Street and Saulsbury Road. The owner of record is Faithwork, LLC. Property Addresses and Tax Parcels: (Parcel A) 21 Saulsbury Road, ED-05-076.07-01-38.00-000, (Parcel B) 27 Saulsbury Road, ED-05-076.07-01-39.00-000 and (Parcel C) 983 Forest Street ED-05-076.07-01-36.00-000. Council District 4.

Representatives: Mr. Edward Centofante, Psychotherapeutic Services; Mr. Tolano Anderson, Faithwork, LLC

Mrs. Townshend stated that this application is for rezoning of three (3) parcels: two (2) on Saulsbury Road and one (1) on Forest Street. The addresses are 21 and 27 Saulsbury Road and 983 Forest Street. This is located at the northeast corner of Forest Street and Saulsbury Road. There are two (2) parcels that on the corner between the Saulsbury Road pieces and the Forest Street piece. Those two (2) parcels are the Subway Restaurant. The parcel identified as Parcel A is 21 Saulsbury Road. That is the largest of the parcels. It was formerly a doctor's office; currently, there is no active Business License. The other two (2) parcels are active residences with Rental Permits. The properties are currently subject to the COZ-1 (Corridor Overlay Zone) and if the rezoning is approved, they would continue to be subject to the COZ-1 (Corridor Overlay Zone).

Staff reviewed the application in accordance with the *Comprehensive Plan* and the surrounding land-uses. The IO (Institutional and Office Zone) zoning classification is consistent with the commercial land-use classification so it is consistent with the *Comprehensive Plan.* On Page 3 of the DAC Report, after the summary of uses for the IO (Institutional and Office Zone), they included the table that summarizes the bulk standards. The bulk standards that are highlighted are those in which at least some of the properties do not comply with. In the Staff recommendation, they point out the non-conformities that would be created by the rezoning. Parcels A & B when put together would create a continuous block of IO (Institutional and Office Zone) that would meet the requirements of the bulk standards. Parcel C being a stand-alone property that's only fifty (50) feet wide would not meet the requirements because it isn't in that block. What the Commissioners have in terms of Staff recommendation is a recommendation in favor of rezoning 21 and 27 Saulsbury Road but not in favor of rezoning Parcel 3 located at 983 Forest Street because it would create non-conformities as it relates to the bulk standards and would create a stand-alone property that doesn't conform to the *Zoning Ordinance* and would be a spot zoning.

This application is subject to Public Hearing. The Planning Commission is making a recommendation to City Council and ultimately City Council will take the recommendation and make the final decision.

Mr. Centofante stated that he works as the Director of Programs in the state of Delaware as Psychotherapeutic Services Inc. His organization has presented here before but this is his first time. They are working with the Department of Prevention Behavioral Health Services to open up a residential program for at risk children from ages 12-17. This is a population that is underserved here as well as in southern Delaware and DPBH is looking to rectify that. They are

one of three companies that were awarded this contract and they are basically “the guys” for the Dover area. They have identified these three (3) sites as where they would like to put their campus. Parcel A was formerly a doctor’s office and has a large parking lot in the back so it serves as a central campus. In this project, they are calling it Journeys. He wanted to emphasis beyond the population that they will be serving and how that helps the City of Dover as well as Delaware. They are also going to be bringing approximately forty (40) jobs into the City. They are good paying jobs; at a minimum of $13.50 per hour for a DCA and obviously the professionals making a lot more. This is not going to interfere with the residential atmosphere here; these are children who will be living here for extended periods of time. It’s not going to interfere from a traffic perspective because they are all together. People will be moving back and forth inside the campus. Teaching services will be provided on the campus. They don’t feel like there will be any logistical considerations that would make this a problem.

In order to make this project work, they do need all three (3) parcels. They do respect that this may create a non-conformity in respect to Parcel C because of the technical definition of how parcels are adjacent but he would like to emphasize that from a geographic perspective, these three (3) sites are all together. They are all flush against each other and they are all part of what they would like to become the same campus environment. They hope that the Commissioners consider this when making their decision.

Mr. Holden questioned if a Parcel Consolidation would be a potential path? If this was all one parcel, would that make it a conforming parcel? With that potential path, what would be the timeline? Responding to Mr. Holden, Mrs. Townshend stated that it would make it an awkwardly shaped conforming parcel, but yes it would. That fifty (50) foot wide parcel would be part of that larger piece.

Mr. Holden questioned what the timeline would be if the applicant chose to go that route? Responding to Mr. Holden, Mrs. Townshend stated that a Parcel Consolidation doesn’t take very long. It just gets circulated through the agencies to make sure that everything is correct. She is thinking it would only take a couple months.

Mr. Cregar stated that beyond this being just a residential group, really it’s a residential treatment facility. Will they be using the existing buildings on-site? Responding to Mr. Cregar, Mr. Centofante stated yes, they will be using the existing buildings. They are actually very well purposed for what they would like to provide.

Mr. Cregar questioned how many children would be on-site at any given time? Responding to Mr. Cregar, Mr. Centofante stated eight (8). For Parcels A & C, there will be eight (8) with an additional two (2), which is just wiggle room for the State. If they need to give the additional two (2) children, it will be for Parcel B.

Mr. Cregar further questioned the recreational area? Responding to Mr. Cregar, Mr. Centofante stated that they are excited about the recreational area plan. They are going to be using the existing large parking lot. They will be converting part of that into a basketball court. There is plenty of yard space to do other activities. There is also a recreation center right around the corner. There are plenty of great opportunities for the children.

Mr. Cregar questioned if because this is an RTC (Residential Treatment Center) Program, is it in a locked facility? Responding to Mr. Cregar, Mr. Centofante stated that it will not be secured. It will be staffed but not secured.

Mr. Tolbert questioned if they had any other facilities in the Dover area that provide these services? Responding to Mr. Tolbert, Mr. Centofante stated no, not in City limits.

Mr. Tolbert further questioned if there were any other facilities in the area? Responding to Mr. Tolbert, Mr. Centofante stated yes, in the geographical area but he did not come prepared with their exact name. He thinks that there is one other location in Central Delaware.

Mr. Cregar questioned if Dover Behavioral Health would be an in-patient location? Responding to Mr. Cregar, Mr. Centofante stated yes, that might be one.

Mr. Holt questioned how these children are selected? Are they sentenced to this home? Responding to Mr. Holt, Mr. Centofante stated that they are at-risk students that are going for a variety of reasons. It could be mental health; it could be a variety of things. They just can't be with their families for about a six (6) month period. It will be more productive for them to be in an environment like this.

Mr. Holt questioned if it's more of a structured environment so that they won't be so much at risk? Responding to Mr. Holt, Mr. Centofante stated yes, they are hoping to get them productive, get them out of the system and keep them out.

Mr. Cregar questioned if they would be providing intensive mental health services? Responding to Mr. Cregar, Mr. Centofante stated yes, there will be a doctor on staff, therapist, case managers, etc.

Mr. Baldwin questioned if approval for recommendation to City Council meant approval for permit or would they have to come back with the permit? Responding to Mr. Baldwin, Mrs. Townshend stated yes, they would have to come back for the permit approval. They would not come back to the Planning Commission; it would be an Administrative Review.

Dr. Jones questioned what will be the length of stay for the residents? Responding to Dr. Jones, Mr. Centofante stated that the old model was around 9-12 months for this type of service. Studies have shown that most gains were made in the first six (6) months. They are aiming with DPBH to provide a six (6) month stay for these children. They will be maintaining education services while they are in the program; the State is providing them with a very generous education package plus providing a teacher. They will be providing a teacher's aide.

Dr. Jones further questioned if they would be providing a teacher's aide with a teacher? Responding to Dr. Jones, Mr. Centofante stated yes, they would be providing a teacher's aide, the State will be providing the teacher.

Dr. Jones questioned if all of the identified educational needs being met within the residence? Responding to Dr. Jones, Mr. Centofante stated yes. He knows that the Department of Education is involved in this project with DPBH so they've got the curriculum set. The State is giving the teacher and the software; they are setting up the classroom environment. There may be some physical education needs that they will need to provide but based on the actual reading, writing and arithmetic, the State will be providing it.

Dr. Jones further questioned if there will be any cooperative relationship with the Capital School District? They are talking about 12-17 year olds and she doesn't understand how a teacher and a teacher's aide can meet those needs. Responding to Dr. Jones, Mr. Centofante stated that originally that was considered an option, to tie in with the school in the local district but they

decided that was going to be too difficult. His organization was not part of those meetings and discussions so this is what was decided on.

Colonel Welsh opened a public hearing.

Mr. Tolano Anderson – Faithworks, LLC at 630 W Division Street Dover DE 19904

Mr. Anderson stated that he is the property owner. Just for information purposes, the three (3) properties in question are one (1) of ten (10) properties that Faithworks, LLC owns on this block. Faithworks, LLC has been involved in a lot of projects; things that they thought were beneficial to the community. When this opportunity was presented to them, they jumped at it and have been accommodating PSI up to this point. He knows that the State had to approve the site because they had to accommodate them for their inspections. They have a lot of checklists and criteria that they have to go through to make sure that something is suitable for them. One of the things for this particular site is that it does require because of their space requirements all three (3) parcels. He understands the Planning Department's concern over the bulk standard requirement; however, from his perspective it's kind of a technicality. They need 10,000 square feet but the property is 8,276 square feet. He understands these concerns; however, he hopes that the Planning Commission has enough discretion within its authority to help them move forward and not get caught with a technicality. Parcel C is absolutely critical to this whole project. As far as a Minor Lot Line Adjustment and it taking a couple of months to re-organize and create these as all one parcel, the timeline would actually kill the project, to have to push it out that far. The State's timeline is very precise so he would hope that there could be another solution. The Minor Lot Line Adjustment would certainly be a good idea to consider and they would not be opposed to in the future but in terms of stalling the project at this point, would be a show stopper.

The other thing that he wanted to put an emphasis on is that there is no one here tonight who is opposed to this project. Besides the fact that Faithworks, LLC owns most of the block, there's no opposition to this. He thinks it's actually a good fit; it's a mix of residential and business. As it stands right now with the size of these yards and the size of that parking lot and all of the requirements from the State walk-through, although the bulk standards are kind of an issue this is actually ideal for this project and he thinks it's beneficial for the community. Faithworks, LLC is certainly in favor of the application, he thinks it's a benefit across the board.

Colonel Welsh closed the public hearing.

Mr. Cregar stated that they are talking about mostly Kent and Sussex County children, they would probably stay with their original school districts and the teacher would work with the school districts for their education? Wouldn't most of these have these have IEPs? Responding to Mr. Cregar, Mr. Centofante stated that was true. He wants to say that the State was planning for the kids to also come from outside of Kent and Sussex County but obviously Kent and Sussex Counties would be the primary domain but if there is overflow from southern or northern some of those kids could come to this location also.

Mr. Cregar questioned stated that this application goes to City Council in January 2015; could they not be working on a lot consolidation while the public hearing process is taking place? Could that be part of the motion or can they not condition a rezoning? Responding to Mr. Cregar, Mrs. Townshend stated that they can't condition a rezoning application but it could be something that could be part of their recommendation to Council, that progress in that arena would help when it gets to Council to know where they stand with that.

Mrs. Townshend stated that Colonel Welsh asked what it accomplishes by consolidating. The main thing that it accomplishes is that if that one parcel is zoned IO (Institutional and Office Zone) and sold off on its own, there's very little that can go there. Outside of the structure that is there now, there's very little that they could do with that property in the IO (Institutional and Office Zone). That's really the only downside of not doing it. It creates challenges and they could end up in front of the Board of Adjustment later because someone is trying to do something when it doesn't fit. When a rezoning is approved, it's approved for all of the uses in that zone it's not for one specific use.

Colonel Welsh stated that to him it would just tidy it up but he doesn't know if operationally it makes a difference, particularly if it's going to put the project at risk. Can the Commissioners bless it without a consolidation? Responding to Colonel Welsh, Mrs. Townshend stated they can. They would be acknowledging that it would create non-conformities that could create challenges for that one parcel in the future if it were under separate ownership and trying to do something on its own.

Colonel Welsh questioned if this was something that they could approve tonight with the stipulation that the applicant continues working towards a lot consolidation? Responding to Colonel Welsh, Mrs. Townshend stated that they can't condition a rezoning on it but they can make the recommendation that be a consideration when it gets to Council. If the Commission makes that recommendation and the applicant starts that process and then they get to Council on January 12, 2015, Council will see that they are trying to address that issue. It may not be complete at that point but it's underway.

Colonel Welsh questioned if that would be an obstacle for Council to approve it? Responding to Colonel Welsh, Mrs. Townshend stated no.

Mr. Cregar stated that in talking about the timeline for the State. What is the timetable for an open door? Responding to Mr. Cregar, Mr. Centofante stated that they have already by this process, been pushed a little bit past where DPBH would like them to be. He thinks that the saving grace for that is that their sibling organizations that are doing similar projects are running into some of the same stuff. If they could by that January 12, 2015 meeting have a definitive answer, that would allow them to finalize with Child Care Licensing and hopefully get started on February 1, 2015.

Mrs. Townshend stated that because they are doing a change of use and it needs review from the Building Inspector and the Fire Marshal and there could be requirements. They will need to provide a floor plan and architectural plans. If they are looking for a February 1st start date, they should be working on that information.

Mr. Centofante stated that the two (2) options that he has heard tonight would be either merging the parcels together and the other is approving it as is and accepting the risk that Mr. Anderson obviously wouldn't later on sell that individual parcel. They definitely would prefer the second option.

Mr. Holden stated that talking about the parcel consolidation; it would potentially make this a conforming rezoning if it was consolidated. What would that do in terms of what could be done on what is currently Parcel C? Responding to Mr. Holden, Mrs. Townshend stated that currently the IO (Institutional and Office Zone) residences are not a permitted use so this would be an intuitional use. All of these properties are fine as long as it's this use but they could not go back to a residential use if this use were to cease without a subsequent rezoning.

Mr. Holden questioned if Mr. Anderson understands that? Responding to Mr. Holden, Mr. Anderson stated yes.

Dr. Jones questioned if they were applying for a Child Care License? Responding to Dr. Jones, Mr. Centofante stated yes.

Dr. Jones questioned where the children were coming from? Are these the 12-17 year olds? Responding to Dr. Jones, Mr. Centofante stated that Child Care Licensing is the organization that they are working with.

Dr. Jones further questioned if they had received a grant? Responding to Dr. Jones, Mr. Centofante was unsure of that information.

Mrs. Townshend stated that Mr. Centofante has a contract with the State.

Dr. Jones questioned what is the period of the contract? Responding to Dr. Jones, Mr. Centofante stated that the contract is for five (5) years. They have been providing services throughout the State for over twenty (20) years now.

Dr. Jones further questioned if after five (5) years they would have to re-apply? Responding to Dr. Jones, Mr. Centofante stated that after five (5) years, if the State would like to continue and they would like to continue they would keep going. There is no automatic renewal.

Mrs. Townshend stated that the issue with Parcel C is under the IO (Institutional and Office Zone) the uses are things like churches, schools, offices, or institutional uses. There's really not the room on the site to accommodate that type of use. If it was turned into an office there probably wouldn't be sufficient parking. It's those types of things that make it difficult to do something in the IO (Institutional and Office Zone) other than what the applicant is asking for connected with this specific application. That's the challenge that's created by individually rezoning the parcels.

Mr. Anderson stated that if there was any other use for that parcel it really wouldn't meet the need of any other use other than what they are actually planning at this time. It's a two (2) bedroom house, it's relatively small, there is no finished basement and it's a really basic house on a relatively small parcel. In conjunction with the contiguous parcels it works really well for this but if someone wanted to do anything else that's authorized or allowed in that zone, it wouldn't meet the requirements. It just does not have enough space as far as he can see for reasonable use. Secondarily, it has taken them eleven (11) years to accumulate these parcels and Faithworks LLC has no intention in the future of ever selling or parting with them or separating them. There whole point was to consolidate them; it's taken over a decade to do so. As far as picturing it as a separate parcel for separate use in the future, at least while he is breathing that is not going to happen. Finally, can the Planning Commission actually recommend approval to City Council of this application even though it would create non-conformity? Is there anything keeping that from happening and if it does happen other than the fact that it could be used for something else in the future, what does it really hurt? Responding to Mr. Anderson, Mrs. Townshend stated that the Planning Commission can make whatever recommendation that they see fit. Ultimately, City Council has the final decision.

Colonel Welsh stated that he was trying to make this point earlier. It's non-conforming for IO (Institutional and Office Zone). If the Commission overlooks that and recommends approval of

the application and worst case sometime down the road the owner decides to split the property up. There is no reason that they can't apply for a rezoning again and it would become CPO (Commercial and Professional Zone). He doesn't see the purpose in going through bringing it up to conformity when there's always a way out. What are they gaining?

Mr. Anderson questioned if Colonel Welsh was saying that as far as making the recommendation and even with City Council approving the recommendation from Planning Commission, basically means no harm no foul?

Colonel Welsh stated that he was saying what is being gained by delaying anything?

Mr. Holden stated that there's not a strong driver to consolidate it; it doesn't resolve any issue.

Colonel Welsh stated that he thinks the common sense thing to do is approve it as applied for. If something happens ten (10) years down the road and the owner wants to put a gas station at this location then they would come back and request a rezoning.

Mr. Anderson stated that they met with the Fire Marshal and the Building Inspector on-site and went through all of their requirements as they went through the property. They know that there are additional requirements coming once they get through this process. What they did not anticipate at the beginning of this process is that a rezoning would be required. They knew that there would be changes necessary by the Fire Marshal and the Building Inspector. They didn't actually realize until after that meeting that they were going to have to rezone the property. That's what threw them behind the State's timeline. They didn't realize this process was going to take place.

Mr. Cregar stated that he was still struggling with this individual lot that's being considered as IO (Institutional and Office Zone) on its own. He is worried that in five (5) years when the State decides that they don't want this service anymore, we are stuck with an IO (Institutional and Office Zone) piece of ground that the Planning Commission said would be okay and it's not. That's why he is saying that it needs to be a part of the same property because it's going to be used as that property. In regards to the State's time table, that's not the Commission's fault. He thinks that the properties need to be consolidated. It's going to be used for that particular use and he feels comfortable saying that it needs to be part of the same property if they are going to make that piece IO (Institutional and Office Zone).

Colonel Welsh questioned if they close doors in five (5) years, what's to keep Mr. Anderson from coming back in and asking for a rezoning to change it to CPO (Commercial and Professional Zone)? Responding to Colonel Welsh, Mr. Cregar stated nothing.

Mr. Holden stated that in order to subdivide a consolidated parcel, it would be a separate and potentially more challenging process. Responding to Mr. Holden, Mrs. Townshend stated that they wouldn't be able to re-subdivide a non-conforming parcel. If it's all one parcel and that use goes away, they would be able to break off Parcel C.

Mr. Holden stated that he hears Mr. Cregar's concern that it's not conforming but he also views the risk there for the property owner. He is going to limit his potential use of the parcel by rezoning it and he thinks that the owner acknowledges that risk or those pitfalls that might come in the future if that occurred versus the Commission creating a situation that the City might then have a potential use come in that they and the neighbors might not want or have expected

because of the Commission's action. He is more inclined in this case to recommend approval than have that issue occur in the future.

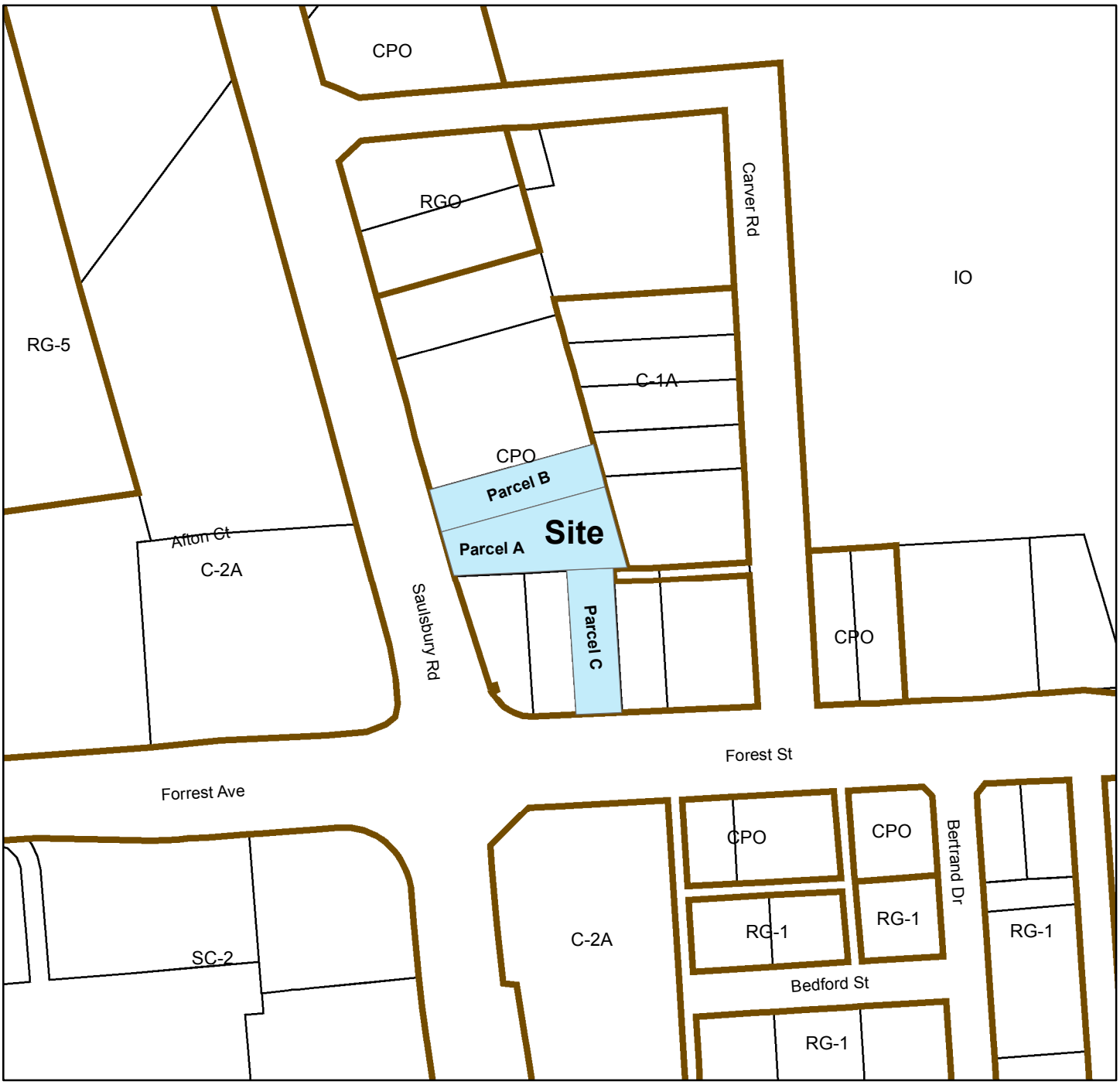
Colonel Welsh stated that perhaps a compromise could be that the Commission approves it with the understanding that they are going to try to bring it into conforming standards for IO (Institutional and Office Zone). As Mr. Holden stated, the owner's hands would be tied if the properties were joined together for the future. They would have to rezone the whole property.

Mr. Holden moved to recommend approval to City Council for Z-14-04 Lands of Faithworks, LLC, cognizant of the non-conforming area to include all three (3) parcels be zoned IO (Institutional and Office Zone) and subject to COZ-1 (Corridor Overlay Zone) as requested by the applicant, seconded by Ms. Still and the motion carried by roll call vote 7-1. Mr. Holden voting yes, cognoscente of staff comments and the fact that there was no public opposition and he feels that it's a needed service in this area. Mr. Cregar voting no, for previously stated reasons. Mr. Tolbert voting yes, with the understanding regarding the non-conforming use of the area for the reasons previously stated. Also, the services are needed in Dover. Mr. Holt voting yes, for reasons stated by Staff. Mr. Baldwin voting yes, realizing that they are creating a non-conforming area but the parking fits for that area. Dr. Jones voting yes, due to the fact that there is no public opposition and certainly services are very much needed. Ms. Still voting yes, for the reasons previously stated as far as the non-conforming parcel and the fact that there's no objection from any of the neighbors. She agrees that it's a great use of the property. Colonel Welsh voting yes, for reasons previously stated and his previous comments even though it's non-conforming.

City of Dover

Department of Planning & Inspections

Application No.: Z-14-04



Plan Title: Lands of Faithwork, LLC
Parcel ID/Address:
(A) ED-05-076.07-01-38.00-000, 21 Saulsbury Rd
(B) ED-05-076.07-01-39.00-000, 27 Saulsbury Rd
(C) ED-05-076.07-01-36.00-000, 983 Forest St
Plan Type: Rezoning
Current Zoning: CPO and COZ-1
Proposed Zoning: IO and COZ-1
Owners: Faithwork, LLC
Date: 11/25/14

Legend

- Dover Parcels selection
- Dover Parcels
- Zoning

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0 100 200 400 Feet

City Of Dover

Fire Marshal's Office

CITY OF DOVER

DEVELOPMENT ADVISORY COMMITTEE

APPLICATION REVIEW COMMENTARY

D.A.C. MEETING DATE: **Wednesday, November 26th, 2014**

APPLICATION: **Lands of Faithwork, LLC**

FILE #: **Z-14-04** REVIEWING AGENCY: **City of Dover, Office of the Fire Marshal**

CONTACT PERSON: **Timothy P. Mullaney Jr.** PHONE #: **(302) 736-4457**

THE SUBJECT PROPOSAL HAS BEEN REVIEWED FOR CODE COMPLIANCE, PLAN CONFORMITY, AND COMPLETENESS IN ACCORDANCE WITH THIS AGENCY'S AUTHORITY AND AREA OF EXPERTISE. THE FOLLOWING ITEMS HAVE BEEN IDENTIFIED AS ELEMENTS WHICH NEED TO BE ADDRESS BY THE APPLICANT:

REQUIREMENTS TO OBTAIN APPROVAL:

1) This office has no objections to the re zoning, however the property owner should be aware that rezoning these properties and changing the use could result in enforcement of fire/building related codes as a result of the use of the property.

APPLICABLE CODES LISTED BELOW (NOT LIMITED TO):
2012 NFPA Life Safety Code (NFPA; National Fire Protection Association)
2009 IBC (International Building Code)
2012 Delaware State Fire Prevention Regulations; Latest editions of all other NFPA Codes as defined
City of Dover Code of Ordinances

CITY OF DOVER

DEVELOPMENT ADVISORY COMMITTEE

APPLICATION REVIEW COMMENTARY

STAFF D.A.C. MEETING DATE: NOVEMBER 26, 2014

CITY OF DOVER Electric & Public Works Departments

APPLICATION: **LANDS OF FAITHWORK, LLC**

FILE #: **Z-14-04**

REVIEWING AGENCY: **City of Dover**

CONTACT PERSON: **Aren Wright - Electric**
Jason A. Lyon, P.E. – Public Works

CONTACT PHONE #: **ELECTRIC - 302-736-7070 PUBLIC WORKS – 302-736-7025**

THE SUBJECT PROPOSAL HAS BEEN REVIEWED FOR CODE COMPLIANCE, PLAN CONFORMITY AND COMPLETENESS IN ACCORDANCE WITH THIS AGENCY'S AUTHORITY AND AREA OF EXPERTISE.

THE FOLLOWING ITEMS HAVE BEEN IDENTIFIED AS ELEMENTS WHICH NEED TO BE ADDRESSED BY THE APPLICANT:

CITY AND STATE CODE REQUIREMENTS

ELECTRIC / WATER / WASTEWATER / STORMWATER / STREETS / SANITATION / GROUNDS

1. Our office has no objection to the rezoning of: ED-05-076.07-01-39.00-000, ED-05-076.07-01-38.00-000 and ED-05-076.07-01-36.00.000

RECOMMENDATIONS SUGGESTED AS CONDITIONS OF APPROVAL TO MEET CODE OBJECTIVES

ELECTRIC / WATER / WASTEWATER / STORMWATER / STREETS / SANITATION / GROUNDS

1. None.

ADVISORY COMMENTS TO THE APPLICANT

ELECTRIC / WATER / WASTEWATER

1. Should this site be redeveloped, which includes modifications to the use, the applicant / developer will be responsible for all costs associated with providing the appropriate meter / service / main to this site based upon the use including any necessary system upgrades or extensions. The appropriateness and adequacy of electric, water and sewer services and meters will be assessed at that time. (Please note that each water meter registered with the City of Dover must have a separate service line.) Should the existing water and sanitary sewer services no longer be required based upon the proposed use, they must be properly abandoned at the mains in accordance with all City of Dover Department of Public Works standards and specifications.
2. Any redevelopment shall adhere to the City of Dover Water/Wastewater Handbook, the Specifications, Standards & Procedures for City of Dover Public Works requirements, and the City of Dover's Electric Service Handbook.
3. Please note that renovations projects must ensure that the water and wastewater service is brought up to current requirements. This may include relocating the water meter outside or changing service line sizes. Please ensure you schedule a meeting with the Department of Public Works during the planning phase for this site. Additional impact fees may apply for future development.

SANITATION / STORMWATER / STREETS / GROUNDS

1. None

IF YOU HAVE ANY QUESTIONS OR NEED TO DISCUSS ANY OF THE ABOVE COMMENTS, PLEASE CALL THE ABOVE CONTACT PERSON AND THE PLANNING DEPARTMENT AS SOON AS POSSIBLE.

CITY OF DOVER

DEVELOPMENT ADVISORY COMMITTEE

APPLICATION REVIEW COMMENTARY

D.A.C. MEETING DATE: December 1, 2014

DELDOT

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APPLICATION: Lands of Faithwork LLC
FILE#: Z-14-04 REVIEWING AGENCY: DelDOT

CONTACT PERSON: Julio F. Seneus PHONE#: 760-2145

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THE SUBJECT PROPOSAL HAS BEEN REVIEWED FOR CODE COMPLIANCE, PLAN CONFORMITY AND COMPLETENESS IN ACCORDANCE WITH THIS AGENCY'S AUTHORITY AND AREA OF EXPERTISE.

THE FOLLOWING ITEMS HAVE BEEN IDENTIFIED AS ELEMENTS WHICH NEED TO BE ADDRESSED BY THE APPLICANT:

CITY & STATE CODE REQUIREMENTS:

1. The Department has no comments for the proposed rezoning.

RECOMMENDATIONS SUGGESTED AS CONDITIONS OF APPROVAL TO MEET CODE OBJECTIVES:

ADVISORY COMMENTS TO THE APPLICANT:

- In order to be issued a Letter of No Objection (LONO), the department will require the applicant to provide the proper forms, fees, and plans.
- A Traffic Impact Study (TIS) will be required if the proposed business exceeds 50 VPH (vehicle per Peak Hour) or 400 VPD (vehicle per day). When the study is completed, DelDOT will review it and send recommendations of the improvements to Kent County. The improvements contained in the study will be implemented by the developer per DelDOT's discretion. Please, contact Mr. Troy Brestel at (302) 760-2167 or via e-mail at Troy.Brestel@state.de.us to set up a scoping meeting for this project.
- A pre-submittal meeting with the applicant will be required, if the proposed development generates 200 vehicles per day (VPD).
- The applicant is required to obtain a utility permit from the DelDOT Central District for this project prior to performing any construction works within the right-of-way.

If you have any questions or need to discuss any of the above comments, please call the above contact person and the planning department as soon as possible.

KENT CONSERVATION DISTRICT
800 BAY ROAD SUITE 2 • DOVER, DELAWARE • 19901 (302) 741-2600 EXT. 3 • FAX (302) 741-0347

CITY OF DOVER
DEVELOPMENT ADVISORY COMMITTEE
APPLICATION REVIEW COMMENTARY
December 2014

APPLICATION: Lands of Faithwork LLC.

FILE #: Z-14-04

REVIEWING AGENCY: *Kent Conservation District*

CONTACT PERSON: *David C. Cahill* **PHONE #:** *741-2600 ext.3*

THE SUBJECT PROPOSAL HAS BEEN REVIEWED FOR CODE COMPLIANCE, PLAN CONFORMITY AND COMPLETENESS IN ACCORDANCE WITH THIS AGENCY'S AUTHORITY AND AREA OF EXPERTISE. THE FOLLOWING ITEMS HAVE BEEN IDENTIFIED AS ELEMENTS WHICH NEED TO BE ADDRESSED BY THE APPLICANT:

CITY AND STATE CODE REQUIREMENTS:

1. Kent Conservation District has no objection to the re-zoning plan for the above referenced site.

ADVISORY COMMENTS TO THE APPLICANT:

1. If at any time expansion or earth disturbing activity (clearing, grubbing tree clearing etc.) takes place and exceeds 5000 square feet; a detailed Sediment and Stormwater Management Plan must be submitted and approved to the Kent Conversation District.

FINAL READING

CITY OF DOVER
PROPOSED ORDINANCE #2014-24

AN ORDINANCE AMENDING THE ZONING ORDINANCE AND ZONING MAP OF THE CITY OF DOVER BY CHANGING THE ZONING DESIGNATION OF PROPERTIES LOCATED AT 21 SAULSBURY ROAD, 27 SAULSBURY ROAD, AND 983 FOREST STREET

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

WHEREAS, it is deemed in the best interest of zoning and planning to change the permitted use of property described below from C-PO (Commercial and Professional Office Zone) and subject to the COZ-1 (Corridor Overlay Zone) to IO (Institutional and Office Zone) and subject to the COZ-1 (Corridor Overlay Zone).

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

1. That from and after the passage and approval of this ordinance the Zoning Map and Zoning Ordinance of the City of Dover have been amended by changing the zoning designation from C-PO (Commercial and Professional Office Zone) and subject to the COZ-1 (Corridor Overlay Zone) to IO (Institutional and Office Zone) and subject to the COZ-1 (Corridor Overlay Zone) on properties located at 21 Saulsbury Road, consisting of $15{,}505^{+/-}$ S.F.; 27 Saulsbury Road, consisting of $9{,}515^{+/-}$ S.F.; and 983 Forest Street, consisting of $8{,}276^{+/-}$ S.F., owned by Faithwork, LLC.
   (Tax Parcels: ED-05-076.07-01-38.00-000; ED-05-076.07-01-39.00-000; and ED-05-076.07-01-36.00-000; Planning Reference Z-14-04.)

ADOPTED: *

S:\ORDINANCES\2014\DRAFT\Ordinance #2014-24 Rezoning - 21 and 27 Saulsbury Road - 983 Forest Street - Final Reading.wpd

Actions History
January 12, 2015 - Scheduled for Public Hearing/Final Reading at City Council
December 15, 2014 - Review - Planning Commission
November 24, 2014 - First Reading at City Council

Draft

LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE

The Legislative, Finance, and Administration Committee meeting was held on December 8, 2014, at 5:01 p.m. with Chairman Slavin presiding. Members present were Mr. Anderson, Mr. Hare, Mr. Shevock, and Mr. Sudler. Members of Council present were Council President Bonar, Mr. Dixon, and Mr. Hutchison. Mayor Christiansen and Deputy City Solicitor Pepper were also present.

AGENDA ADDITIONS/DELETIONS

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

Overview of 1988 Consent Decree

Chairman Slavin stated that members had been provided the 1988 Consent Decree for their review due to the discussion regarding the responsibilities and reporting structure for the Mayor and City Manager scheduled to take place later in the meeting. He explained that several members felt such discussion could not occur without an understanding of the background behind the 1988 Consent Decree. Mr. Slavin indicated that the purpose of the overview was simply to provide members this understanding and that there was no desire to change the Decree.

As requested, Deputy City Solicitor William Pepper provided a brief history of the City's structure, noting that prior to 1988 the City was governed by eight (8) members of City Council and a Mayor. The Mayor presided over the City Council meetings. The eight (8) members of City Council were elected from four (4) districts; however, they were elected through at-large voting. In accordance with the 1988 Consent Decree, the government was modified. The Mayor no longer presided over City Council meetings, with the exception of the Annual Meeting, and Council's structure was changed to include nine (9) members of City Council, with eight (8) members elected from four (4) districts through district voting and one (1) member elected by at-large voting.

Responding to Mr. Anderson regarding whether the Decree contains limitations on the reporting structure for the City of Dover, Deputy City Solicitor Pepper stated that the 1988 Consent Decree does not address this issue.

In response to Mr. Sudler, Deputy City Solicitor Pepper explained that the 1988 Consent Decree would not have an effect on a change made to the City's form of government, such as implementing a strong Mayor/Council form of government. He noted that the Consent Decree only addresses how members of City Council are elected and who presides over City Council meetings. Unless there was a change made in regard to these items, it was his opinion that the Consent Decree would not be implicated.

Mr. Hare questioned the possibility of choosing to have a strong Mayor form of government, while maintaining four (4) Council Districts whose members would be elected through district voting and the Mayor representing the At-Large elected official. Responding, Deputy City Solicitor Pepper indicated that since the Consent Decree requires nine (9) members of City Council, such a change would require altering the Consent Decree.

At the request of Mr. Sudler, Deputy City Solicitor Pepper explained his understanding that a decision regarding a strong Mayor/Council form of government would involve the administrative operation of the City and not the function of City Council; therefore, he felt that the Consent Decree would not be implicated in such a decision.

Responding to Mr. Anderson, Deputy City Solicitor Pepper confirmed that, in accordance with the Consent Decree, the City had agreed that City Council meetings would be chaired by the Council President/Vice-Mayor. Mr. Pepper stated that the number of members elected was also governed by the Consent Decree and any change would require altering the Decree. However, Mr. Pepper noted that the Consent Decree would not have any bearing on the administrative operations of the City.

As a member of City Council when the Consent Decree was approved, Mayor Christiansen advised members that it was Council's intention at that time, as well as the intention of two (2) Charter Review Committees, that the Mayor should become the Chief Executive Officer (CEO) of the City and maintain veto power, while the job of City Council would be strictly to legislate and finance the operations of the City. He stated that this was eventually implemented in 1997 when the City instituted a full-time Mayor.

In response to Mr. Hutchison, Deputy City Solicitor Pepper suggested that in order to consider any modification to the Consent Decree, the City should open negotiations with Mr. Cecil Wilson as well as the Central Delaware Branch of the National Association for the Advancement of Colored People (NAACP), who were party plaintiffs in the matter that led to the Decree, to try to reach an agreement. Otherwise, the City could file a motion to modify the Consent Decree, depending on what Council wished to accomplish.

Council President Bonar noted that the last paragraph of the Consent Decree states: "The court shall retain jurisdiction of this action to determine whether any further remedial action is necessary, and to decide the issue of plaintiffs' attorney's fees and costs." He questioned if this indicated that the court would be required to approve opening the Consent Decree for discussion. Responding, Deputy City Solicitor Pepper stated his belief that the parties themselves could reach an agreement to amend the Consent Decree and the court would approve it as a matter of course; however, if the City chose to modify the Consent Decree over the objection of either of the plaintiffs, the court would be required to hold hearings.

Council President Bonar questioned if the City had ever held a referendum by registered voters of the City of Dover to determine if they preferred a full-time or part-time Mayor. Responding, Mr. Anderson recalled the question being put before the voters in 2003 or 2004 and the results indicated that 70% of the voters favored a full-time Mayor. *[City Clerk's Office Note: During the municipal election held on April 20, 2004, the results of a question on the ballot reflected that out of 4,470 votes cast, 3,185 voters (71%) favored a full-time Mayor, versus 1,285 who voted for a part-time Mayor.]*

Proposed Financial Reforms

During the Committee meeting of June 23, 2014, Mr. Slavin advised members that during the June 11, 2014 Special City Council Meeting - Budget Review, he proposed a series of 14 financial reforms to be addressed over the next six (6) to nine (9) months that would assist in shaping the City's Budget for FY 2015/2016. He stated that the proposed reforms were clustered into four (4) separate areas, as follows: 1) public safety; 2) compensation policies; 3) property tax governance; and 4) restrictions on uses of appropriations.

Compensation Policies

During their Regular Meeting of October 13, 2014, City Council approved the Committee's recommendation to obtain legal opinions regarding the three (3) proposed financial reforms related to compensation policies, as follows:

6) Council will not authorize pay raises, bonuses, or other forms of compensation in consecutive fiscal years for any City employee, including Council appointees. A two-thirds vote of Council is required to authorize an exception to this policy.

7) Council will not authorize more than 1% compensation increases (which shall include the total of salary, bonus, and other forms of compensation) for any one fiscal year. A two-thirds vote of Council is required to authorize an exception to this policy.

8) Council will not authorize any compensation package which results in a total compensation increase of more than 2.5% in any three-year period. A two-thirds vote of Council is required to authorize an exception to this policy.

Mr. Slavin advised members that the City Solicitor, Mr. Rodriguez, provided an opinion (*as on file in the Office of the City Clerk*) that the proposed compensation policies would result in the City forfeiting "good faith" negotiations if the City were to begin the process by stating such policies, and would hinder the City's ability to negotiate since it would prohibit the City's legal counsel from using a full range of options when proposing contracts with its employees. As the author and proposer of the compensation policies, Mr. Slavin requested that these compensation policies be withdrawn at this time from formal consideration; however, he welcomed any comments from Committee members, City Council, or the public regarding the spirit of these reforms. He felt that it may be the spirit of the reforms, if not the actual policies, that could carry forward.

Mr. Anderson felt that, as presented, the proposed policies may have been too restrictive. He suggested that City Council indicate their current intent with a resolution which would form the basis of Council's desire and of budgetary constraints.

Council President Bonar commended Mr. Slavin for bringing the proposed policies forward for discussion. He felt there are often situations that cause City Council to react rather than taking a proactive approach. Mr. Bonar stated that although he may not agree with all of the proposals, he did feel that some merit further discussion. He suggested that members address the problems that led to their concerns regarding compensation.

Mr. Slavin moved to recommend tabling the compensation policies to allow further discussion, seconded by Mr. Shevock and unanimously carried.

Property Tax Governance

During their Regular Meeting of September 22, 2014, City Council considered the proposed financial reforms related to property tax governance, as follows: 9) Council shall not raise the property tax rate more than 9.5% without first holding a referendum on the proposed tax increase. This provision shall not apply in those years when a revenue-neutral adjustment to the tax rate is required because of property revaluation; and 10) Council shall not raise the property tax rate more than 9.5% without two (2) separate votes of a two-thirds majority vote of Council, with the requirement that a municipal election occur between the first and second vote. This provision shall not apply in those years when a revenue-neutral adjustment to the tax rate is required because of property revaluation. After much discussion, City Council referred financial reform #9 to staff and legal counsel for drafting as an ordinance, with the provision in the drafting of the ordinance that Council may vacate the provisions in times of unforeseen emergencies, and with the stipulation that the ordinance be reviewed four (4) years after implementation. It was noted that the Committee tabled proposed reform #10 since the intent of the reform was met with the Committee's recommendation of proposed reform #9.

Mr. Slavin explained that the purpose of proposed reform #9 was to restrict Council by establishing rules and parameters. He indicated that the objective was to remove the specter that action to address long-term issues could be delayed in hopes of "things just getting better," or that they could be addressed by instituting a huge tax increase once every 10 years. He noted that the proposed reform would require City Council to ask the voters their opinion. Mr. Slavin noted that the legal opinion of the City Solicitor *(as on file in the Office of the City Clerk)* reiterated that referendums are non-binding.

Mr. Anderson relayed his strong support for proposed reform #9 and urged members to submit the proposal to City Council for consideration. He felt that the provision was important to economic development since it would provide some measure of certainty. Mr. Anderson explained that there were organizations and businesses who were investing or looking to invest hundreds and millions of dollars in the City of Dover. If there were an assurance that tax increases would be done in a predictable, moderate fashion, this would add to economic certainty, which Mr. Anderson felt would be good for jobs and economic growth. He noted that if there were an urgent need for a major tax increase, it would be presented to the citizens. Mr. Anderson suggested that the proposal would provide sufficient ability to adjust the tax rate to address problems, explaining that it was difficult to foresee the need for a tax increase above 9% in one (1) year and he felt that if that were the case, this would indicate that the City was not being managed properly. In addition to benefitting existing and potential businesses, Mr. Anderson stated that this provision would also provide families more security by allowing them to budget from year to year without being subjected to an egregious tax increase. He again urged members to approve the proposal for City Council's consideration.

Mr. Hare indicated his objections, explaining that members of City Council were elected to manage and run the City of Dover and not to put the City in a position where an egregious tax increase would be required. He stated that members of City Council were elected to manage the City in such a manner as to eliminate wasteful spending rather than continuing it simply because it may require action that would cause someone to lose their job or be laid off. Mr. Hare noted that these are tough decisions that are made every day by elected officials throughout the State, except for the City of Dover. If it were necessary to raise taxes 23%, as proposed last year, and if this was necessary due to mismanagement, then he felt that this was the action that Council needed to take and if the

residents opposed this, Council members would not be re-elected. Mr. Hare stated that former Council member Frances Weyandt once said to him, "If you wish to run for office only to worry about being re-elected, then you should not run for office." Mr. Hare stated his objections to the proposed caps, as well as requiring citizens to vote on property tax increases, explaining that it is Council's responsibility to make tough decisions. He advised members that some City employees have salaries that are well above the paygrade of comparable positions throughout the State. Mr. Hare felt that City Council should be pro-active in addressing such issues rather than taking action to cover mistakes.

Mr. Hutchison felt very strongly that it was the responsibility of elected officials of the City of Dover to raise taxes. He noted, based on history, that the City had rarely raised taxes and felt that this was due to the close working relationships between City Council, the Mayor, City Manager, and Department Heads which ensured that the City was run effectively and efficiently. However, Mr. Hutchison believed that at some point it would be necessary for the City to raise taxes and that it should be the responsibility of the elected officials to take such action.

There being no objections, Council President Bonar read a statement submitted by Mr. Thomas J. Leary (former member of City Council), as follows:

> *As members of the City Council we are elected to represent our fellow citizens. We are expected to be informed on a myriad of issues, including budgetary ones, and to make appropriate decisions. These decisions can be at times challenging and difficult. They may even be unpopular. However, we are expected to make them.*
>
> *Proposing that a tax increase go to referendum, irregardless of the size, or whether binding or non-binding, is simply put, an abrogation of the duties of one's office.*
>
> *If we lived in a highly inflationary spiral one would not put tax increases on "auto-pilot". This would show a complete lack of leadership, be considered intellectually lazy, and would be regarded as an act of faithlessness by the public.*
>
> *I would submit to you that this proposed ordinance is no different in its application and effect.*
>
> *I am available should you wish to call and remain at your disposal.*

Council President Bonar indicated that he concurred with the statement submitted by Mr. Leary, as well as the comments made by Mr. Hare. He noted that voter turnout is historically dismal and, as a result, a few hundred citizens of the City make the decision as to who the City's Mayor is, the City Council representatives for their district, and the at-large Council member. Mr. Bonar relayed concern with allowing this same authority in determining the City's tax structure. He too felt that the citizens elect members of City Council to make decisions and have put their faith in their elected officials to do so and take the appropriate action. Mr. Bonar stated that he feels that the City's taxes are extremely low and that there should be a substantial increase in property taxes. He did not feel that the matter should be submitted to the citizens for a referendum, explaining that such action is an abrogation of City Council's responsibility. If citizens are not pleased with the action taken by City Council, they have the power not to re-elect their representative. However, Mr. Bonar did agree

that such a proposal would provide certainty from an economic development standpoint, noting that businesses do depend on certainty. Since, at this time, it was City Council's right and responsibility to make such decisions, he did not feel there was a need for any change.

Mr. Sudler suggested, when there are important decisions facing members of City Council, that members hold district meetings with the community to provide information regarding such matters. It was his feeling that being aware of the opinions of their constituents would assist members in knowing how they should vote on certain issues.

Mayor Christiansen expressed his concurrence with former City Councilman Leary, as well as Council President Bonar, explaining that members of City Council and the Mayor have a distinct responsibility to the public to keep them informed and, likewise, the public has a responsibility to follow the actions of City Council if they have an interest in the future of their City. Mayor Christiansen cautioned members against any compromise of the responsibilities of City Council in taking action they feel is necessary for the betterment of the City.

Mr. Slavin stated that regardless of voter turnout, members should not stop listening to and considering the concerns of their constituents. Long before making difficult decisions, he explained that City Council's first responsibility as an elected official is to listen to their constituents. Mr. Slavin reminded members that the oath of office which each member took states that their "power flows from the people." Regarding the reference to such a referendum being an abrogation of City Council's responsibility, he indicated his objections, explaining that City Council would be submitting the matter to the people and Council would be making the decisions regarding the expenses that would cause the referendum. As a result, Mr. Slavin stated that it would not be an abrogation to get to that point; however, it would be an abrogation to ignore the wishes of taxpayers and not to have their voices heard.

Mr. Anderson suggested that the proposal would provide an additional advantage relative to arbitration situations with labor. He explained that jurisdictions that have tax control referendums, such as Colorado and South Dakota, are more able to control labor costs and, coincidentally, have some of the lowest unemployment rates. He noted that after studying this matter, he discovered that across the country the proposed initiative goes hand in hand with positive economic growth, if not done in such a manner that it becomes too restrictive.

Mr. Hare advised members that he is constantly contacted by constituents in the Second District relaying their comments, concerns, and opinions; therefore, he would very much be made aware of how his constituents would feel regarding any proposed tax increase. In addition, he stated that he attends homeowner association meetings, which provide another means of obtaining the opinions of his constituents.

Mr. Anderson noted that, in addition to being contacted by residents of the Fourth District, he is also contacted by those from the Second District, which he felt was an indication that those residents are very particularly tax sensitive. Due to the importance of this issue, he felt that its merits required further discussion by Council; therefore, he suggested that the matter be forwarded to City Council with no recommendation from the Committee.

Mr. Anderson moved to forward proposed Financial Reform #9, Property Tax Governance, to City Council without a recommendation for the purpose of having a full discussion by

City Council. The motion was seconded by Mr. Sudler and unanimously carried. *(Note: Financial Reform #9, Property Tax Governance, states that Council shall not raise the property tax rate more than 9.5% without first holding a referendum on the proposed tax increase; this provision shall not apply in those years when a revenue-neutral adjustment to the tax rate is required because of property revaluation.)*

Permission to Recruit - Dover Police Department Cadet Program

Police Chief Bernat advised members that the Dover Police Department had an active Police Cadet Program during the 1999-2001 time period. He stated that it had proven to be a beneficial program for the department since two (2) well-qualified police officers were hired from the program; unfortunately, the department did not have the support to continue the program after 2001.

Chief Bernat indicated that, due to the continuing safety and security concerns expressed by merchants, customers, and residents in the downtown area, the Dover Police Department would like to revive the Police Cadet Program and hire six (6) part-time cadets to maintain a more visible law enforcement presence in the downtown area. As indicated in his letter to Mayor Christiansen, dated October 6, 2014, Chief Bernat noted that reviving the Police Cadet Program would benefit the City of Dover, as follows:

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

Chief Bernat explained that the cadets would be paid an hourly rate of $12.00 for 19 hours per week, working part-time patrols in pairs, and be assigned to the Department's Community Policing Unit. He advised members that the Police Department was requesting to hire the cadets to begin in February 2015 and that the total costs for the remaining fiscal year would be $51,481. He provided members with a revised cost breakdown for the FY 15 Police Cadet Program - Civilian Payroll Costs, and Uniforms and Equipment Costs ***(Attachment #1)***, explaining that the original proposal included the cadets working 20 hours per week beginning in January and the revised proposal reduced the number of hours to 19 per week to begin in February rather than January.

Chief Bernat stated that the Dover Police Department would fund the program with interest from grant money received during the period from July 1996 through June 2014 (18 year period), noting that the Police Department accumulated interest amounting to $69,201.84 during this time from two (2) grants. He indicated that a total of three (3) grants accumulated interest, for a grand total of $90,528. Chief Bernat explained that the Police Department was in the process of securing grant funding for a portion of the first year costs and additional grant money was being sought to offset costs for FY2016.

Chief Bernat advised members that the six (6) male and female cadets would come from local colleges and would go through a hiring process. Those selected would have two (2) weeks of training and would spend at least one (1) week with a Field Training Officer (FTO). Chief Bernat stated that the cadets would be uniformed very similar to a regular Police Officer but would not have guns. He stated that the cadets would have full arrest powers; however, it was not anticipated they would make any serious arrests.

Staff recommended approval of the Police Cadet Program as requested, to include the establishment of six (6) part-time positions.

Mr. Sudler questioned if cadets would be patrolling the New Street, Kirkwood Street, and Queen Street areas. Responding, Chief Bernat indicated that the cadets would predominantly be patrolling the Loockerman Street area to provide additional safety to businesses there, including the Dover Public Library. The cadets would also assist with parades and other large functions, such as the Fourth of July Celebration. Noting that there are businesses, such as barber shops, located on those streets surrounding Loockerman Street and considering the high crime rate in those areas, Mr. Sudler requested consideration of including patrols in the New Street, Kirkwood Street, and Queen Street areas. Chief Bernat confirmed that cadets would be patrolling those businesses located on the streets surrounding Loockerman Street.

In response to Mr. Sudler, Chief Bernat indicated that any student aged 18 years and older could apply and that the required training would include diversity training.

Mr. Hare advised members of his recent ride-along with the Dover Police Department and noted that there was a lot of activity between 11:30 p.m. and 1:30 a.m. in these areas. He relayed his support of staff's request.

Chief Bernat stated his desire to also train the cadets to utilize bicycles, which would allow them to patrol more areas during warmer weather.

Referring to the success of the previous Police Cadet Program, Council President Bonar advised members that a former cadet for the Dover Police Department became Superintendent of the Delaware State Police several years ago. Mr. Bonar expressed his feeling that the program would be a good way to build an employment base for the Police Department and indicated his support.

Responding to Mr. Hutchison, Chief Bernat confirmed that, if the Program were approved, the cadets would be focused on day work, Monday through Saturday, and as they become seasoned, they would also perform evening work. As a former City of Dover Police Chief, Mr. Hutchison stated his positive experience with the program and its effectiveness and indicated endorsement of the program.

Mr. Sudler relayed concerns regarding 18-year-old cadets having the maturity level necessary to handle the types of issues facing law enforcement today and their safety due to lack of experience in resolving physical confrontations. Although the Cadet Program had been successful in the past, he felt that the crimes are not the same today as in previous years. In addition to the safety of the cadets, Mr. Sudler expressed concern for the citizens' safety due to the inexperience of the cadets and regarding the potential of a lawsuit for the City of Dover. Concurring, Chief Bernat explained

that a hiring process very similar to that required to hire a police officer would be conducted, including physical and psychological tests, and a total of three (3) weeks of training would be provided. In addition to monitoring the cadets, he assured members that the Department would have an evaluation period.

Responding to Mr. Shevock, Chief Bernat stated that he would know on December 9, 2014 if the full amount of grant money would be provided as funding for the program through FY2015. If the program continued and grant monies were not available, he would submit a request to City Council for inclusion of the necessary funding in the budget for the Police Department.

Mayor Christiansen indicated his total support of the request. In addition to the previous cadet for the Dover Police Department who became the Superintendent of the Delaware State Police, he advised members that former City Police Chief Keith Faulkner had also been a cadet. The Mayor felt that these successes indicated that the cadet program had merit and urged members to approve the request.

In response to Mr. Slavin, Chief Bernat stated that the use of cadets would eventually provide a savings since it would provide additional officers and eliminate the need to pay police officers overtime or comp time. Mr. Slavin suggested that this savings be calculated in order for City Council to be made aware of the offset. Responding, Chief Bernat advised members that the cost of a cadet is 25% that of a police officer, providing a savings of 75% for each cadet.

Ms. Sara Herbert, 222 N. Bradford Street, stated that she served as the corresponding secretary for the Old Dover Neighborhood Watch. She noted that the Mayor had attended their last meeting and advised members of the Cadet Program. Of those members in attendance (approximately 25 of the 35 members), she stated that this was the one (1) issue that all members supported. Ms. Herbert urged the Committee to approve the request.

Mr. Hare moved to recommend approval of the Police Cadet Program as requested by staff, seconded by Mr. Anderson and unanimously carried.

Continuing Disclosure Policy Concerning Municipal Securities

Mrs. Donna Mitchell, Controller/Treasurer, advised members that the Continuing Disclosure Policy Concerning Municipal Securities was drafted as a result of new Federal Communications Commission (FCC) regulations, to ensure that the City of Dover efficiently carries out its continuing disclosure obligations with respect to the municipal securities it issues or guarantees, pursuant to Rule 15c2-12, as amended, promulgated under the Securities Exchange Act of 1934, as amended.

Mrs. Mitchell requested that the Policy be adopted as an Appendix to the City's Debt Policy.

Mr. Hare moved to recommend adoption of the Continuing Disclosure Policy Concerning Municipal Securities (Attachment #2) as an Appendix to the Debt Policy. The motion was seconded by Mr. Anderson and unanimously carried.

Capital Improvement Project (CIP) Cost Estimating/Bid Process Guidelines

Mr. Scott Koenig, City Manager, advised members that, in response to concerns raised by Councilman Slavin during the August 11, 2014 City Council Meeting, he had developed guidelines, to be used by all Department Heads, outlining specific expectations regarding Project Development, Budgeting, and Administration for all Capital Improvement Projects (CIPs). Although Mr. Slavin had suggested the development of a policy, it was Mr. Koenig's opinion that a Council policy would not be required to achieve the requested controls and objectives. Referring to a memorandum, dated November 19, 2014, which was sent to all department heads regarding Capital Improvement Project (CIP) Cost Estimating/Bid Guidelines, Mr. Koenig assured members that these guidelines had been implemented at the staff level. He indicated that the guidelines were developed with the cooperation of the City's Controller/Treasurer and the Public Works and Electric Department Directors, explaining that those departments produce the majority of such projects.

Staff recommended acknowledgment of the Capital Improvement Project (CIP) Cost Estimating/Bid Guidelines that had been implemented by the City Manager in response to concerns raised by City Council.

Responding to Mr. Slavin regarding the requirement to include a no greater than a 15% contingency in project budgets (bullet point #5 in the memorandum) and concerns regarding how this may affect older infrastructure projects, Mr. Koenig stated that as staff develops better estimating processes, it is the intent to consider any contingencies. Mr. Koenig explained that, typically, when conducting engineering work, 15% had served as a good guideline. As an example, Mr. Koenig stated that the contingency for the new library was very low, approximately 5%, explaining that, typically, there are lower contingencies with larger projects since there are fewer unknowns. He felt confident that the 15% guideline would be sufficient.

Mr. Slavin suggested that staff include the cost of not doing a project, assuming that the project is requested for efficiency purposes or more capacity, and what the financial and other issues would be if Council were to choose not to fund the project. Responding, Mr. Koenig agreed to include this requirement in the narrative. Regarding any additional operating expenses in out years, such as staffing and supplies, he stated that the CIP already includes a small section to provide the costs of those expenses and, although the details are currently not included, such information would be included in the future.

In response to Mr. Hare, Mr. Koenig stated that as contingencies are developed, staff considers the history of similar projects. He explained that several contingencies are actually built into the unit prices by establishing a "ceiling" price. Mr. Koenig advised members that some contracts are written so that the contingency is a bid alternative and becomes an addition to the base, and in some cases it depends on how the project specifications are written. For example, a 15% contingency would be sufficient for a street program since the costs consist of unit prices and the City performs as much of the work as possible, although funding sometimes becomes available during the project from State legislators. However, for projects such as a parking lot, where the City has completed the design and the soil conditions are known, Mr. Koenig stated that the contingency may need to be only 5% since there would be very few unknowns. He felt that as each project is developed, staff would debate internally and establish the contingency rather than establishing a 15% contingency across the board, since 15% is listed as the maximum in the guidelines.

In response to Mr. Hare's concerns regarding low estimates, Mr. Koenig stated that the City does not control the bid market and that, in some cases, it will change very quickly. Referring to the Horsepond Substation Project, Mr. Koenig noting that when the City began consideration of bidding for the 69kV tie in, staff utilized a price from when that work was previously done. He advised members that when the project was bid, a lot of activity was required for the transmission work, which resulted in the price being three (3) times higher than expected. As a result, a significant amount of the work was completed by City staff in-house with only small portions of the work being subcontracted. Mr. Koenig reiterated that the bid environment is very dynamic and dependent on how many projects are available, the timing of projects, bid market, interest market, time frame, etc., regardless of the best estimate developed by the City.

Mr. Hare moved to recommend acknowledgment of the Capital Improvement Project (CIP) Cost Estimating/Bid Guidelines that have been implemented by the City Manager in response to concerns raised by City Council, as presented. The motion was seconded by Mr. Anderson and unanimously carried.

Discussion - Responsibilities and Reporting Structure for the Mayor and City Manager and Continuation of Full-Time Status for the Position of Mayor

Mr. Slavin stated that the responsibilities and reporting structure for the Mayor and City Manager and continuation of full-time status for the position of Mayor had been discussed by the Committee during the past several meetings. He reminded members that during their Regular Meeting of September 22, 2014, City Council approved the Committee's recommendation for future consideration of Option A, as follows: 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. Members of City Council also approved the Committee's recommendation that the Council President open a dialogue with the parties to the 1988 Consent Decree *(item discussed during the Overview of 1988 Consent Decree, earlier in this meeting).*

As requested during the Committee meeting of October 27, 2014, Mr. Slavin noted that members had been provided an organizational chart for Option A as well as the current organizational chart for the City. In addition to considering maintaining the current responsibilities and reporting structure, as well as Option A, a strong mayor form of government, Mr. Slavin stated that Mr. Anderson may have an additional option for the Committee's consideration. It was his hope that at the conclusion of the meeting, the Committee would forward this matter to City Council with or without recommendations, explaining that the Committee's role was to allow for the discussion, to include the public, and then to provide City Council with this information to allow a full debate.

Mr. Sudler reminded members that, during the Legislative, Finance, and Administration Committee meeting held on September 8, 2014, he had relayed his support for a full-time Mayor with strong administrative powers, which was presented as Option A. Mr. Sudler noted that members had indicated they welcomed any suggestions relative to Option A and, as a result, he developed ideas for a job description and a job appraisal report for the Mayor, which he submitted and briefly reviewed ***(Attachment #3 - Option A)***.

Noting that Option A referred to a strong mayor form of government, Mr. Slavin suggested, for clarification, that any reference to the City's current form of government be considered as "Option B."

Referring to the job description provided by Mr. Sudler, Mr. Anderson suggested replacing Item #4 - bachelor degree, under the minimum requirements, with the requirement for the Mayor to have been a City resident for two (2) years, which would mirror the City Charter. Referring to the proposed organizational chart, he felt that the City Clerk's Office should remain under City Council since it serves as Council staff and that the Finance Office should also remain under City Council to provide "checks and balances."

Concurring with Mr. Anderson, Mr. Hare also felt that the Mayor should not appoint the Deputy Chief of Police, suggesting that the Police Chief should have that authority. Although he had no preference regarding the City having a full-time or part-time Mayor, if the City elected a full-time Mayor, Mr. Hare felt that the City should have a strong mayor form of government.

Mayor Christiansen stated his feeling that the City Manager should be hired and maintained by City Council, although he noted that in the past a Board was created to hire other officials for the City. He agreed with most of the recommendations submitted by Mr. Sudler; however, he felt that the job appraisal would be the responsibility of the public rather than City Council.

Responding, Mr. Hare noted that as an elected official, the public would be indicating their opinion regarding the Mayor's performance every four (4) years through the election.

Mr. Sudler felt that if the City chose to have a strong mayor form of government, the Mayor would be required to submit reports to City Council and, although he understood that the public would ultimately either re-elect the Mayor or vote him/her out of office, since that would occur only every four (4) years, he felt that the Mayor's performance on yearly goals and objectives should be appraised annually by City Council.

It was Mr. Hutchison's opinion that a major change that should occur would be to give the responsibilities and leadership of the City Manager more authority in the City, which would include the operations and budgetary issues of the Police Department. He stated that the City Manager should report to the Mayor and City Council. This would tie everybody into the total operations, noting that there are problems with the current system. As an example, Mr. Hutchison reminded members that earlier in the meeting, the Police Chief had submitted a request regarding the Cadet Program. Rather than submitting the request to the Mayor, Mr. Hutchison felt that it should have been submitted to the City Manager due to possible budget implications, since the City Manager is responsible for the City's budget. After the City Manager's review, the request should have then been presented to the Mayor and Council President to bring forward for consideration by the Committee. Mr. Hutchison reiterated the need for the City Manager to be in charge of the City's operations. He reminded members that, according to the City Charter, anyone 18 years of age or older can be elected as Mayor. Considering the complexity of the City, the budget, and the responsibilities of the Mayor's Office, he stated that although he supports a full-time Mayor, the day-to-day operations and financial responsibilities should belong to the City Manager since that individual is selected based on education, knowledge, and work experience necessary to oversee and run a City, and the City Manager would ultimately report to the elected officials.

For informational purposes, Mayor Christiansen advised members that the request for the Cadet Program was presented to the City Manager for his review prior to its submission to the Committee. Mayor Christiansen expressed his feeling that it is imperative, due to the Charter requirements for the Mayor to be responsible for the safety and security of the City, that the Mayor remain in charge of the Police Department. However, he conceded that the City Manager should work closely with the Mayor and Police Chief on the budget for the Police Department.

Responding to Mr. Hare, Mayor Christiansen indicated concurrence with the proposal submitted by Mr. Sudler, feeling that the City of Dover needs a strong mayor with a professional City Manager. Mr. Hare explained his concern with the City Manager being held accountable for those departments that are not his responsibility, such as the Police Department, as it relates to the City's Budget. He reiterated his opinion that the City should have a strong mayor form of government.

Mr. Dixon stated his agreement with the City having a strong mayor form of government. Noting that changes would be required, he urged members to remember that the positions are held by human beings and that people should be treated in a fair manner.

Mr. Slavin reminded members that the results of the 2004 referendum regarding the City having a full-time or part-time Mayor reflected that 3,185 voters favored a full-time Mayor and 1,285 voters favored a part-time Mayor. It was his observation, having experience working with governments, that simple reorganizations inside governments can be difficult. He stated that an overhaul of the entire form of government would require an order of magnitude well over difficult. Although he could support many of the proposed changes, Mr. Slavin stated that they would be time consuming and expensive to complete and a strong mayor form of government would be more costly than the current form of government. He suggested that this matter be presented to City Council for a final decision.

Council President Bonar indicated his support for a full-time Mayor; however, he also supported the City Manager serving as the chief business operations manager for the City. As previously mentioned, the City Manager is responsible for submitting a draft budget for the entire City and as such, Mr. Bonar felt that all departments should be placed under the City Manager. He explained the dangers of a Mayor having full control of the City and supported the Police Department reporting to the City Manager. He noted that having the City Manager in charge of the day-to-day operations of the City would allow for the Mayor to concentrate efforts on ensuring the City is recognized by, and participates in, the various forms of government, Boards, Committees, and Commissions throughout the State to ensure that the City receives its "fair share" of emergency services and legislative funding.

Mr. Hare indicated that when the Mayor's position was changed to full-time, it was to provide the necessary time to lobby the legislators, promote economic development, public relations, etc. and not to spend time in City Hall.

Noting that the Committee had held several discussions regarding this matter, Council President Bonar felt that it should now be presented to City Council for resolution.

Regarding the costs associated with a strong mayor, Mr. Sudler felt that an increase in that Mayor's salary would be less than that of an Assistant City Manager and that the Mayor could then assist the City Manager.

Mr. Slavin noted the receipt of an e-mail, dated December 8, 2014, from the City Clerk's Office regarding comments submitted by Ms. Rose Bryan of 43 Pine Street, as follows:

> *"Ms. Bryan stated that she has lived in Dover for 48 years and is very much in favor of a full-time mayor, based on the size of the City of Dover. Ms. Bryan will not be attending the [meeting] tonight and does not have access to email. She asked the Clerk's Office to convey her message to Committee members."*

Ms. Sara Herbert, 223 N. Bradford Street, stated that she was requested to submit correspondence from Ms. Yvonne Hall, Realtor with Keller Williams Realty Central DE ***(Attachment #4)***. Ms. Herbert also advised members of her own support for a full-time Mayor, noting that Dover is a growing City and serves as the capital of the State of Delaware. She indicated that free parking is not available in the downtown areas in many cities in Delaware, and although it is beneficial in Dover, she felt this was an indication that there are not be as many visitors to the area as may be desired. Ms. Herbert felt that the Mayor's job is to be the "face of the City" and bring benefits that would make the City stronger and better. She stated that, in addition to herself and Ms. Hall, her husband also felt that a full-time Mayor would be beneficial to the City of Dover.

Mr. Reuben Salters (former member of City Council), 109 Bertrand Drive, relayed his support for a full-time Mayor. He reminded members of a situation that occurred years ago in the City of Dover, when there was a very strong voice in the community supporting a full-time Mayor. Mr. Salters felt that when the Mayor's position became full-time, it benefitted the City. Although members of City Council, as well as City staff, represent the City, Mr. Salters noted that the Mayor represents all the people and aspects of the City and has a unique function in this regard. He indicated the importance of the separation of power among the branches of government in the City and felt confident that, with the urging of the citizens and influence of City Council, the Mayor will remain focused on his duties, serving full-time for the best interest of the City.

Police Chief Bernat expressed his feeling that an elected official should oversee the Police Department and that individual should be the Mayor. It was his opinion that if the City Manager were placed in charge of the Police Department, there would be more of a financial interest versus public safety.

Mr. Edward Thomas Christian, Jr., 9 Pennwood Drive, indicated his recollection that when Mr. Hutchison was elected to serve as Mayor and a full-time salary was provided, since there was no "clear" job description for the position, City Council developed a job description, listing duties and responsibilities that would compensate for the salary offered for serving as the Mayor. At that time, he stated, Mayor Hutchison was given the responsibility of overseeing the Police Department since he had previously served as Police Chief and this responsibility had continued since that time. It was Mr. Christian's opinion that there was a conflict between the Mayor and the City Manager as to who would be responsible for the various departments of the City of Dover. He noted that often people get "stuck" with customs, habits, and traditions and find it difficult to make hard decisions, explaining that one's comfort zone dictates his decisions. Mr. Christian stated that the general public does not have the knowledge or sophistication, which he defined as "unconscious ignorance," to decide what is best for the City, explaining that it is the responsibility of City Council and the

City Manager to determine what is best for the City of Dover. Referring to the comparison of municipalities, he stated that what may work for eight (8) million people may not work for the City of Dover.

In response to Mr. Christian's comments regarding the Mayor becoming responsible for the Police Department, Mayor Christiansen advised members that in 1929, when the City of Dover revised its Charter from the Town of Dover to the City of Dover, the Chief of Police was assigned to the Mayor. He noted that the Charter also requires the Mayor to be responsible for the Police Department, as conservator of the peace, and for the public safety of the citizens.

Mr. Hutchison stated his strong opinion that the Mayor should continue to serve as the Chief Executive Officer (CEO) for the City of Dover, explaining that the City Manager is the Chief Operating Officer who reports to the Mayor and Council.

Mr. Anderson noted that this issue involves personnel matters and questioned if an executive session could be held to allow for further discussion. Responding, Deputy City Solicitor Pepper stated his opinion that the discussion would not qualify for an executive session.

Responding to Mr. Anderson, Mr. Koenig stated that three (3) years ago, the Parks and Recreation Director had retired and, rather than filling that position, the Parks and Recreation Department was assigned to the Planning Department to provide managerial oversight. Mr. Koenig stated that there are approximately 15-17 positions, including temporary employees, in that Department. In addition, he stated that the Central Services Manager, who was in charge of purchasing, warehouse, and fleet maintenance, had retired. Rather than filling that position, fleet maintenance was transferred to the Public Works Department and purchasing and warehouse maintenance were transferred to the Finance Department.

In response to Mr. Anderson regarding an Assistant City Manager, Mr. Koenig stated that there had been no discussion regarding the possibility of removing responsibilities from Department Heads. He stated that the main issues facing the City Manager were budget and strategic plan development, the development of a facilities plan to enhance current facilities, and labor negotiations. In addition, Mr. Koenig stated that the Controller/Treasurer did not wish to be the point of contact for budget development; therefore, this responsibility would be re-assumed by the City Manager's Office.

Mayor Christiansen stated his recollection, as a member of City Council at the time, that the Planning Director and Finance Director were transferred from the City Manager to City Council in the 1980s due to a conflict between the then Planning Director and Fire Marshal, who was being given alternative orders. As a result, Council deemed it necessary to move the Fire Marshal and Planning Director to report directly to City Council. Likewise, the Finance Director/Treasurer position was moved from under the City Manager for misreporting numbers and due to coercion to report false information to City Council.

Mr. Hare moved to recommend that this matter be referred to City Council without a recommendation, with the stipulation that they be provided all information regarding Options A, B, and C (Mr. Anderson's amendment to Option A). The motion was seconded by Mr. Shevock.

Mr. Anderson requested that Option C also include the removal of the Deputy Police Chief from appointment by the Mayor, feeling that the Police Chief should make that selection. Mr. Slavin suggested that Mr. Anderson work with the City Clerk in the development of Option C to be presented to City Council for their review and consideration.

The motion to recommend referring this matter to City Council without a recommendation, with the stipulation that they be provided all information regarding Options A, B, and C (*Attachment #3 - Options A, B, and C*) was unanimously carried.
[City Clerk's Office Note: On January 12, 2015, Mr. Anderson provided an alternative organizational chart related to Option C which has been included with Attachment #3.]

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

Meeting adjourned at 6:52 p.m.

Timothy A. Slavin
Chairman

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Attachments
Attachment #1 - Revised Cost Breakdown - FY 15 Police Cadet Program - Civilian Payroll Costs, and Uniforms & Equipment Costs
Attachment #2 - Continuing Disclosure Policy Concerning Municipal Securities
Attachment #3 - Responsibilities and Reporting Structure for the Mayor and City Manager and Continuation of Full-Time Status for the Position of Mayor - Options A, B, and C
Attachment #4 - E-mail dated December 8, 2014 - Yvonne Hall, Realtor with Keller Williams Realty Central DE

Dover Police Department

FY15 Police Cadet - Civilian Payroll Costs (Feb - Jun 15)

Item	Rate	Feb - Jun 15 Costs: One Cadet	Feb - Jun 15 Costs: Six Cadets	Recurring Annual Costs: One Cadet	Recurring Annual Costs: Six Cadets	FY16-18 Costs: FY16 6 Cadets	FY16-18 Costs: FY17 6 Cadets	FY16-18 Costs: FY18 6 Cadets	FY15-18 Total Cost	Remarks
Salary	$12/hr	4,853	29,118	11,888	71,328	71,328	71,328	71,328	243,102	part time employee - 38 hrs per pay period at $12/hour
			-		-			-	-	
Social Security	6.20%	301	1,805	737	4,422	4,422	4,422	4,422	15,072	
Medicare	1.45%	70	422	172	1,034	1,034	1,034	1,034	3,525	
Health Insurance	set amt	-	-	-	-	-	-	-	-	
Life Insurance	0.19%	-	-	-	-	-	-	-	-	
Worker's Compensation	3.95%	191	1,149	469	2,815	2,815	2,815	2,815	9,593	
AD&D	0.04%	-	-	-	-	-	-	-	-	
Vision Insurance	set amt	-	-	-	-	-	-	-	-	
OPEB	n/a	-	-	-	-	-	-	-	-	
Retirement	6.00%	-	-	-	-	-	-	-	-	
Total Benefits		563	3,377	1,379	8,271	8,271	8,271	8,271	28,190	
Total Salary + Benefits		5,416	32,495	13,267	79,599	79,599	79,599	79,599	271,292	
Training, Uniforms, Equipment & Ammo		6,231	18,987	100	600	600	600	922	21,108	see breakout at next tab for details Cadets will share tasers & radios
Total Cost		11,647	51,481	13,367	80,199	80,199	80,199	80,521	292,401	

ATTACHMENT #1
LF&A Committee Meeting of 12/08/2014

Dover Police Department

FY16 Police Cadet - Uniforms & Equipment Costs

Item	Vendor	State Contract?	Qty Issd	Unit Cost	Extended Cost	In Stock	1 Cadet	FY15 6 Cadets	FY16 6 Cadets	FY17 6 Cadets	FY18 6 Cadets	Grand Total	Remarks
Uniform Items (priced for average male uniform)													Uniforms (acct 20-29)
2 in 1 jacket	Dover Army Navy	Yes	1	179.99	179.99	N	179.99	1,079.94	-	-	-	1,079.94	
Ballistic vest	Lawmen (Safariland vest)	Yes	1	680.00	680.00	N	680.00	4,080.00	-	-	-	4,080.00	
Base ball cap	Galls/Dover Army Navy	No	1	19.99	19.99	Y	19.99	119.94	-	-	-	119.94	
BDU Pants	Dover Army Navy	Yes	2	39.95	79.90	Y	79.90	479.40	-	-	79.90	559.30	
Boots	Dover Army Navy	Yes	1	79.95	79.95	N	79.95	479.70	-	-	-	479.70	
Dickie w/DPD embroidery	Dover Army Navy	No	1	10.00	12.00	Y	12.00	72.00	-	-	12.00	84.00	
Patches	Graves/Dover Army Navy	Yes	1	4.50	4.50	Y	4.50	27.00	-	-	-	27.00	
Polo Shirt, LS (ansi yellow/black)	Galls/Dover Army Navy	No	2	54.99	109.98	Y	109.98	659.88	-	-	109.98	769.86	POLICE CADET (marking)
Polo Shirt, SS (ansi yellow/black)	Galls/Dover Army Navy	No	2	49.99	99.98	Y	99.98	599.88	-	-	99.98	699.86	POLICE CADET (marking)
Turtleneck w/DPD embroidery	Dover Army Navy	No	1	20.00	20.00	N	20.00	120.00	-	-	20.00	140.00	
Uniform Items Subtotal					1,286.29	-	1,286.29	7,717.74	-	-	321.86	8,039.60	
Duty Belt Equipment													Program Supplies (acct 20-26)
Baton, expandable	Galls	Yes	1	100.00	100.00	Y	100.00	600.00	-	-	-	600.00	
Baton holder	Lawmen Supply	Yes	1	20.00	20.00	Y	20.00	120.00	-	-	-	120.00	
Chemical spray case	Lawmen Supply	Yes	1	16.50	16.50	Y	16.50	99.00	-	-	-	99.00	
Chemical spray (Kap-Stun)	Lawmen Supply	Yes	1	12.00	12.00	Y	12.00	72.00	-	-	-	72.00	
CPR Case	Lawmen Supply	Yes	1	17.00	17.00	Y	17.00	102.00	-	-	-	102.00	
Duty belt (nylon)	Lawmen Supply (G&G brand)	Yes	1	32.00	32.00	Y	32.00	192.00	-	-	-	192.00	
Duty belt keepers	Lawmen Supply (G&G brand)	Yes	8	1.60	12.80	Y	12.80	76.80	-	-	-	76.80	
Handcuff case (double)	Lawmen Supply	Yes	1	27.00	27.00	Y	27.00	162.00	-	-	-	162.00	
Handcuffs	Lawmen Supply	Yes	2	35.00	70.00	Y	70.00	420.00	-	-	-	420.00	
Radio swivel case/holder	Motorola	Yes	1	100.00	100.00	Y	100.00	600.00	-	-	-	600.00	
Radio, 800 MHz portable	Motorola	Yes	1	3,600.00	3,600.00	Y	3,600.00	7,200.00	-	-	-	7,200.00	share 2 radios among group
Stinger flashlight	Bid	No	1	75.00	75.00	Y	75.00	450.00	-	-	-	450.00	
Stinger flashlight holder	Bid	No	1	22.00	22.00	Y	22.00	132.00	-	-	-	132.00	
Taser / batteries	Lawmen Supply	Yes	1	1,000.00	1,000.00	N	1,000.00	2,000.00	-	-	-	2,000.00	share 2 tasers among group
Taser Holster / cartridges	Lawmen Supply	Yes	1	200.00	200.00	N	200.00	1,200.00	600.00	600.00	600.00	3,000.00	
Duty Belt Equipment Subtotal					5,304.30	-	5,304.30	13,425.80	600.00	600.00	600.00	15,225.80	
Less costs absorbed in budget through reissuing items							(359.50)	(2,157.00)	-	-	-	(2,157.00)	
Grand Total							**6,231.09**	**18,986.54**	**600.00**	**600.00**	**921.86**	**21,108.40**	

as of: 12/8/14

CONTINUING DISCLOSURE POLICY CONCERNING MUNICIPAL SECURITIES

Issued or Guaranteed by the

CITY OF DOVER, DELAWARE

Introduction

This Continuing Disclosure Policy (the "Disclosure Policy") is promulgated by the City Controller/Treasurer to ensure that City of Dover, Delaware (the "City") efficiently carries out its continuing disclosure obligations with respect to the municipal securities it issues or guarantees, pursuant to Rule 15c2-12, as amended (the "Rule"), promulgated under the Securities Exchange Act of 1934, as amended.

Definitions

The definitions set forth herein shall apply to any capitalized term used in this Disclosure Policy unless otherwise defined herein. In addition to such terms and the terms defined above, as used in this Disclosure Policy, the following capitalized terms shall have the following meanings:

"Auditor" means the independent auditor of the City.

"CAFR" means the Comprehensive Annual Financial Report annually prepared by the City's Finance Department, which shall include, if prepared, a statement of net position, a statement of revenues, expenses and changes in net assets and a statement of cash flow. All such financial information shall be prepared using generally accepted accounting principles as in effect from time to time and operating data and operating information ordinarily disclosed by municipal governments, and audited by a certified public accountant; provided, however, that the City may change the accounting principles used for preparation of such financial information so long as the City's Finance Department includes as information provided to the public a statement to the effect that different accounting principles are being used, stating the reason for such change and how to compare the financial information provided by the differing financial accounting principles. For purposes of this policy, any reference herein discussing the submission of the CAFR shall include therein all Operating Data.

"City" means the City of Dover, Delaware.

"City Council" means the City Council of the City of Dover, Delaware.

"City Attorney" means the City Attorney or Deputy City Attorney of the City.

"City Controller/Treasurer" means the Controller/Treasurer of the City or the Acting Controller/Treasurer of the City. If this position is vacant, the Assistant Controller/Treasuer of the City shall be responsible for performing the duties of the City Controller/Treasurer under this Disclosure Policy.

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"Disclosure Documents" means the official statements, offering and reoffering circulars and similar disclosure documents prepared by or on behalf of the City in connection with the primary offering of its outstanding Obligations.

"Dissemination Agent" means that person designated in writing by the City to submit Disclosure Documents to EMMA.

"Employee" means any person who, as part of his or her employment with the City, has regular responsibility for the administration of matters related to Obligations.

"EMMA" means the Electronic Municipal Market Access system of the MSRB. Information regarding submissions to EMMA is available at http://emma.msrb.org/.

"Event" means any of the events listed in Schedule 1 of this Disclosure Policy.

"Fiscal Year" means the fiscal year of the City, being the period commencing on July 1 and ending on the following June 30.

"Mayor" means the Mayor of the City.

"MSRB" means the Municipal Securities Rulemaking Board or any other board or entity which succeeds to the functions currently delegated to the Municipal Securities Rulemaking Board by the Rule.

"Obligations" means any municipal securities issued by, or whose payment is guaranteed by, the City. A list of currently outstanding Obligations is set forth in Schedule 2 of this Disclosure Policy.

"Operating Data" means the City's financial information and operating data disclosed pursuant to the City's Undertakings and this Disclosure Policy.

"SEC'' means the U.S. Securities and Exchange Commission.

"Undertakings" means those written undertakings of the City to file certain annual operating and financial information and notice of the occurrence of certain material events executed in connection with the primary offering of certain Obligations. A list of currently applicable Undertakings and their respective Obligations is set forth in Schedule 2 of this Disclosure Policy.

Annual Submission of CAFR

1. Each year not later than June 30, the City Controller/Treasurer, and/or their designees shall undertake a review of the City's outstanding Obligations and Undertakings to determine what Operating Data must be submitted to comply with its Undertakings. Such Operating Data may be updated or submitted as part of its CAFR or it may be provided to EMMA in a supplemental report.

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2. Not later than March 31 following the end of each Fiscal Year of the City, while any Obligations remain outstanding, the City Controller/Treasurer shall submit or cause the City's CAFR to be submitted to the MSRB through EMMA as follows:

(a) The City Controller/Treasurer shall provide copies of the CAFR to the City's Dissemination Agent not less than ten (10) days prior to the above deadline for the submission of the CAFR to the MSRB and shall simultaneously request a written confirmation from the Dissemination Agent that such filing has occurred within five (5) days after the submission of the CAFR.

(b) Not more than five (5) days after the submission of the CAFR to the MSRB, the Dissemination Agent shall provide to the City Controller/Treasurer written confirmation that the CAFR has been submitted and filed properly with the MSRB through EMMA.

3. In the event that the CAFR is not completed in time to submit the CAFR to the MSRB through EMMA within the time specified in paragraph 1 above, the City Controller/Treasurer will file or cause to be filed a notice of occurrence of such Event in accordance with the policy and procedures set forth below under "Reporting of Events," and in accordance with the Rule, and the City's CAFR shall be submitted as soon as it is available.

4. The CAFR may be provided to the MSRB through EMMA in one document or a set of documents submitted to the MSRB, or may be included by specific reference to documents available to the public on the MSRB's Internet website or filed with the SEC. The City Controller/Treasurer shall clearly identify each such other document provided by cross-reference.

5. The City's CAFR shall be prepared in accordance with generally accepted accounting principles as in effect from time to time and operating data and operating information ordinarily disclosed by municipal governments. The CAFR shall be audited by a certified public accountant prior to its submission to the MSRB.

6. The City's CAFR may be incorporated by reference to other documents, including Disclosure Documents of debt issues with respect to which the City is an "obligated person" (as defined by the Rule), which have been filed with the MSRB through EMMA or the SEC. The City Controller/Treasurer shall clearly identify each such other document so incorporated by reference. In the event that the City Controller/Treasurer determines to so incorporate by reference the CAFR, the City Controller/Treasurer shall also file a notice through EMMA indicating that the City's CAFR for that year is contained in documents filed with the SEC or with the MSRB through EMMA.

Periodic Reporting of Events

7. The City Controller/Treasurer shall file or cause to be filed a notice of the occurrence of any Event or Events with the MSRB via EMMA with respect to any Obligations to which the Event or Events are applicable, in a timely manner not in excess of ten (10) business days after the occurrence of the Event. The City Controller/Treasurer shall provide notice of such Event to the MSRB through EMMA, as required by the Rule. The Events to be disclosed are listed on

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Schedule 1 hereof, which the City Controller/Treasurer is responsible for updating in a timely manner in the event that there are future changes to the Rule that result in additions, changes or deletions to the list of Events.

8. Not less than three (3) business days after providing notice of an Event to the MSRB, the City Controller/Treasurer shall provide a copy of the notice submission filed with the MSRB to the City Solicitor, along with written confirmation that such notice submission was properly filed with the MSRB through EMMA, as required by the Rule.

Manner of Submission

9. The CAFR, Operating Data, and Event notices required to be submitted to the MSRB pursuant to the Disclosure Policy shall be submitted through EMMA in a searchable, electronic format, and shall be accompanied by identifying information, including all relevant CUSIP identification numbers of outstanding Obligations, in the manner prescribed by the MSRB, or in such other manner as is consistent with the Rule. A description of such format and information as presently prescribed by the MSRB is included in Exhibit A hereto.

Disclosure Training for City Employees

10. The City Controller/Treasurer is responsible for conducting any necessary annual training of city employees responsible for implementing this Disclosure Policy. Such training shall include a complete review of this Disclosure Policy, the Rule, the Undertakings and the Events listed on Schedule 1 hereto, and shall include a complete overview of the City's obligations under the federal securities laws. Upon completion of the annual training, all City Employees will provide written certification that they have completed the annual disclosure training and that they have reviewed and understand the Disclosure Policy, the Rule, the Undertakings and the Events listed on Schedule 1 hereto, and that they will comply with the Disclosure Policy.

11. Not later than fourteen (14) business days after the end of each fiscal year of the City, the City Controller/Treasurer shall provide annual written certification to the City Solicitor that the annual disclosure training has been completed.

Public Statements Regarding Financial Information

12. Whenever officials of the City make statements or release information relating to its finances and operations to the public that is reasonably expected to reach investors and the trading markets (including, without limitation, all Event notices, statements in the CAFR, Operating Data and other reports and statements of the City), the City shall ensure that such statements and information are complete, true, and accurate in all material aspects. The City Controller/Treasurer shall have primary responsibility for ensuring that such statements and information are accurate and not misleading in any material aspect. The Mayor, the City Controller/Treasurer, and the City Solicitor shall work together to ensure that all public statements and information released by the City are accurate and not misleading in all material aspects and that the City complies with all applicable requirements of the Rule regarding continuing disclosure.

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Issuance

13. Whenever the City issues its Obligations, preliminary and/or final Disclosure Documents are prepared by or on behalf of the City. Each of these Disclosure Documents contains information relating to the City's finances. The City Controller/Treasurer shall share primary responsibility for ensuring that all such information is accurate and not misleading in any material aspect. Each Disclosure Document shall be accompanied by a certification by the City Controller/Treasurer that the information contained in the Disclosure Document regarding the City, as of the date of such Disclosure Document, does not contain any untrue statement of material fact or omit to state any material fact necessary to make the information contained in the Disclosure Document, in light of the circumstances under which it was provided, not misleading.

Additional Information

14. Nothing in this Disclosure Policy shall be deemed to prevent the City from disseminating any other accurate information using the means of dissemination set forth in this Disclosure Policy or any other means of communication.

Amendments

15. The City will consult its bond counsel (and any other member of its finance team deemed appropriate, such as its financial advisor) prior to considering any substantive change to this Disclosure Policy.

Dated _____, 2014.

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Schedule 1 to the Disclosure Policy
List of Events

The SEC requires notification of the occurrence of any of the Events listed as (1) through (14) below with respect to any applicable obligation. Notification must be provided in a timely manner, but not more than ten (10) business days after its occurrence.

1. Principal and interest payment delinquencies;

2. Non-payment related defaults, if material;

3. Unscheduled draws on debt service reserves reflecting financial difficulties;

4. Unscheduled draws on credit enhancements reflecting financial difficulties;

5. Substitution of credit or liquidity providers, or their failure to perform;

6. Adverse tax opinions, the issuance by the Internal Revenue Service of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701-TEB), or other material notices or determinations with respect to the tax status of the obligations, or other material events affecting the tax status of the obligations;

7. Modifications to rights of the holders of the obligations, if material;

8. Bond calls (other than mandatory sinking fund redemptions), if material, and tender offers;

9. Defeasances;

10. Release, substitution, or sale of property, if any, securing repayment of the obligations, if material;

11. Rating changes;

12. Bankruptcy, insolvency, receivership, or similar event of the City;

13. The consummation of a merger, consolidation, or acquisition involving the City, or the sale of all or substantially all of the assets of the City, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material; and

14. Appointment of a successor trustee or the change of name of a trustee, if material.

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Schedule 2 to the Disclosure Policy

List of Outstanding Obligations with Undertakings

As of December 1, 2014, to be updated annually

Series	Issue Date	Final Maturity	Quarterly Filings (Y/N)	Deadline for Annual Filings (in Days)	Other Reporting/ Filings
2013 Water Wastewater Revenue Bonds	8/15/13	2033	N	275 days after fiscal year end	None
2008 Electric Revenue Bonds	7/01/08	2030	N	275 days after fiscal year end	None
2010 Electric Revenue Bonds	11/17/10	2015	N	275 days after fiscal year end	None

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List of Current Undertakings

None

EXHIBIT A

MSRB PROCEDURES FOR SUBMISSION OF CONTINUING DISCLOSURE DOCUMENTS AND RELATED INFORMATION

Securities and Exchange Commission Release No. 34-59061 (the "Release") approves an MSRB rule change establishing a continuing disclosure service of the MSRB's Electronic Municipal Market Access system ("EMMA"). The rule change establishes, as a component of EMMA, the continuing disclosure service for the receipt of, and for making available to the public, continuing disclosure documents and related information to be submitted by issuers, obligated persons and their agents pursuant to continuing disclosure undertakings entered into consistent with Rule 15c2-12 ("Rule 15c2-12") under the Securities Exchange Act of 1934. The following discussion summarizes procedures for filing continuing disclosure documents and related information with the MSRB as described in the Release.

All continuing disclosure documents and related information is to be submitted to the MSRB, free of charge, through an Internet-based electronic submitter interface or electronic computer-to-computer data connection, at the election of the submitter. The submitter is to provide, at the time of submission, information necessary to accurately identify: (i) the category of information being provided; (ii) the period covered by any annual financial information, financial statements or other financial information or operating data; (iii) the issues or specific securities to which such document is related or otherwise material (including CUSIP number, issuer name, state, issue description/securities name, date, maturity date and/or coupon rate); (iv) the name of any obligated person other than the issuer; (v) the name and date of the document; and (vi) contact information for the submitter. Submissions to the MSRB are to be made as portable document format (PDF) files configured to permit documents to be saved, viewed, printed and retransmitted by electronic means. If the submitted file is a reproduction of the original document, the submitted file must maintain the graphical and textual integrity of the original document. In addition, as of January 1, 2010, such PDF files must be word-searchable (that is, allowing the user to search for specific terms used within the document through a search or find function), provided that diagrams, images and other non-textual elements will not be required to be word-searchable.

All submissions to the MSRB's continuing disclosure service are to be made through password protected accounts on EMMA by: (i) issuers, which may submit any documents with respect to their municipal securities; (ii) obligated persons, which may submit any documents with respect to any municipal securities for which they are obligated; and (iii) agents, designated by issuers and obligated persons to submit documents and information on their behalf. Such designated agents are required to register to obtain password-protected accounts on EMMA in order to make submissions on behalf of the designating issuers or obligated persons. Any party identified in a continuing disclosure undertaking as a dissemination agent or other party responsible for disseminating continuing disclosure documents on behalf of an issuer or obligated person will be permitted to act as a designated agent for such issuer or obligated person, without a designation being made by the issuer or obligated person as described above, if such party certifies through the EMMA on-line account management utility that it is authorized to disseminate continuing disclosure documents on behalf of the issuer or obligated person under the continuing disclosure undertaking. The issuer or obligated person, through the EMMA on-line account management utility, is able to revoke the authority of such party to act as a designated agent.

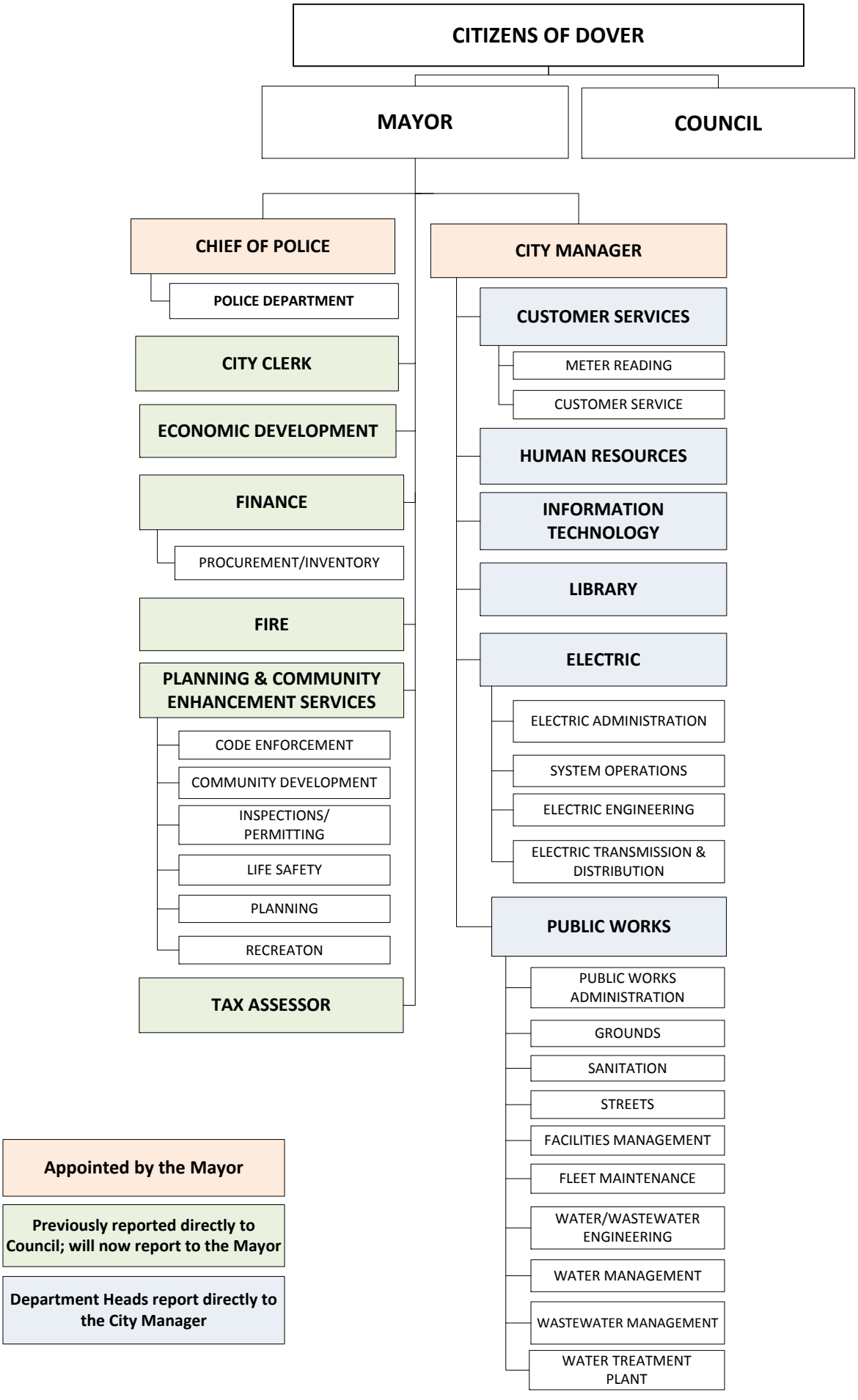
The MSRB's Internet-based electronic submitter interface (EMMA Dataport) is at www.emma.msrb.org.

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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

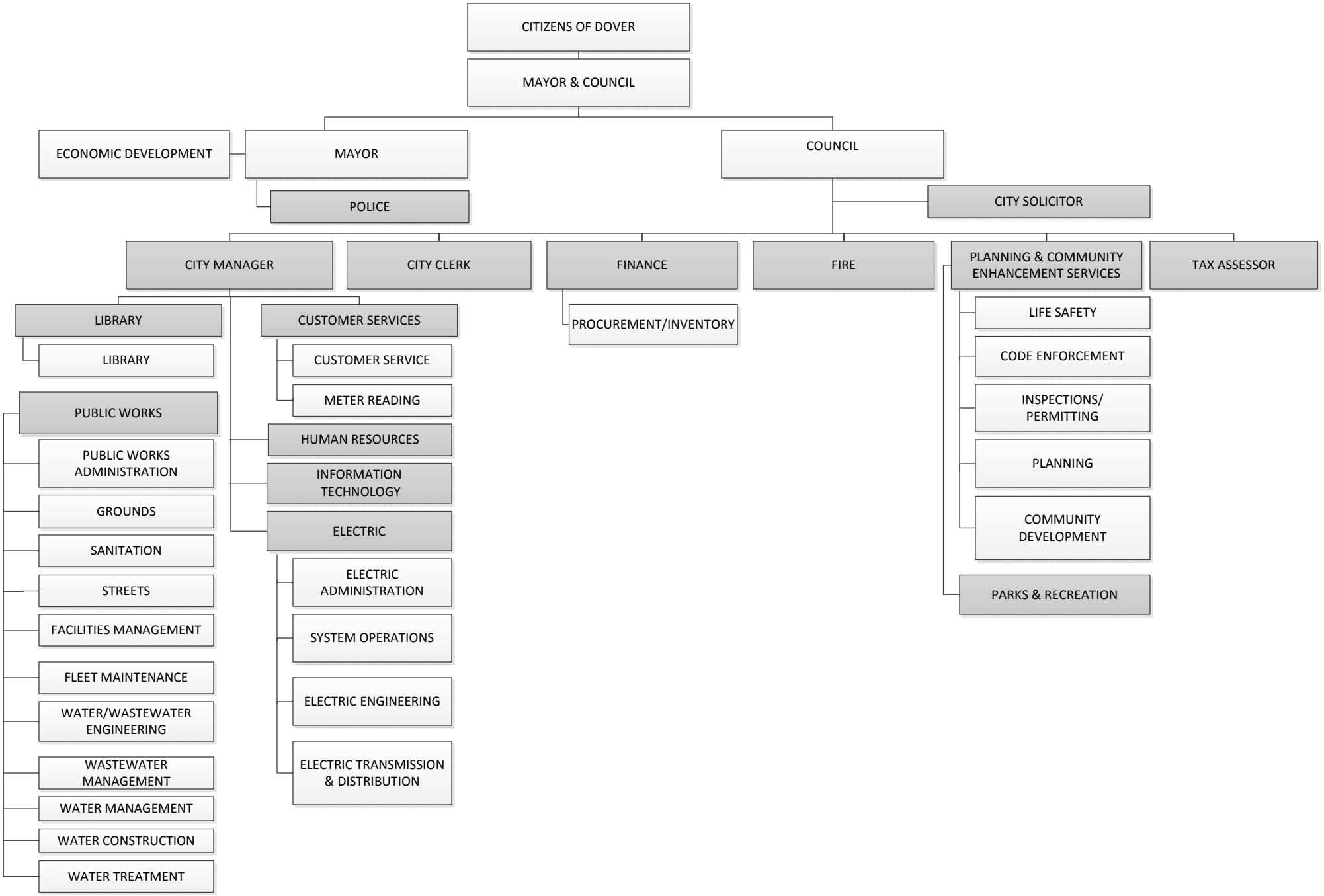
		4	3	2	1
1.	**A. ESSENTIAL DUTIES AND RESPONSIBILITIES**				
2.	**B. ADMINISTRATIVE AUTHORITY**				
3.	**C. REPORTS AND PRESENTATIONS TO CITY COUNCIL**				
4.	**D. POLICE AND COMMUNITY RELATIONS**				
5.	**E. ATTENDANCE AND PUNCTUALITY**				

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.
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7. With City Council's confirmation selects City Manager, Chief ~~and Deputy Chief~~ of Dover Police Department

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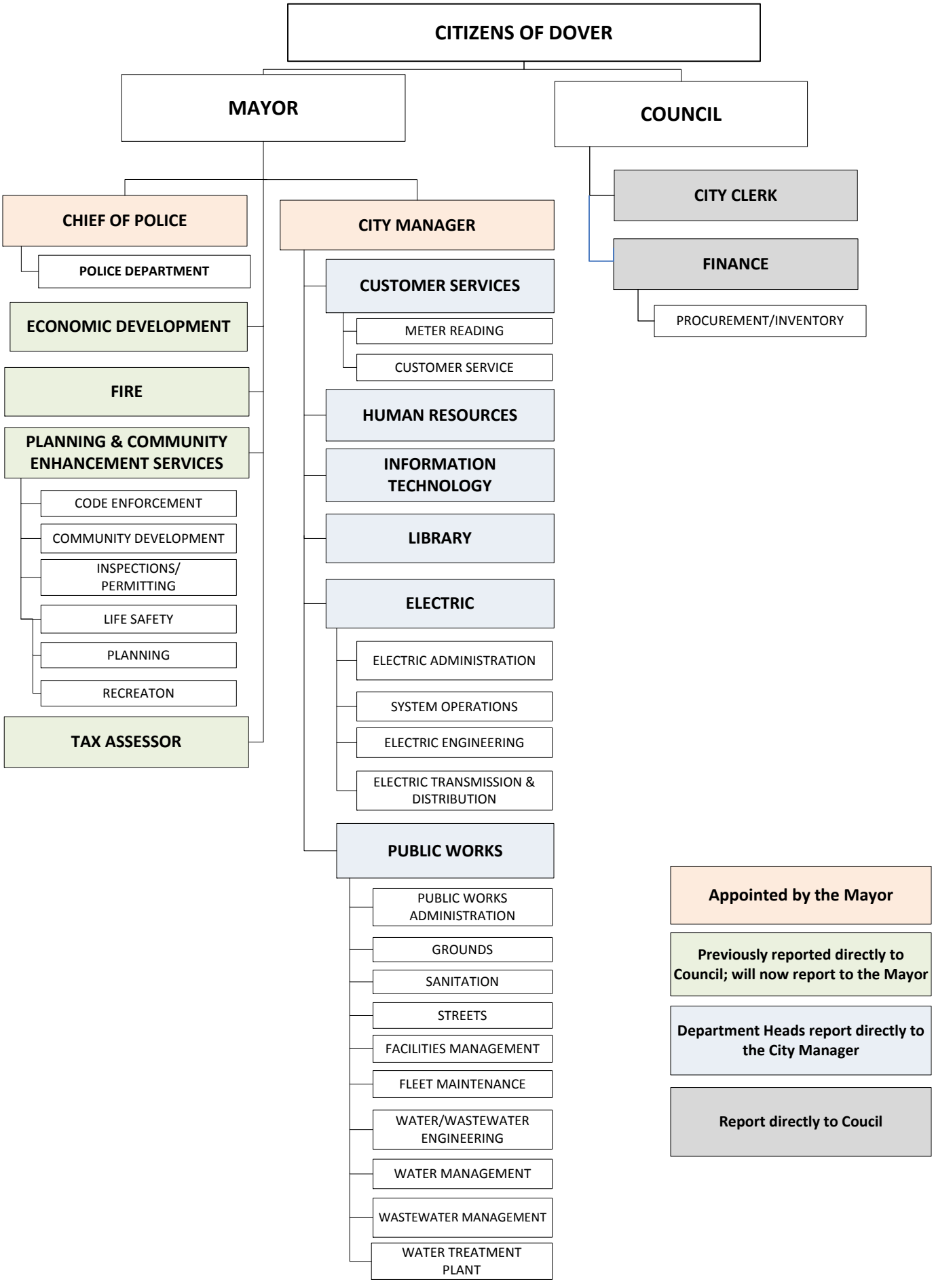
1. Resident of Dover, Delaware and over the age of 18
2. Eligible to vote in Dover, Delaware
3. Elected by popular election by residents of Dover, Delaware
4. ~~Bachelor's Degree~~

City resident for two (2) years

Approved by: _____ **Date:** _____

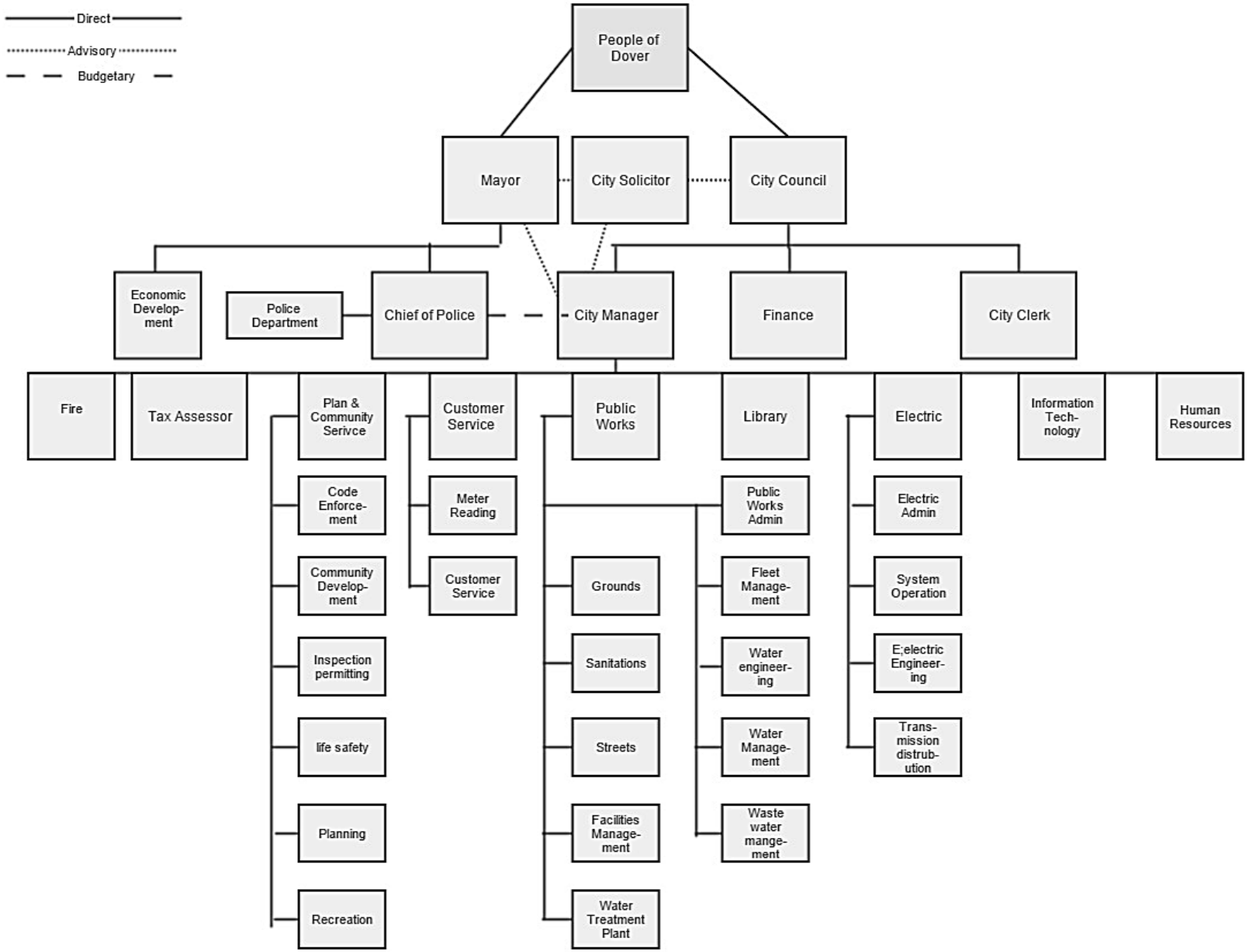
Dover, Delaware's City Council

CITY OF DOVER
PROPOSED ORGANIZATIONAL CHART



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

Option C



verizon
Verizon Message Center

Monday, Dec 8 at 1:30 PM

From: Yvonne Hall <yahyahu2@msn.com>

To:"sarabobherbert@verizon.net" sarabobherbert@verizon.net

Subject:RE: City Council

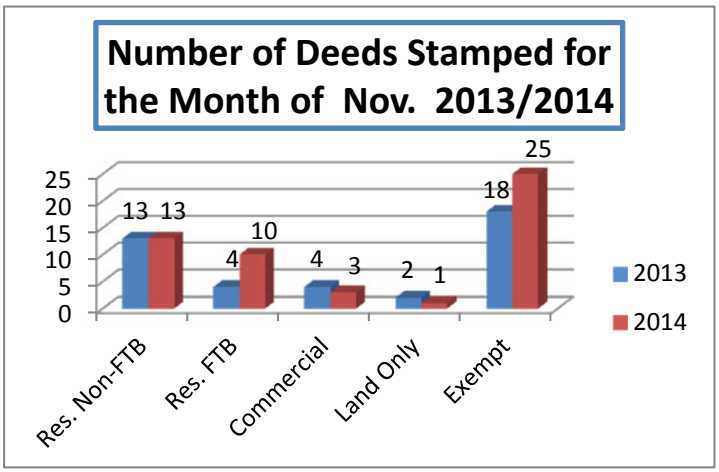
Sara: If you are allowed to speak you can also speak on my behalf. I feel we need a full time mayor so he has time to accomplish some goals he may set to improve our city. It is embarrassing when visitors to our first state coming from DC area have to drive through West Division and see the condition of the homes and trash sitting on street. It is pretty bad until you reach Division and State St. Also, making decisions for the city to put a Dollar General Store in the city, according to all the experts, is the worse thing you can do to improve a city. We need to find progressive minds who can help rebuild the downtown Loockerman St. area so we can draw people...however, first we need to make it safe for people to walk there. We don't need more apartment housing and need to create a program to help find home BUYERS not tenants in our city. I am sorry I can't be at this meeting but let me know how you make out. Yvonne

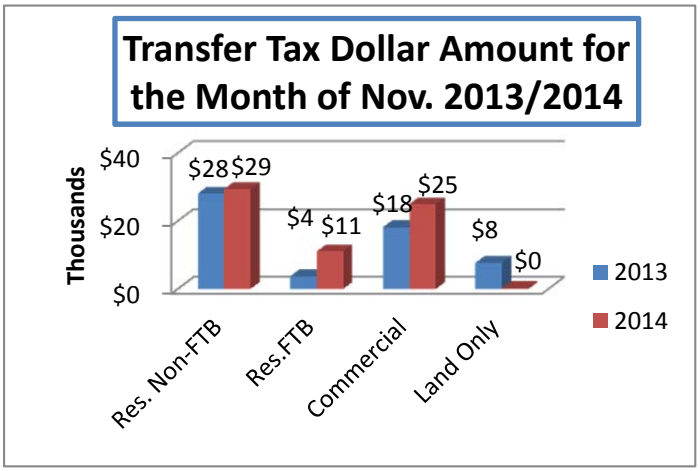
Yvonne Hall, Realtor
Keller Williams Realty Central DE
Direct: 302-677-1300
Cell: 302-423-0223
www.yvonnehall.com

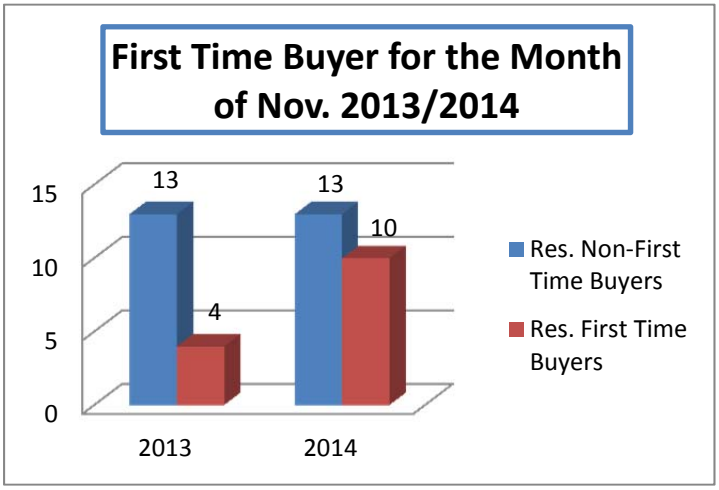
Monthly Report
November 2014

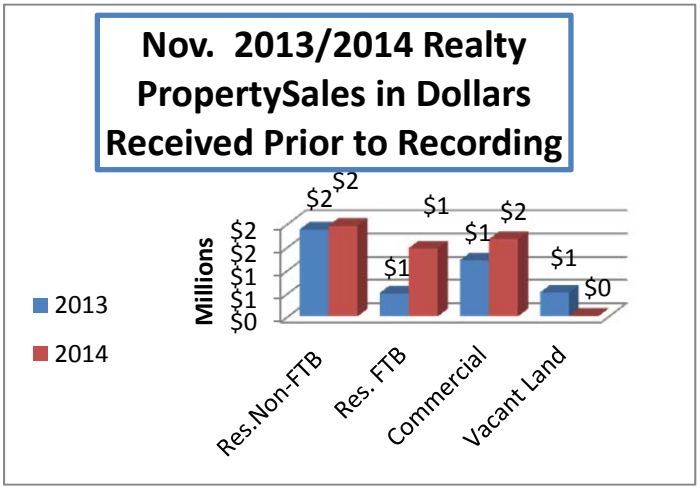


Office of City Assessor









Major Updates

	September - 14	October - 14	November - 14
Assessment Change	**$3,597,800**	**$488,700**	**$2,597,200**

Residential Sales Ratio Report

Sales in Study	Total Assessed Value	Total Sale Price	Ratio	PRD
17	**$2,591,200**	**$2,522,000**	**1.03**	**1.01**

Ratio – Assessed Value divided by Sale Price.

PRD – Mean – A PRD above 1.03 tends to indicate assessment regressivity – high valued properties are under appraised relative to low valued properties. A PRD below .98 tends to indicate assessment progressivity – high valued properties are relatively over appraised.

Points of Interest

Scanning & Filing

- All new deeds are being scanned and attached to the CAMA software for easy retrieval.

- All appeal documents and correspondence are being scanned and attached to the CAMA software for easy retrieval.

- All old property record cards are being scanned and indexed into Fortis.

2015 Revaluation

- Tyler Technologies is reviewing the Income and Expense Reports for Commercial Properties, which had been mailed out the beginning of October.

CITY OF DOVER
SALES RATIO REPORT

PARID	NBHD	LUC	ADDRESS	UNITS	STYLE	YRBLT	STORIES	SFLA	GRADE	CDU	TOTAL APPR	SALE DT	PRICE	ASR
ED05-057.17-02-34.00	16F	R10	224 GRINDING WHEEL DR	1	8	1995	2	1911	C+	AV	165,000	14-NOV-14	140,000	1.18
ED05-066.16-02-10.00	20A	R10	42 LOST TREE CT	1	8	1987	2	2378	B-	GD	201,800	26-NOV-14	189,900	1.06
ED05-067.09-01-65.00	20B	R10	232 MERION RD	1	5	1977	2	2179	B-	GD	203,800	10-NOV-14	187,000	1.09
ED05-067.16-01-40.00	10	R10	734 CAROL ST	1	5	1963	2	1464	C+	AV	152,900	21-NOV-14	164,900	.93
ED05-067.19-01-29.00	17A	R10	38 HERITAGE DR	1	13	1977	2	1232	C-	AV	122,300	19-NOV-14	111,000	1.10
ED05-067.19-03-29.00	17	R10	730 BICENTENNIAL BLVD	1	5	1987	2	2348	B	GD	204,900	24-NOV-14	209,900	.98
ED05-068.09-02-59.00	13	R10	756 MILLER DR	1	5	1970	2	2036	C+	AV	153,300	26-NOV-14	135,000	1.14
ED05-068.14-05-86.00-	50	R50	1001 WHITE OAK RD	1	20	1973	1	824	D+	AV	42,200	14-NOV-14	38,500	1.10

PARID	NBHD	LUC	ADDRESS	UNITS	STYLE	YRBLT	STORIES	SFLA	GRADE	CDU	TOTAL APPR	SALE DT	PRICE	ASR
047														
ED05-068.15-02-09.00	21	R10	1398 OLD WHITEOAK RD	1	14	1994	1	1200	C	AV	134,100	17-NOV-14	140,900	.95
ED05-068.18-05-62.00	27	R10	804 MAPLE PKWY	1	3	1951	1	1176	C	AV	108,400	24-NOV-14	123,000	.88
ED05-076.05-01-43.00	16B	R10	261 N CAROLINE PL	1	5	1993	2	2204	B-	AV	192,100	25-NOV-14	180,000	1.07
ED05-076.05-07-03.00	22	R10	220 PEBBLE VALLEY DR	1	5	1995	2	2822	B+	FR	233,800	20-NOV-14	269,900	.87
ED05-076.06-02-37.00	17B	R10	321 STONE BROOK PL	1	13	1984	2	1040	C-	AV	113,400	26-NOV-14	95,000	1.19
ED05-077.06-02-51.00	27	R10	808 S HALSEY RD	1	3	1953	1.5	1988	C+	AV	187,100	10-NOV-14	205,000	.91
ED05-077.10-02-19.00	29	R10	631 RIVER RD	1	14	1956	1	925	D	FR	69,100	14-NOV-14	90,000	.77
ED05-077.17-02-14.00	5	R10	916 N SUNSET DR	1	14	1959	1	1633	C+	AV	196,700	13-NOV-14	150,000	1.31
LC05-058.14-01-01.101	1A	R10	101 KURT DR	1	14	2003	1	1664	C	AV	110,300	14-NOV-14	92,000	1.20

CITY MANAGER'S MONTHLY REPORT



NOVEMBER 2014

Monthly Highlights

Customer Services

- In the month of November, we processed 3,784 credit card payments for the month totaling $849,029.07.

Human Resources

- Held diversity and harassment training.

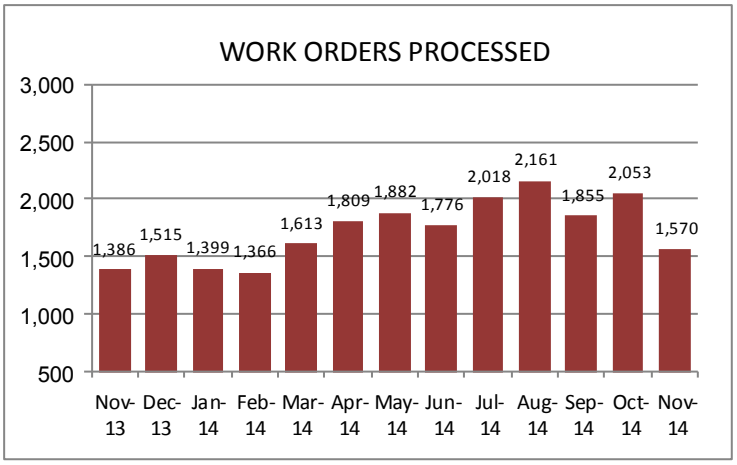
Library

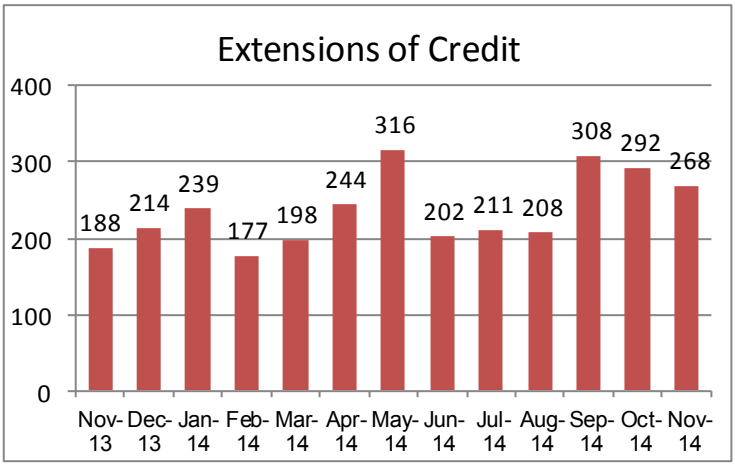
- 515 attended 47 programs for adults.
- 373 attended 17 programs for teens.
- 760 attended 31 programs for children.
- 27 volunteers completed 334 hours of service.
- 120 attended 35 programs/classes coordinated through the Job Center.

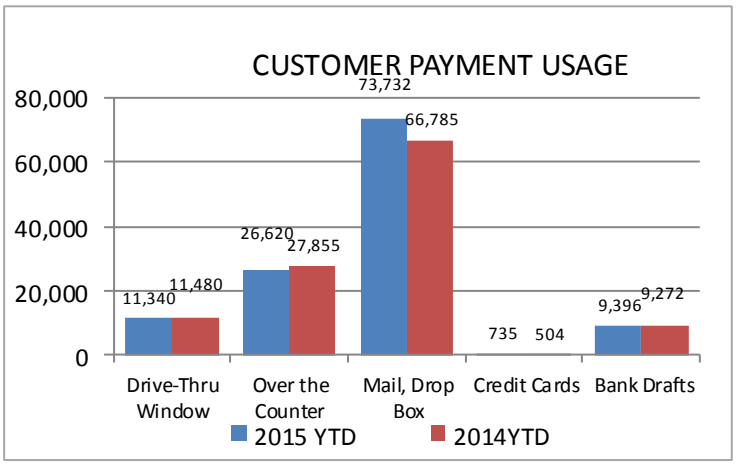
Public Works

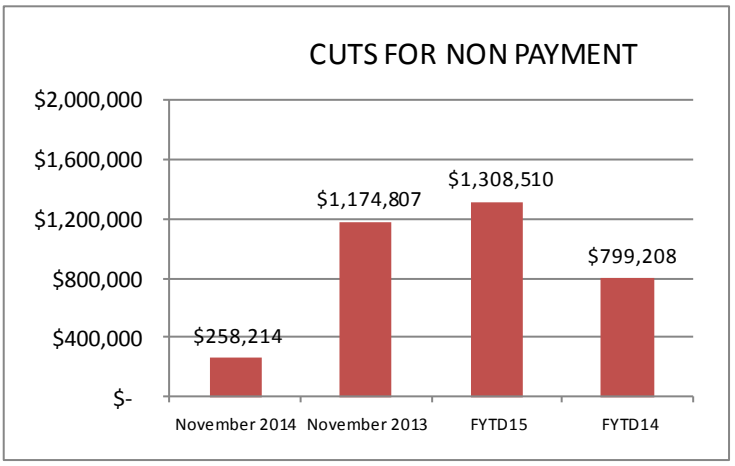
- Working on CIP and additional funding for future street program and other projects.

CUSTOMER SERVICES









Major Program Updates	Nov 2014	Nov 2013	Difference	FY 2015 Year-to-Date	FY 2014 Year-to-Date
Number of Customers Served	20,496	20,432	64	109,060	111,406
Final Bills	548	577	(29)	3,607	3,537
Estimated Bills	78	145	(67)	858	817
Penalties Posted	$ 17,216	$ 21,257	(4,040)	$ 95,559	$ 98,821
Extensions of Credit - Amount Extended	$ 75,342	$ 49,810	25,532	$ 393,583	$ 413,016
Balance Transfers	$ 971	$ 3,974	(3,004)	$ 14,355	$ 25,341
Utility Collections	$ 14,327	$ 13,854	473	$ 105,223	$ 119,267
Special Assessments	$ -	$ -	-	$ -	$ -
Miscellaneous Billings	$ 138,506	$ 140,619	(2,113)	$ 397,809	$ 685,923
CNP through Disconnect Collars	$ -	$ 27	(27)	-	150
Court Cases	-	-	-	-	-
Tamperings	-	-	-	-	-
Taxes Levied (includes carry forward)	$ 676,600	$ 595,723	80,877	$ 10,894,436	$ 10,894,436
Billing Adjustments	$ 419	$ (519)	938	$ 7,029	$ 7,029
Total Taxes Collected	$ 45,773	$ 85,186	(39,412)	$ 10,391,447	$ 10,391,447
Taxes Outstanding	$ 631,246	$ 510,018	121,228	$ 510,018	$ 510,018
Payments in Lieu	$ -	$ -	-	$ -	$ -

HUMAN RESOURCES

Category	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	April 14	May 14	June 14	July 14	August 14	Sept 14	Oct 14	Nov 14	Total
Caucasian*	285	287	288	288	290	289	290	292	291	290	290	291	288	N/A
Minorities*	55	56	57	57	58	58	58	58	58	58	61	61	61	N/A
Hired	1	3	5	1	3	0	1	3	1	1	5	5	0	29
Terminated/ Resigned/ Retired/Other	1	0	3	1	0	1	0	1	2	2	2	4	3	20
Transferred/ Promoted	0	0	1	0	3	0	1	0	0	1	0	3	5	14
Jobs Posted	0	2	4	4	3	3	2	3	4	4	2	3	3	37
Workers Comp. Injuries	2	1	5	2	2	0	1	1	2	2	1	2	5	26
Workers Comp. Hours	48	120	116	0	128	125	51	130	86	160	51	22	32	1069
Insurance Claims	1	4	5	2	4	4	6	4	0	1	4	1	1	37

Full-time Employees: 330 Part-time Employees: 20 (4 Pitts Center, 1 Recreation, 13 Library, 1 Customer Service, 1 Central Services)
-Numbers do not reflect, temporary, seasonal, relief fire dispatchers, committee or council members.

Transferred/Promoted: (3) Lineman 2nd Class, to Lineman 1st Class; Laborer II to Motor Equipment Operator II (Grounds); Motor Equipment Operator I to Motor Equipment Operator II (Grounds)

Positions Posted: Mechanic I, Environmental Scientists, Water Treatment Plant Operator I

Position Resigned/Retired: Communication Operator (resigned), Engineering & Systems Operations Superintendent (retired), Motor Equipment Operator II (Streets)

Training Opportunities Provided: *Coaching & Mentoring* offered through NPELRA, one session offered total 13 employees attended; *Safety Leadership Training* offered through Traveler's Insurance Company, one session offered 21 employees attended.

Recruitment Information (Positions closed in November)

Position	Total	Female	Male	Unknown	Black	White	Hispanic	Asian/Pacific Islander	American Indian/Alaskan Native	Unknown	In Dover	Out Dover
Assistant Library Director	5	4	1	0	1	4	-	-	-	-	4	1
Customer Service Clerk II (part-time)	65	52	11	2	24	32	3	2	2	2	27	38

Unfilled/Open Positions by Department*

Unfilled/Open Positions By Department	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	April 14	May 14	June 14	July 14	Aug 14	Sept 14	Oct 14	Nov 13
Electric	5	5	5	5	5	5	5	5	4	5	25	5	2
Public Works	15	14	13	13	13	13	11	10	11	11	12	11	12
Police	1	1	0	1	0	1	1	1	0	2	2	0	1
All Other Departments	6.5	5	6	5	5	5	4	2.5	4	3.5	4.5	5	5
Totals	27.5	25	24	24	23	24	21	18.5	20	21.5	23.5	21	20

**Not used for Budgeting Purposes*

The following has been updated to reflected the Fiscal 2014-15 Budget

Electric: Electrical Engineer, Engineering & System Operations Superintendent

Public Works: Utility Maintenance Mechanic II/Wastewater, Motor Equipment Operator III (Streets), Motor Equipment Operator III (Sanitation), Civil Engineer I, Field Supervisor II (Grounds), Environmental Scientist, Water Treatment Plant Operator, Mechanic I, Inspector II (Public Works), Laborer II, Motor Equipment Operator I (Streets), Motor Equipment Operator II (Streets)

All Other Departments: Fire Dispatcher; Assistant City Manager; Residential Assessment Technician, (2) Customer Service Clerk II (part-time) Assistant Library Director

Police Department: Communication Operator

Turnover Statistics

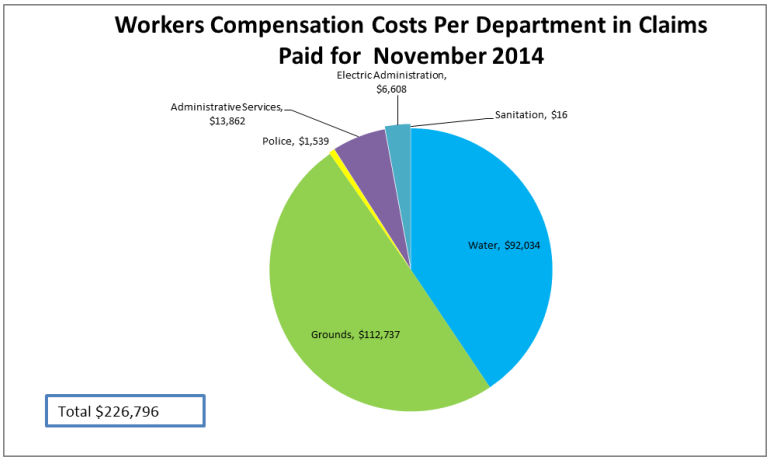
	2010	2011	2012*	2013 *	2014
Total Turnover %	5.57	6.75	11.00	10.91	5.45
Termination Turnover %	0.27	1.08	0.29	1.47	.29
Resignation Turnover %	2.12	4.05	5.21	5.01	2.30
Retirement Turnover %	3.18	1.62	5.50	4.42	2.87

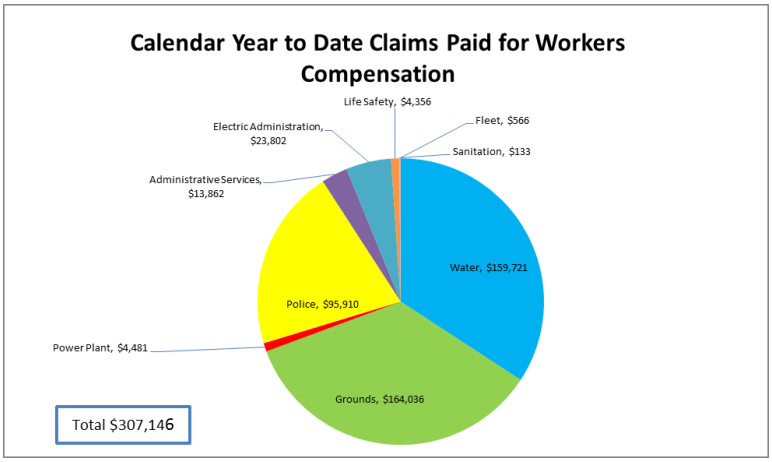
* Healthcare cost sharing implemented
** Healthcare cost sharing implemented for DOE

Average Employees

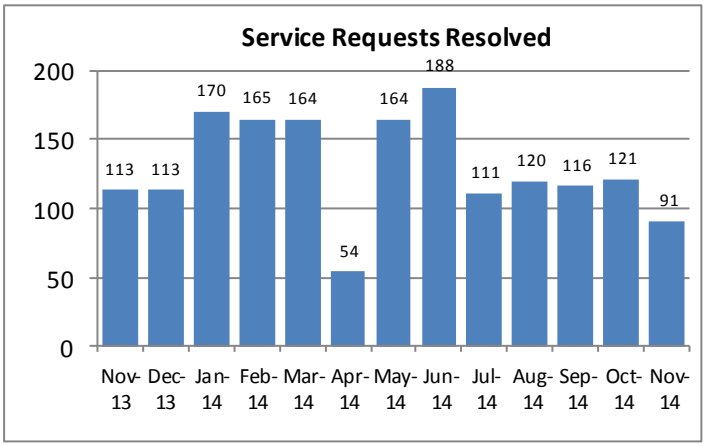
	2010	2011	2012*	2013*	2014
Total Number of Employees Separating from Service	21	25	38	37	19
Average Number of Full-time Employees	362	356	333	325	331
Average Number of Part-time Employees	16	15	12	14	18

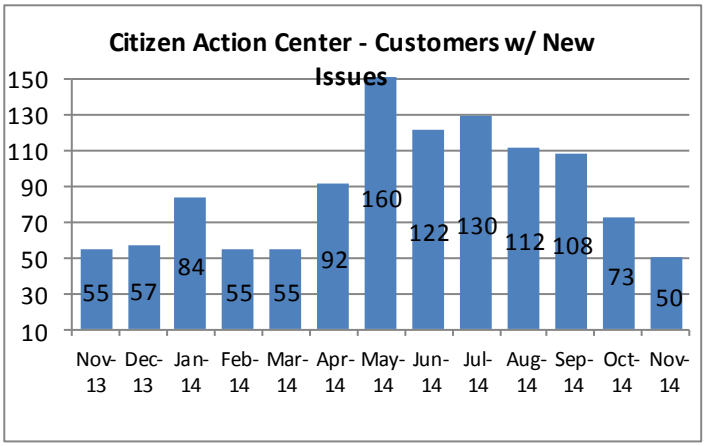
* Healthcare cost sharing implemented

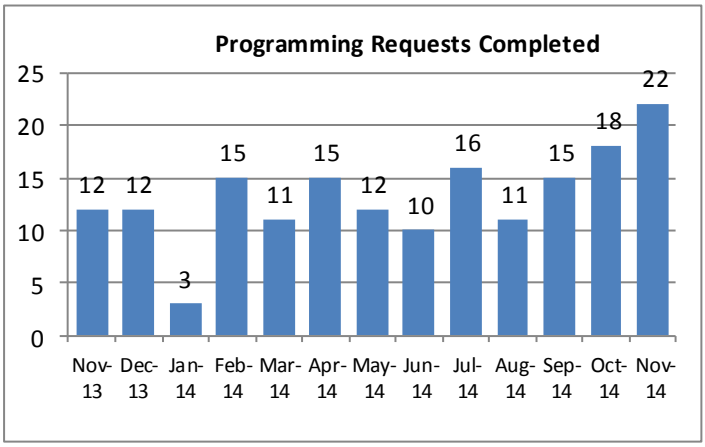


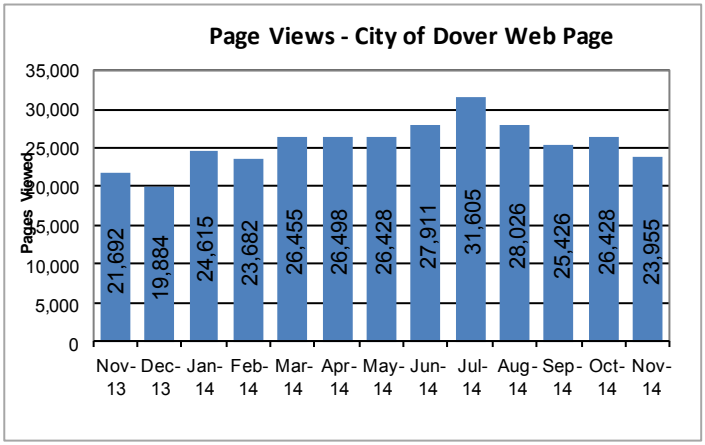


INFORMATION TECHNOLOGY





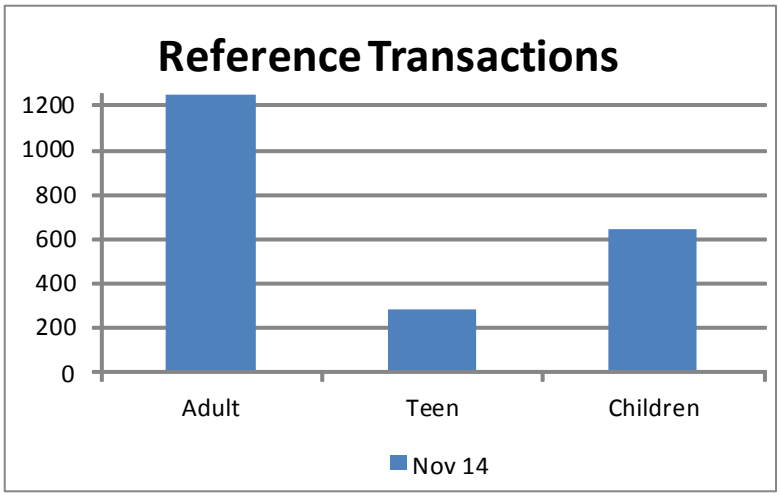




Performance Indicators	Current Month	Last Month	Same Month Last Year
iSeries Availability	100%	100%	100%
Server Availability	100%	100%	100%
AS/400 Connections *(concurrent/authorized users)*	N/A	N/A	N/A
PCs Supported	365	365	366
Scheduled PCs Replaced	-	-	-
Servers Supported	30	30	19
People Trained	23	15	8

Availability Statistics based on 7:00 AM until 5:00 PM Monday—Friday

LIBRARY



Adults – 1,245 Teens – 279 Children – 642

Circulation	Nov 14		FYTD 15		Nov 13		FYTD 14
Dover residents	19,445		109,530		21,740		111,873
Ebooks	1,881		9,518		1,342		6,686
Kent residents*	12,995		71,985		14,539		81,572
Non-county residents	2,121		10,893		2,024		12,332
Registrations							
Dover residents	313		1,936		342		2,078
Kent residents*	41		234		40		506
Non-county residents	10		35		8		51
Other							
Visiting Patrons	27,235		138,863		31,673		166,293
Meeting Room Usage	2,062		8,724		2,912		11,802
Photocopier Usage	1,000		5,420		1,172		7,045
Computer Printing Usage	3,143		15,233		2,363		14,027
Computer Users	4,283		24,271		4,508		24,984
Wireless Computer Users	1,690		8,594		1,303		6,391
Holds (Total)	5,632		33,936		6,583		36,285

***Breakout of Kent County Residential Statistics**

Circulation	Registrations
Harrington: 137	Harrington: 1
Milford: 122	Milford: 0
Smyrna: 965	Smyrna: 8
Outside City Limits: 11,771	Outside City Limits: 32

Total Registered Users: (Card Holders)

City: 25,696 Kent County: 12,957 Outside Kent County: 1,032

Other Points of Interest:

Inter/Interlibrary: 52 items loaned out
32 items borrowed

Technical services: 1,845 items added
1,755 items deleted

Volunteers: 334 hours of service completed

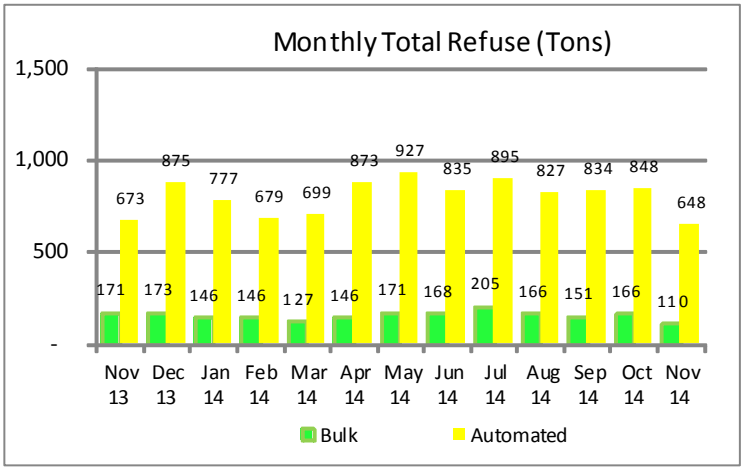
PUBLIC WORKS

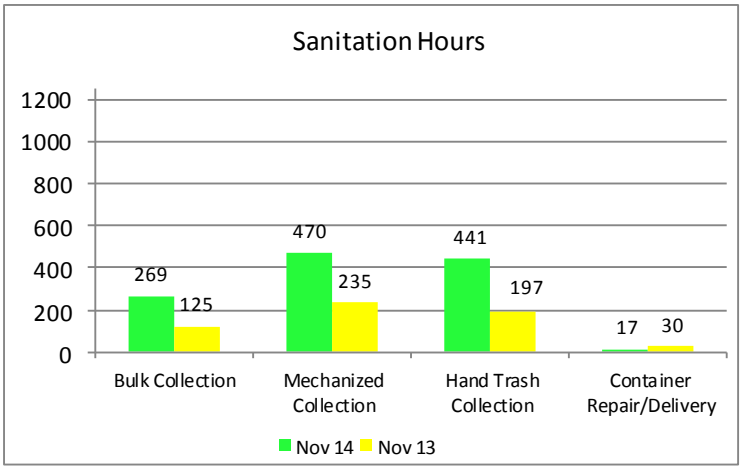
Administration

Administrative review and inspection services continued on all residential and commercial developments. The following residential subdivisions are in various phases of construction:

Oak Shadows	Emerald Pointe	Eden Hill (Residential)
Patriot Village	Clearview Meadows	Village of Cannon Mill

Sanitation





	NOVEMBER 14	FYTD 15	NOVEMBER 13	FYTD 14
Trips to DSWA Sandtown Landfill	148	907	178	1,096
Total Tonnage to DSWA	767.92	4,860.54	843.29	5,485.35
90-Gallon Containers Delivered	12	169	12	91
300-Gallon Containers Delivered	2	28	0	16
Total Man Hours-containers Delivered	17	176	20	174

CURBSIDE RECYCLING STATS	TOTAL # OF HOUSEHOLDS COLLECTED	TOTAL # OF ACCOUNTS	WEIGHT/LBS.	AVE. LBS.
November 2014	18,040	9,020	263,060	14.58

PUBLIC WORKS
continued

Streets	NOVEMBER 14	FYTD 15	NOVEMBER 13	FYTD 14
Signed Installed	0	95	32	163
Signs Repaired	2	34	6	36
Curbs Painted Yellow (feet)	0	626	0	1,228
New Post Installed	0	14	5	34
Storm Catch Basins Repaired	0	4	0	9
Storm Catch Basin Repairing (Hrs.)	0	56	0	41
Storm Catch Basins Cleaned	20	30	0	100
Storm Catch Basins Cleaning (Hrs.)	9	25	0	54
Hot Mix Patching (Tons)	0	0	0	0.50
Hot Mix Patching (Hrs.)	0	0	0	0
Cold Mix Patching Hrs.)	0	97	0	8
Concrete Work (Hrs)	1	77	46	237
Concrete Patching (Cubic Yards)	0	1	0	8
Ditch Work (Hrs).	0	0	0	0
Street and Alley Maintenance (Hrs)	12	182	168	336
Street Sweeping (Miles)	0	5,040	0	3,609
Street Sweeping (Cubic Yards)	0	1,162	0	846
Leaves Collected (Cubic Yards)	4,313	4,313	8,075	8,075
Leaf Collection (Miles)	2,067	2,067	2,106	2,106

Grounds

Total Work Orders = 2	General = 2	Arborist = 0

Arborist Crew	NOVEMBER 2014	NOVEMBER 2013
Trees Trimmed	21	21
Trees Removed	2	6

- The majority of the time was spent finishing the installation of Christmas lighting displays on The Plaza and on Loockerman Street. New this year was the 30 foot plywood tree in Loockerman Way Park.

Beautification Crew

- Finished planting 65,000 tulips, daffodils and hyacinth bulbs in 44 annual/perennial beds and seventeen 36" containers.
- Once the bulbs were planted, cleaned up the area of the warehouse where they were being stored.
- Put together the list of seeds and plugs to put out the bid for the flower beds and 76 hanging baskets.

Mowing Crew

- Worked on leaf collection at our in-town buildings and parks.
- Assisted with planting of the bulbs as well as installation of the Christmas lighting displays.

PUBLIC WORKS
continued

Geographic Information Systems (GIS)

- Created and printed various posters for Economic Development Office, Public Works and Dover Public Library.
- Created and exported various reports for Public Works & Planning & Inspections.
- Planned and successfully ran the City's GIS Day activities. Printed maps, created displays and a PowerPoint presentation.
- Converted multiple documents from PDF to Word and vice versa for various members of the Public Works Department & Economic Development.
- Updated the Leaf Collection map on a daily basis to show weekly progress.
- Created more ArcGIS Online maps for Internal & External use and put them on the ArcGIS Online City of Dover Map Portal including a map for the Capital Holiday Celebration.
- Attended Census Data training at the Kent County Administration Building.
- Met with Planning Department to discuss shifting certain GIS responsibilities back to their Department.
- Impact Fee credit tracking layer created.
- Attended the quarterly DGDC meeting.
- Created and maintained various GIS layers such as Parcels, Rentals, Curbside Recycling, Fleet Maintenance, Trash Notices, Stump Removal, Concrete & Hotmix, etc.
- Created and printed various maps for the Public Works, Planning & Inspections, City Manager's Office, Dover Police Department and Economic Development.

Fleet and Facilities Management

Fleet Maintenance

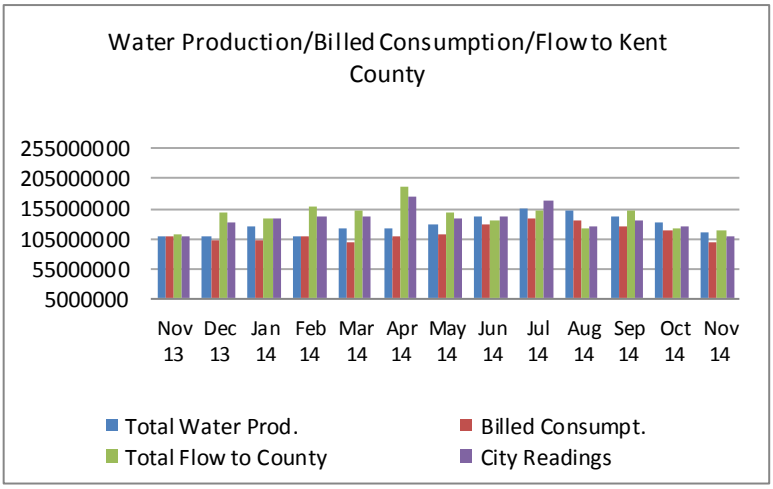
PM Work Orders Completed:	**9**	Number of Tire Repairs:	**12**	Number of Road Repairs:	**6**
Other Work Orders:	**58**	Repair Hours:	**95.5**	Road Repair Hours:	**6**
Total Work Orders**:**	**67**	Fabrication Hours:	**4**	Misc. Hours:	**4**
PM Hours:	**32**				

 # Of Scheduled PM's: 10
 # Of Scheduled PM's Completed: 2

Major Program Updates

MEASURE	November 2014	November 2013	DIFFERENCE
Fleet - Scheduled Preventative Maintenance appointments being kept *(Quantity and Percentage)*	2 out of 10 20.0% Winter is upon us and vehicles are destined to have problems as the temperatures drop. If you have noticed problems with your vehicle and haven't made time to schedule for repairs, now is the time.	18 out of 25 72.00 %	**- 52.0 %**
Facilities Maintenance			
Facilities - Routine work orders completed within 5 days *(Quantity and Percentage)*	18 out of 18 100 %	27 out of 28 96.43%	**+ 3.57 %**
Facilities - Emergency work orders completed within 2 days *(Quantity and Percentage)*	1 out of 1 100 %	out of 3 %	**+ 0 %**

Water/Wastewater



ENGINEERING SUMMARY

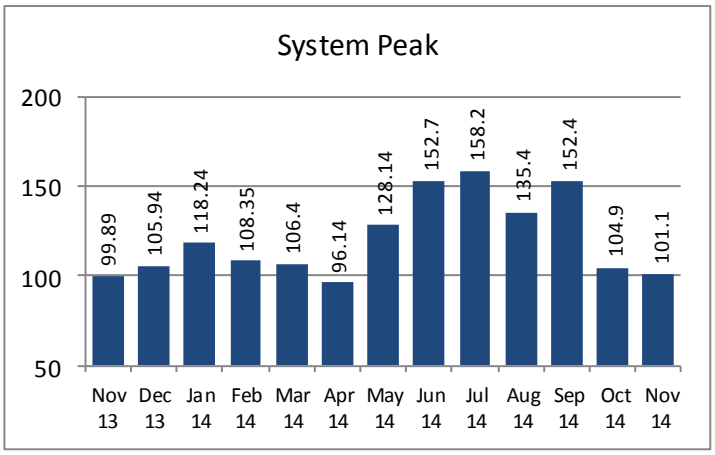
Major Program Updates	NOVEMBER 2014	NOVEMBER 13	DIFF	FY15 YTD	FY14
State and Federal Violations	0 violations	0 violations	-	-	-
Water Quality Complaints	0	1	-1	57	42
Plan Review Completed Within 30 days of Submission	9 plans 100%	4 plans 100%	+5	52	40

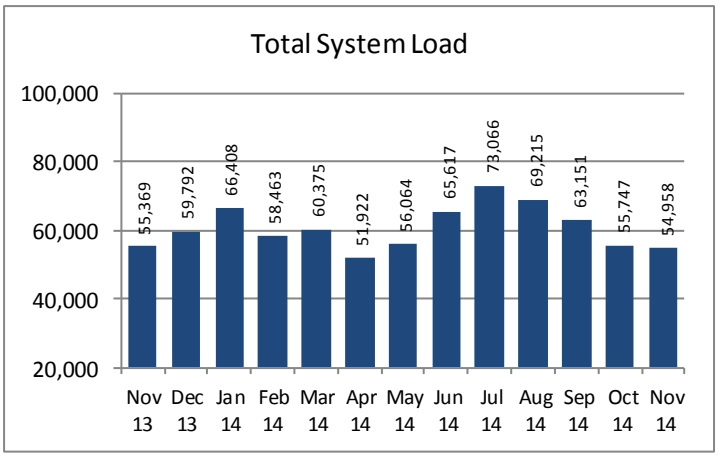
OPERATIONAL SUMMARY

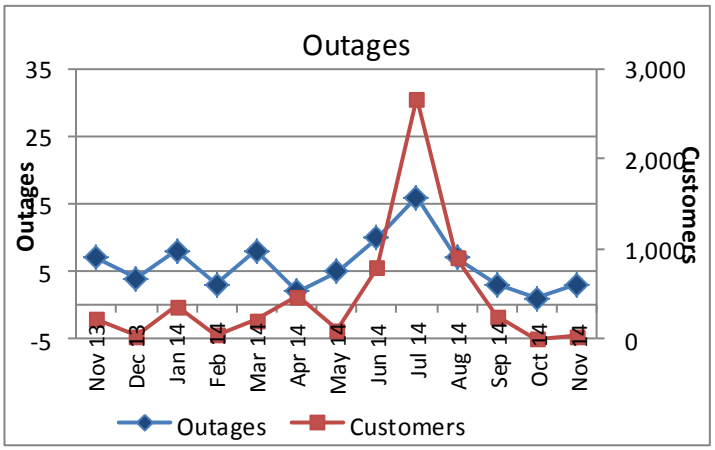
Task	NOVEMBER 14	NOVEMBER 13	CURRENT FY
Water Production - Daily Average	3,832,467	3,665,233	694,130,000
Average Field Response Time (goal is <30 minutes)	19.03	17.23	19.03
Water Mains Repaired	4	1	6
Water Service Lines Repaired	1	2	8
Wastewater Mains Repaired	1	0	2
Wastewater Service Lines Repaired	1	0	3
Sewer Lines Flushed - linear feet	92,185	81,995	654,329
Sewer Mains Videoed -linear feet	1,723	687	2,084
Total Fire Hydrants in Service	1,820	1,807	1,820
Total Water Meters in City Distribution System	14,268	14,166	14,268

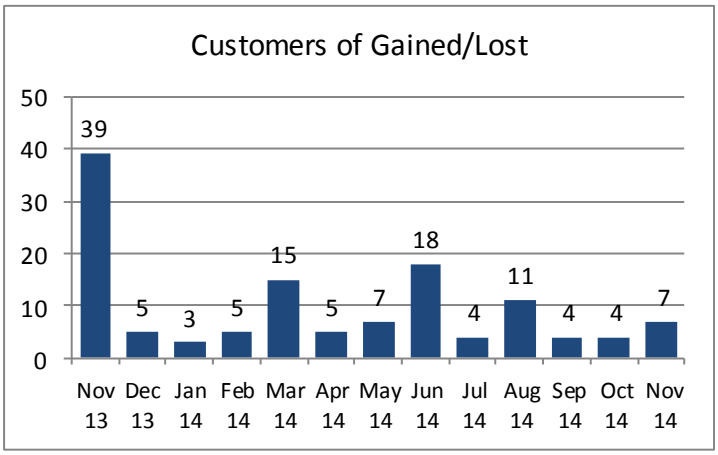
PUBLIC UTILITIES

Electric









Outages: 3 Customers: 28

Electric Monthly Outage Report

The annual outage goal will be less than 295 minutes per customer, which is a Delaware Standard. This will be measured by calculating the System Average Interruption Duration Index.

FY 15 YTD	FY 14	FY 13
50.49	65.76	50.74

Controllable Outages *Annual goal is less than 40*		Average Response Time *Goal is less than 30 minutes*	
Month	**Year-to-date**	**Month**	**Year-to-date**
1	16	61 Minutes	28.6 Minutes

PROGRAM UPDATES	NOV 15	NOV 14	FY15 YTD
Tree Trimming	475	183	1900
Number of Oil Releases	0	0	2
Lost Time Accidents – All Electric Utility Divisions	0	0	0
New Services	7	39	30
Major Goals Completed in the Past Two Months			

City Planner's Monthly Report

Planning, Inspections & Recreation

NOVEMBER 2014



Planning, Inspections & Recreation Highlights

- The City of Dover filed its application for the *Downtown Development District Program*. The State is anticipates to designate three Districts (one per county) in January 2015.
- The Final Plan document for the *Restoring Central Dover Community Plan* was released. On November 18th at their Quarterly Workshop, the Planning Commission heard a presentation on the Plan by the project coordinator NCALL.

- Dover High School JR ROTC Raider Challenge - Held at Schutte Park on November 8, 2014. Six high School JROTC schools participated with a total of 9 teams, with 120 cadets participating. Teams compete in five events, Physical Fitness (pushups, sit-ups and mile run), Rope Bridge, Land Navigation, First Aid Litter Carry, and 5K Run. This was the second year in a row for the event with the Dover Parks and Recreation Department supported the efforts for this event for the Dover High School AFJROTC program. Major John Murphy, Senior Aerospace Science Instructor at Dover High School said, "Without the outstanding support of the City of Dover, the Parks and Recreation Department and the entire staff at Schutte Park, this event couldn't happen. This is a great place for this competition and on behalf of the JROTC Instructors, and cadets at Dover, we would like to say "Thank You."

Personnel and Training

⇒ Planning Staff attended two workshops conducted by the U.S. Census Bureau Training and sponsored by the Delaware Population Consortium on November 12, 2014. "Accessing, Understanding, and Using Census Data" was attended by Dawn Melson-Williams, Bill Cook, and Tracey Harvey; "Census Data in Grant Writing" was attended by Bill Cook and Tracey Harvey.

⇒ Greg Akers and Kristen Mullaney attended a workshop on Safety Leadership on November 13, 2014.

⇒ Chris Scott, Mike McGregor, Kristen Mullaney and Greg Akers attended a training workshop on IRC Transition on November 19, 2014.

⇒ Sherwanda Speaks & Wayne Voshell attended the Travelers Safety/Risk Control "Supervisor Leadership Development Workshop—Public Sector" training course. Wayne also watched a "Coaching & Mentoring" webcast.

Planning, Inspections & Recreation Revenue

Revenue Stream	FY '15 Budget		FY '15 Actual	
Business License	$1,460,000	$	1,385,756	95%
Trailer License	$23,000	$	18,932	82%
Building Permits	$565,000	$	216,320	38%
Cert. of Occupancy	$6,200	$	3,320	54%
Public Occupancy	$10,000	$	850	9%
Lodging House	$16,000	$	483	3%
Plumbing/Heating/Air	$75,000	$	26,417	35%
Sprinkler	$35,000	$	9,170	26%
Rental Inspection Fee	$345,000	$	7,121	2%
Miscellaneous	$30,000	$	18,101	60%
Fire Protection Fees	$31,000	$	15,135	49%
Vacant Building Reg.	$60,000	$	31,833	53%
Total P&I Revenue	**$2,656,200**	$	1,733,436.82	65%
Recreation	$148,800	$	60,988	41%

LOOKING FORWARD …..

The following activities are planned for December and will be reported in the December Monthly report:

- Holiday Events
- Capital Trail Ribbon Cutting
- Training Activities

PLANNING OFFICE

The Planning Office is part of the review process for certain types of construction activity permits (Building Permits, Sign Permits, etc.) and Certificate of Occupancy permits. For November 2014, Planning Staff was involved with review of 41 Permits and 5 Certificates of Occupancy permits (2014 calendar year total of 871 Permits and COs compared to 817 for 2013). Planning Staff also reviews new applications for Business Licenses and Rental Dwelling Permits.

COMPREHENSIVE PLAN IMPLEMENTATION

Planning Staff continues to focus on the various implementation items identified in the *2008 Comprehensive Plan* as amended.

- On-going efforts of the Planning Office include research for future ordinance amendments.
- The Planning Office is also involved in the following studies and projects: City Recreational Needs Assessment, Restoring Central Dover Community Plan, and Transportation Improvement Districts.
- Staff completed gathering the resume information from the Historic District Commission members and has begun working on the application form for the Certified Local Government (CLG) application .
- The Planning Office finished the extensive research and data gathering for the preparation of the application for the Delaware Downtown Development Districts program. The GIS Division also assisted in the development of maps for the application. The City's Application for Designation as a Downtown Development District was submitted to the State meeting the November 1st filing deadline.

New Dover High School Project (C-10-05/S-11-18)

Construction activities related to completing the site improvements continued in November at the new Dover High School project site. A project coordination meeting was held on November 6, 2014 with the District, City Departments, and State agencies involved in the construction process to discuss necessary steps to complete the project. Project work remains for the baseball/softball field areas, eastern areas of the site, tree plantings, and other site stabilization work. Temporary Certificates of Occupancy with conditions and limitations on the authorized use of the high school building and the stadium and athletic field areas were extended into January 2015 as construction activity continues on areas of the campus.

Construction Activity

- For the Leander Lakes Apartments project, site work continues on the stormwater management ponds and site grading for the 240 unit apartment complex to be located south of Forrest Avenue/Route 8 and west of Dover High Drive. The project also includes the construction of the next segment of Dover High Drive to connect to Tribbitt Street. Building Permits are under review for the apartment buildings.
- A Pre-Construction Meeting with City Staff was held on November 7, 2014 for the new office building by NBR Properties at 850 New Burton Road (Site Plan S-14-01). A Demolition Permit was previously issued for the demolition of the old Kirk Plumbing building on the property.
- The Planning Staff continues to participate in bi-weekly coordination conference calls with Calpine regarding the Garrison Energy Center project at 450 Garrison Oak Drive (Lot 7 of the Garrison Oak Technical Park). The project construction is well underway for the Garrison Energy Center Phase 1(S-12-17). The Planning Office is awaiting receipt of State DNREC permits for the Above Ground Storage Tank before approving the Administrative Site Plan (S-14-20) for the addition of a Fuel Oil Tank.
- Site construction activities continue at the Uzin Utz Manufacturing facility at 200 Garrison Oak Drive (Lot 12 of the Garrison Oak Technical Park. (S-13-20)

BOARD AND COMMISSION ACTIVITY

Planning Commission

The Planning Commission met on November 17, 2014. The next Planning Commission meeting is scheduled for December 15, 2014. The following applications were considered:

- **SB-14-01 Dover Mall at 1365 North DuPont Highway: Minor Subdivision Plan –** Approval of a six-month extension for the Minor Subdivision Plan.
- **Z-14-03 603 West Division Street**—Recommended approval to City Council for Rezoning of two parcels from M (Manufacturing Zone) and COZ-1 (Corridor Overlay Zone) to C-3 (Service Commercial Zone) and COZ-1 (Corridor Overlay Zone).
- **S-14-21 Mini-Storage at 200 Weston Drive**—Approval of a Site Plan to permit the development of three (3) mini-storage buildings to include the waivers for partial elimination of upright curbing and the reduction of parking requirement.
- **S-14-22 Seskinore Development—**Approval of a Site Plan to permit a total of 18 dwelling units inclusive of the DAC comments and inclusive of the condition that the LOMR (Letter of Map Revision) is approved by FEMA regarding the Special Flood Hazard Area (100 year floodplain).

Board of Adjustment

The Board of Adjustment met on November 19, 2014. The next regular scheduled meeting of the Board of Adjustment is scheduled for December 17, 2014. The following was considered:

- **V-14-10 Appeal for Lands of Mitten on the South Side of Lafferty Lane—**Due to the absence of the appellant and party of interest and their failure to appear at the November Meeting after requesting in October to defer the meeting until November and this stems from an unduly long/prolonged activities since 2006, the Appeal was dismissed.

Historic District Commission

The Historic District Commission did met on November 20, 2014. The next Historic District Commission meeting is scheduled for December 18, 2014. The following application was considered:

- **HI-14-05 at 54 The Green -**Approval of a Historic Property Tax Credit Application associated with Architectural Review Certification issued with Building Permit #14-1231.

The Historic District Commission also voted to support the placement of wayside signage at a location northeast of The Green as related to the First State National Monument. A presentation on this signage was made at the meeting by Russ Smith, Superintendent of the First State National Monument from the National Park Service.

As part of their Annual Meeting the Historic District Commission elected Chaz Salkin as Chairman and Joseph McDaniel as Vice-Chairman.

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

CDBG FY14 Projects

- ***Homeownership Assistance Program***

  Five (5) clients have been approved for the Dover First Start Program and are mortgage ready. Each client has been approved for $20,000 in downpayment assistance to purchase eligible properties in the City of Dover. Five (5) clients have purchased properties using the Dover First Start Program.

  Dover Interfaith Mission for Housing

  CDBG funds will be used for operations costs for the shelter.

- ***NCALL Research***

  CDBG funds will be utilized for pre-purchase homeownership counseling services for up to ten (10) Dover residents.

- ***Elizabeth W. Murphey School***

  CDBG funds will be used for the roof replacements for one building on the campus that services children that are at risk for homelessness. This project is currently underway.

- ***Restoring Central Dover Initiative***

  The Executive Summary and Final Plan have been submitted to the Steering Committee.

  NCALL has applied for the Implementation Grant for the Restoring Central Dover Initiative.

- **Five (5) Year Consolidated Plan 2015-2019**

  The City's Planning Office has collaborated with Delaware State Housing Authority, New Castle County and the City of Wilmington to conduct statewide public hearings to determine the community development needs throughout the State. The public hearing for Dover was held on November 12th at the City of Dover Public Library moderated by the consulting firm Mullin and Lonergan.

Dangerous Buildings, Vacant Buildings & Demolitions

- *200 N. West Street*—The owners met with City Staff and have obtained a renovations permit. To date, the exterior of the property has been maintained, with renovations beginning within the interior.
- *409 South DuPont Highway*—Notice was sent to the owner to have repairs made or the property will go forward to City Council on April 14, 2014 to have Council declare it dangerous. The owner of the property has obtained a structural engineers report and has submitted plans to renovate the structure.
- *640 Nimitz Road*—15 day notice sent to owners to repair or demolish the structure by June 8, 2014. On June 25th, Council declared the structure dangerous and ordered the property owner to repair or demolish the structure by July 25, 2014. The Demolition bid has been awarded. To Gateway Construction. The abatement of the asbestos will occur in October, with demolition occurring together. The Demolition is complete.
- *803 Westview Terrace*—A lien search has been ordered for the property. Notice sent to all lien holders to make the pool safe or the City will have it demolished. On August 25th, the Dover City Council declared the pool dangerous and ordered it repaired or demolished by September 25, 2014. Carrington Mortgage gained control of the property in October and had the pool made safe and brought it into Code compliance.
- *231 Mifflin Road*—A lien search has been ordered for the property. Notice sent to all lien holders to make the pool safe or the City will have it demolished. On August 25th, the Dover City Council declared the pool dangerous and ordered it repaired or demolished by September 25th. No repairs have been made, the City is proceeding with bids for demolition. Carrington Mortgage gained control of the property in October and has brought the pool into code compliance and made safe.
- *1370 College Road*—The property was presented to The Dover City Council on October 25, 2014 as a dangerous building with the recommendation to have the structure demolished. The owners of the property appealed before City Council that they wished to keep the property and were willing to make all necessary repairs. City Council agreed with the homeowners and gave them 6 months to make repairs.
- *5 Welch Drive*—Notice was mailed to the lien holders to repair all code violations by December 21, 2014, or the property would be taking forward to City Council as a dangerous structure.

- *Vacant Buildings*—During the month of November ten (10) additional buildings were registered as vacant, and $2,250.00 in vacant building registration fees were collected.

Code Enforcement Activity—NOVEMBER

Case Type	# cases current month	# cases YTD	% staff initiated current month	% staff initiated YTD
No valid Rental Permit	8	156	88%	96%
No valid Building Permit	5	79	78%	74%
Tall grass and weeds	4	924	50%	85%
Unregistered vehicle	1	29	100%	86%
Abandoned vehicle	2	86	50%	73%
Annual Housing Inspection	59	349	92%	87%
Property Maintenance – Exterior	17	519	35%	72%
Electric Termination	13	279	100%	96%
Dover Code of Ordinances	24	632	75%	69%
Zoning	2	98	50%	72%
Total Cases	**135**	**3151**		
Total # of Inspections For Month	**201**			

Fire Marshal's Office, Building Inspections & Licensing Summary

LIFE SAFETY				
Inspections	**NOV 14**	**FYTD 15**	**NOV 13**	**FYTD 14**
Annual Fire/Life Safety Inspections	12	213	75	560
Fire/Code/DCO Complaints	65	321	67	676
Inspection Deficiencies from AFI	32	446	45	395
C/O & Acceptance Tests	7	51	3	79
Administrative Walk Thru	17	39	-	-
Accidental	$15,500	$59,500	$6,000	$142,450.00
Incendiary	$60,000	$110.00	$0.00	$44,600.00
Undetermined	$0	$0	$50,000	$271,000.00
PERMITTING AND LICENSING				
Permits Issued	**NOV 14**	**FYTD 15**	**NOV 13**	**FYTD 14**
Administrative Permit	1	24	1	5
Building Addition/Renovation Permits	31	384	26	193
Building Permits	6	167	12	76
Demolition Permits	4	53	4	25
Fence Permits	6	107	4	37
Fire Prevention Permits	5	72	5	49
Mechanical Permits	33	286	68	157
Plumbing Permits	34	261	19	146
Sign Permits	8	191	5	350
Swimming Pool Permits	1	15	0	6
Business Licenses	21	2370	43	1252
Merchant Licenses	1	392	9	285
Contractor Licenses	14	1337	15	800
Lodging House Licenses	0	45	0	2
Mobile Homes	17	422	3	289
Public Occupancy	2	360	5	31
Rental Dwelling	20	3044	16	115
BUILDING INSPECTIONS				
Inspections	**NOV 14**	**FYTD 15**	**NOV 13**	**FYTD 14**
Building	241	1827	201	1523
Plumbing/Mechanical	195	1292	320	1534
Certificate of Occupancy	5	63	6	59

Fire Marshal's Office—At a Glance

City of Dover Fire Marshal's Office had a busy month handling various Fire Code violation complaints and fire related incidents.

During the month of November dozens of hours were dedicated to investigating a criminally set structure fire in Capital Green. As a result of the incident a Dover Police Officer was seriously injured while trying to gain entry into the residence to ensure all occupants were out. Here's to a speedy recovery to the officer!

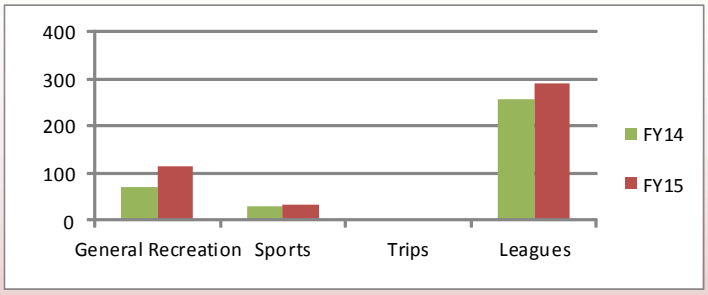
The fire is being actively investigated with the Dover Police Department Criminal Investigation Unit for numerous related crimes associated with the incident.

Recreation Division

City of Dover Parks & Recreation

Enrollment Summary

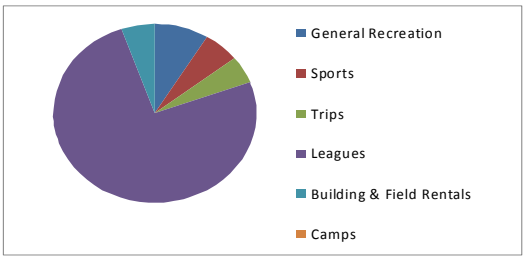
November 2013 verses November 2014

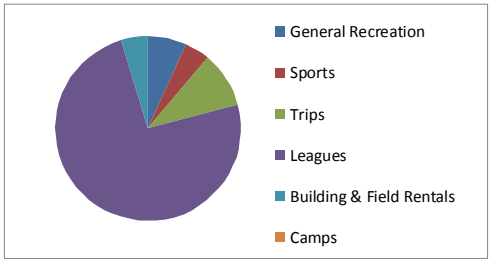


Category	FY14	FY15
General Recreation	70	113
Sports	29	34
Trips	0	0
Leagues	256	291
Camps	n/a	n/a



Revenue Breakdown: November 2014 verses November 2013





General Recreation	$1,758
Sports	$1,155
Trips	$1,021
Leagues	$15,273
Building & Field Rentals	$3,800
Camps	0

General Recreation	$1,563
Sports	$1,068
Trips	$2,319
Leagues	$17,610
Building & Field Rentals	$1,100
Camps	0





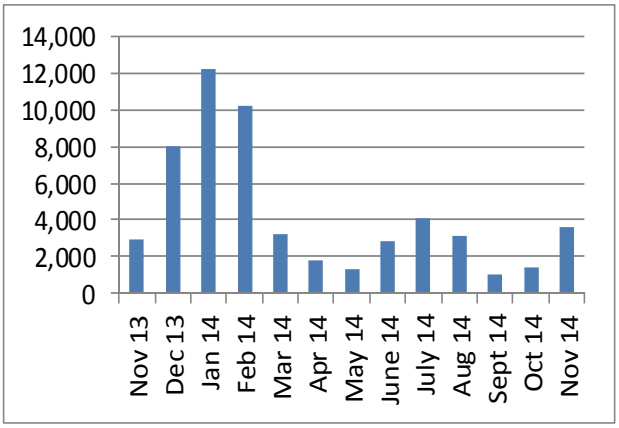




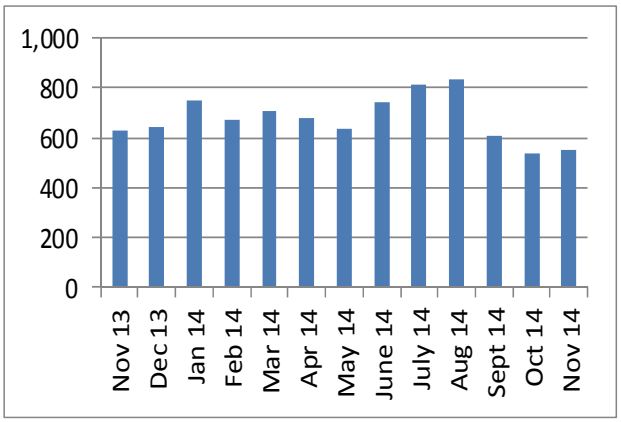


John W. Pitts Recreation Center – NOVEMBER 2014

Total Program Attendance



Facility Usage By The Hour



Facility Usage By The Hour	NOV 14		FYTD 15		NOV 13		FYTD 14
Open Gym	415		2,016.5		480		2,170
Fitness Classes	35.75		207.75		54.5		245
Leagues	45		191		28		153
Camps	0		731.5		0		555
Sports Classes	15		96.5		26		79.5
Meetings & Rentals	40		153		34.5		74.5
Enrichment Classes	2		4		8.5		29
Total Facility Usage Hours	552.75		3,400.25		631.5		3,306

Daily Program Attendance**	NOV 14		FYTD 15		NOV 13		FYTD 14
Total	3,634		13,352		2,987		10,405
Open Gym	610		1,881		605		1,799
Fitness Classes	236		1,353		299		1,326
Leagues	730		4,640		744		3,900
Camps	0		1,141		0		1,308
Sports Classes	193		923		225		551
Meetings & Rentals	1,854		3,395		1,094		1,464
Enrichment Classes							

Since our opening in late April 2008, we have had 343,819 guests at the John W. Pitts Recreation Center.

November Open Gym Registrations and Packages Sold

Packages Sold:	NOV	MTD	YTD	FYTD
Daily:	40	$120	82	$246
Individual Quarterly:	2	$30	4	$60
Individual Annual:	0	$0	1	$50
Family Quarterly:	0	$0	1	$30
Family Annual:	0	$0	0	$0
Revenue:		**$150**		**$386**



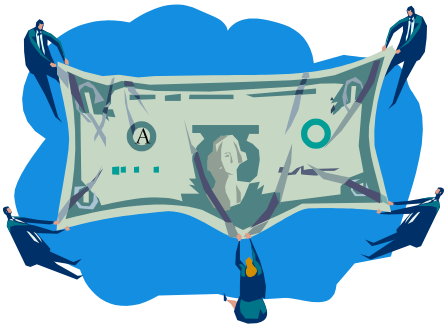


CITY OF DOVER
FINANCE AND PROCUREMENT & INVENTORY DEPARTMENTS
NOVEMBER 2014 - MONTHLY BUDGET REPORTS















PLEASE NOTE – THIS REPORT PROVIDES TOP LINE INFORMATION ON THE OPERATING FUNDS. IF YOU WOULD LIKE ADDITIONAL INFORMATION, PLEASE FEEL FREE TO CONTACT THE FINANCE DEPARTMENT.

CITY OF DOVER
ACTIVITY REPORTS
NOVEMBER 2014

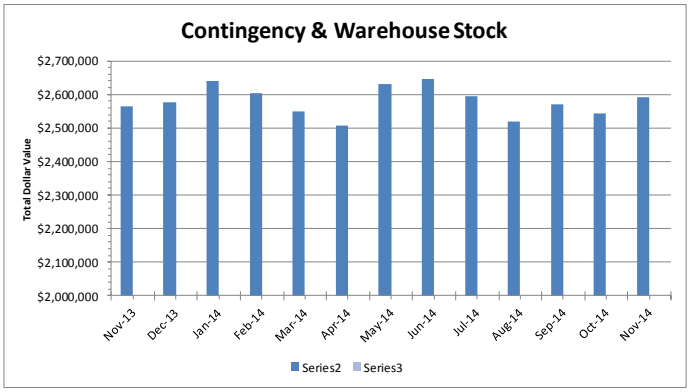
FINANCE DEPARTMENT ACTIVITY LEVELS

	FY14 YTD			FY15 YTD		
BANK TRENDS						
Number of Deposits Made (Hand, ACH & Wire, Lockbox)	2,620			2,964		
Total Amount of All Deposits	$ 56,117,829			$ 56,831,469		
PAYROLL						
	Hours	%	Amount	Hours	%	Amount
Gross wages per registers	**360,287**	**100.0%**	**$ 8,479,149**	**372,047**	**100.0%**	**$ 8,787,307**
Wages and Hours Worked						
Regular	298,678	82.9%	$ 6,466,629	298,808	80.3%	$ 6,540,044
All over time	15,619	4.3%	$ 659,716	14,180	3.8%	$ 586,257
Other Paid or Unpaid Wages and Hours						
Vacation	21,508	6.0%	$ 570,126	22,139	6.0%	$ 593,827
Sick	7,327	2.0%	$ 189,856	8,843	2.4%	$ 223,913
Terminal Leave - Retiree Vacation/Sick Payout	8,317	2.3%	$ 252,386	14,689	3.9%	$ 474,818
Comp Time	3,286	0.9%	$ 93,182	3,763	1.0%	$ 106,257
Personal	518	0.1%	$ 14,400	590	0.2%	$ 17,750
Leave Without Pay	2,077	0.6%	$ -	1,593	0.4%	$ -
Other (description below)	2,959	0.8%	$ 232,854	7,454	2.0%	$ 244,442

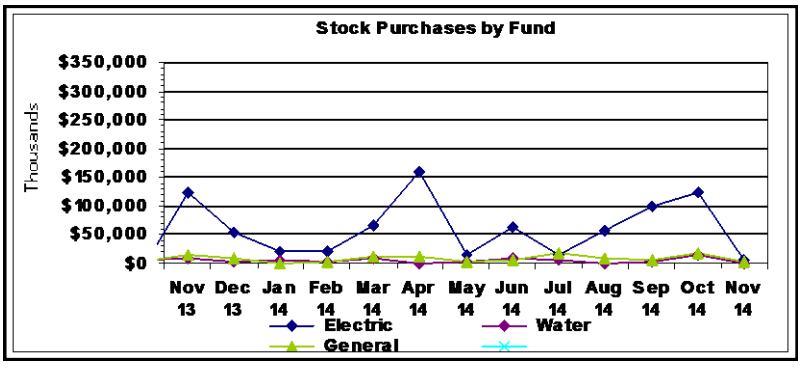
Other includes: pay adjustments, military differential pay, training, committee meetings, worker compensation tracking/adjustments, etc.

Other Activity						
Number of Pay Periods	11			11		
Number of Payroll Checks & Direct Deposits Issued	3,942			4,067		
Number of Pension Checks Issued	1,291			1,268		
Total Pension Benefits Paid - Defined Benefit Plan	$ 2,162,477			$ 2,164,932		
ACCOUNTS PAYABLE						
Number of Check Vouchers	2,452			2,498		
Number of EFT Vouchers	906			989		
Vouchers Dollar Amount Disbursed	$ 31,080,108			$ 30,946,236		

PROCUREMENT & INVENTORY ACTIVITY LEVELS



Value: $2,590,756 Line Items: 1,433



Fuel Use		
Unleaded:	9,512.2	gallons
Diesel:	6,186.1	gallons
Total Cost:	$ 39,431	

City of Dover
Finance Department
Monthly Report – November 2014
General Fund Summary

	Budget	Revised Budget	YTD	Balance	42% Budget
Beginning Balance	$ 3,393,000	$ 3,393,000	$ -	$ 3,393,000	0.0%
Revenues					
Court of Chancery Fees	1,023,000	1,023,000	356,400	666,600	34.8%
Fines & Police Revenues	1,288,800	1,293,800	456,191	837,609	35.3%
Franchise Fees	636,000	636,000	164,103	471,897	25.8%
Grants	623,500	623,500	-	623,500	0.0%
Intrafund Services	4,863,000	4,863,000	2,344,010	2,518,990	48.2%
Library & Recreation Revenues	670,400	670,400	330,046	340,354	49.2%
Licenses & Permits	2,814,200	2,814,200	1,920,670	893,530	68.2%
Property Taxes (Includes BID Revenue) (1)	11,099,200	11,099,200	11,102,684	(3,484)	100.0%
Miscellaneous Revenues	93,900	93,900	23,728	70,172	25.3%
Sanitation Revenues	2,595,600	2,595,600	1,074,930	1,520,670	41.4%
Other Miscellaneous Revenues					
Garrison Farm Rent Revenue	101,400	101,400	61,939	39,461	61.1%
Transfers-In from Special Funds & Utilities					
Municipal Street Aid Fund	663,900	663,900	166,298	497,602	25.0%
Civil Traffic Penalties	500,000	500,000	146,853	353,147	29.4%
Transfer Taxes	1,250,000	1,250,000	968,515	281,485	77.5%
Verizon, Contingency and CI Reserves	4,000	4,000	-	4,000	0.0%
Police Grants	124,000	124,000	34,888	89,112	28.1%
Water/Wastewater Fund	500,000	500,000	500,000	-	100.0%
Electric Fund	10,000,000	10,000,000	3,500,000	6,500,000	35.0%
Total Revenues	38,850,900	38,855,900	23,151,255	15,704,645	59.6%
Total Beginning Balance & Revenues	**$ 42,243,900**	**$ 42,248,900**	**$ 23,151,255**	**$ 19,097,645**	54.8%
Expenditures					
City Clerk & Council	$ 489,800	$ 489,800	$ 188,376	$ 301,424	38.5%
Mayor, City Manager & Human Resources	1,047,100	1,047,100	364,849	682,251	34.8%
Police & Police Extra Duty	14,698,600	14,703,600	6,139,353	8,564,247	41.8%
Public Services	4,551,700	4,551,700	1,767,867	2,783,833	38.8%
Engineering	192,600	192,600	21,545	171,055	11.2%
Procurement & Inventory, Facilities Mgmt., Vehicle Maint.	1,990,100	1,990,100	823,553	1,166,547	41.4%
Planning & Inspections	2,192,400	2,192,400	832,208	1,360,192	38.0%
Finance, Info Tech & Customer Services	2,716,100	2,716,100	1,145,190	1,570,910	42.2%
Library & Recreation	2,099,500	2,099,500	867,701	1,231,799	41.3%
Fire Department	716,100	716,100	290,016	426,084	40.5%
Assessor	309,500	309,500	88,686	220,814	28.7%
Contribution to DDP	70,000	70,000	35,000	35,000	50.0%
Miscellaneous Grant Expense	25,000	25,000	-	25,000	0.0%
Other Employment Expenses	500,000	500,000	-	500,000	0.0%
Insurance	724,800	724,800	168,008	556,792	23.2%
OPEB - Retiree's Health Care Contribution	1,636,500	1,636,500	-	1,636,500	0.0%
Police Pension Trust Contribution - State Grant	500,000	500,000	-	500,000	0.0%
Appropriation to Police Pension Fund	655,000	655,000	400,000	255,000	61.1%
Street Lights	774,500	774,500	326,383	448,117	42.1%
Debt Service	708,600	708,600	458,176	250,424	64.7%
Transfers Out					
Capital Projects Fund	2,196,000	2,196,000	1,598,000	598,000	72.8%
Total Expenditures	38,843,900	38,848,900	15,515,472	23,333,428	39.9%
Budget Balance - Working Capital	3,400,000	3,400,000	-	3,400,000	0.0%
Total Budget Balance & Expenditures	**$ 42,243,900**	**$ 42,248,900**	**$ 15,515,472**	**$ 26,733,428**	36.7%
Reserve Balances					
Contingency	$ 467,900	$ 467,900	$ 467,952		

(1) Property Taxes are the taxes billed and not cash received. The outstanding receivable balance as of 11/30/14 is $413,872 as compared to $506,730 in November 2013.

City of Dover
Finance Department
Monthly Report – November 2014
Water/Wastewater Fund Summary

	Budget	Revised Budget	YTD	Balance	42% Budget
Beginning Balance - Water	$ 658,400	$ 658,400	$ -	$ 658,400	0.0%
Beginning Balance - Wastewater	$ (98,500)	$ (98,500)	$ -	$ (98,500)	0.0%
Beginning Balance - Kent County Treatment	$ 155,000	$ 155,000	$ -	$ 155,000	0.0%
	714,900	714,900	-	714,900	0.0%
Revenues					
Water Fees	4,616,400	4,616,400	2,126,678	2,489,722	46.1%
Wastewater Fees	3,706,800	3,706,800	1,604,511	2,102,289	43.3%
Kent County Treatment Fees	2,902,600	2,902,600	1,289,362	1,613,238	44.4%
Ground Water Inflow Adjustment	1,862,500	1,862,500	767,202	1,095,298	41.2%
Water Tank Leases	331,900	331,900	108,303	223,597	32.6%
Miscellaneous Service Fee	179,600	179,600	33,793	145,807	18.8%
Impact Fees - Water	472,700	427,900	113,400	314,500	26.5%
Impact Fees - Wastewater	427,900	472,700	100,700	372,000	21.3%
Total Revenues	14,500,400	14,500,400	6,143,949	8,356,451	42.4%
Total Beginning Balance & Revenues	**$ 15,215,300**	**$ 15,215,300**	**$ 6,143,949**	**$ 9,071,351**	40.4%
Expenses					
Water/Wastewater Operating Divisions					
Engineering & Inspection	$ 500,900	$ 500,900	$ 169,734	$ 331,166	33.9%
Water	485,300	485,300	152,212	333,088	31.4%
Water Treatment Plant	1,576,900	1,576,900	592,436	984,464	37.6%
Wastewater	974,100	974,100	308,258	665,842	31.6%
Construction	252,500	252,500	100,189	152,311	39.7%
Kent County Treatment	3,655,000	3,655,000	1,566,495	2,088,505	42.9%
Intrafund Service Fees	1,354,900	1,354,900	528,676	826,224	39.0%
OPEB - Retiree's Health Care Contributions	200,000	200,000	50,000	150,000	25.0%
Debt Service	1,152,000	1,152,000	525,276	626,724	45.6%
Other Employment Expenses	17,700	17,700	-	17,700	0.0%
Transfers Out					
General Fund	500,000	500,000	500,000	-	100.0%
Water I & E Fund	1,200,000	1,200,000	600,000	600,000	50.0%
Wastewater I & E Fund	1,800,000	1,800,000	900,000	900,000	50.0%
Total Expenses	13,669,300	13,669,300	5,993,276	7,676,024	43.8%
Budget Balances					
Budget Balance - Working Capital - Water	1,020,100	1,020,100	-	1,020,100	0.0%
Budget Balance - Working Capital - WW	(739,200)	(739,200)	-	(739,200)	0.0%
Budget Balance-Working Capital - KSA	1,265,100	1,265,100	-	1,265,100	0.0%
Total Budget Balances	1,546,000	1,546,000	-	1,546,000	0.0%
Total Budget Balances & Expenses	**$ 15,215,300**	**$ 15,215,300**	**$ 5,993,276**	**$ 9,222,024**	39.4%
Reserve Balances					
Contingency-Water	$ 107,700	$ 107,700	$ 104,889		
Contingency-Wastewater	$ 194,800	$ 194,800	$ 189,668		
Impact Fee Reserve - Sewer	$ 1,552,300	$ 1,552,300	$ 2,780,473		
Impact Fee Reserve - Water	$ 203,900	$ 203,900	$ 200,468		
Bond Coverage Ratio (Covenant 1.20)	4.29	4.29	4.56		

City of Dover
Finance Department
Monthly Report – November 2014
Electric Revenue Fund Summary

	Budget	Revised Budget	YTD	Balance	42% Budget
Beginning Balance	$ 9,253,600	$ 9,253,600	$ -	$ 9,253,600	0.0%
Revenues					
Sales to Customers	78,043,000	78,043,000	33,395,265	44,647,735	42.8%
Utility Tax	1,296,900	1,296,900	561,179	735,721	43.3%
Weyandt Hall Rents	200,000	200,000	61,069	138,931	30.5%
Miscellaneous Revenues	754,600	754,600	372,138	382,462	49.3%
Interest Earned	12,000	12,000	2,665	9,335	22.2%
Transfer from Rate Stabilization	2,000,000	2,000,000	-	2,000,000	0.0%
Total Revenues	82,306,500	82,306,500	34,392,316	47,914,184	41.8%
Total Beginning Balance & Revenues	**$ 91,560,100**	**$ 91,560,100**	**$ 34,392,316**	**$ 57,167,784**	37.6%
Expenses					
Power Supply & Generation					
Hedged Energy	$ 21,823,000	$ 21,823,000	$ 11,840,871	$ 9,982,129	54.3%
Power Supply Management	996,000	996,000	332,000	664,000	33.3%
Capacity Charges	9,958,900	9,958,900	4,176,179	5,782,721	41.9%
Dover Sun Park Energy	2,067,600	2,067,600	773,676	1,293,924	37.4%
Solar Renewal Energy Credits	378,600	378,600	171,897	206,703	45.4%
PJM Charges - Energy	11,499,800	11,499,800	2,979,330	8,520,470	25.9%
PJM Charges - Transmission & Fees	7,234,100	7,234,100	2,392,177	4,841,923	33.1%
Total Power Supply	53,958,000	53,958,000	22,666,130	31,291,870	42.0%
Plant Operations	6,141,100	6,141,100	2,377,862	3,763,238	38.7%
Generation Fuels	1,611,100	1,611,100	1,091,532	519,568	67.8%
Capacity Credits	(8,881,500)	(8,881,500)	(3,736,910)	(5,144,590)	42.1%
PJM Spot Market Energy	(2,232,800)	(2,232,800)	(280,704)	(1,952,096)	12.6%
PJM Credits	(486,700)	(486,700)	(1,946,803)	1,460,103	400.0%
Total Generation	(3,848,800)	(3,848,800)	(2,495,023)	(1,353,777)	64.8%
Total Power Supply & Plant	50,109,200	50,109,200	20,171,107	29,938,093	40.3%
Electric Operating Divisions:					
Transmission/Distribution	4,028,700	4,028,700	1,422,698	2,606,002	35.3%
Electrical Engineering	1,370,900	1,370,900	505,921	864,979	36.9%
Administration	636,600	636,600	240,667	395,933	37.8%
Meter Reading	267,600	267,600	146,584	121,016	54.8%
Systems Operations	686,300	686,300	280,503	405,797	40.9%
Intrafund Services	3,508,100	3,508,100	1,340,334	2,167,766	38.2%
Utility Tax	1,296,900	1,296,900	561,179	735,721	43.3%
OPEB Trust Contribution - Unfunded Liability	1,009,800	1,009,800	252,450	757,350	25.0%
OPEB - Retirees Health Care Contribution	513,300	513,300	128,325	384,975	25.0%
Interest on Deposits	20,000	20,000	7,159	12,841	35.8%
Green Energy Payment to DEMEC	130,000	130,000	55,748	74,252	42.9%
Accounts Receivable Write-Offs	200,000	200,000	-	200,000	0.0%
Other Employee Expenses	54,200	54,200	-	54,200	0.0%
Contractual Services RFP's	246,800	246,800	95,003	151,797	38.5%
Debt Service	3,297,000	3,297,000	1,420,730	1,876,270	43.1%
Transfers Out:					
General Fund	10,000,000	10,000,000	3,500,000	6,500,000	35.0%
Electric Improvement & Extension Fund	4,750,000	4,750,000	1,200,000	3,550,000	25.3%
Inventory Reserve	175,000	175,000	-	175,000	0.0%
Total Expenses	82,300,400	82,300,400	31,328,408	50,971,992	38.1%
Budget Balance - Working Capital	9,259,700	9,259,700	-	9,259,700	0.0%
Total Budget Balance & Expenses	**$ 91,560,100**	**$ 91,560,100**	**$ 31,328,408**	**$ 60,231,692**	34.2%
Reserve Balances					
Contingency Reserve	$ 826,000	$ 826,000	$ 820,338		
Insurance Reserve	$ 743,600	$ 743,600	$ 738,536		
Rate Stabilization Reserve	$ 8,583,000	$ 8,583,000	$ 10,481,116		
Bond Coverage Ratio (Covenant 1.25)	1.95	1.95	4.20		
Megawatt Hours Purchased					
Purchased/Generated MWh	741,522	741,522	320,151		43.2%
All In MWh Supply & Generation	$ 67.58	$ 67.58	$ 63.00		93.2%

City of Dover
Finance Department
Monthly Report – November 2014
General Capital Project Fund Summary

	Budget	Revised Budget	YTD	Balance	42% Budget
Beginning Balance - Projects	$ 117,100	$ 2,653,600	$ -	$ 2,653,600	0.0%
Revenues					
State Grant - Other	153,000	208,000	-	208,000	0.0%
Interest Earnings	-	-	3,439	(3,439)	0.0%
Transfer from General Fund for Projects	2,196,000	2,196,000	1,598,000	598,000	72.8%
Lease/Purchase of Fire & Police Equipment	918,300	918,300	-	918,300	0.0%
Income from Sale of Assets	-	-	6,207	(6,207)	0.0%
Transfer from Parkland Reserve	-	104,000	104,000	-	100.0%
Subtotal Revenues	3,267,300	3,426,300	1,711,646	1,714,654	
Loan Proceeds - Street Projects & City Hall (1)	2,661,100	2,675,000	-	2,675,000	0.0%
2014 GO Construction bonds	-	-	65,000	(65,000)	
Subtotal Library Project Receipts	2,661,100	2,675,000	65,000	2,610,000	2.4%
Total Revenues	5,928,400	6,101,300	1,776,646	4,324,654	29.1%
Total Beginning Balance & Revenue	**$ 6,045,500**	**$ 8,754,900**	**$ 1,776,646**	**$ 6,978,254**	20.3%
Expenditures					
Fire	$827,300	$827,300	$237,965	$589,335	28.8%
Grounds Maintenance	68,100	86,700	-	86,700	0.0%
Recreation	146,000	364,400	148,886	215,514	40.9%
Police	499,100	601,700	91,979	509,721	15.3%
Streets	3,956,400	5,917,900	688,351	5,229,549	11.6%
Sanitation	256,500	256,500	-	256,500	0.0%
Facilities Management	-	55,000	-	55,000	0.0%
Loan Issuance Costs	75,000	61,100	60,573	527	99.1%
Transfer to Capital Asset Reserve	-	153,800	-	153,800	0.0%
Transfer to Parkland Reserve	100,000	100,000	100,000	-	100.0%
Total Expenditures	5,928,400	8,424,400	1,327,754	7,096,646	22.4%
Budget Balance - Projects	117,100	330,500	-	330,500	0.0%
Total Budget Balance & Expenditures	**$ 6,045,500**	**$ 8,754,900**	**$ 1,327,754**	**$ 7,427,146**	22.0%
Reserve Balances					
Capital Asset Replacement Reserve	$ 512,300	$ 512,300	$ 521,732		
Parkland/Recreation	$ 200,800	$ 200,800	$ 214,761		

City of Dover
Finance Department
Monthly Report – November 2014
Water/Wastewater Improvement & Extension Fund Summary

	Budget	Revised Budget	YTD	Balance	42% Budget
Beginning Balance - Water	$ 1,021,200	$ 7,490,100	$ -	$ 7,490,100	0.0%
Beginning Balance - Wastewater	$ 1,060,000	$ 5,597,400	$ -	$ 5,597,400	0.0%
Revenues					
Income from Sale of Assets	-	-	20,336	(20,336)	0.0%
Interest Earned	25,000	25,000	14,015	10,985	56.1%
Transfer from Operating Fund for Water	1,200,000	1,200,000	600,000	600,000	50.0%
Transfer from Operating Fund for Wastewater	1,800,000	1,800,000	900,000	900,000	50.0%
Transfer from Impact Fee Reserve - Wastewater	1,315,600	1,315,600	-	1,315,600	0.0%
Total Revenues	4,340,600	4,340,600	1,534,351	2,806,249	35.3%
Total Beginning Balance & Revenues	**$ 6,421,800**	**$ 17,428,100**	**$ 1,534,351**	**$ 15,893,749**	8.8%
Expenses					
Water	$ 1,336,900	$ 7,526,500	$ 994,029	$ 6,532,471	13.2%
Wastewater	3,273,200	7,757,300	1,026,516	6,730,784	13.2%
Water Treatment Plant	38,100	38,100	-	38,100	0.0%
Total Expenses	4,648,200	15,321,900	2,020,545	13,301,355	13.2%
Budget Balance - Working Capital - Water	858,700	1,138,000	-	1,138,000	0.0%
Budget Balance - Working Capital - Wastewater	914,900	968,200	-	968,200	0.0%
Total Budget Balances	1,773,600	2,106,200	-	2,106,200	0.0%
Total Budget Balances & Expenses	**$ 6,421,800**	**$ 17,428,100**	**$ 2,020,545**	**$ 15,407,555**	11.6%
Reserve Balances					
Capital Asset Replacement - Water	$ 522,700	$ 522,700	$ 509,229		
Capital Asset Replacement - Wastewater	$ 521,600	$ 521,600	$ 508,064		

City of Dover
Finance Department
Monthly Report – November 2014
Electric Improvement & Extension Fund Summary

	Budget	Revised Budget	YTD	Balance	42% Budget
Beginning Balance	$ 3,362,200	$ 5,963,100	$ -	$ 5,963,100	0.0%
Revenues					
Interest Earnings	24,800	24,800	1,163	23,637	4.7%
Transfer from Electric Revenue Fund	4,750,000	4,750,000	1,200,000	3,550,000	25.3%
General Service Billing	250,000	250,000	85,301	164,699	34.1%
Total Revenues	5,024,800	5,024,800	1,286,464	3,738,336	25.6%
Total Beginning Balance & Revenues	**$ 8,387,000**	**$ 10,987,900**	**$ 1,286,464**	**$ 9,701,436**	11.7%
Expenses					
Electric Generation	$ 2,240,000	$ 2,739,300	$ 260,966	$ 2,478,334	9.5%
Transmission/Distribution	1,033,000	1,604,200	457,385	1,146,815	28.5%
Electrical Engineering	1,663,100	3,000,200	327,740	2,672,460	10.9%
Total Expenses	4,936,100	7,343,700	1,046,091	6,297,609	14.2%
Budget Balance - Working Capital (Unaudited)	3,450,900	3,644,200	-	3,644,200	0.0%
Total Budget Balance & Expenses	**$ 8,387,000**	**$ 10,987,900**	**$ 1,046,091**	**$ 9,941,809**	9.5%
Reserve Balances					
Depreciation Reserve	$ 9,998,200	$ 9,998,200	$ 9,929,557		
Future Capacity Reserve	$ 10,148,700	$ 10,148,700	$ 10,079,156		

City of Dover
Finance Department
Monthly Report – November 2014
Community Transportation Improvement Fund

	Budget	Revised Budget	YTD	Balance	42% Budget
Beginning Balance	$ 78,900	$ 143,500	$ -	$ 143,500	0.0%
Revenues					
Grants Revenue	500,000	1,677,800	-	1,677,800	0.0%
Interest Earned	500	500	112	388	22.4%
Total Revenues	500,500	1,678,300	112	1,678,188	0.0%
Total Beginning Balance & Revenues	**$ 579,400**	**$ 1,821,800**	**$ 112**	**$ 1,821,688**	0.0%
Expenses					
Program Expenses - Del Dot	$ 500,000	$ 1,677,800	$ 29,937	$ 1,647,863	1.8%
Total Expenses	500,000	1,677,800	29,937	1,647,863	1.8%
Budget Balance - Working Capital	79,400	144,000	-	144,000	0.0%
Total Budget Balances & Expenses	**$ 579,400**	**$ 1,821,800**	**$ 29,937**	**$ 1,791,863**	1.6%

City of Dover
Finance Department
Monthly Report – November 2014
Police Grant Funds

	Budget	Revised Budget	YTD	Balance	42% Budget
Beginning Balance	$ 77,200	$ 77,200	$ -	$ 77,200	0.0%
Revenues					
Grants Received	339,000	339,000	142,247	196,753	42.0%
Interest Earned	-	-	260	(260)	0.0%
Total Revenues	339,000	339,000	142,507	196,493	42.0%
Total Beginning Balance & Revenues	**$ 416,200**	**$ 416,200**	**$ 142,507**	**$ 273,693**	34.2%
Expenses					
Program Expenses/Supplies	$ 156,000	$ 156,000	$ 23,962	$ 132,038	15.4%
Computer Hardware	50,000	50,000	-	50,000	0.0%
Telephone/Fax	15,000	15,000	4,645	10,355	31.0%
Training/Conference/Food/Travel	32,000	32,000	-	32,000	0.0%
Consulting/Audit Fees	1,000	1,000	-	1,000	0.0%
Contractual services	6,000	6,000	2,538	3,462	42.3%
Operating Transfers - Out	124,000	124,000	39,878	84,122	32.2%
Total Expenses	384,000	384,000	71,023	312,977	18.5%
Budget Balance - Working Capital (Unaudited)	32,200	32,200	-	32,200	0.0%
Total Budget Balances & Expenses	**$ 416,200**	**$ 416,200**	**$ 71,023**	**$ 345,177**	17.1%

City of Dover
Finance Department
Monthly Report – November 2014
Library Grant Fund

	Budget	Revised Budget	YTD	Balance	42% Budget
Beginning Balance	$ 17,300	$ 17,300	$ -	$ 17,300	0.0%
Revenues					
Grants Received	274,100	302,500	141,907	160,593	46.9%
Total Revenues	274,100	302,500	141,907	160,593	46.9%
Total Beginning Balance & Revenues	**$ 291,400**	**$ 319,800**	**$ 141,907**	**$ 177,893**	48.7%
Expenses					
Program Expenses/Supplies-State Grants	$ 28,000	$ 26,000	$ 9,530	$ 16,470	36.7%
Program Expenses/Supplies-Federal Grants	-	-	2,423	(2,423)	0.0%
Office Supplies	24,000	28,000	8,935	19,065	31.9%
Printing/Duplicating	8,900	14,000	3,771	10,229	26.9%
Postage	100	100	10	90	10.0%
Books	128,900	132,600	9,240	123,360	7.0%
Furniture	2,000	15,100	4,390	10,710	29.1%
Audio Visual Supplies	74,000	75,100	14,093	61,007	18.8%
Training/Conference/Food/Travel	3,500	3,500	560	2,940	16.0%
Contractual Services	-	900	-	900	0.0%
Office Equipment/Repairs & Maintenance	2,000	6,000	4,356	1,644	72.6%
Other Equipment - Purchases	2,700	1,200	227	973	18.9%
Total Expenses	274,100	302,500	57,535	244,965	19.0%
Budget Balance - Working Capital	17,300	17,300	-	17,300	0.0%
Total Budget Balances & Expenses	**$ 291,400**	**$ 319,800**	**$ 57,535**	**$ 262,265**	18.0%

City of Dover
Finance Department
Monthly Report – November 2014
CJC Grants/Aid

	Budget	Revised Budget	YTD	Balance	42% Budget
Beginning Balance	$ -	$ -	$ -	$ -	0.0%
Revenues					
Grants Received	31,800	31,800	10,549	21,251	33.2%
Total Revenues	31,800	31,800	10,549	21,251	33.2%
Total Beginning Balance & Revenues	**$ 31,800**	**$ 31,800**	**$ 10,549**	**$ 21,251**	33.2%
Expenses					
Contractual Services	$ 31,800	$ 31,800	$ 10,549	$ 21,251	33.2%
Total Expenses	31,800	31,800	10,549	21,251	33.2%
Budget Balance - Working Capital (Unaudited)	-	-	-	-	0.0%
Total Budget Balances & Expenses	**$ 31,800**	**$ 31,800**	**$ 10,549**	**$ 21,251**	33.2%

City of Dover
Finance Department
Monthly Report – November 2014
After School Program/Substance Abuse Prevention Fund

	Budget	Revised Budget	YTD	Balance	42% Budget
Beginning Balance	$ 41,000	$ 41,000	$ -	$ 41,000	0.0%
Revenues					
Grants Received	55,600	55,600	14,015	41,585	25.2%
Recreation Revenue	33,000	33,000	19,992	13,008	60.6%
Total Revenues	88,600	88,600	34,007	54,593	38.4%
Total Beginning Balance & Revenues	**$ 129,600**	**$ 129,600**	**$ 34,007**	**$ 95,593**	26.2%
Expenses					
Temporary Help/Benefits	$ 54,000	$ 54,000	$ 15,346	$ 38,654	28.4%
Program Expenses/Supplies	55,600	55,600	13,476	42,124	24.2%
Total Expenses	109,600	109,600	28,822	80,778	26.3%
Budget Balance - Working Capital (Unaudited)	20,000	20,000	-	20,000	0.0%
Total Budget Balances & Expenses	**$ 129,600**	**$ 129,600**	**$ 28,822**	**$ 100,778**	22.2%

City of Dover
Finance Department
Monthly Report – November 2014
CDBG Fund

	Budget	Revised Budget	YTD	Balance	42% Budget
Beginning Balance	$ -	$ 2,100	$ -	$ 2,100	0.0%
Revenues					
Grants Received	235,000	284,200	87,910	196,290	30.9%
Interest Earnings	-	-	38	(38)	0.0%
Total Revenues	235,000	284,200	87,948	196,252	30.9%
Total Beginning Balance & Revenues	**$ 235,000**	**$ 286,300**	**$ 87,948**	**$ 198,352**	30.7%
Expenses					
Current Year Closing Cost/Down Payment Program	$ 102,800	$ 103,000	$ 60,000	$ 43,000	58.3%
Current year Dover Interfaith Ministry	27,500	27,500	11,236	16,264	40.9%
Current Year MHDC Emergency Home Repair	-	100	28	72	28.0%
Current Year First State RC&D	-	1,900	1,853	47	97.5%
Current Year Elizabeth W Murphy School	50,000	51,200	-	51,200	0.0%
Current Year NCALL Research Inc.	7,700	10,000	-	10,000	0.0%
Current Year Milford Housing H/O Rehabilitation	-	3,000	2,933	67	97.8%
Current Year Salaries	47,000	87,500	13,916	73,584	15.9%
Total Expenses	235,000	284,200	89,966	194,234	31.7%
Budget Balance - Working Capital	-	2,100	-	2,100	0.0%
Total Budget Balances & Expenses	**$ 235,000**	**$ 286,300**	**$ 89,966**	**$ 196,334**	31.4%

MONTHLY REPORT

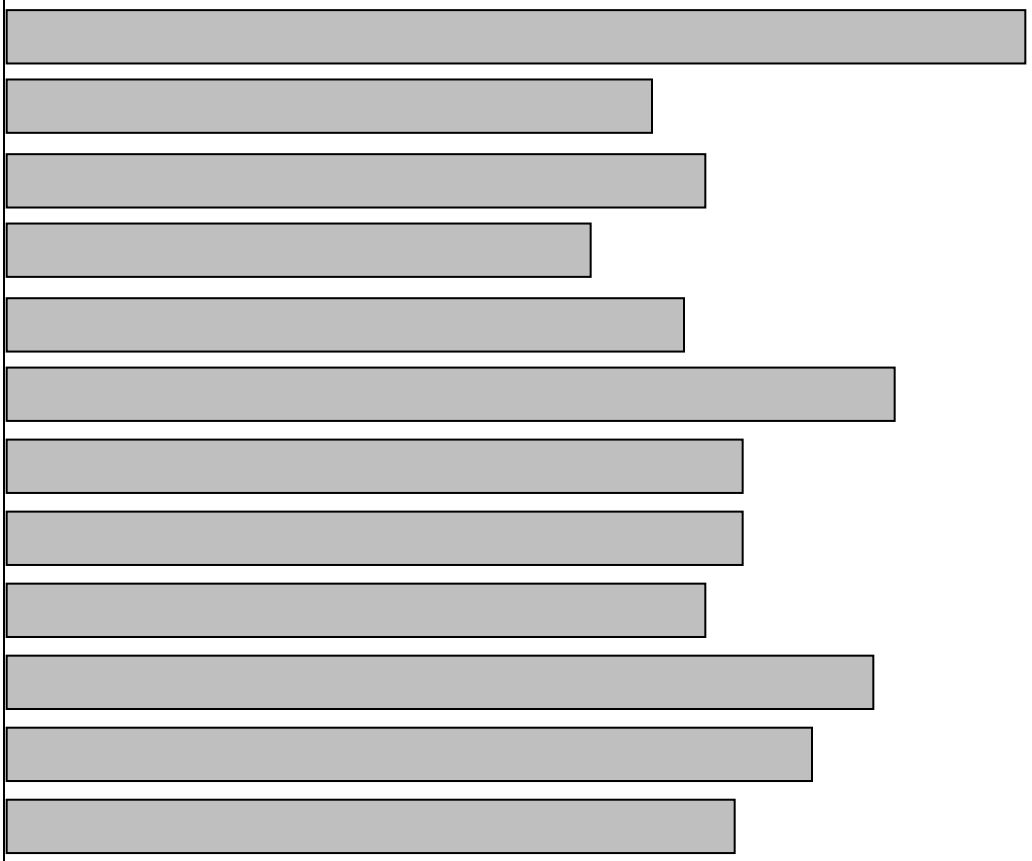


NOVEMBER 2014

Alarms by Month of Year

Dover Fire Department

Time Period From 12/01/2013 to 11/30/2014



Month	Totals
January	134
Febuary	85
March	92
April	77
May	89
June	117
July	97
August	97
September	92
October	114
November	106
December	96
No Date	0
Total Calls	1,196

Incident Run Log

Dover Fire Department

Date Range: From 11/1/2014 to 11/30/2014
Company: All Companies
Sorted by: Not selected

Date	FDID	Incident#	Alarm	###	Address	Suite	Type	Lgth
11/01/2014	30046	2014-000996	00:32	204	BAY TREE RD	B	Central station, malicious false alarm	0.5
11/01/2014	30046	2014-000997	15:06	1289	WALKER RD BUILD K		Smoke detector activation, no fire - unintentional	0.4
11/01/2014	30046	2014-000998	23:23	1001	WHITEOAK RD BLDG A		Smoke detector activation, no fire - unintentional	0.2
11/03/2014	30046	2014-000999	09:48	740	S NEW ST		Hazardous condition, other	0.8
11/03/2014	30046	2014-001000	11:12		ROOSEVELT AVE & S DUPONT HWY		Motor vehicle accident with injuries	0.6
11/03/2014	30046	2014-001001	11:59	318	N DUPONT HWY		Fire, other	0.8
11/03/2014	30046	2014-001002	13:26	120	N STATE ST		Cooking fire, confined to container	0.3
11/04/2014	30046	2014-001003	07:34	901	FOREST ST		Smoke detector activation, no fire - unintentional	0.3
11/04/2014	30046	2014-001004	18:46	922	WHATCOAT DR		No incident found on arrival at dispatch address	0.2
11/05/2014	30046	2014-001005	05:06	1405	S FARMVIEW DR		CO detector activation due to malfunction	0.3
11/05/2014	30046	2014-001006	14:55		PRESIDENT DR		Extrication of victim(s) from vehicle	0.5
11/05/2014	30046	2014-001007	18:09	1570	N DUPONT HWY		Smoke detector activation, no fire - unintentional	0.2
11/06/2014	30046	2014-001008	07:47	901	FOREST ST		Alarm system activation, no fire - unintentional	0.4
11/06/2014	30046	2014-001009	12:38	1700	N DUPONT HWY BLDG L		EMS call, excluding vehicle accident with injury	0.5
11/06/2014	30046	2014-001010	20:49	1115	S GOVERNORS AVE		Passenger vehicle fire	0.7
11/07/2014	30046	2014-001011	16:28	120	N STATE ST		False alarm or false call, other	0.5
11/07/2014	30046	2014-001012	19:11	409	E WATER ST		Building fire	4.2
11/07/2014	30046	2014-001013	19:36		S DUPONT HWY		Motor vehicle accident with injuries	0.2
11/07/2014	30046	2014-001014	22:16	1200	N DUPONT HWY		Malicious, mischievous false call, other	0.3
11/08/2014	30046	2014-001015	06:53		RT 10 OVERPASS & SR1		Good intent call, other	0.3
11/08/2014	30046	2014-001016	18:31	61	EDGEWOOD RD		System malfunction, other	0.3
11/08/2014	30046	2014-001017	19:12	5	RUTHERFORD CT		Smoke detector activation due to malfunction	0.5
11/08/2014	30046	2014-001018	21:45	120	N STATE ST		Good intent call, other	0.3
11/09/2014	30046	2014-001019	04:35	868	WOODCREST DR BLDG G		Malicious, mischievous false call, other	0.4
11/09/2014	30046	2014-001020	16:46	1650	N DUPONT HWY		Extrication of victim(s) from vehicle	1.6
11/09/2014	30046	2014-001021	18:16	310	BILLY MITCHELL		Service Call, other	0.2
11/09/2014	30046	2014-001022	19:31	213	N BRADFORD ST		Smoke detector activation, no fire - unintentional	0.3
11/09/2014	30046	2014-001023	21:54	840	E DIVISION ST		Gas leak (natural gas or LPG)	0.4
11/10/2014	30046	2014-001024	14:00	1200	N DUPONT HWY		Smoke detector activation, no fire - unintentional	0.4
11/10/2014	30046	2014-001025	18:43	30	S NEW ST		Good intent call, other	1.5
11/10/2014	30046	2014-001026	20:16	430	COURT ST		Cooking fire, confined to container	0.4
11/11/2014	30046	2014-001027	14:36	245	S DUPONT HWY		Sprinkler activation, no fire - unintentional	1.3
11/11/2014	30046	2014-001028	15:40	1387	N DUPONT HWY		System malfunction, other	0.5
11/11/2014	30046	2014-001029	23:44	120	N STATE ST		Smoke detector activation, no fire - unintentional	0.3
11/12/2014	30046	2014-001030	04:31	1272	S GOVERNORS AVE		Assist police or other governmental agency	0.5
11/12/2014	30046	2014-001031	10:45	1706	N DUPONT HWY		Detector activation, no fire - unintentional	0.3
11/12/2014	30046	2014-001032	15:06	811	MONROE TERR		Detector activation, no fire - unintentional	0.2
11/12/2014	30046	2014-001033	17:49	1413	S FARMVIEW DR		System malfunction, other	0.3
11/12/2014	30046	2014-001034	18:31	335	CRICKLE CREEK LN		Gas leak (natural gas or LPG)	0.7
11/12/2014	30046	2014-001035	21:48	1200	N DUPONT HWY		System malfunction, other	0.4
11/13/2014	30046	2014-001036	08:07	245	S DUPONT HWY		Gasoline or other flammable liquid spill	0.2
11/13/2014	30046	2014-001037	08:20	1434	COW-MARCH CREEK RD		Cover assignment, standby, moveup	0.8
11/13/2014	30046	2014-001038	18:29	120	N STATE ST		Smoke detector activation due to malfunction	0.3
11/14/2014	30046	2014-001039	14:35	2005	LEIPSIC RD		Outside rubbish fire, other	0.3
11/14/2014	30046	2014-001040	23:49	202	SHEPHARD ST		Electrical wiring/equipment problem, other	0.6
11/15/2014	30046	2014-001041	01:58	1700	N DUPONT HWY BLDG B		Malicious, mischievous false call, other	0.0
11/15/2014	30046	2014-001042	02:51	416	COUNTRY DR		Malicious, mischievous false call, other	0.0
11/15/2014	30046	2014-001043	11:11	400	S QUEEN ST		Smoke scare, odor of smoke	0.0
11/15/2014	30046	2014-001044	11:51	820	CARVEL DR	B	System malfunction, other	0.4
11/15/2014	30046	2014-001045	12:48	591	S DUPONT HWY		Good intent call, other	0.2
11/15/2014	30046	2014-001046	13:37	222	S DUPONT HWY		Detector activation, no fire - unintentional	0.3
11/16/2014	30046	2014-001047	02:31	1200	N DUPONT HWY		Alarm system activation, no fire - unintentional	0.3
11/16/2014	30046	2014-001048	11:45	820	CARVEL DR	B	System malfunction, other	0.3
11/16/2014	30046	2014-001049	13:05	1300	S FARMVIEW DR	A	Cooking fire, confined to container	0.3
11/16/2014	30046	2014-001050	16:57	1570	N DUPONT HWY			0.3
11/16/2014	30046	2014-001051	19:57	930	WHATCOAT DR			0.4
11/16/2014	30046	2014-001052	23:53	2373	KENTON RD		Building fire	2.7
11/17/2014	30046	2014-001053	09:25	500	W LOOCKERMAN ST		Good intent call, other	0.6
11/17/2014	30046	2014-001054	11:07	200	NORTH WEST STREET		Outside rubbish fire, other	0.2

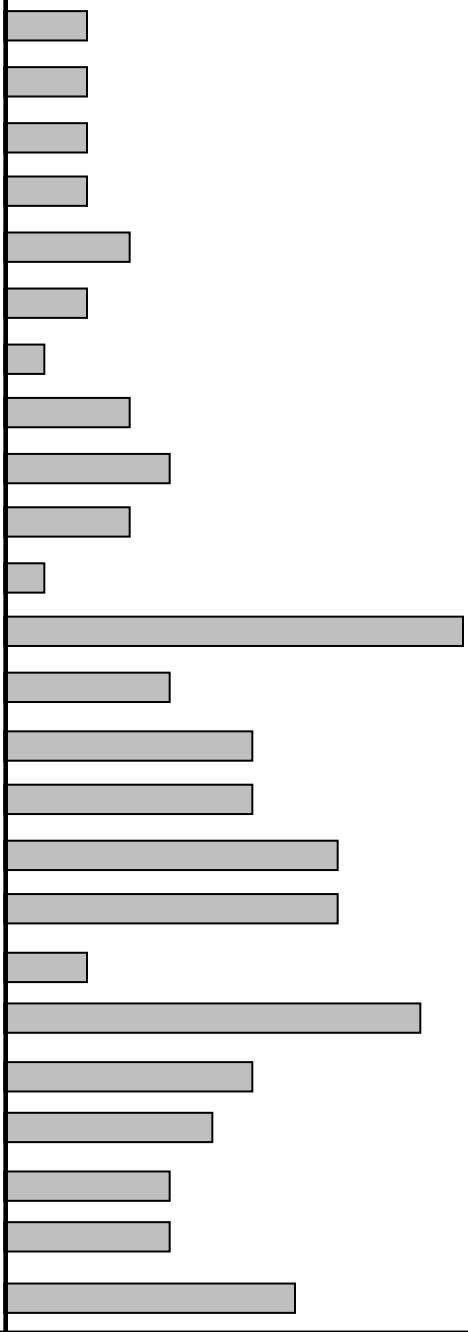
Date	FDID	Incident#	Alarm	###	Address	Suite	Type	Lgth
11/17/2014	30046	2014-001055	13:32	195	WILLIS RD		System malfunction, other	0.3
11/18/2014	30046	2014-001056	01:51	257	N DUPONT HWY		Service Call, other	0.8
11/18/2014	30046	2014-001057	07:09	222	S DUPONT HWY		Smoke detector activation, no fire - unintentional	0.5
11/18/2014	30046	2014-001058	11:25	70	SHERWOOD CT		Unintentional transmission of alarm, other	0.3
11/18/2014	30046	2014-001059	16:44	1365	N DUPONT HWY	3054	Unintentional transmission of alarm, other	0.5
11/18/2014	30046	2014-001060	23:48	223	TRAFALGAR DR		Good intent call, other	0.7
11/19/2014	30046	2014-001061	03:47	1200	N DUPONT HWY		False alarm or false call, other	0.1
11/19/2014	30046	2014-001062	16:16	130	SPRUANCE RD		Water or steam leak	0.4
11/19/2014	30046	2014-001063	16:55	108	WOODLAND DRIVE		Good intent call, other	0.3
11/19/2014	30046	2014-001064	18:26		S DUPONT HWY & S STATE ST		Combustible/flammable gas/liquid condition, other	0.3
11/19/2014	30046	2014-001065	21:49	120	N STATE ST		Smoke detector activation, no fire - unintentional	0.3
11/19/2014	30046	2014-001066	23:14	970	WHATCOAT DR		Malicious, mischievous false call, other	0.2
11/20/2014	30046	2014-001067	15:11	255	WEBBS LN	E	Good intent call, other	0.4
11/21/2014	30046	2014-001068	03:30	1200	N DUPONT HWY		Municipal alarm system, malicious false alarm	0.1
11/21/2014	30046	2014-001069	09:43		WHITEOAK RD OVERPASS & SR1		Grass fire	0.4
11/21/2014	30046	2014-001070	16:25	631	MAPLE PKWY		Public service assistance, other	0.2
11/21/2014	30046	2014-001071	23:38	970	WHATCOAT DR			0.4
11/22/2014	30046	2014-001072	00:56	1200	N DUPONT HWY		Malicious, mischievous false call, other	0.5
11/22/2014	30046	2014-001073	12:28	820	CARVEL DR	B	Smoke detector activation due to malfunction	0.3
11/22/2014	30046	2014-001074	22:07	100	HAMAN DR			0.5
11/22/2014	30046	2014-001075	22:10	201	STOVER BLVD		Local alarm system, malicious false alarm	0.4
11/23/2014	30046	2014-001076	12:52	35	Geenway square		Cooking fire, confined to container	0.6
11/23/2014	30046	2014-001077	15:18	820	CARVEL DR	A	Alarm system sounded due to malfunction	0.0
11/23/2014	30046	2014-001078	18:15	120	N STATE ST		Cooking fire, confined to container	0.6
11/23/2014	30046	2014-001079	20:31	986	WHATCOAT DR			0.4
11/24/2014	30046	2014-001080	11:46	656	N DUPONT HWY		Public service assistance, other	0.1
11/24/2014	30046	2014-001081	15:43	513	ANN MOORE ST		Assist police or other governmental agency	0.5
11/24/2014	30046	2014-001082	16:57	1200	N DUPONT HWY		Alarm system activation, no fire - unintentional	0.4
11/24/2014	30046	2014-001083	20:27	1	Dover High Drive		Alarm system sounded due to malfunction	0.3
11/24/2014	30046	2014-001084	22:47	1	Dover High Drive		False alarm or false call, other	0.2
11/25/2014	30046	2014-001085	04:58	138	N QUEEN ST		Arcing, shorted electrical equipment	0.3
11/25/2014	30046	2014-001086	08:20	3264	UPPER KING ROAD		Assist invalid	1.0
11/25/2014	30046	2014-001087	08:50	1365	N DUPONT HWY	2000	System malfunction, other	0.5
11/25/2014	30046	2014-001088	11:44	324	W WIND DR		Good intent call, other	0.4
11/25/2014	30046	2014-001089	13:30	5	WOODS DR		Building fire	2.5
11/25/2014	30046	2014-001090	14:42	21	N STATE ST		Unintentional transmission of alarm, other	0.1
11/26/2014	30046	2014-001091	15:28	1342	S GOVERNORS AVE		Lock-out	0.2
11/26/2014	30046	2014-001092	15:46	1570	N DUPONT HWY		Electrical wiring/equipment problem, other	0.5
11/26/2014	30046	2014-001093	18:24	1480	MCKEE RD		Smoke detector activation, no fire - unintentional	0.5
11/26/2014	30046	2014-001094	20:55	433	COUNTRY DR		False alarm or false call, other	0.3
11/27/2014	30046	2014-001095	11:21	42	MER WAY		Smoke detector activation, no fire - unintentional	0.3
11/27/2014	30046	2014-001096	13:05	255	WEBBS LN	B	Cooking fire, confined to container	0.4
11/28/2014	30046	2014-001097	11:33	1300	S FARMVIEW DR	L	Malicious, mischievous false call, other	0.3
11/28/2014	30046	2014-001098	17:39	230	BEISER BLVD		Sprinkler activation due to malfunction	0.4
11/29/2014	30046	2014-001099	05:01	159	WILLIS RD		Carbon monoxide incident	0.8
11/29/2014	30046	2014-001100	19:48	102	S GOVERNORS BLVD		Service Call, other	0.1
11/30/2014	30046	2014-001101	14:19	213	KENTWOOD DR		Overpressure rupture from air or gas, other	0.6

Total Number of Incidents: 106
Total Length of Incidents: 51.6 Hours

Alarms by Time of Day

Dover Fire Department

Date Range: From 11/01/2014 to 11/30/2014



Time of Day	Call Count
00:00 - 00:59	2
01:00 - 01:59	2
02:00 - 02:59	2
03:00 - 03:59	2
04:00 - 04:59	3
05:00 - 05:59	2
06:00 - 06:59	1
07:00 - 07:59	3
08:00 - 08:59	4
09:00 - 09:59	3
10:00 - 10:59	1
11:00 - 11:59	11
12:00 - 12:59	4
13:00 - 13:59	6
14:00 - 14:59	6
15:00 - 15:59	8
16:00 - 16:59	8
17:00 - 17:59	2
18:00 - 18:59	10
19:00 - 19:59	6
20:00 - 20:59	5
21:00 - 21:59	4
22:00 - 22:59	4
23:00 - 23:59	7
Total Alarms	106

Manpower Analysis by Incident

Dover Fire Department

Date Range: From 11/1/2014 to 11/30/2014

Incident Type	Incident Count	Number Attended	Average Attended	Total Length (hrs)	Average Length (hrs)	Average Man Hours	Total Man Hours
100-Fire, other	1	23	23.00	0.75	0.75	17.25	17.25
111-Building fire	3	87	29.00	9.35	3.12	91.26	273.77
113-Cooking fire, confined to container	6	128	21.33	2.64	0.44	9.54	57.24
131-Passenger vehicle fire	1	23	23.00	0.67	0.67	15.41	15.41
143-Grass fire	1	7	7.00	0.42	0.42	2.94	2.94
150-Outside rubbish fire, other	2	7	3.50	0.53	0.27	0.80	1.60
220-Overpressure rupture from air or gas, other	1	26	26.00	0.63	0.63	16.38	16.38
321-EMS call, excluding vehicle accident with injury	1	13	13.00	0.52	0.52	6.76	6.76
322-Motor vehicle accident with injuries	2	50	25.00	0.86	0.43	9.55	19.10
352-Extrication of victim(s) from vehicle	2	42	21.00	2.00	1.00	20.45	40.90
400-Hazardous condition, other	1	21	21.00	0.77	0.77	16.17	16.17
410-Combustible/flammable gas/liquid condition, other	1	10	10.00	0.25	0.25	2.50	2.50
411-Gasoline or other flammable liquid spill	1	8	8.00	0.22	0.22	1.76	1.76
412-Gas leak (natural gas or LPG)	2	28	14.00	1.05	0.53	6.58	13.15
424-Carbon monoxide incident	1	1	1.00	0.83	0.83	0.83	0.83
440-Electrical wiring/equipment problem, other	2	28	14.00	1.11	0.55	7.79	15.59
445-Arcing, shorted electrical equipment	1	2	2.00	0.27	0.27	0.54	0.54
500-Service Call, other	3	12	4.00	1.10	0.37	1.37	4.10
511-Lock-out	1	11	11.00	0.22	0.22	2.42	2.42
522-Water or steam leak	1	9	9.00	0.43	0.43	3.87	3.87
550-Public service assistance, other	2	14	7.00	0.29	0.15	0.79	1.58
551-Assist police or other governmental agency	2	15	7.50	0.92	0.46	3.41	6.81
554-Assist invalid	1	21	21.00	1.00	1.00	21.00	21.00
571-Cover assignment, standby, moveup	1	10	10.00	0.80	0.80	8.00	8.00
600-Good intent call, other	9	115	12.78	4.68	0.52	5.82	52.40
622-No incident found on arrival at dispatch address	1	11	11.00	0.22	0.22	2.42	2.42
651-Smoke scare, odor of smoke	1	8	8.00	0.02	0.02	0.16	0.16
700-False alarm or false call, other	4	53	13.25	1.07	0.27	4.61	18.44
710-Malicious, mischievous false call, other	7	80	11.43	1.73	0.25	3.28	22.97
711-Municipal alarm system, malicious false alarm	1	2	2.00	0.13	0.13	0.26	0.26
714-Central station, malicious false alarm	1	18	18.00	0.52	0.52	9.36	9.36
715-Local alarm system, malicious false alarm	1	21	21.00	0.40	0.40	8.40	8.40
730-System malfunction, other	8	109	13.63	3.02	0.38	5.31	42.50
731-Sprinkler activation due to malfunction	1	23	23.00	0.43	0.43	9.89	9.89
733-Smoke detector activation due to malfunction	3	43	14.33	1.12	0.37	5.44	16.31
735-Alarm system sounded due to malfunction	2	51	25.50	0.67	0.33	8.60	17.19
736-CO detector activation due to malfunction	1	1	1.00	0.28	0.28	0.28	0.28
740-Unintentional transmission of alarm, other	3	64	21.33	0.96	0.32	6.10	18.31

Incident Type	Incident Count	Number Attended	Average Attended	Total Length (hrs)	Average Length (hrs)	Average Man Hours	Total Man Hours
741-Sprinkler activation, no fire - unintentional	1	19	19.00	1.27	1.27	24.13	24.13
743-Smoke detector activation, no fire - unintentional	11	173	15.73	3.81	0.35	5.63	61.88
744-Detector activation, no fire - unintentional	3	56	18.67	0.82	0.27	4.99	14.98
745-Alarm system activation, no fire - unintentional	3	21	7.00	1.13	0.38	2.72	8.16
Blank. Incident Type not Entered	5	86	17.20	2.00	0.40		72.23
Total and Averages for all Incident Types	106	1,550	14.62	51.91	0.49		949.94

Simultaneous Calls

Dover Fire Department

Time Period From 11/1/2014 to 11/30/2014
FDID 30046

Incident#	Start	End	Same Time	Address	M.A. Rec?	Call Type
2014-001012	11/07/14 19:11	11/07/14 23:24	2014001013	409 E WATER ST	No	Struc-Hydrant Multi-Fam,Commercial
2014-001013	11/07/14 19:36	11/07/14 19:50	2014001012	S DUPONT HWY	No	Rescue - Vehicle
2014-001014	11/07/14 22:16	11/07/14 22:33	2014001012	1200 N DUPONT HWY	No	Struc-Hydrant Multi-Fam,Commercial
2014-001020	11/09/14 16:46	11/09/14 18:19	2014001021	1650 N DUPONT HWY	No	Rescue - Vehicle
2014-001021	11/09/14 18:16	11/09/14 18:30	2014001020	310 BILLY MITCHELL	No	Misc - Service Call
2014-001027	11/11/14 14:36	11/11/14 15:52	2014001028	245 S DUPONT HWY	No	Struc-Hydrant Multi-Fam,Commercial
2014-001028	11/11/14 15:40	11/11/14 16:07	2014001027	1387 N DUPONT HWY	No	Struc-Hydrant Multi-Fam,Commercial
2014-001074	11/22/14 22:07	11/22/14 22:37	2014001075	100 HAMAN DR	No	Struc-Hydrant Multi-Fam,Commercial
2014-001075	11/22/14 22:10	11/22/14 22:34	2014001074	201 STOVER BLVD	No	Struc-Hydrant Multi-Fam,Commercial
2014-001086	11/25/14 08:20	11/25/14 09:20	2014001087	3264 UPPER KING ROAD	No	Assist Aerial
2014-001087	11/25/14 08:50	11/25/14 09:18	2014001086	1365 N DUPONT HWY	No	Struc-Hydrant Multi-Fam,Commercial
2014-001089	11/25/14 13:30	11/25/14 15:57	2014001090	5 WOODS DR	No	Struc-Hydrant Single-Fam Dist.
2014-001090	11/25/14 14:42	11/25/14 14:50	2014001089	21 N STATE ST	No	Struc-Hydrant Multi-Fam,Commercial

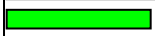
Total Incidents: 13

Total Receiving Aid: 0

NFIRS Response Times

Dover Fire Department

Date Range: From 11/1/2013 to 11/30/2014

Fractile Response Times		Based on Time of Alarm to Time Arrived on Scene		
Fractile Response (Minutes)	Total Number of Calls	Total Calls	Percent of Calls	Cumulative Percent
0:00 - 0:59		80	6.39	6.39
1:00 - 1:59		60	4.80	11.19
2:00 - 2:59		91	7.27	18.47
3:00 - 3:59		26	2.08	20.54
4:00 - 4:59		137	10.95	31.49
5:00 - 5:59		151	12.07	43.57
6:00 - 6:59		48	3.84	47.40
7:00 - 7:59		169	13.51	60.91
8:00 - 8:59		160	12.79	73.70
9:00 - 9:59		41	3.28	76.98
10:00 - 10:59		141	11.27	88.25
11:00 - 11:59		70	5.60	93.84
12:00 - 12:59		17	1.36	95.20
13:00 - 13:59		25	2.00	97.20
14:00 - 14:59		15	1.20	98.40
15:00 - 15:59		10	0.80	99.20
16:00 - 16:59		1	0.08	99.28
17:00 - 17:59		3	0.24	99.52
18:00 - 18:59		2	0.16	99.68
19:00 - 19:59		0	0.00	99.68
20:00 - 20:59		2	0.16	99.84
21:00 - 21:59		1	0.08	99.92
22:00 - 22:59		0	0.00	99.92
23:00 - 23:59		0	0.00	99.92
24:00 - 24:59		1	0.08	100.00
25:00 - 25:59		0	0.00	100.00
26:00 - 26:59		0	0.00	100.00
27:00 - 27:59		0	0.00	100.00
28:00 - 28:59		0	0.00	100.00
29:00 - 29:59		0	0.00	100.00
30:00 - 30:59		0	0.00	100.00
31:00 - 31:59		0	0.00	100.00
32:00 - 32:59		0	0.00	100.00
33:00 - 33:59		0	0.00	100.00
34:00 - 34:59		0	0.00	100.00
35:00 - 35:59		0	0.00	100.00
36:00 - 36:59		0	0.00	100.00
37:00 - 37:59		0	0.00	100.00
38:00 - 38:59		0	0.00	100.00
39:00 - 39:59		0	0.00	100.00
40:00 - 40:59		0	0.00	100.00
41:00 - 41:59		0	0.00	100.00
42:00 - 42:59		0	0.00	100.00
43:00 - 43:59		0	0.00	100.00
44:00 - 44:59		0	0.00	100.00
45:00 - 45:59		0	0.00	100.00
46:00 - 46:59		0	0.00	100.00
47:00 - 47:59		0	0.00	100.00
48:00 - 48:59		0	0.00	100.00
49:00 - 49:59		0	0.00	100.00
	Total NFIRS Reports Evaluated	1,251	100.00	100.00
	Total Average	00:06:51		

FY 14-15 City Funded Account Balance Sheet

ACCOUNT	BUDGET	SPENT	BALANCE
Apparatus Repairs & Maintenance	$ 85,300.00	$ 38,428.55	$ 46,871.45
Building Maintenace Supplies	$ 1,500.00	$ 373.16	$ 1,126.84
Contractual Services	$ 10,500.00	$ -	$ 10,500.00
Electricity	$ 45,000.00	$ 20,837.23	$ 24,162.77
Gasoline	$ 20,000.00	$ 7,781.90	$ 12,218.10
Heating Expenses- Gas	$ 16,000.00	$ 1,220.43	$ 14,779.57
Medical Supplies	$ 1,000.00	$ -	$ 1,000.00
Office Supplies	$ 2,000.00	$ 304.07	$ 1,695.93
Other Equipment Repairs	$ 2,000.00	$ -	$ 2,000.00
Program Expenses	$ 37,000.00	$ 28,683.41	$ 8,316.59
Radio Repairs	$ 2,000.00	$ 283.75	$ 1,716.25
Safety & Security	$ 1,500.00	$ 476.47	$ 1,023.53
Small Tools	$ 4,500.00	$ 6,362.36	$ (1,862.36)
Telephone	$ 10,000.00	$ 2,998.73	$ 7,001.27
Training & Travel	$ 10,000.00	$ 3,325.00	$ 6,675.00
Uniforms & Firefighting Gear	$ 30,000.00	$ 25,918.22	$ 4,081.78
Water/ Sewer	$ 3,000.00	$ 1,199.42	$ 1,800.58

Balance as of: 11/30/14

Robbins Hose Company # 1, Inc.
Profit & Loss Detail
November 2014

Type	Num	Name	Memo	Split	Amount	Balance
Ordinary Income/Expense						
Expense						
Apparatus Repairs & Maintenance						
Check	1215	Kunkel Auto Supply	Invoice # 055028882- Hyper Wash	City Fund /	139.51	139.51
Check	1218	Atlantic Emergency Solutions	MOR4891MOP- Eng 2 - LED lights	City Fund /	709.00	848.51
Check	1218	Atlantic Emergency Solutions	MOR4853MOP- Rescue 1 DOT	City Fund /	3,507.88	4,356.39
Check	1218	Atlantic Emergency Solutions	MOR4866MOP- Eng 2 breather filter	City Fund /	752.98	5,109.37
Check	1218	Atlantic Emergency Solutions	MOR4871MOP- Lad 2- front suspension	City Fund /	261.25	5,370.62
Check	1227	Atlantic Emergency Solutions	Invoice # MOS2219P	City Fund /	32.52	5,403.14
Check	1228	Delaware Fire & Safety Equipme	Repaired broken vavle on triple siamese	City Fund /	135.00	5,538.14
Total Apparatus Repairs & Maintenance					5,538.14	5,538.14
Electricity						
Check	1220	City of Dover Utility	Acct # 44343-32052	City Fund /	2,271.57	2,271.57
Check	1221	City of Dover Utility	Acct # 44255-31966	City Fund /	472.06	2,743.63
Total Electricity					2,743.63	2,743.63
Gasoline						
Check	1213	City of Dover	Sept. Unleaded charges	City Fund /	347.68	347.68
Check	1213	City of Dover	Sept. Bio-Diesel charges	City Fund /	1,330.09	1,677.77
Total Gasoline					1,677.77	1,677.77
Heating Expenses- Gas						
Check	1219	Chesapeake Utilities	Station 1 from 10/03 to 11/04	City Fund /	331.10	331.10
Check	1229	Chesapeake Utilities	Station2 from 09/25 to 10/28	City Fund /	6.58	337.68
Total Heating Expenses- Gas					337.68	337.68
Office Supplies						
Check	1213	City of Dover	Postage- Sept. charges	City Fund /	25.15	25.15
Check	1225	W.B. Mason	Inv- I21176303- Copy Paper	City Fund /	27.99	53.14
Total Office Supplies					53.14	53.14
Program Expenses						
Check	1211	Airpower International	Invoice # 28950	City Fund /	134.95	134.95
Check	1212	Chief Technologies, LLC	Quarterly host services	City Fund /	342.00	476.95
Check	1217	Witmer Public Safety	Invoice # 1570111- Repair MSA Thermal Ima	City Fund /	4,720.00	5,196.95
Total Program Expenses					5,196.95	5,196.95
Safety & Security Material						
Check	1222	Rommel's ACE	Invoice-39486- wire ties	City Fund /	18.99	18.99
Check	1222	Rommel's ACE	Invoice-39688	City Fund /	23.98	42.97
Check	1223	The Trophy Man	Name tags for lockers	City Fund /	24.00	66.97
Total Safety & Security Material					66.97	66.97
Small Tools						
Check	1210	Austin & Pruitt	recouple 5 " hose	City Fund /	2,445.00	2,445.00
Total Small Tools					2,445.00	2,445.00

Robbins Hose Company # 1, Inc.
Profit & Loss Detail
November 2014

Type	Num	Name	Memo	Split	Amount	Balance
Telephone						
Check	1213	City of Dover	Verizon September charges	City Fund /	270.92	270.92
Check	1213	City of Dover	Cavalier September charges	City Fund /	22.29	293.21
Check	1224	Verizon Wireless	IPAD Services	City Fund /	300.20	593.41
Total Telephone					593.41	593.41
Training & Travel Expenses						
Check	1214	Delaware State Fire School	Fire Inspector1-Haz Mat-EVO-Basic F/F Skills	City Fund /	1,450.00	1,450.00
Total Training & Travel Expenses					1,450.00	1,450.00
Uniforms						
Check	1216	Municipal Emergency Services	Invoice # 00571195_SNV	City Fund /	477.11	477.11
Check	1226	Municipal Emergency Services	Inv.- 00557556_SNV- 3 pr. bunker pants	City Fund /	2,596.77	3,073.88
Total Uniforms					3,073.88	3,073.88
Water/Sewer						
Check	1220	City of Dover Utility	Acct # 44345-32054	City Fund /	59.50	59.50
Check	1220	City of Dover Utility	Acct # 44341-32050	City Fund /	14.49	73.99
Check	1221	City of Dover Utility	Acct # 44253-31964	City Fund /	33.47	107.46
Total Water/Sewer					107.46	107.46
Total Expense					23,284.03	23,284.03
Net Ordinary Income					-23,284.03	-23,284.03
					-23,284.03	**-23,284.03**











Dover Police Department

Monthly Report

To

Mayor and City Council

"To Protect and Serve"

November 2014

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

January 12, 2015

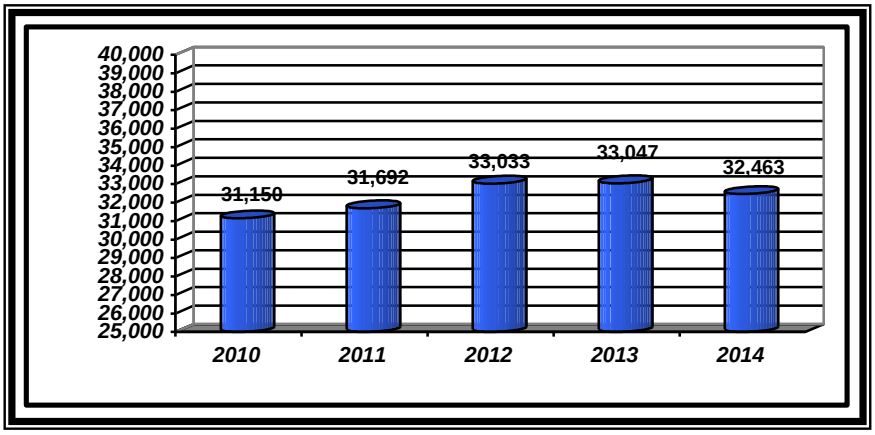
Honorable Robin Christiansen, Mayor
Members of Dover City Council
City Hall
Dover, DE 19901

Mayor Christiansen and Council Members:

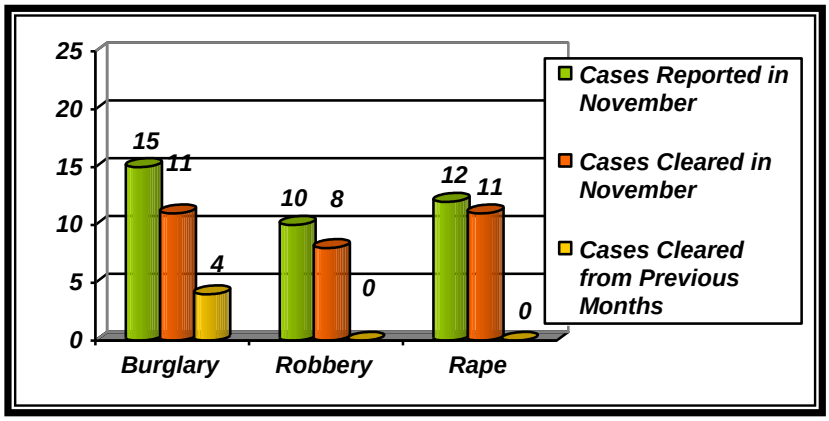
The following is the monthly report for Dover Police Department activities for the month of November2014:

COMPLAINTS

Total complaints received through October 31st, numbered 32,463, this is a decrease of 584 complaints over the same time period last year.



CRIMINAL INVESTIGATIONS

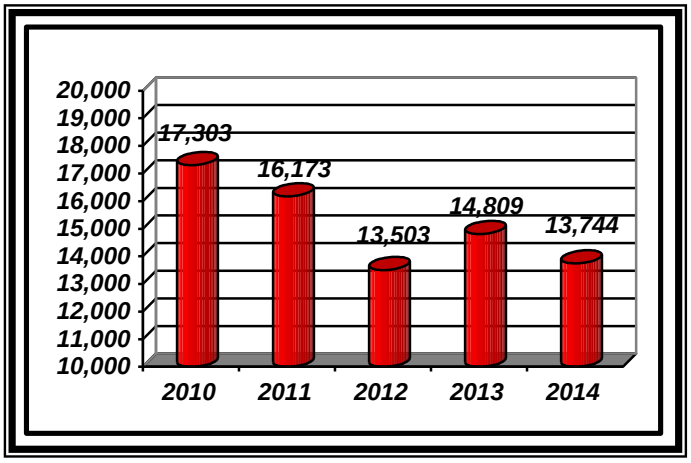


COMMUNITY POLICING/QUALITY OF LIFE SECTION

ENFORCEMENT ACTION	Contacts
ABANDONED VEHICLES	0
ALCOHOL VIOLATIONS/DUI'S	0
ASSIST OTHER	0
WARRANTS ON FILE	0
BIKE ON SIDEWALK	0
CITY PARK VIOLATIONS	0
CRIMINAL ARRESTS	0
DRUG RELATED ARRESTS	0
LOUD MUSIC	0
MISCELLANEOUS VIOLATIONS	0
PARKING VIOLATIONS	40
PEDDLER	0
MEETINGS	85
PROSTITUTION	0
COLLECTION OF DELINQUENT DCO'S	0
WANTED CHECKS/CPC'S	0
TRAFFIC ARRESTS	6
WARNINGS	1
FUGITIVE	0
TOTAL CONTACTS	**132**

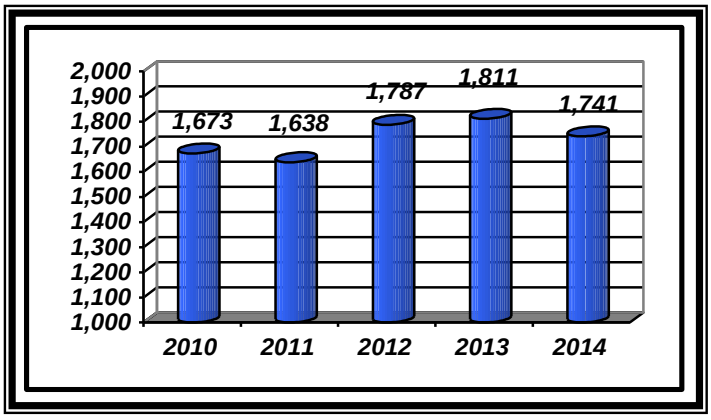
TRAFFIC ARRESTS

The department issued 13,744 traffic citations through this reporting period. This is a decrease of 1,065 citations over the number issued during the same period last year.

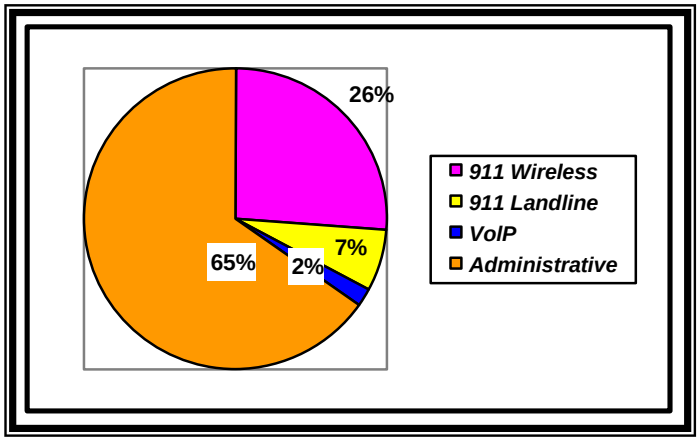


TRAFFIC CRASHES

Through November 30th, Dover Police investigated 1,741 traffic crashes. This is a decrease of 70 crashes investigated during the same period last year.



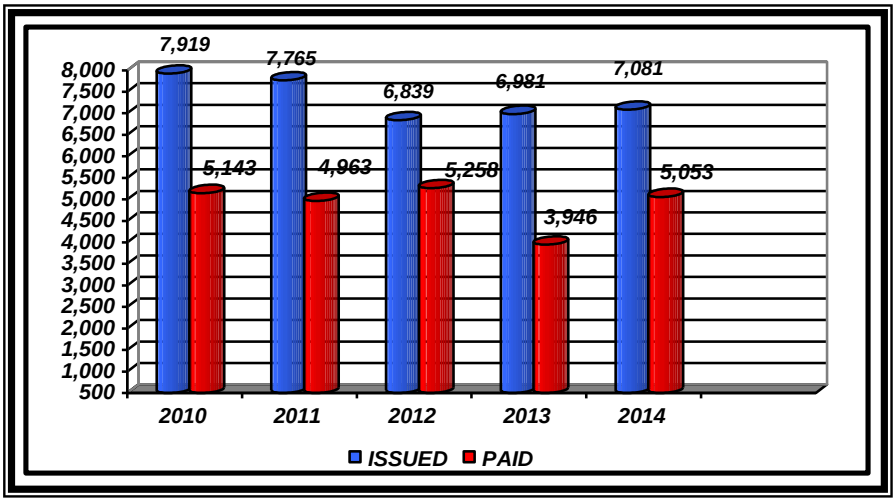
911 CENTER



During the month of November, the Dover Police Department handled a total of 9,112 calls averaging 304 calls per day. Dispatchers handled 2,388 calls on the 911 wireless lines, 610 calls on the 911 landlines, and 164 calls on the Voice Over Internet Protocol lines, the remaining 5,950 were administrative calls.

CITY ORDINANCE SUMMONS

*Through November 30th, we issued 7,081 City ordinance summons, an increase of 100 summonses over the same period last year. *Note: Of those summonses issued in November, 76 DCO's were issued for handicapped parking violations, 19 for fire lane parking violations, 58 for false alarms (0, for 1-2, 40, for 3-5 alarms, 11, for 6-9 alarms, 5, for 10-15 alarms, and 2, for 16 or more alarms) and17 for noise violations (8 for vehicle violations and 9 for residence violations).*



Please visit our website at www.doverpolice.org for up to date information on crimes and activities in the City of Dover.

Respectfully Submitted,

Paul M. Bernat

Paul M. Bernat
Chief of Police

ACTION FORM

PROCEEDING: Council	
DEPARTMENT OF ORIGIN: Electric	**DATE SUBMITTED**: December 19, 2014
PREPARED BY: Harry A. Maloney – Electric Director	
SUBJECT: General Scott Switchgear	
REFERENCE: N/A	
RELATED PROJECT: N/A	
REVIEWED BY: City Manager, Controller	
EXHIBITS: RFP Tabulation / Evaluation of Bids	
EXPENDITURE REQUIRED: **$560,975.27**	**AMOUNT BUDGETED**: $1,137,600.00
FUNDING SOURCE (Dept./Page in CIP & Budget): Electric Engineering / Page 146 FY15	
TIMETABLE: Commence upon Council approval	
RECOMMENDED ACTION: Staff recommends awarding the contract to low bidder: Power Electronics, Inc.	

BACKGROUND AND ANALYSIS

This project will replace the metal clad switchgear and replace the distribution breakers at the General Scott Substation as they have reached the end of their useful life. The General Scott Substation carries the industrial and residential electric load on the west side of Dover. The current station distribution switchgear was installed in 1985. Additionally, the breakers have numerous moving parts, including plastic components that tend to fail with age resulting in miss-operation of the breaker. Replacing the switchgear will reduce the possibility of outages due to aged equipment failure. Another feeder will be added to the substation to provide 12kV feed to a large commercial customer. Due to the rate tariffs, this 12kV feed will increase revenue should it become the primary feed, which is currently in discussion.

There were seven bids submitted. Power Consulting Engineers, our contracted engineering firm, evaluated the bids and found Power Electronics, Inc. meeting all specifications and the low bidder. Our recommendation is to award the contract to Power Electronics, Inc. for $560,975.27.

City of Dover
RFP Tabulation

RFP Number: 15-0017EL RFP Opening: December 10, 2014, 2:00 pm

RFP Title: General Scott Substation Switchgear

Vendor Name	Price Bid	Comments
ABB Inc. Jacqueline Armanious 655 Century Pt Lake Mary, FL 32746 407-732-2853	Total Bid: $ 678,090.00	
AZZ Switchgear Systems Gregg R. Crane 7911 Old US Hwy 54 Fulton, MO 65251 573-592-1252 573-592-1352 mjfeinco@aol.com	Total Bid: $ 730,508.00	
EATON Kevin Friedrick 1000 Cherrington Pky Moon Twp, PA 15108-4321 402-609-4754 Fax 402-734-0622	Total Bid: $ 711,356.00	
Electro-Tech Industries Rebecca Houche 8541 E. North Belt Dr. Humble, TX 77396 832-644-8462 Fax 832-644-5257 Rebecca.h@electro-tech.us	Total Bid: $ 607,085.50	
Ferrie Franzmann Industries, LLC DBA ESS Metron Rod Brown 1505 W. Third Ave Denver, CO 80223 435-630-7110 rbrown@essmetron.com	Total Bid: $ 727,435.00	

City of Dover
RFP Tabulation

Myers Power Products Paul Biedenbach 219 E. Maple St. North Canton, OH 44720 330-834-3200 x2207 Fax 330-834-3717 pbiedenbach@controlledpower.com	Total Bid: $ 683,375.00	
Power Electronics Inc. Ernie Allison 3011 Millington RD. Millington, MD 21651 410-928-7699 eallison@powerelec.com	Total Bid: $ 560,975.27	
	Total Bid: $	

POWER
CONSULTING ENGINEERS

4652 Lawrenceville Hwy.
Suite 200
Lilburn, GA 30047-3623
Phone – 770-935-5595
Fax – 770-935-5579

Mr. Harry Maloney
City of Dover
Electric Department Director
P.O. Box 475,
Dover, Delaware 19903

RE: General Scott Substatin
Arc Resistant Switchgear

Dear Mr. Maloney:

In response to our invitation to bid on your General Scott Switchgear Building project, we received proposals from seven contractors. The bids, opened on Wednesday, December 10, were as follows:

Contractor	Total Bid
Power Electronics, Inc.	$560,975.27
Electro-Tech Industries	$607,085.50
ABB, Inc.	$678,090.00
Myers Power Products	$683,375.00
Eaton Corporation	$711,356.00
Ferrie Frenzmann Industries, LLC	$727,435.00
AZZ Switchgear Systems	$730,508.00

Our Engineers Estimate was $700,000.00 which is consistent with the bids received.

After evaluating the proposals, we are recommending that you execute a contract with Power Electronics, Inc. in the amount of $560,975.27.

If you have any questions, or need additional information, please do not hesitate to contact us.

Very truly yours,

POWER CONSULTING ENGINEERS

Daryl R. Dunahoo, P.E.
Principal Engineer

ACTION FORM

PROCEEDING: City Council	**AGENDA ITEM NO.:**
DEPARTMENT OF ORIGIN: Public Works	**DATE SUBMITTED**: 12/29/14
PREPARED BY: Sharon Duca, P.E., Public Works Director/City Engineer	
SUBJECT: Evaluation of Bids – West Dover Connector Road Utility Relocations	
REFERENCE: CIP- Wastewater: Inflow/Infiltration Removal, Water: Water Quality Improvements	
APPROVALS: City Manager, Controller	
EXHIBITS: Map	
EXPENDITURE REQUIRED: $1,256,988.00	**AMOUNT BUDGETED**: See Below
FUNDING SOURCE (Dept./Page in CIP & Budget): Department of Public Works- Wastewater Management, CIP Project Name: Inflow / Infiltration Removal Account 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. Department of Public Works-Water Management, CIP Project Name: Water Quality Improvements Account No.: 417-6800-568.40-31.	
TIME TABLE: Notice to proceed to be issued within thirty (30) days of Council approval. Project anticipated to be completed in 120 calendar days.	
RECOMMENDED ACTION: Award the contract to Teal Construction, Inc. for the City of Dover West Dover Connector Road Utility Relocation Project, Bid #15-0018PW, for the amount of $1,256,988.	

BACKGROUND AND ANALYSIS

This capital investment project originated from the development of a DelDOT road construction project called the West Dover Connector. The new road will divert traffic from the south of Dover through a road that originates at Rodney Village and will connect to Saulsbury Road, adjacent to Eden Hill Farms. The current City owned infrastructure within the scope of the project is deteriorating, therefore, the utilities are proposed to be upgraded in advance of the road construction work to avoid replacement after the new road is completed.

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 #15-0018PW. Bids were opened on December 3, 2014. The City of Dover received the following bids for the project:

Contractor Name	Address	Water Subtotal	Wastewater Subtotal	Project Total
Daisy Construction	102 Larch Circle, Newport, DE 19804	$373,800	$957,800	$1,331,600
Mumford & Miller Conc., Inc.	1005 Industrial Drive, Middletown, DE 19709	$354,875	$934,205	$1,289,080
Reybold Construction	106 East Scotland Drive, Bear, DE 19701	$378,750	$920,980	$1,299,730
Teal Construction*	**612 Mary Street, Dover, DE 19904**	**$335,017**	**$921,971**	**$1,256,988**

** - Teal evaluated price was $1,219,278.36 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 $177,800 for the water improvements and $584,500 for the wastewater improvements, totaling $762,300. The scope changed slightly from the original estimate, specifically, an additional 6 sanitary sewer manholes. The three (3) major price differences were, pipe installation, traffic control and well pointing. The pipe installation estimate was approximately $100/lf less than the bid price. The traffic control estimate from the engineer was approximately 33% of the bid price. Finally, the well pointing estimate was 65% of 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 / ENCUMBERED**	**SAVINGS / REMAINING**	**REQUIRED FOR PROJECT**
					$921,971
Wastewater	Original West Dover Connector Wastewater Project	$584,500	-	$584,500	$337,471
Wastewater	FY15 Inflow and Infiltration Project Remaining Funds	$103,600	-	$103,600	$233,871
Wastewater	WW1206 Brandywine Pump Station	$365,500	$338,300	$27,200	$206,671
Wastewater	WW1302 Lakeview Drive Pump Station (Design)	$15,000	$5,200	$9,800	$196,871
Wastewater	WW1304 Garrison Oak Technical Park Sewer (Pennoni Purchase Order)	$365,000	$274,000	$91,000	$105,000
Wastewater	FY15 Vehicle Purchasing Savings	$277,300	$245,900	$31,400	$73,600
Wastewater	WW1504 Lakeview Drive Pump Station (Construction)	$450,000	$407,400	$42,600	$31,000
Wastewater	II1501 Misc. Emergency Inflow & Infiltration Repairs	$200,000	$169,000	$31,000	$0

WATER					
FUNDING SOURCE	**DESCRIPTION**	**BUDGET**	**SPENT / ENCUMBERED**	**SAVINGS / REMAINING**	**REQUIRED FOR PROJECT**
					$335,017
Water	Original West Dover Connector Water Project	$177,800	-	$177,800	$157,217
Water	FY15 Water Quality Improvement Project Remaining Funds	$157,300	-	$157,300	$0

Based on the above, staff recommends awarding the contract to Teal Construction, Inc., in the amount of $1,256,988 for the West Dover Connector Road Utility Relocation Project.

Exhibit A

West Dover Connector - Road Utility Relocations



0 145 290 580 Feet

N

Legend

- Utility Relocation Area
- Parcel Lines
- Fire Hydrants
  - 1500 GPM
  - 1000 - 1499 GPM
  - 500 - 999 GPM
  - Below 500 GPM
- Dead End
- Sanitary Manhole
- Pump Station
- Service Line
- Sanitary Force Main
- Reducer
- Service Connection
- Meter Pit
- Hydrant Valve
- Division Valve
- Curb Stop/Meter Pit
- Curb Stop/House
- Curb Stop
- Blow Off
- Water Main: 1", 2", 3", 4", 6", 8", 10", 12", 14", 16", 20"
- Sanitary Sewer Line: 10", 12", 15", 16", 18", 20", 21", 24", 27", 30", 35", 36", 4", 6", 8"

Date Printed: December 23, 2014
File: m:\gis_data\projects\tech_mxds
\jason_lyon_maps\caf_maps
\caf_w_dover_connector_2
Department: Public Works GIS
City of Dover, Delaware

ACTION FORM

PROCEEDING: Council **AGENDA ITEM NO.:**

DEPARTMENT OF ORIGIN: Public Works – Facilities **DATE SUBMITTED**: 12-29-14

PREPARED BY: Sharon Duca, P.E., Public Works Director/City Engineer

SUBJECT: Acceptance of Proposal – SCADA Equipment Technology Upgrade (Water)

REFERENCE: N/A

RELATED PROJECT: N/A

APPROVALS: City Manager, Controller

EXHIBITS: Proposal and Sole Vendor Information from Whel-Tech, Inc.

EXPENDITURE REQUIRED: $241,090.88* **AMOUNT BUDGETED**: $249,000

FUNDING SOURCE (Dept./Page in CIP & Budget): Water Management, Capital Investment Plan, Account No.: 417-6800-568.40-31.

* = Costs to be divided as follows:

Fiscal Year	Budget	Proposal
FY 2015	$78,000	$75,697.60
FY 2016	$83,000	$80,339.45
FY 2017	$88,000	$85,053.83
TOTAL	**$249,000**	**$241,090.88**

TIME TABLE: Public Works Director will execute proposal and provide a notice to proceed within ten (10) days of Council approval.

RECOMMENDED ACTION: Staff recommends awarding the proposal for SCADA equipment material to the sole vendor, Whel-Tech, Inc., for a three (3) year amount of $241,090.88.

BACKGROUND AND ANALYSIS

This project involves the replacement of antiquated and/or obsolete equipment related to the SCADA (Supervisory Control and Data Acquisition) system, which controls water production. This equipment includes, but is not limited to, Remote Telemetry Units (RTUs), Master Telemetry Unit (MTU) and Radios. SCADA is used to remotely operate the wells, for reporting, on a constant basis, the status of the City of Dover's water production wells as well as the Water Treatment Plant. The equipment being replaced would be outdated, or unable to be repaired.

The components outlined in this proposal are part of a proprietary system; therefore, we are required to purchase the equipment for the SCADA upgrade from the authorized distributor of ICS Healy-Ruff products. Sole source letter enclosed.

It is recommended that this three (3) year contract for the proposal of material delivery be awarded to Whel-Tech, Inc. This is due to the fact that Whel-Tech, Inc. is the sole source provider of the equipment that is currently being utilized by the Water Treatment & Production staff.

This project is essential for the Water Treatment Plant Division to operate the water supply to the customers of the City of Dover. The current SCADA infrastructure is outdated and new equipment and appurtenances

are required to support the system. Additional costs that could arise from not proceeding with this project include, but are not limited to, increased personnel time to manually obtain information from the infrastructure, as well as manually operate wells, tanks and other components as is needed to properly operate a pressurized system. This increased response time will result in decreased system reliability.

WHEL-TECH, INC.

Manufacturers Representative
2 FOREST DRIVE CATONSVILLE, MARYLAND 21228
PHONE:(410) 744-5308, FAX:(410) 744-6062

COVER SHEET

TO: **John Sisson**
COMPANY: **Dover**
PHONE NO:

PAGES: **3**
DATE: **12/9/2014**
Email: **JSISSON@dover.de.us**

Ref: Dover Deep Well Control panel Upgrade Rev3

Whel-Tech Inc. is pleased to provide a quotation for control panels to replace the existing Siemens Microcat panels at the Deep Well sites.

The Well RTU Panels includes the following ICS Healy-Ruff/Siemens equipment, components and engineering services:

1. Four- (4) **Well Remote Telemetry Unit Panels** each consisting of an ICS/Siemens IntraLink logic controller processor unit in a NEMA 4X Fiberglass wall mounted enclosure. The equipment will be designed for 120 Volt AC with operational battery backup and has a dedicated telephone line modem.

These RTU Panels **each** include:

a. Incoming Control Power Terminal Circuit Breaker
b. Condensation, freeze protection heater & thermostat
c. Lightning/Surge protection and EMI filter.
d. Required system dc power supply.
e. Power supply charger and solid gel battery providing 12-volt, 18-amp hour (AH) operational backup.
f. ICS/Siemens IntraLink model LC2000 microprocessor based monitoring, control and alarming control unit with integral input/output signal capability (12 DI, 8 DO, 6 AI, 0 AO). This logic controller has future expandable local input/output capability. Also provided is the on-board standard protocol RS285 serial interface to the Telephone Line Modem.
g. ICS/Siemens IntraLink model OI3000 Operator Interface Display rated NEMA 4 and mounted on an inner swing-out panel. The OI3000 includes a 128 x 64-pixel backlit display with a (20)-position keypad that will allow the Operator to configure and interface the water facilities control and monitoring parameters.
h. ICS/Siemens Intralink Analog Output module
i. Four- (4) interposing relays for wiring alarm digital outputs.
j. UL 508 label

2. **ICS RTU Panel Engineering** services providing complete hardware design . These services include the following as a minimum:

a. Panel design submittal will include three- (3) copies to Owner plus one- (1) copy for the Whel-Tech, Inc. records.
b. Well RTU panel layout drawings and wiring diagrams.
c. Three- (3) copies of the ICS final panel design Operation and Maintenance Manuals, including ICS standard drawings and hardware catalog specifications.

***NOTE:** All RTU control and monitoring software configuration and programming provided by the Owner, the City of Dover, Delaware. Price does not include programming software or programming training.*

WHEL-TECH, INC.

Manufacturers Representative
2 FOREST DRIVE CATONSVILLE, MARYLAND 21228
PHONE:(410) 744-5308, FAX:(410) 744-6062

3. **ICS Panel Factory Test:** The Well RTU Panels will be tested based on the approved panel design drawings

4. **ICS Warranty:** twelve- (12) months from date of final acceptance not to exceed eighteen- (18) months from date of shipment to the job-site.

5. **Freight and Insurance** to the job-site c/o Whel-Tech, Inc. is included.

Price for Items 1 through 5 is $75,697.60 net; excluding all taxes –order placed in 2014 or January of 2015
Price for Items 1 through 5 is $80,339.45 net; excluding all taxes –order placed in Feb. of 2015 – Dec. 2015
Price for Items 1 through 5 is $85,053.83 net; excluding all taxes –order placed in 2016

General Exclusions: Unless specifically referenced above, Whel-Tech excludes the following**:**

A. All RTU control and monitoring software configuration and programming are not included.
B. Radio, Radio path study, Radio license Upgrade, Antenna, Antenna cable etc. are not included
C. Spare parts and field startup is not included.
D. RTU Installation Material and Labor are not included.
E. Instrumentation and Controls field mounted sensors and required field devices other than those outlined in the above scope of supply are not included.
F. ISA S5.4 Loop drawings and/or P&ID drawings are not included.
G. Motor Controls and/or associated electrical devices (Motor Control Center – MCC) are not included.
H. Variable Frequency Drives and/or associated electrical devices (VFD) are not included.
I. Modification, removal, relocation and/or electrical reconnection to any existing control panels are not included.
J. Concrete work of any kind is not included.
K. Installation and final termination of all wires or cables is not included.
L. Jobsite progress or preconstruction meeting attendance is not included.
M. Receipt, storage, rigging, setting in place, installing or terminating equipment or instrument is not included.
N. Building Permits and/or Local Building Authority Inspection are not included.
O. Performance or Payment Bonds are not included.
P. Incidental, consequential or liquidated damages of any kind are not included.
Q. Any federal, state or local sales, use or other tax are not included.

Proposed Project Schedule:

Submittal, final delivery and onsite startup schedule still to be determined.

STANDARD DELIVERY: Drawing submittal 8 weeks after acceptance of order, delivery 12-14 weeks after submittal approval. Whel-Tech's commitment to deliver in accordance within the contract schedule is contingent upon a prompt receipt of order, prompt negotiations of terms and conditions and a prompt submittal review/approval process. Our timeline for delivery schedules will begin once terms and conditions are negotiated and agreed upon by buyer and seller.

Delivery and Storage:

Freight allowed to job site, net F.O.B. Shipping Point. Off-loading and storage at site is the responsibility of others.

Terms:

WHEL-TECH, INC.

Manufacturers Representative
2 FOREST DRIVE CATONSVILLE, MARYLAND 21228
PHONE:(410) 744-5308, FAX:(410) 744-6062

Quotation is valid for 365 days. Based on Whel-Tech General Terms and Conditions of sale, copy attached. An invoice for the total purchase price will be issued upon shipment. Invoice payment terms net 30 days (based upon credit approval).

In accordance with Sarbanes-Oxley procedures/rules, Whel-Tech requires negotiated terms and conditions prior to working on any projects.

Thank you for this opportunity to be of service to you. If you have any questions, please don't hesitate to call.

Respectfully Submitted,
Whel-Tech Inc.

Ruth Whelley

water and wastewater control solutions

Instrument Control Systems ICS HEALY-RUFF

Instrument Control Systems, Inc. • 13005 16th Avenue North, Suite 100 • Plymouth, MN 55441

Telephone: 763-559-0568 • Fax: 763-559-2187 • Web: www.icshealyruff.com

December 8, 2014

Dover, City of, Water Production

P.O. Box 475

Dover, DE 19903

Attention: Mr. John Sisson

Subject: ICS Healy-Ruff Representation for the State of Maryland and Delaware

Dear Mr. Sisson,

This letter is to inform you that Whel-Tech Inc. at 2 Forest Drive, Catonsville, MD 21228 is by contract agreement with ICS Healy-Ruff the exclusive representative for the entire state of Maryland and Sussex and Kent counties in the state of Delaware. Whel-Tech Inc. is authorized to promote the sale of all ICS Healy-Ruff products and Integrated Systems for use by a municipal or governmental entity. As such, all inquiries for products and systems should be forwarded to them.

If you have any further question or concerns please do not hesitate to contact me.

Sincerely,

John Buesgens

ICS Healy Ruff

North East Account Representative

763-231-3914

Cc: Whel-Tech Ruth Whelley, President

City of Dover

OFFICE OF THE MAYOR

January 12, 2015

The Honorable Jack Markell
Office of the Governor
150 Martin Luther King Jr. Blvd. South, 2nd Floor
Dover, DE 19901

Dear Governor Markell:

As Mayor of the City of Dover, I experience many of the same fiscal challenges that you, as our Governor face. These challenges seem to become more difficult each year, so we each have our work cut out for us.

Today, I'm writing to ask for your support in finding a path forward for our casino industry, and most particularly as it relates to our state capitol. As you probably know, Dover Downs is our city's second largest private sector employer and is our single largest revenue generating business for the city. This 45 year-old company has just short of 1800 workers on-site every day, earning a living and creating economic benefit across our city and state. Last year Dover Downs paid $3.5 million in taxes and fees to Dover.

Everyone is aware that the casinos have made an enormous impact on the financial well-being of the Delaware community. For reasons beyond their control, they are now faced with challenges to their very survival. They were there for us when we needed them and I hope you agree with me that the state now needs to be there for them.

So again, for the sake of my city and the many workers at Dover Downs, I ask that you actively support a realistic, workable resolution to the industry's current issues. Doing so will be in the best long-term interest of all Doverites and Delawareans. Thank you.

Sincerely,

Robin R. Christiansen
Mayor

ACTION FORM

PROCEEDING: Legislative, Finance, and Administration Committee	**AGENDA OF:** 01-12-2015
DEPARTMENT OF ORIGIN: Police Department	**DATE SUBMITTED**: 12-18-2014
PREPARED BY: Captain Tim Stump, Administrative Division Commander	
SUBJECT: Addition of 10 police officers to the workforce, bringing the authorized strength to 102.	
EXHIBITS: Permission to Recruit Form, Hiring Justification Outline, and Wage and Benefit Information Form for Employee Hiring and Transfers	
TIMETABLE: Due to time constraints with enrolling new recruits into the March 2015 Academy, we are asking for consideration by City Council on 01-12-2015	
RECOMMENDED ACTION: **Committee and Council Approval to Increase authorized strength to 102 officers**	

BACKGROUND AND ANALYSIS

The Dover Police Department's authorized strength is currently 92 officers. It is essential for the department to maintain the appropriate number of personnel to provide all levels of safety for the citizens of Dover. However, due to the demands and needs of local businesses and citizens of this city, we are in need of additional officers to effectively serve this community. Currently 23 officers, or 25%, of the sworn police officers in the department are eligible to retire which would create major issues if there were to be a mass exodus. We need to focus our efforts on enhancing our Community Policing practices. Programs such as Neighborhood Watch, PAL (Police Athletic League), and Safety Awareness meetings will be implemented or improved upon. These programs will help create an even stronger bridge between our department and the community we serve. During manpower shortages, the Community Policing Unit is the first unit that is depleted as we continually transfer members of that unit back to the Patrol Unit or other Special Units.

In 2012 we conducted a Workload Assessment and according to the Bartell Formula, which is used to determine manpower needs, it revealed that we are in need of 12 additional police officers. As a result, we are asking for 10 new police officers. We would like this to be done in two waves. A group of 5 new officers would attend the Delaware State Police Academy in March of 2015 and the remaining 5 would attend in September of 2015.

/tm

PERMISSION TO RECRUIT REQUEST

TO: CITY MANAGER **DATE:** JANUARY 12, 2015

FROM: CHIEF PAUL M. BERNAT **DEPARTMENT:** DOVER POLICE DEPARTMENT

TITLE OF POSTION: Police Officer **NUMBER OF POSITIONS REQUESTED: 10**

TYPE OF POSITION: (select one)

Regular Full-Time	☒	Regular Part-Time	☐
Temporary Full-Time	☐	Temporary Part-Time	☐

START EMPLOYMENT ON: **Five (5) recruits to start academy in March of 2015 and five (5) to start academy in September of 2015, for a total of 10.**

OPENING IS DUE TO: (select one)

Termination	☐	Transfer	☐	Retirement	☐
Promotion	☐	Resignation	☐	New Position	☒

Other: **N/A**

NAME OF PREVIOUS EMPLOYEE: **N/A**

***TYPE OF RECRUITMENT DESIRED:** *All out-of-house job postings will be advertised in local newspapers (State News & Dover Post), website and Dover TV.*

PLEASE INDICATE ADDITIONAL WEBSITES OR PROFESSIONAL ORGANIZATIONS FOR RECRUITMENT:
Along with the publications listed above, we will also advertise in the News Journal.

Paul M. Bernat

Department Head Signature

Approved ☐ Denied ☐	Financial & Budgetary Review Completed ☐
City Manager	Controller

Hiring Justification Outline

1. **Explain the principal function of this job.**

   The principal function of this position is to ensure security for the citizens of Dover. The new hire would be responsible for enforcing the laws of the State of Delaware within the limits of the City of Dover.

2. **Explain why this position is critical and cannot go unfilled or postponed**.

   The department's authorized strength is currently 92 officers. It is essential for the department to maintain personnel to provide all levels of safety for the citizens of Dover. However, due to the demands and needs of local businesses and citizens of this city, we are in need of additional officers to effectively serve the community. Currently 25% (23 officers) of the sworn police officers in the department are eligible to retire which would create major issues if there were to be a mass exodus. We need to focus our efforts on enhancing our Community Policing practices. Programs such as Neighborhood Watch, PAL (Police Athletic League), and Safety Awareness meetings will prove more effective. During manpower shortages CPU is the first unit that is depleted as we always transfer members of that unit back to Patrol. In 2012 we conducted a Workload Assessment and according to the Bartell Formula, it revealed that we are in need of 12 additional police officers to support the complaint load. As a result, we are asking for a total of 10 new police officers. We would like this to be done in two waves. A group of 5 new officers would attend the Delaware State Police Academy in March of 2015 and the remaining 5 would attend in September of 2015.

3. **How would City services diminish if this position were not filled or postponed at this time?**

   The demands on the Police Department are becoming greater with a variety of services requested. We are turning down requests on a more frequent basis with the strain on the current manpower and without an increase in our authorized strength; we are going to continue to struggle to fill these needs and will become unable to continue to provide the level of services the citizens are accustomed to receiving.

4. **Are there other employees whose ability to perform would be diminished by not filling or postponing this position?**

   Yes, the department's performance would diminish overall by not maintaining staffing needs to provide security and safety for all citizens within the City of Dover.

5. **Is there a person that can be promoted into these positions and whose position is less critical at this time and can go unfilled permanently or temporarily?**

   No. These positions will be that of a new police officer.

6. **Can one or more existing employees absorb the duties of these positions?**

   No. Please see above.

7. **Could a temporary person be hired to fill these positions for 60 days?**

   No, due to the intense amount of training required to be a Dover Police Officer, and the costs involved in sending recruits to the Delaware State Police Academy, it is not feasible to fill these positions temporarily.

8. **Grade / Salary Information**

   Patrolman / POL-01 $45,999.47 X 10

Dover Police Department

FY15-FY16 Police Officer Payroll Costs

Cost for Ten Officers: Five Hires in Mar 15 and Five Hires in Sep 15

Item	Rate	FY15 (Mar-Jun 15) 5 Officers	FY16 (Annual) 10 Officers	FY17 (full year) 10 Officers	FY18 (full year) 10 Officers	FY19 (full year) 10 Officers	Total 5-Year Cost	Remarks
Salary	annual	76,245	465,933	541,770	565,620	588,360	2,237,928	FOP union contract rates
Unscheduled Overtime	bgt amt*	9,034	49,809	54,500	54,500	54,500	222,343	
Shift Differential	bgt amt*	1,587	8,750	9,575	9,575	9,575	39,062	
Social Security	6.20%	4,727	28,889	33,590	35,070	36,480	138,756	
Medicare	1.45%	1,106	6,754	7,860	8,200	8,530	32,450	
Health Insurance	set amt*	22,834	125,902	137,758	137,758	137,758	562,010	employee + spouse
Life Insurance	0.19%	143	868	1,010	1,050	1,090	4,161	
Worker's Compensation	3.95%	3,008	18,388	21,380	22,320	23,220	88,316	
AD&D	0.04%	28	165	200	200	210	803	
Vision Insurance	set amt*	66	366	400	400	400	1,632	
OPEB	11.90%	9,073	55,448	64,470	67,310	70,010	266,311	
Retirement	13.50%	10,293	62,897	73,140	76,360	79,430	302,120	
Total Benefits		61,899	358,236	403,883	412,743	421,203	1,657,964	
Total Salary + Benefits		138,144	824,169	945,653	978,363	1,009,563	3,895,892	
Training, Uniforms, Equipment & Ammo		55,260	55,260	2,700	6,860	6,860	126,940	
Totals		193,404	879,429	948,353	985,223	1,016,423	4,022,832	

City of Dover
Wage and Benefit Information for Employee Hiring and Transfer Request

DEPARTMENT/DIVISION ORIGINATING REQUEST: POLICE

HIDE COLUMNS

Position	Current Grade/Step	Reason	Person	Separation Date	FY15 Wages Budgeted	FY15 Benefits Budgeted	FY15 Total Budgeted Wages & Benefits	% Year Wages Used	# Mos. Benefits Used	To Date Wages Paid	To Date Benefits Paid	Lump Sum Vacation/Sick Payment	FY14 Total Paid To Date	Balance	Remarks
Accessions													-		
Budgeted Retirements	($220,700 budgeted and				220,700.00	-	220,700.00	n/a	-	-	-	54,040.30	137,596.68	83,103.32	includes pmts to Fortney,
Totals							**220,700.00**						**137,596.68**	**83,103.32**	

Position	Position	Reason		Hire Date	FY15 Salary	FY15 Benefits	Total Pay	% Year Wages Needed	# Mos. Benefits Needed	Wages	Benefits		Total Pay Needed	Remarks
New Positions														
Police Officer	Ptlm	New Hire	TBD	3/1/15	45,999.00	37,649.69	83,648.69	33.2%	4.0	15,248.98	12,481.13		27,730.11	
Police Officer	Ptlm	New Hire	TBD	3/1/15	45,999.00	37,649.69	83,648.69	33.2%	4.0	15,248.98	12,481.13		27,730.11	
Police Officer	Ptlm	New Hire	TBD	3/1/15	45,999.00	37,649.69	83,648.69	33.2%	4.0	15,248.98	12,481.13		27,730.11	
Police Officer	Ptlm	New Hire	TBD	3/1/15	45,999.00	37,649.69	83,648.69	33.2%	4.0	15,248.98	12,481.13		27,730.11	
Police Officer	Ptlm	New Hire	TBD	3/1/15	45,999.00	37,649.69	83,648.69	33.2%	4.0	15,248.98	12,481.13		27,730.11	
Totals					**229,995.00**	**188,248.45**	**418,243.45**			**76,244.92**	**62,405.65**		**138,650.57**	
Balance													**($55,547.25)**	

12/15/14 current balances

Officer	retire date	sick hrs	vac hrs	total hrs	Paid #	hrly rate	Paid $
Fortney	**8/16/14**	**1433**	**212**	**1645**	**1015**	**42.21**	**42,843.15**
Humphrey	**10/11/14**	**1274.5**	**292**	**1566.5**	**1255**	**43.06**	**54,040.30**
Harrington	**10/30/14**	**876.5**	**69**	**945.5**	**945.5**	**43.06**	**40,713.23**
Total							**137,596.68**
Budget / Balance						**220,700.00**	**83,103.32**

DO NOT DELETE

FY15 start 7/1/14

6/30/15

The dates in this column are used in the formulas at left.

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