COUNCIL COMMITTEE OF THE WHOLE

The Council Committee of the Whole Meeting was held on September 27, 2016 at 6:00 p.m., with Council President Slavin presiding (departed at 7:00 p.m. and returned at 7:03 p.m.). Members of Council present were Mr. Anderson (arrived at 6:20 p.m.), Mr. Sudler (departed at 7:01 p.m.), Mr. Neil (arrived at 6:15 p.m.), Mr. Cole (arrived at 6:09 p.m.), Mr. Hosfelt, Mr. Hare, and Mr. Hutchison. Mr. Lewis and Mayor Christiansen were absent. Civilian members present for their Committee meetings were Mr. Keller and Mr. Shelton (*Safety Advisory and Transportation*), and Mr. Shevock and Dr. Stewart (*Legislative, Finance, and Administration*).

SAFETY ADVISORY AND TRANSPORTATION COMMITTEE

The Safety Advisory and Transportation Committee met with Councilman Hosfelt presiding.

AGENDA ADDITIONS/DELETIONS

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

Request for Four-Way Stop Sign - Wyoming Avenue and Westview Terrace

Mr. Scott Koenig, City Manager, advised members that Second District Councilman William F. Hare received a petition from area residents interested in the potential installation of a four-way stop condition at the intersection of Wyoming Avenue and Westview Terrace. The engineering staff in the Department of Public Works determined that a four-way stop was justified at this location based on the current Manual on Uniform Traffic Control Devices (MUTCD). In addition, Mr. Koenig indicated that there had been consistent speeding complaints on this section of road. Speed monitoring signs had been installed previously, but the dangerous conditions had persisted. He stated that staff had no objections to the request and had made preparations for the installation of the four-way stop at the referenced intersection. Mr. Koenig explained that, after roadside message boards were placed to alert motorists to the upcoming stop installation, several complaints and/or concerns were voiced by area residents regarding the planned installation. This item was placed on the Committee agenda to receive public comment and final direction on the request.

Mr. Koenig informed members that Wyoming Avenue was scheduled for the FY 17 paving program and would be paved by the end of the fiscal year, noting that bids for the program were scheduled for consideration by Council during their meeting scheduled for October 10, 2016. He explained that there is also potential for a change in traffic volumes in this area related to the opening of the West Dover Connector. Mr. Koenig indicated that although this bypass would not really reduce speeding, it may reduce the total number of cars traveling through the area, at least in the short term. He stated that staff's recommendation was that the four-way stop condition meets the technical merits and, if public comment is favorable, staff would prepare to install the signs either now or after the paving project; however, if the testimony indicates that they would like to wait, staff is prepared to wait until a future date to install the signs.

Staff recommended the installation of a four-way stop condition at the intersection of Wyoming Avenue and Westview Terrace; however, final action should consider any public testimony received at the committee meeting.

Referring to the MetroCount Traffic Executive Speed Bin Chart, Mr. Hare stated that approximately 31,000 cars, or a rough average of 3,100 cars per day, traveled Wyoming Avenue in a 10-day period, according to this police survey. Approximately 19.4% of the traffic was traveling between 35 and 60 miles per hour (m.p.h.). Mr. Hare indicated that Police Chief Paul Bernat had stated that there was a speeding problem on Wyoming Avenue. Mr. Hare noted that he had been out on a day when the police were issuing tickets and they had already issued six (6) tickets by 12:30 p.m, when Mr. Hare had to leave.

Deputy Police Chief Marvin Mailey stated that the speed limit in the area was 25 m.p.h. He reviewed the MetroCount Traffic Executive Speed Bin Chart, explaining that there were 9,390 vehicles, or 29.8%, at 25 to 30 m.p.h.; 13,433, or 42.7%, at 30 to 35 m.p.h.; 4,776, or 15.2%, from 35 to 40 m.p.h.; and 1,055, or 3.2%, at 40 to 45 m.p.h.

Mr. Hosfelt stated that the majority of vehicles were traveling between 30 and 40 m.p.h.

Deputy Chief Mailey stated that the Police Department had been conducting enforcement in this area. He noted that traditionally police officers allow 15 m.p.h. over the speed limit in the City of Dover; however, this area had been a concern over several years, officers had been out there periodically, and officers had restricted the speed to 10 m.p.h. over the limit and were stopping vehicles on that basis. Deputy Chief Mailey stated that officers were continuing to see more cars in the area and stopping more traffic, and they would continue to do so.

Mr. Anthony DePrima, 575 Westwood Drive, stated that he had lived in the Woodbrook neighborhood for 25 years and had never had a problem getting onto or crossing Wyoming Avenue due to high speeds or high volume, unless there was a bicycle race going on. He did not deny that there was speeding in the area, stating that there had been speeding since he moved there, as well as a law enforcement presence. Mr. DePrima indicated that the speeds and the volumes do not cause a problem for accessing the street or crossing it. He stated that he opposed a stop sign at Westview Terrace and Wyoming Avenue, believing that it was an unnecessary inconvenience that would not work for the goal that was being established. Mr. DePrima explained that he had talked to a number of his neighbors who indicated that they did not understand the proposal and did not see a problem. He asked if those neighbors could stand and provide their names and addresses, and the following individuals did so: Mr. Jeramie Forbes, 524 Westwood Drive; Mr. Don Stein, 522 Woodsedge Road; Mr. Tom Bursler, 523 Westwood Drive; Mr. Jeff Buttillo, 551 Westwood Drive; Mr. Jerry Abrams, 1110 Woodsedge Road; Mr. Ralph Taylor, 1017 Westview Terrace; and Mrs. Marsha Lees; 1014 Westview Terrace. *(City Clerk's Office Note: The petition requesting the installation of stop signs on the east-west intersection of Wyoming Avenue and Westview Terrace included the signatures of Mr. Ralph Taylor and Mrs. Marsha Lees.)*

Mr. DePrima stated that he had not obtained a petition, although he believed he could have done so since many people felt the same way that he did. He explained that he travels this road several times a day and felt that the proposed stop sign would be a nuisance to the approximately 3,000 people who would have to stop there every day, according to the traffic count cited. In addition, Mr. DePrima stated that one (1) of his neighbors pointed out that there are times when several cars stopped at the red light on Governors Avenue are all released when the light turns green. He felt that when these cars reach the proposed stop sign, they will each have to stop repeatedly as they wait for the cars in front of them to cross the four-way stop. Mr. DePrima reiterated that a four-way stop would not help the problem. He had analyzed the traffic study and believed it was flawed because the eastbound flasher on Wyoming Avenue was not working during the study, he had never seen it working, and it was still not working. Mr. DePrima believed that these types of flashing signs are effective and that speeds in the study were a little higher because the flasher was not functioning.

Mr. DePrima stated that, in terms of the volume of traffic, if the number of cars counted were compressed into an 18-hour period, they would equate to three (3) cars per minute, or one (1) car passing every 20 seconds on average. He felt that sitting at a stop sign for an average of 20 seconds would feel like a long time to drivers. Mr. DePrima stated that, when looking at the numbers in the study, the majority of cars were actually traveling between 25 and 35 m.p.h., and the average speed was 31 m.p.h.

Mr. DePrima felt that a four-way stop would not be an effective control because stop signs are safety control rather than speed control devices. He noted that there was not a safety problem at this location, stating that Chief Bernat had brought up this point with him, and there was not a record of accidents at this location. Mr. DePrima advised that a stop sign only affects the speeds in front of the sign as cars are starting to slow, and a car going between 30 and 35 m.p.h. requires between 110 and 140 feet to come to a stop. Outside of this range, there would still be a speeding problem. He stated that Mr. Hare had advised him that people were having a hard time getting out of their driveways; however, Mr. DePrima explained that there were only two (2) driveways within 150 feet of the stop sign, since residents on the north side of the road exit out onto an alley. He also believed that traffic volumes would decrease once the West Dover Connector opens. Mr. DePrima noted that cars were traveling from the south of Dover up State Street and Governors Avenue, making a left turn onto Wyoming Avenue and a right turn onto New Burton Road to go work at Playtex, Dover High School, or General Foods, and this would definitely change when the Connector is complete.

Mr. DePrima reiterated that a four-way stop was not an effective speed control measure and this was not a safety issue. As a solution he recommended fixing the eastbound flasher, which had not worked since he could remember, and bringing back enforcement to the levels that were there before the flashers were installed. Mr. DePrima stated that his neighbors agreed that enforcement had left once the flashers were installed, and the motorcycle policemen that had been a standard had gone away, probably because the business went away. He noted that Chief Bernat had advised him that he had instructed traffic units to drop the standard for tickets from 15 m.p.h. over the speed limit to 10 m.p.h. over, which Mr. DePrima felt was a good move. He believed that bringing enforcement back, giving out tickets, and fixing the flasher would result in slower speeds. Mr. DePrima stated that if there continued to be a problem after the West Dover Connector was finished, measures should be considered that are designed to slow traffic over the whole length of the road. He

indicated that there are many kinds of traffic calming measures, noting that Council was discussing one (1) such measure on State Street, and suggested not treating just a 300-foot section of the road but the whole road if enforcement does not work.

Ms. Laura Hauss, 1155 Yearsley Drive, stated that she travels down Wyoming Avenue at least 10 times per day and she is opposed to the proposed stop sign. She advised that she was not opposed to stop signs in general, and noted that 30 years ago she had petitioned the City of New York to upgrade an intersection with poorly placed stop signs to a four-way flasher, although they did not do this until there was a fatal accident. Ms. Hauss believed that the current situation was the opposite of the problem in New York City since people would not expect a stop sign in this location, and there would probably be accidents where there had not been any previously. She stated that many people start speeding around the corner from New Burton Road and suggested that this would be a good place to address the problem, rather than in the middle of Wyoming Avenue. Ms. Hauss indicated that there are several accidents each year on State Street and Wyoming Avenue and she had never seen any measures to address this situation. She did not think a four-way stop would address the problem of those having trouble getting out of their driveways because it would produce a line of cars waiting, noting that the intersection is especially busy in the morning rush hour and this would make their problem worse.

Ms. Elizabeth Hauss, 1155 Yearsley Drive, stated that she was against the stop sign and agreed with Mr. DePrima's comments. She indicated that she had lived there most of her life and is an avid runner who crosses this intersection twice on her daily runs, but had rarely waited to cross because the traffic moves so smoothly. Ms. Hauss did not see the benefit of a stop sign because this is a safety feature, not a speed feature. She felt that the petition with 30 people in support of the measure was completely irrelevant if it was not determined how many people were against it, and questioned if everyone in the area had been surveyed to see who was opposed. Ms. Hauss advised that she had seen much more dangerous intersections throughout Dover that do not get any attention, and questioned if this was because they were not a special interest. She noted that there had been numerous fatal pedestrian accidents on State Street and Governors Avenue that had not been addressed, yet the intersection being discussed somehow warranted taxpayers' money. Ms. Hauss believed that the overpass would decrease traffic and eliminate those people who are speeding when trying to get to work. She stated that she was unsure why action was being taken now, noting that the problem may go away once the overpass is complete. Ms. Hauss believed that the people who are speeding were most likely not from the neighborhood, since people have more respect for their own neighborhoods in most cases. Ms. Hauss stated that she opposed the four-way stop overall, but would definitely like to see what happens after the overpass is in.

Mrs. Marsha Lees, 1014 Westview Terrace, thanked those who time the lights at Governors Avenue and State Street, stating that this is a great rotation. She advised that this allows traffic to go through efficiently late at night and this intersection was one of the best in Dover. Mrs. Lees advised that she was against the stop sign at Wyoming Avenue and Westview Terrace. She felt that Wyoming Avenue was as wide as Webb's Lane, which is a 35 m.p.h. street and, even though it has a school operating at times, it is a straight and efficient shot between Governors Avenue and New Burton Road. It was her opinion that the speed limit should be 35 m.p.h. on Wyoming Avenue and that speed bumps would be more effective for speed control because people are more worried

about their cars than about the issues of time. Mrs. Lees indicated that she had lived in Atlanta and Denver and had been involved in City matters, traffic, and safety, and the engineers that she spoke to agreed that stop signs were not for speed control. She also favored waiting until the new Connector goes in.

Mrs. Debbie Grinstead, 320 Wyoming Avenue, informed members that she and her husband, Alan, had lived at this location for almost 15 years. She stated that when they first moved there, there were hardly any children on the street or in the neighborhood; however, there were now numerous children. Mrs. Grinstead stated that speeding had gotten progressively worse, and she had made calls about this on numerous occasions. She advised that they now have grandchildren and are very concerned, noting that it is a beautiful neighborhood with sidewalks, but there is constant speeding on the road. Mrs. Grinstead stated that those who oppose the stop sign do not live on Wyoming Avenue. She indicated that she would be more than happy to wait for a car, noting that she was almost hit today when backing out of her driveway prior to the arrival of a police officer who was monitoring speed. Mrs. Grinstead stated that she did not care about herself getting hit but was concerned about the children and safety in the neighborhood. She was grateful that no children or animals had been hit but questioned if it would have to come to that. Mrs. Grinstead acknowledged that a stop sign may not stop every occurrence; however, she felt that it would at least slow traffic down to the point where cars would not start off again and reach 60 m.p.h. before reaching the next stop between New Burton Road and Governors Avenue. Mrs. Grinstead stated that members could opt for speed bumps if they chose. She explained that she and her husband observe speeding constantly while sitting on their porch, especially on weekends when police patrol does not seem to be as strong and there is drag racing down the street. Mrs. Grinstead suggested putting the stop sign in and removing it if the bypass takes traffic away, stating that if everyone was worried about taxpayer money, she would pay for the stop sign. She indicated that she did not want to see someone's child hurt because a few people were inconvenienced by stopping for an average time of 20 seconds.

Mr. Richard Cook, 516 Wyoming Avenue, stated that he had seen the traffic and the scofflaws on Wyoming Avenue increase dramatically. He stated that he did not agree with everything that had been said about the speed and statistics. Mr. Cook noted that the speed limit was 25 m.p.h., but those who drive at 30 m.p.h. or less comprised 37.9% of the traffic and approximately 62% were driving faster than that. He noted that almost 20% drive between the speeds of 35 and 60 m.p.h., and one (1) out of every five (5) cars on Wyoming Avenue was exceeding the speed limit by at least 10 m.p.h.

Mr. Cook referred to Mr. DePrima's comment that only two (2) driveways back out onto Wyoming Avenue near the intersection and informed members that one (1) of those driveways was his and there were two (2) additional driveways on the other side of Westview Terrace. He stated that if members wanted to change the speed limit, they should do that; however, if they wanted public safety, they must find a way to allow people to live on the street and not be concerned about whether a feral cat or a child chasing a ball into the street would be hit. Mr. Cook stated that a way must be found to slow traffic down. He advised members that the idea of a stop sign would be to provide a temporary pause between New Burton Road and Governors Avenue about midway. He indicated that it would not matter where the sign was, noting that it could be at Westview Terrace

or Sunset Terrace, but Monroe Terrace would be a little too close to Governors Avenue to have any effect. Mr. Cook indicated that the two (2) electronic speed indicator signs installed on Wyoming Avenue cost a lot of money and were supposed to warn people of the 25 m.p.h. speed limit. He agreed that the sign on the west end of Wyoming Avenue had been out of operation for a while and was unsure why. Mr. Cook believed that the presence of the speed sensor signs was an admission by the City that there was a problem and stated that something should be tried to alleviate the problem. He felt that the police presence absolutely works because people see the police and slow down, noting that some people have applications on their phones that advise where the police are, which lets them know to slow down. Mr. Cook stated that the problem is with these people who know they are breaking the law and noted that this is a high-traffic road.

Mr. Cook advised that tonight was the first time that he had heard that there was consideration of paving the road and believed that making it smoother would exacerbate the problem. He did not feel it was an inconvenience to stop at a stop sign, noting that stopping while traveling 25 m.p.h. does not take a lot of time, although traveling at higher speeds would require more braking and more time. Mr. Cook indicated that there was also a lot of cell phone use. He asked members to seriously consider this safety issue.

Mr. Ralph Taylor, 1017 Westview Terrace, stated that his neighborhood is fantastic, mature, and involved, and his neighbors socialize, have block parties, and do things together. He felt that this was a great place to live and raise kids. Mr. Taylor stated that the neighborhood was in transition and, since it is an area where young people with children can afford to live, families were coming in. Since there were more children, he felt it important to be conscious of children and the school bus situation. Mr. Taylor advised that he lives one (1) house from the corner and traffic moves at a really good clip, day in and day out. Mr. Taylor believed that the morning school buses were a legitimate concern and police officers must be there to see exactly what is going on. He stated that when he was previously serving as motorcycle policeman, he knew that he would not have to wait long at the corner of Wyoming Avenue and Westview Terrace before issuing tickets because there were many speeders there, including his neighbors. Mr. Taylor understood that the bypass would be coming and suggested that a compromise would be to review the study when the bypass is complete. He felt that the opening of the West Dover Connector was a legitimate point; however, from an eyewitness point of view, Mr. Taylor believed that the intersection was dangerous and a stop sign was needed and would be welcomed to slow people down. Mr. Taylor stated that he had observed a car that left the Oktoberfest last Saturday and traveled at an estimated speed of 65 or 70 m.p.h. down Wyoming Avenue, with a driver that was probably intoxicated. He felt that cars must be slowed down. He stated that children and families with legitimate concerns must be taken care of in the interim, and this could be later reviewed and the traffic pattern changed.

Mr. Ray Hebert, 515 Wyoming Avenue, informed members that the speeding in the area is awful. He explained that he can look out his front window and observe cars going by at 45 or 50 m.p.h. Mr. Hebert indicated that the police were there earlier in the day and cars were slowing down; however, as soon as the police leave, speeds increase. He agreed with Mr. Cook that many people have a phone application that identifies where police are and they slow down so they will not get caught. Mr. Hebert believed this was a safety issue and estimated that some cars travel 60 or 65 m.p.h. He felt that installing a stop sign would slow people down and did not feel this would be

an inconvenience. Mr. Hebert noted that some of the neighbors who spoke lived on Westview Terrace, not Wyoming Avenue, so they do not see the traffic going by. He stated that he had seen school buses traveling down the road at an estimated 40 m.p.h. and screeching to a halt at Wyoming Avenue and Westview Terrace to let off children. Mr. Hebert indicated that this was a problem the City was aware of and had addressed before, and police could not be there all of the time. He believed that a stop sign would work since a stop sign had been placed on South Bradford Street, where he lived previously, and had slowed traffic.

Responding to Mr. Hosfelt, Mr. Koenig stated that he would look into the eastbound flasher. Mr. Koenig stated that the West Dover Connector was estimated to be completed in late spring or early June of 2017, in approximately eight (8) to nine (9) months.

Mr. Slavin advised that this issue was reminiscent of a speed problem experienced on Spruance Road, a wide road in the Third District, where a stop sign was installed and the speeding problem continued. He indicated that two (2) measures can be taken to slow speeding: 1) changing things physically with the road, or 2) make it expensive for people to speed so that recidivism does not occur. Mr. Slavin informed members that Spruance Road was a wide road where no one parked on either side because they had parking in front of the houses. The road was striped both down the center and with parking areas. Mr. Slavin indicated that this changed the entire field of vision for those coming down the road and caused them to slow down. He wondered if design might address the situation on Wyoming Avenue, and if there was an opportunity for striping or embedding reflectors in the road with the repaving contract. In response, Mr. Koenig indicated that this was a possibility, noting that a similar technique was used on Independence Boulevard by putting a double yellow line down the center, which provided a visual means of slowing down the traffic. He thought there was probably enough room on Wyoming Avenue to paint a center line and a white line along the edge of the parking bay to recognize it as on-street parking. Mr. Koenig stated that a number of techniques could be used as the paving is being done, noting that he did not expect this to happen before the end of the calendar year because of the timing of the contract.

Mr. Slavin asked if an alternate to the bid for the striping could be requested from the same company that does the striping, to obtain an idea of the costs. Responding, Mr. Koenig stated that the cost on Independence Boulevard was just under $5,000 and estimated that this addition to the Wyoming Avenue project would be approximately in the $4,000 to $5,000 range.

Mr. Slavin requested Deputy Chief Mailey to speak to Chief Bernat about creating special enforcement districts for speeding within the City so that a ticket would be issued as well as a City of Dover citation. Mr. Slavin indicated that this was previously discussed in regard to North State Street and Independence Boulevard and Chief Bernat had stated that he would research this issue. Mr. Slavin stated that this would place added fines for speeding because there would be a violation of the City of Dover ordinance as well and would indicate to a speeder that this was a costly error.

Regarding enforcement, Mr. Slavin advised Deputy Chief Mailey that there had been many comments from residents about enforcement and felt that they needed to see enforcement more frequently. Mr. Slavin acknowledged that when speed limits are enforced in neighborhoods,

invariably someone who has complained about the speeding receives a ticket for speeding, and he cautioned those present to be careful.

Mr. Cole moved to table this matter, seconded by Mr. Sudler.

Mr. Hutchison stated that a very serious issue of public safety had been raised, and he felt that an alternative was needed to address the immediate issue, although maybe not with a stop sign. He believed that something must be done to address safety concerns due to speeders, noting that the Police Department could not be expected to be there on a regular basis. Mr. Hutchison did not have an issue with tabling the matter, but reiterated the need to address safety.

Mr. Cole indicated that he was open to amending the motion. Responding, Mr. Anderson stated that a motion to table cannot be amended. Mr. Cole stated that he was open to stipulations.

Mr. Hare stated that he was not opposed to tabling this matter because there was a speeding problem acknowledged by the City and some good suggestions to address it. He stated that he had not heard any reason not to have the stop sign, other than that it would be a nuisance and an inconvenience, and had not heard anything from a safety aspect. Mr. Hare questioned whether to wait for accidents or someone being hit before doing something.

Mr. Sudler asked if the initiator of the motion would be open to a friendly amendment. He stated that he would like to not only defer this matter but also request that the City Manager, or the appropriate division, repair the flashing light immediately, as a temporary fix to somewhat address the issues related to speeding. Mr. Sudler thought that the light could be restored back to where it was at once, to have something in place, until the City does the study.

Mr. Slavin advised members that there was a motion to table, which is not open for discussion. He asked the maker of the motion to withdraw the motion entirely.

Mr. Cole withdrew the motion to table the matter.

Mr. Cole moved to defer this matter until the October meeting, when staff will have recommendations as to some alternatives to meet the safety needs and concerns of the neighborhood. The motion was seconded by Mr. Anderson.

Mr. Neil apologized for arriving late to the meeting due to being involved in an accident in the library parking lot. He stated that he was impressed by the number of people who signed the petition and felt it imperative to do something for those with a legitimate complaint. Mr. Neil noted that there had been an issue of speeding on North State Street and that speeding was a problem in the City. He was unsure if some of the devices discussed for North State Street, with the help of the Delaware Department of Transportation (DelDOT), could be applied here. He noted that there were a number of devices that could be used to slow traffic that might be examined.

Mr. Keller stated that what had struck him was the issue of children, which he could appreciate as a grandfather. Acknowledging that it would not take much time to defer this matter, he felt that the

sooner action was taken the better. Mr. Keller stated that he had gone out to the area and talked to some of the people. He noted that there were already sign poles in place and asked how long it would take to put up a couple of signs. Mr. Keller stated that he was ready to have signs put up right now and did not believe members should table this matter.

Mr. Hutchison stated that a new traffic device now in place on northbound North State Street had not been there very long and was very impressive. He explained that when approached, the device lights up and, if the driver is over the speed limit, it flashes and does a good job in slowing people down. Mr. Hutchison indicated that those kinds of devices should be considered.

Mr. Hare stated that he had seen devices in Virginia that flash when a driver is over the speed limit and take a picture. He asked if this was possible in Dover. Responding, Mr. Koenig advised that this technology existed but was not yet authorized at the State level. He indicated that the State legislature had denied this technology in 2010 or 2011.

Mr. DePrima noted that the study was flawed because the flasher was not working and requested that Council fix the flasher and redo the counts. Responding, Mr. Hare stated that the flasher did not have anything to do with the study, noting that two (2) cords were put across the street and the flashers did not count cars. Mr. DePrima stated his point was that the flashers work to slow traffic. He advised that everyone had acknowledged that it is helpful to have the flasher in place; however, for the entire study, the flasher was not working, so people were not getting the message to slow down. Mr. DePrima suggested fixing the flasher and running the study again, so that it would not be flawed.

Ms. Elizabeth Hauss questioned if a stop sign had ever been taken down. Noting that it had been mentioned that there were people drag racing, she stated that drag racers do not care about stop signs and would run through them, hurting someone at the stop sign who was casually looking right or left and not down the road at the speeder. She felt that if there was no four-way stop, drivers would be looking further down the road to see these potentially hazardous people. Ms. Hauss believed that putting up a stop sign would cause more accidents. She questioned how many accidents would have to occur for the City to remove the stop sign. Referring to the petition, Ms. Hauss stated that she could find 30 people to sign a petition saying that a unicorn should be President; however, this was irrelevant if it was not shown how many people were opposed, and that had not been done. She felt that it would be a different matter if the entire area was surveyed and the majority of the people in the neighborhood wanted the four-way stop.

Mr. Hosfelt stated that there was a motion on the floor to defer this matter for one (1) month to gather more information from staff and the Police Department. He assumed that the Police Department could conduct a study with properly working flashers on both ends of Wyoming Avenue within a month, and more information could be gathered to make a better decision. Mr. Hosfelt noted that the there was a similar situation on Independence Boulevard in the First District, and striping had significantly reduced the speed. He advised that Independence Boulevard is similar to Wyoming Avenue because it is a cut-through or shortcut, and residents of that road seemed very happy with the results. Mr. Hosfelt noted that additional speed calming measures would be taken in that area.

In response to Mr. Sudler, Mr. Hosfelt stated that the original motion was to defer the whole matter for one (1) month to obtain further information.

Mr. Anderson stated that repairing the flasher was part of the motion to defer. Responding, Mr. Hosfelt stated that that was normal, routine maintenance which Mr. Koenig had already agreed to do. Mr. Hosfelt indicated that the motion on the floor was to defer this matter for one (1) month and gather more information from staff, and this motion had been seconded.

As a point of order, Mr. Sudler stated that he did not think that the motion was read according to his understanding that the flashing lights were to be fixed as a directive from the Committee to Mr. Koenig. He stated that he knew that Mr. Koenig said that he would do that; however, he did not think it was added in the motion. Mr. Sudler asked if this was part of the initial motion, and requested that the motion be read for the record.

At the request of Mr. Sudler, Chairman Hosfelt requested Mr. Cole to restate his motion for clarification. Responding, Mr. Cole stated that the motion was to defer the whole matter for one (1) month pending the completion of the flashing lights to better collect the information for the speed determination. Mr. Anderson confirmed that he seconded the motion.

The motion to defer the whole matter for one (1) month pending the completion of the flashing lights to better collect the information for the speed determination carried, with Mr. Keller voting no.

Mr. Slavin thanked the community for coming out, stating that he was pleased to see people interested in safety in their neighborhood and expressed confidence that a solution would be reached together, whether through a stop sign, striping, enforcement, or all of these strategies. He urged those present not to let themselves be divided by whether or not a stop sign is installed, stating that what was important was that the community was united in their desire for a safer community. Mr. Slavin assured them that Council was willing to take measures to achieve this.

Mr. Hutchison moved for adjournment of the Safety Advisory and Transportation Committee meeting, seconded by Mr. Neil and unanimously carried.

Meeting adjourned at 6:58 p.m.

LEGISLATIVE, FINANCE AND ADMINISTRATION COMMITTEE

The Legislative, Finance, and Administration Committee meeting was held with Chairman Hare presiding.

AGENDA ADDITIONS/DELETIONS

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

Annual Review of Investment Policy

Mrs. Donna Mitchell, Controller/Treasurer, advised that an annual review of the City of Dover Investment Policy Statement had just been completed. She stated that staff reviewed changes recommended by Public Financial Management, Inc. (PFM), the City's investment advisory firm, and some of PFM's recommendations were incorporated into the policy amendments. Mrs. Mitchell indicated that many of the proposed amendments were administrative, such as changes in the names of rating agencies. She stated that a more significant change was the lowering of credit ratings from AA to A to enhance returns and provide more investment choices. In addition, referring to Section 8.8 of the Policy, Asset Backed Securities, Mrs. Mitchell explained that PFM recommended the addition of these securities, which include auto-loan receivables, credit card receivables, home equity loans, and manufactured housing loans. She indicated that she initially had some hesitation about including investments that include these types of notes; however, she reviewed the State's investment policy and found that this would mirror their policy. Mrs. Mitchell stated that she was comfortable adding these securities to the portfolio, as a single issuer was only a small portion of the City's portfolio and could not exceed 5%.

Staff recommended approval of the proposed changes to the Investment Policy Statement.

Mr. Hutchison moved to recommend approval of the proposed changes to the Investment Policy Statement, as recommended by staff, seconded by Mr. Shevock and unanimously carried.

Discussion of Duties and Assignments of City Personnel

During the Council Committee of the Whole/Legislative, Finance, and Administration meeting of July 26, 2016, members discussed the Duties and Assignments of City Personnel and deferred this matter until members had all the information they needed. During their meeting of August 23, 2016, the Committee deferred this item until September 27, 2016.

Mr. Slavin reminded members that this agenda item stemmed from discussions during the 2016 Budget Review. It was his belief that members wanted to discuss the Planning and Inspections Department/Parks and Recreation Department cluster. Noting that Mrs. Ann Marie Townshend, Director of Planning and Community Development was not present, Mr. Slavin suggested that it might be best to defer this discussion.

Mr. Anderson noted that Mr. Sudler was not present either because he had to leave for an appointment.

Mr. Anderson moved to defer this matter until the next Council Committee of the Whole/Legislative, Finance, and Administration Committee meeting. The motion was seconded by Mr. Neil and unanimously carried.

Designing and Expanding Recruitment for City Committees, Commissions, and Boards

During the Council Committee of the Whole/Legislative, Finance, and Administration Committee meeting of August 23, 2016, members considered Designing and Expanding Recruitment for City Committees, Commissions, and Boards. Members deferred this matter until September 27, 2016 to

allow the ideas to be solidified, Mr. Lewis and Mr. Anderson to review and refine it further, and for Mrs. Sass and the City Clerk's Office to work together.

Mrs. Kay Sass, Public Affairs and Emergency Management Coordinator, stated that she had reviewed the information pertaining to committees, commissions, and boards with the City Clerk's Office. She noted that at the previous meeting, she had suggested that social media postings of vacancies could be distributed through five (5) or six (6) postings starting at 10 to 12 weeks prior to applications being due, with repostings at six (6) to eight (8) weeks, two (2) to four (4) weeks, three (3) to five (5) days, and on the final date of the acceptance of applications. Mrs. Sass explained that she and the City Clerk are the individuals who are authorized to post on social media for the City and could cover this responsibility. She stated that they also believed that a link could be placed on the main page of the City website showing the listing of available committees, the openings, and the application. Mrs. Sass expressed her hope that each member had an opportunity to review the application that was proposed at the previous meeting, which she felt was a big improvement from the current application. She noted that it was much more thorough and requested information from applicants that should result in a diverse selection of individuals from across the City. Mrs. Sass explained that, when creating the application, Mrs. Traci McDowell, City Clerk, compared different applications, including those from Newark and the State of Delaware, and the best portions were incorporated in the proposed City application. It was Mrs. Sass's opinion that there were benefits to having laymen on committees, noting that some people approach matters by considering their financial impact, some by the time management impact, and others by the impact on the community as a whole. She expressed her hope that members would be open to not limiting an applicant because they did not believe that they were a subject matter expert. Mrs. Sass felt that everyone could offer something and felt it important to keep an open mind, noting that there are subject matter experts on staff that could help to clarify matters. She encouraged all individuals to apply and personally felt that committees should not be limited but should reflect the community as a whole.

Mr. Hutchison expressed his compliments regarding the proposed application and questioned how long applications remain on file after submission. Responding, Mrs. McDowell stated that applications are kept forever.

Dr. Stewart noted that she had not been present when this was previously discussed and asked whether the goal was to obtain more applicants, more qualified applicants, or more diverse applicants. Responding, Mr. Anderson stated his belief that the City was not hearing from enough people and indicated that he had been approached by people who wanted to be involved in the City but were unsure how to do so, what positions were available, or were hearing about openings too late. He explained that he wanted to make the process simple so that individuals could go to one (1) place to see openings and how to apply. Mr. Anderson stated that the goal for the application was to provide useful information for members to review. He indicated that applications are currently not distributed unless requested. Mr. Anderson noted that if someone applies and is not chosen for a committee, their application would provide useful information that would allow them to be considered for different opportunities. He expressed the desire to get more people involved and to provide a pool of individuals that can be contacted to fill other vacancies. Mr. Anderson noted that it would also be helpful to be able to provide an explanation when asked about why someone was chosen and to be able to state, for example, that they had some background or interest, or that they

were the only applicant. He stated that there are vacancies that have existed for years as a result of the current process, and he felt this illustrated that information was not getting distributed since there are frequently people who state they want to serve.

Mr. Neil stated his belief that people do not realize that they have an opportunity to serve and volunteer their time, and that opening up the pool for committees would give them an opportunity to become involved in government. He noted that Councilman Lewis was not present this evening but had previously suggested requiring training through the Delaware League of Local Governments (DLLG). Mr. Neil stated that it was difficult to find people who are interested enough in the City to volunteer their time and effort. He felt that they should not be discouraged by imposing requirements, which would close more doors than it would open. Mr. Neil suggested bringing individuals in, letting them experience what is here, and allowing them to go to staff and Council to understand aspects of government. He felt that staff had done a marvelous job in heading up this effort and providing a form to allow for a greater pool of people.

Mrs. Sass clarified that information had always been available on the website for all of the openings that had existed and that it was not a matter of this not being there for the public. She stated that sometimes it is a matter of people not being interested, and suggested that perhaps another way must be found.

Mr. Anderson disagreed, stating that he was aware of existing vacancies that were not reflected on the website. Responding, Mrs. Sass stated that the City had just converted to a new website and the priority was to make sure that meeting minutes and agendas required by law were posted. She noted that there would be several weeks of correcting errors found throughout the entire site. Mr. Anderson stated that he had looked at the website earlier in the day and all the vacancies were not listed. For example, he noted that the listing for the Dover Human Relations Commission (DHRC) was not current and that Mr. Kenneth Roach was still listed as the Fourth District Representative, although this position was vacant. Mr. Anderson noted that another committee listing was not current, although he could not recall what it was.

Mr. Hare stated that there were vacancies on the DHRC in the First and Fourth Districts and noted that it was incumbent on Council members to encourage people to get involved and make recommendations for committees. He asked if Mr. Anderson had made recommendations for the Fourth District. Responding, Mr. Anderson stated that he had not made a recommendation yet; however, he had reached out to people who were considering applying.

Mr. Hare stated that a vacancy on the Compensation Commission was about to be filled. He expressed his belief that requiring committee members to be trained through the DLLG might be counterproductive, noting that these were not high-paid positions but volunteer opportunities, and putting restrictions on them might discourage applicants. Mr. Hare agreed with the application process and having vacancies listed.

Mrs. Sass advised that staff would be happy to start promoting openings if Council was ready and wanted staff to do so.

Mr. Slavin stated that the reason for the discussion was to develop a wide expanse of diverse candidates with deep, varied backgrounds. He indicated that better information was also needed to vet candidates. Mr. Slavin stated that Councilman Lewis had raised this issue. As someone with responsibility of making many of these appointments, Mr. Slavin stated that he had not been calling members to tell them that there were vacancies and request names, noting that the process was not as simple as just thinking about who would do well in a position. He explained that he had run into roadblocks, noting that in some cases individuals were already serving on other boards or commissions at the State or County level. In addition, Mr. Slavin noted that an individual's appointment must be vetted by their employer to make sure there are no conflicts of interest, and they must go through the City's Clean Hands Ordinance. He stated that some boards require residence by district, and some do not. Mr. Slavin advised that it is not a simple process of penciling in names on rosters and obtaining appointees. He indicated that some are volunteer positions and others offer a meager amount of pay, and that people work a lot these days, often working varied hours, leaving those who work Monday through Friday from 9:00 a.m. to 5:00 p.m. few and far between. Mr. Slavin stated that Council would continue to work at this.

In regard to training, Mr. Slavin felt there should be an onboarding process for new appointees to any committee, commission, or assignment, similar to the process that a full-time or part-time employee goes through. He asked that the City Clerk's Office or the Human Resources Director look at this process and provide members with an overview of what that process involves. Mr. Slavin stated that he was not convinced that sending these individuals to another organization for training would fit the City's needs, noting that he was unsure what training Mr. Lewis was proposing that they be sent to. Mr. Slavin believed that useful information would include how meetings are run, how to access information on the City's website, who appointees can call within the City, and what resources are available to them. He noted that a huge portion of the training would be related to Freedom of Information Act (FOIA) laws so that people would be grounded when they walk in the door.

Mr. Hare recalled that, in the 1990s, one-hour workshops were held for newly-appointed committee members, and explanations were provided about FOIA rules, etc. He agreed with this approach, rather than sending members elsewhere for training.

Mr. Slavin stated that it may be cheaper to bring a resource in to train all appointees in one (1) place, rather than sending them elsewhere.

Referring to page 4 of the proposed application, Mr. Shevock questioned why it would be desired to have applicants indicate if they or a relative have a disability, and to describe their disability, gender, and ethnicity. He noted that providing this information was optional; however, he questioned what it had to do with working on a committee. Responding, Mrs. Sass indicated that it would be up to members' discretion whether this should be included; however, she advised that this was included to make sure that the committees, commissions, and boards represent a true snapshot of the Dover community. She explained the desire to ensure that minorities include various groups such as African-Americans, women, and Indians. Mrs. McDowell stated her belief that these questions came from the State and probably dealt with obtaining someone with the experience needed for a particular committee. She noted that, in creating the new application, there was a lot

of discussion about diversity and the makeup of committees. Mrs. McDowell noted that staff could not say what the races or nationalities of current members were because they never ask. Mr. Slavin explained that these questions reflect standard information gathering required by Equal Employment Opportunity (EEO) practices. He stated that this information is optional, but the City would try to capture it to show that its recruitment process is fair.

Mr. Neil suggested including a statement that the City does not discriminate under any circumstances in regard to ethnicity, gender or disability. He also expressed the importance of making sure that the disabled can get into the City's facility. Mr. Neil noted that there could be difficulty because it is not very convenient for someone in a wheelchair to come into the Council Chambers to serve on a committee, and allowances may have to be made.

Mr. Anderson felt it was a good suggestion to add that the City provides equal opportunity and does not discriminate on any lawful basis.

Mr. Slavin indicated that the discussion had pivoted and was now addressing EEO policies. He advised that he, Mr. Scott Koenig, City Manager, and Mrs. Kim Hawkins, Human Resources Director, had discussed this approximately two (2) weeks ago. Mr. Slavin stated that had noticed that when he clicked on the EEO policy statement on the old City website, it indicated that it was "under construction," and he was unsure what had caused this. He informed members that he had asked Mrs. Hawkins to prepare a full briefing on what the City's policy is, what its goals are, where the City is vis-a-vis those goals, and what strategies are in place with recruitment and hiring. Mr. Slavin indicated that he believed that some of his questions had been shared with members of Council. He stated that this matter was scheduled for consideration during the Council Committee of the Whole/Legislative Finance, and Administration Committee's second meeting in October. Mr. Slavin expressed his opinion that the EEO statement should go on everything that the City has, not just hiring-related information.

Mr. Anderson agreed with Mr. Slavin and stated his hope that members would review the report prepared by Dr. Bobby Jones related to recruitment that Council passed and enacted, which he felt had fallen a little by the wayside. *(City Clerk's Office Note: During their Regular meeting of February 13, 2012, Council accepted the Legislative, Finance, and Administration Committee's recommendation that the Minority Recruitment Committee (MRC) Report* ***(Attachment #1)*** *be referred to staff for a report back to the Committee within 60 days. During their Annual meeting of May 14, 2012, Council accepted the Implementation Plan for the Minority Recruitment Committee Recommendations* ***(Attachment #2)****, as recommended by the Legislative, Finance, and Administration Committee.)*

Mr. Anderson moved to recommend acceptance of staff's recommendation, seconded by Mr. Neil and unanimously carried.

Members were provided "Proposed Recommendations for Advancing a more effective Recruitment Process for City Commissions, Committees and Boards" ***(Attachment #3)***, as submitted by Councilman Lewis. Referring to this document, Mr. Anderson noted that most of the five (5) recommendations it included had been implemented.

Mr. Anderson moved to recommend that the five (5) points submitted by Councilman Lewis be adopted, with division of the question between point #4 and point #5, and that point #5 be voted upon separately. The motion was seconded by Mr. Slavin.

At the request of Mr. Anderson, Mrs. McDowell read "Proposed Recommendations for Advancing a more effective Recruitment Process for City Commissions, Committees and Boards" into the record.

Referring to the recommendation regarding advertising and publishing vacancies, Mrs. Sass advised members that she had absolutely no problem doing the social media and website postings; however, she explained that she did not have an advertising budget and suggested that this recommendation be rephrased. Responding, Mr. Anderson stated that it would be up to members to come up with the money to advertise and it was not for Mrs. Sass to be concerned with. He noted that the recommendation was to "advertise/publish" and did not mandate advertising; therefore, a press release could be issued and would have no cost.

Responding to Mr. Neil, Mr. Anderson stated that advertising would not necessarily mean paid advertising.

The motion to recommend adoption of "Proposed Recommendations for Advancing a more effective Recruitment Process for City Commissions, Committees and Boards" points #1 - #4 carried with Mr. Shevock voting no.

Mr. Slavin moved to defer consideration of "Proposed Recommendations for Advancing a more effective Recruitment Process for City Commissions, Committees and Boards" point #5, related to the requirement of training for board, committee, and commission appointees, until the next meeting of the Council Committee of the Whole/Legislative, Finance, and Administration Committee, and to recommend that the City Clerk's Office and the Human Resources Director come back with an explanation of the onboarding process for new appointees. The motion was seconded by Mr. Cole and unanimously carried.

Mr. Hare questioned if this would relate to members of committees, commissions, and boards attending DLLG training. Responding, Mr. Slavin stated that this question would be deferred until members determine what can be taught in-house.

Mr. Cole moved for adjournment of the Legislative, Finance, and Administration Committee meeting. The motion was seconded by Mr. Neil and unanimously carried.

Meeting adjourned at 7:32 p.m.

By unanimous consent, the Council Committee of the Whole meeting adjourned.

Meeting adjourned at 7:32 p.m.

Timothy A. Slavin
Council President

TAS/TM/js/dd
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Attachments
Attachment #1 - Minority Recruitment Committee (MRC) Report
Attachment #2 - Implementation Plan for the Minority Recruitment Committee Recommendations
Attachment #3 - "Proposed Recommendations for Advancing a more effective Recruitment Process for City Commissions, Committees and Boards", submitted by Councilman Lewis

September 29, 2011

Dr. William McGlumphy, Chair
Legislative and Finance Committee
Dover City Council
Dover, Delaware

Mr. Scott Koenig
Acting Manager
City of Dover
Dover, Delaware

Gentlemen:

The Minority Recruitment Committee (MRC) was commissioned by Mr. Anthony DePrima, former City Manager to develop recommendations to improve minority hiring with the City. The first meeting of the Committee was held on February 17, 2011. Mr. DePrima provided the MRC with a working document that included recommendations brought forward earlier by a Minority Recruiting Focus Group. (Exhibit A).

The attached report reflects the result of deliberations and recommendations, addressing the outlined purpose of the Committee. While Priority # 1 (Current Employee Morale) is not directly related to recruitment, members of the committee felt strongly that it was germane to the issue and must be addressed before they were willing to move forward.

The Minority Recruitment Committee completed its work August 23, 2011. Sincere thanks are extended to Ms. Kim Hawkins for speaking with the group and providing information about employment with the City. Recommendations, addressing four (4) major areas are hereby submitted on behalf of the Minority Recruitment Committee.

Sincerely,

Bobby C. Jones

Bobby C. Jones, Ed. D.
Chair, Minority Recruiting Committee
Member, Legislative and Finance Committee

September 29, 2011
MINORITY RECRUITING COMMITTEE

Priority #1: Employee Morale

Rationale: The prevailing low moral among employees should be addressed before new employees are actively recruited.

Recommendations:

1. Implement mandatory structured training for all employees, including supervisors, managers, others who supervise members of the Bargaining Units. Suggested training topics are Effective Communication Skills, Harassment Prevention (verbal, sexual, etc.), Diversity and Employee Evaluations.

2. Implement a published document outlining procedures for hearing non-bargaining employee grievances.

3. Develop consistent training materials for all employees. Outside training materials should be considered and adapted to the City's needs.

4. Implement an on-going program of activities/communications for all employees to facilitate a sense of pride and satisfaction. For example, holiday city-wide events, in-house newsletter, focusing on staff and their accomplishments. Such activities are very low cost or no cost.

Priority #2: Upward Mobility/ Career Ladder

Rationale: The percentage of minorities employed by the City does not mirror either the percentage of city employees or the minority population in the City. (Exhibit B, Paragraph 1 provided by K. Burns and Exhibit C, provided by K. Hawkins).

1. Implement a "Mentoring" Program to identify employees who may wish to move up the career ladder within the City.

2. Guidelines relative to goals and eligibility should be developed and made available to all employees, via website, newsletter, bulletin boards, handbooks, etc.

3. Develop strategies to recruit minorities for professional positions.

Priority # 3 Enhanced Technology for City Image and Recruitment

Rationale: To attract quality prospective employees, the city's website must be enhanced provide information that is inviting and clearly addresses such topics as Recruitment, Employee Benefits, Commitment to Diversity, and Departmental Goals/ Responsibilities.

Recommendations:

1. The City's website should be enhanced to convey pertinent information that may be of interest to a prospective employee.

2. The City should have links that will give specific information about the Departments.

3. There should be a standard format for information representing departments.

Priority #4: Internship for high school and college students.

Rationale: Provide a well-defined one or two day experience for students who may be thinking of a career in municipal government. A special effort would be made to recruit minority students, including Blacks, Hispanics, and women. Criteria for participation would be jointly developed by the schools and the City.

Exhibit A

Minority Recruiting Committee
DRAFT

Purpose: The purpose of a Minority Recruiting Committee is to 1) implement several recommendations that were brought up during the session held with minority and female employees, 2) attend community events to promote commitment to fair hiring 3) develop new ideas to improve minority hiring that may arise from the group. The list below is the recommendations brought forward that the initial Minority Recruiting Focus Group:

- Develop a mentorship/internship program for students and unemployed persons. Suggested names would be "First Step Program" or "City Academy".
- Visit local graduating classes to discuss employment opportunities and prepare students for employment after high school and college. It was expressed that, not only management, but also all levels of employees should go to the schools to talk with students and answer their questions.
- An employee expressed that minorities are not applying due to the perception in the community that the City of Dover does not hire minorities. Improve our image through community events and involvement.
- Develop a City organized Youth Government Day.
- Develop a cover to the City of Dover application with images of actual employees at work, as well as, introductory material on jobs highlights, benefits offered, etc.
- Slideshow on the City of Dover website of employees at work.
- Develop a video advertisement with image of employees at work.

Volunteers: The following employees have volunteered to participate on the Committee and/or to help with the cover of the City application:

- ***Denise Roberson*** has been with the City for 20 years and currently works as an Account Clerk III in the Customer Service Dept and Library Clerk I in the Library (part time).

- ***Kelli Burns*** has been with the City of Dover Police Department for 17 years and currently hold the rank of Police Master Corporal. She is responsible for recruiting at Dover Police Department.

- ***Francis Stevens*** has been with the City of Dover for 3 years and currently works as a Motor Equipment Operator I within the Sanitation Department of Public Services. He previously worked in the Water and Electric Departments.

- ***Kerry Walker*** has been with the City of Dover for 2 years and currently works as a Motor Equipment Operator I within the Grounds Department of Public Services.

- ***Ron Cotton*** has been with the City of Dover for 19 years and currently works as a Lineman 1st Class II within the Transmission and Distribution Department of Public Utilities.

- ***Sharon Duca*** has been with the City of Dover for 7 years and currently works as Water / Wastewater Manager within Public Utilities.

- ***Pattee Luppino*** has been with the City of Dover for 8 years and currently works as Administrative Assistant for Public Utilities.

- ***Tracey Harvey*** has been with the City of Dover for 10 years and currently works as Community Development Manager within the Planning and Inspections Department.

- ***Alicia Rabenold-Connelly*** has been with the City of Dover for 6 years and currently works as a Motor Equipment Operator II within the Grounds Department of Public Services.

- ***Kristen Couden*** has been with the City of Dover for 2 years and currently works as a Custodian I within the Facilities Maintenance Department of Central Services. She performs her duties at the Dover Police Department.

- ***Curtis Scott*** has been with the City of Dover for 21 years and currently works as a Lineman 1st Class II within the Transmission and Distribution Department of Public Utilities.

4/21/11

Exhibit B

Burns Kelli (Dover PD)

From: Utami Lisna (DEDO) [Lisna.Utami@state.de.us]
Sent: Thursday, April 07, 2011 3:55 PM
To: Burns Kelli (Dover PD)
Cc: Saleem Ishaq M.; Bach Stephen
Subject: RE: Dover

Kelli:
Here is the information that you requested. The U.S. Census Bureau (Census 2010) provides the following information for Dover City. More detailed demographics subjects, such as gender and age group, which are necessary for the purpose of your report are not available.

DOVER CITY, CENSUS 2010

Subject	Total	
	Number	Percent
POPULATION		
Total population	36,047	100
RACE		
White	16,443	45.6
Black or African American	14,798	41.1
Others of One Race	1240	3.4
Two or More Races	1,204	3.3
Hispanic or Latino (of any race)	2,362	6.6

Source: U.S. Census Bureau, 2010 Census.

I include the following estimate using DemographicsNow®, which provides detailed demographic statistics for the City of Dover. The most current data is Spring 2010.

Dover City Demographics, Spring 2010 Estimate

Population, Total **37,251**

Age Group

Age 20-34

Percent to total = 23.6%

Population = 8,791

Gender

% Male population = 46.60%

% Female population = 53.40%

Exhibit C

Ethnicity of City of Dover Employees
March 2011

Ethnicity	Number of City of Dover Employees
Asian/Pacific Islander	3
Hispanic	5
Alaskan/American Indian	10
Black	43
White	314
Total Number of Employees	375

City Manager's Implementation Plan for the Minority Recruitment Committee Recommendations

The Minority Recruitment Committee held a series of meetings during 2011 and concluded their work in August 2011. From the meetings held by this Committee, a series of recommendations were put forward, which were shared with the Legislative, Finance and Administration Committee in January 2012. The Committee referred the recommendations back to the City Manager for development of a plan to implement the recommendations. This action plan includes a tentative timeline and strategy for addressing the recommendations of the Minority Recruitment Committee.

To ensure that the action plan measures are completed in accordance within the specified tentative timelines, a steering committee will be developed by the City Manager to include the Human Resources Director and various staff members representing multiple City departments. This steering committee will meet quarterly or as needed to ensure the actions are implemented.

Priority #1: Employee Morale

The Minority Recruitment Committee asserted that the low morale among City employees should be addressed prior to actively recruiting new employees. The employee morale is largely tied to the City's budget issues and the overall stress under which the City organization functions. Four (4) recommendations were put forward by the Minority Recruitment Committee to help address employee morale.

1. Implement mandatory structured training for all employees, including supervisors, managers, others who supervise members of the Bargaining Units. Suggested training topics are Effective Communication Skills, Harassment Prevention (verbal, sexual, etc.), Diversity and Employee Evaluations.

   Implementation Plan: The City holds mandatory harassment and diversity training for employees. Under the recommendation, this program should be expanded. One of the concerns associated with the current training provided is that it involves a trainer "talking at" staff. An internal training committee will be developed by the City Manager to include the Human Resources Department and key staff from other departments to develop a training program that is more interactive and covers the variety of topics that will help employees build their skills to thrive in the work place.

   Timeline: This committee will be appointed by the City Manager in July 2012, and will be tasked with developing an interactive training program to provide quarterly training for all employees beginning in the fall of Fiscal Year 2013.

2. Implement a published document outlining procedures for hearing non-bargaining employee grievances.

   Implementation Plan: A grievance procedure is outlined in the Employee Handbook beginning on page 61. The procedure covers all employees and also indicates that the entire grievance procedure is

subject to employee labor agreements, when applicable. Changes to the City's Employee Handbook are currently being developed by the Human Resources Director in draft form. Changes to this section can be considered with the review of the entire document.

Timeline: Changes to the Employee Handbook will be presented to the Legislative, Finance, and Administration Committee on or about July 2012.

3. Develop consistent training materials for all employees. Outside training materials should be considered and adapted to the City's needs.

   Implementation Plan: This will be implemented along with the training program discussed in recommendation #1.

4. Implement an on-going program of activities/communications for all employees to facilitate a sense of pride and satisfaction. For example, holiday city-wide events, in-house newsletter, focusing on staff and their accomplishments. Such activities are very low to no cost.

   Implementation Plan: The Employee Committee has become active again, and is focusing its efforts on planning and fundraising for a Christmas Party. The City Manager will offer support to expand the Employee Committee and encourage the Committee to plan events throughout the year. Submissions to an in-house newsletter could be part of the purview of the Employee Committee. A greater focus will be placed on city-wide lunches to provide employees the opportunity to interact between various departments. NOTE: The Employee Committee has considered disbanding due to lack of interest in participation and fundraising. Support and enthusiasm needs to come from the management level to reinvigorate the committee and improve participation.

   Timeline: This will be implemented continually, beginning immediately through the Employee Committee.

Priority #2: Upward Mobility/Career Ladder

The Minority Recruitment Committee report included the observation that the City's workforce does not mirror the population served by the City, particularly as it relates to minorities. Based on the attachments provided to the Committee's report, in March 2011 nearly 84 percent of the City's workforce was white. By comparison, according to the 2010 Census, only 45.6 percent of the City's population is white.

1. Implement a "mentoring" program to identify employees who may wish to move up the career ladder within the City.

   Implementation Plan: The Human Resource Department will be assigned the task of developing an internal mentoring program. Each department will be asked to identify at least one professional or management level staff person who would be interested in serving as a volunteer professional mentor. An application process would be developed for employees interested in working with a mentor to

develop their career skills, and employees would be matched with a mentor whose professional background generally meets their career interests. The mentoring program could involve "shadowing" the mentor as well as regular meetings to help build the mentoring relationship.

Timeline: The program would be developed and mentors identified during fall 2012, with the implementation of the proposed program in spring 2013.

2. Guidelines relative to goals and eligibility should be developed and made available to all employees, via website, newsletter, bulletin boards, handbooks, etc.
   Implementation Plan: This will be part of the implementation of #1.

3. Develop strategies to recruit minorities for professional positions.

   Implementation Plan: The City of Dover currently sends send copies of all job postings for professional positions to all colleges and/or universities within the City of Dover, as well as the Historically Black Colleges in Delaware, Maryland, Pennsylvania, and New Jersey. In addition, the City reaches out to various churches and civic entities in an effort to expand the applicant pool for vacancies (Attachment A lists the various entities). The City will also approach the Delaware chapter of the NAACP for suggestions in recruiting minority applicants.

   Timeline: Staff will meet with the Delaware chapter of the NAACP in the summer of 2012 to develop ideas for additional ways to expand the potential applicant pool.

Priority #3: Enhanced Technology for City Image and Recruitment

The Minority Recruitment Committee has recommended that the City's website be updated to improve recruitment opportunities by including information on recruitment, employee benefits, the City's commitment to diversity, and departmental goals and responsibilities.

1. The City's website should be enhanced to convey pertinent information that may be of interest to a prospective employee.

   Implementation Plan: The Human Resources Department will be assigned the task of reviewing the City's website information relating to employment and to develop content to provide improved information about the City as an employer to prospective employees.

   Timeline: This review will be complete and the website content updated by October 1, 2012. This timeline may be delayed if updating the website results in substantial costs that need to be budgeted.

2. The City should have links that will give specific information about the Departments.

   Implementation Plan: Each Department Head will be assigned the task of reviewing the website content relating to that department and providing updates as necessary on a continual basis.

Timeline: Departments will be required to review and update departmental information by July 2012, with minimum quarterly reviews thereafter. This will ensure that the information remains fresh.

3. There should be a standard format for information representing departments.

   Implementation Plan: The City's new website has established a standard format.

Priority #4: Internship for high school and college students

The Minority Recruitment Committee recommended that the City develop a well-defined internship program for high school and college students who may be interested in a career in municipal government. This program would include concerted effort to recruit African-Americans, Hispanics, and women.

Implementation Plan: Beginning in fall 2012, the Human Resources Director will schedule meetings with the local colleges and high schools to assess their interest in an internship program. If there appears to be interest, the Human Resources Director will work with the City departments, colleges and high schools to outline an internship program that matches the needs of the City departments with the academic and community service goals of the participating schools. Several issues would need to be determined prior to implementation of such an internship program, including:

- Will this be a paid internship program or an unpaid program?
- How would students be recruited and placed?
- Would students be eligible for academic credit?
- What liabilities would be the city be incurring?

These issues would need to be explored in working with the schools involved. It is likely that a program for high school students would be different from a program for college students. These issues would need to be worked out during the development of the program.

Timeline: Staff will contact the schools in the fall of 2012. If the interest exists among the high schools and colleges in the area, an internship program could be outlined and potentially proposed for the fall of 2013 which is part of the 2013/2014 academic year.

DEPT OF LABOR/STATE OF DE
DIVISION OF EMPLOYMENT SVCS
PO BOX 616
DOVER DE 19903

MR MICHAEL BENEFIELD
WORKFORCE DEVELOPMENT CENTER
DEL TECH & COMM COLLEGE
100 CAMPUS DR
DOVER DE 19904

DELAWARE STATE UNIVERSITY
CAREER PLANNING & PLACEMENT
1200 N DUPONT HIGHWAY
DOVER DE 19901

AMN & FAMILY READINESS CTR
ATTN: JIM PACER
436 MSS/DPF
263 CHAD STREET 1ST FLOOR
DOVER AFB DE 19902

MODERN MATURITY CENTER
ATTN: ROSEANNE SMITH
1121 FORREST AVE
DOVER DE 19904

DIVISION OF VOCATIONAL REHAB
ATTN: DANA BURNAM
1114 S DUPONT HIGHWAY STE 105
DOVER DE 19901

NAACP
ATTN: LEON LEWIS
PO BOX 133
DOVER DE 19903

UNION MISSIONARY BAPTIST CHURCH
883 LINCOLN STREET
DOVER DE 19901

WILLIAM DAISY
215 PINE STREET
DOVER DE 19901

DEVELOPMENT DISABILITIES COUNCIL
ATTN: C WOOD, 2ND FLOOR
MARGARET O'NEIL BLDG
410 FEDERAL STREET STE 2
DOVER DE 19901

POLYTECH HIGH SCHOOL
ATTN: JERRY HURLEY
PO BOX 97
WOODSIDE DE 19980

JOHN BAGLEY JR
63 SPRUANCE ROAD
DOVER DE 19901-4062

STACEY BRAGG
EMPLOYMENT SPECIALIST
DIVISION FOR VISUALLY IMPAIRED
13 SW FRONT STREET STE 105
MILFORD DE 19963

GERALDINE BECKETTE
1ST STATE COMMUNITY ACTION AGENCY
PO BOX 877
GEORGETOWN DE 19947

DANNY O'NEAL
CASCADE REHAB COUNSELING
VILLAGE OF WINDHOVER
1306 BLATTY PLACE
NEWARK DE 19702

MARY WILT
POLYTECH ADULT EDUCATION
PO BOX 102
WOODSIDE DE 19980

DONNA RACINE
SUSSEX TECH ADULT EDUCATION
PO BOX 351
GEORGETOWN DE 19947

PATSY WARE
BEST TEMPS
386 W NORTH STREET STE A
DOVER DE 19904

SOLID ROCK BAPTIST CHURCH
113 N WEST STREET
DOVER DE 19901

JOCELYN LANGREHR
VETERAN'S ADMINSITRATION
PO BOX 7344
WILMINGTON DE 19803-0344

WHATCOAT UNITED METHODIST CHURCH
341 SALUSBURY RD
DOVER DE 19904

REV CV HOLMES
236 N QUEEN STREET
DOVER DE 19901

PSYCHOTHEURAPEUTIC COMMUNITY
SERVICES ASSOCIATES
ATTN: SHANENA FOGAN
PO BOX 1797
DOVER DE 19903

CALVARY BAPTIST
PO BOX 1859
DOVER DE 19903

ELKS LODGE
PO BOX 881
DOVER DE 19903

FIRST PILGRIM BAPTIST CHURCH
161 MORGANS CHOICE ROAD
CAMDEN DE 19934

FIRST PILGRIM BAPTIST CHURCH
27 S CAESAR RODNEY AVENUE
CAMDEN DE 19934

POWERHOUSE MINISTRIES INC.
115 E GLENWOOD AVENUE
SMYRNA DE 19977

SQUARE CLUB
422 REED STREET
DOVER DE 19901

HOLY TRINITY CHURCH OF LIVING GOD
425 W DIVISION ST
DOVER DE 19904

SALISBURY STATE UNIVERSITY
CAREER SERVICES
1101 CAMDEN AVENUE
SALISBURY MD 21801

CHEYNEY UNIVERSITY
CENTER FOR CAREER & PROFESSIONAL
DEVELOPMENT BURLEIGH HALL
1837 UNIVERSITY CIRCLE STE 224B
PO BOX 200
CHEYNEY PA 19319

HOWARD UNIVERSITY
CAREER SERVICES
TUBMAN QUADRANGLE
2445 FOURTH STREET NW
WASHINGTON, DC 20059

MORGAN STATE UNIVERSITY
CAREER CENTER
1700 E COLD SPRING LANE
BALTIMORE MD 21251

COPPIN STATE UNIVERSITY
CAREER CENTER
J MILLARD TAWES COLLEGE CTR
2500 WEST NORTH AVENUE STE 113
BALITMORE MD 21216-3698

BOWIE STATE UNIVERSITY
CAREER CENTER
14000 JERICHO PARK ROAD
BOWIE MD 20715

UNIV OF MD EASTERN SHORE
OFFICE OF CAREER SERVICES
STUDENT SERVICE CTR STE 2158
11898 COLLEGE BACKBONE ROAD
PRINCESS ANNE MD 21853

UNIV OF THE DISTRIC OF COLUMBIA
COUNSELING & CAREER DEVELOP CTR
BLDG 39 STE 120
4200 CONNECTICUT AVENUE NW
WASHINGTON DC 2008

LINCOLN UNIVERSITY
CTR FOR CAREER & PROFESSIONAL
DEVELOPMENT
1750 BALTIMORE PIKE
PO BOX 179
LINCOLN UNIVERSITY PA 19352

DR. BOBBY C. JONES
235 PEBBLE VALLEY DRIVE
DOVER DE 19904

Attachment A

University of Delaware
Career Services Center
401 Academy Street
Newark DE 19716

Wilmington College
Career Services Center
320 N DuPont Highway
New Castle DE 19720-6491

Wesley College
Career Services Center
120 N State Street
Dover DE 19901

Proposed Recommendations for Advancing a more effective Recruitment Process for City Commissions, Committees and Boards

Council Colleagues,

Per our Council Committee of the Whole Meeting on 8/22/16, I would like to reiterate my recommendations and suggestions to making the recruitment and selection Process for City Boards and Committees more successful.

1. Advertise/publish vacancies via. Local Newspapers, City Website and City Social Media. (To include information on how to apply and the duties of the particular board/commission.) - Kay Sass, Public Relations

2. When applications of Interest are received by the City, provide City Council Members copies of all applications and resumes to personally review before placing on Council Agenda for Appointment. - City Clerk's Office

3. Members currently serving on City Boards/Committees/Commissions wishing to be reappointed and continuing to serve must reapply with an updated resume. - City Clerk's Office

4. A volunteer opportunities posting with all current vacancies be established on the website.

5. New Board/Committee/Commission appointments must agree to go for sponsored training provided by the DLLG or other training fascinators to assist in becoming more familiar and to get a better understanding of the board/committee/commission they will be serving on. This training will strengthen and enhance their role and duty.