SPECIAL COUNCIL MEETING

A Special Council Meeting was held on February 19, 2015 at 6:00 p.m. with Council President Bonar presiding. Council members present were Mr. Anderson (arrived at 6:47 p.m.), Mr. Dixon, Mr. Slavin, Mrs. Williams, Mr. Hare (departed at 7:21 p.m.; returned at 7:24 p.m.), and Mr. Hutchison. Mr. Perza was absent.

Council staff members present were Police Chief Bernat, Mr. Koenig, and Mrs. McDowell. Mrs. Mitchell, Mrs. Townshend, Fire Chief Hall, City Solicitor Rodriguez, and Mayor Christiansen were absent.

AGENDA ADDITIONS/DELETIONS

By unanimous consent, the agenda was approved as presented.

CITY REORGANIZATION

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Mr. Hare stated that he had asked the opinions of people in the second district and that each member should ask their constituents' opinions in order to represent them. He expressed concern regarding the fact that there was not one (1) person accountable for the City's expenses and no accountability for the mayor since he/she is elected to a four (4) year term. Mr. Hare emphasized his desire to have one (1) person responsible for the entire operation of the City, whether it is a full-time mayor or the city manager.

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

Mr. Slavin requested clarification regarding the four (4) options related to the organizational structure. In response, Mrs. McDowell explained that Mr. Hutchison requested the preparation of the fourth option ***(Exhibit #1 - Option D)***, which proposed moving all departments, except for the Finance Department and City Clerk's Office, under the city manager.

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

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

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

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

Mr. Koenig stated that, at one time, the Economic Development Office reported to the planning director, then the public services manager, and was then assigned to him when he became interim city manager; however, it was moved under the mayor by a vote of Council without any Charter or ordinance changes. Additionally, Mr. Koenig explained that other hybrids in the current structure were the result of attempts to contract the government. When the director of parks, recreation, and the library retired, the library director became an independent position and the responsibility of parks and recreation was assigned to the planning director through an administrative assignment between him and Mrs. Ann Marie Townshend, Director of Planning and Community Development. Likewise, when the director of central services retired, the position was not filled and there was an administrative assignment of those functions related to the warehouse procurement to the Controller/Treasurer. Mr. Koenig stated that, although there have been a number of "moving of the tiles" in the last 25 years, the Charter has maintained the council/manager form of government.

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

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

Noting that, not that long ago, Mr. Hutchison served as mayor, Mr. Slavin questioned how the reporting structure was different at that time. In response, Mr. Hutchison explained that, at that time, there was a much closer working relationship between the Mayor's Office and the City Manager's Office. He stated that he worked with the city manager everyday and was involved in issues dealing with the complexity of operations; however, there is now a separation due to the different styles of leadership in the Mayor's Office. Mr. Hutchison reminded members that he knew the operation of the Police Department because he worked there for 25 years, while more recent mayors are directly responsible for a "semi-military operation" without training or education regarding the operations of a police department.

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

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

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

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

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

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

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

Council President Bonar advised members that the stated salary in the budget for the cabinet secretary for the State of Delaware was $127,000. He felt that the City needed to have a chief operating officer with oversight over every department, so the department heads know who they answer to and follow the same procedures for personnel management, accounting, etc. Council President Bonar stated that it was perplexing that the city manager was not able to make decisions regarding the City's emergency dispatch center since it is a cost issue. He felt that this change would not cost the City; however, it would make the City more efficient.

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

Mr. Hare advised members that when the mayor became a full-time position in 1997, the position was supposed to be the economic development director, public relations person, and lobby the legislature; however, the previous city manager took these responsibilities away from the mayor. He stated that anybody in the room could be mayor and questioned what they would know about

running a police department or the City's budget. Mr. Hare felt that if the City was going to have a strong city manager, then the mayor's responsibilities would need to be addressed. He informed members that every capital city in this country did not have a full-time mayor; however, if the City of Dover were going to maintain a full-time mayor, responsibilities would need to be assigned to the position.

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

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

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

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

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

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

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

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

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

Mr. Anderson stated that Mr. Hutchison's Option D proposal made a lot of sense and, if passed, he thought they would be alright. He did, however, prefer Option C ***(Exhibit #1 - Option C)***, which gives more reporting responsibility to the city manager, as well. Mr. Anderson stated that the advantage with Option C is that it doesn't require any Charter changes. Council President Bonar stated that the City Solicitor's opinion was that Option D would not require a Charter amendment because it already specifically states that the City has a council-manager form of government.

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

Responding to Mr. Hare, Mr. Anderson stated that if the city manager did not like what the Police Department was doing, it would be a joint situation in which the mayor had appointing authority and the city manager would hold the purse strings. Mr. Koenig stated that he was in this exact situation last month when he said that he did not have a budget plan for 10 additional officers and, yet, it went directly to council who authorized it without a budget plan. Mr. Koenig reminded members that the Charter says that the city manager is responsible for presenting the budget. He did not know if that

legally implies that he is responsible for executing the budget. Mr. Koenig reiterated that there is potential for end-runs around the budget for anybody who does not report directly to the city manager. He noted that the Electric Director does not have the opportunity to come to council and ask for 10 linemen because it is not allowed under the Charter.

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

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

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

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

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

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

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

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

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

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

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

Mr. Hare moved to hold a Public Hearing at the March 9, 2015 Regular Council meeting regarding Options A, B, C, and D *(Exhibit #1 - Options A, B, C, and D)*. The motion was seconded by Mr. Hutchison and carried by a roll call vote of five (5) yes (Slavin, Williams, Hare, Hutchison, and Bonar) and two (2) no (Anderson, Dixon)(Perza absent).

Mrs. Williams moved for adjournment, seconded by Mr. Hutchison and unanimously carried.

Meeting adjourned at 7:29 p.m.

TRACI A. McDOWELL
CITY CLERK

All orders, ordinances, and resolutions adopted by City Council during their Special Meeting of February 19, 2015, are hereby approved.

ROBIN R. CHRISTIANSEN
MAYOR

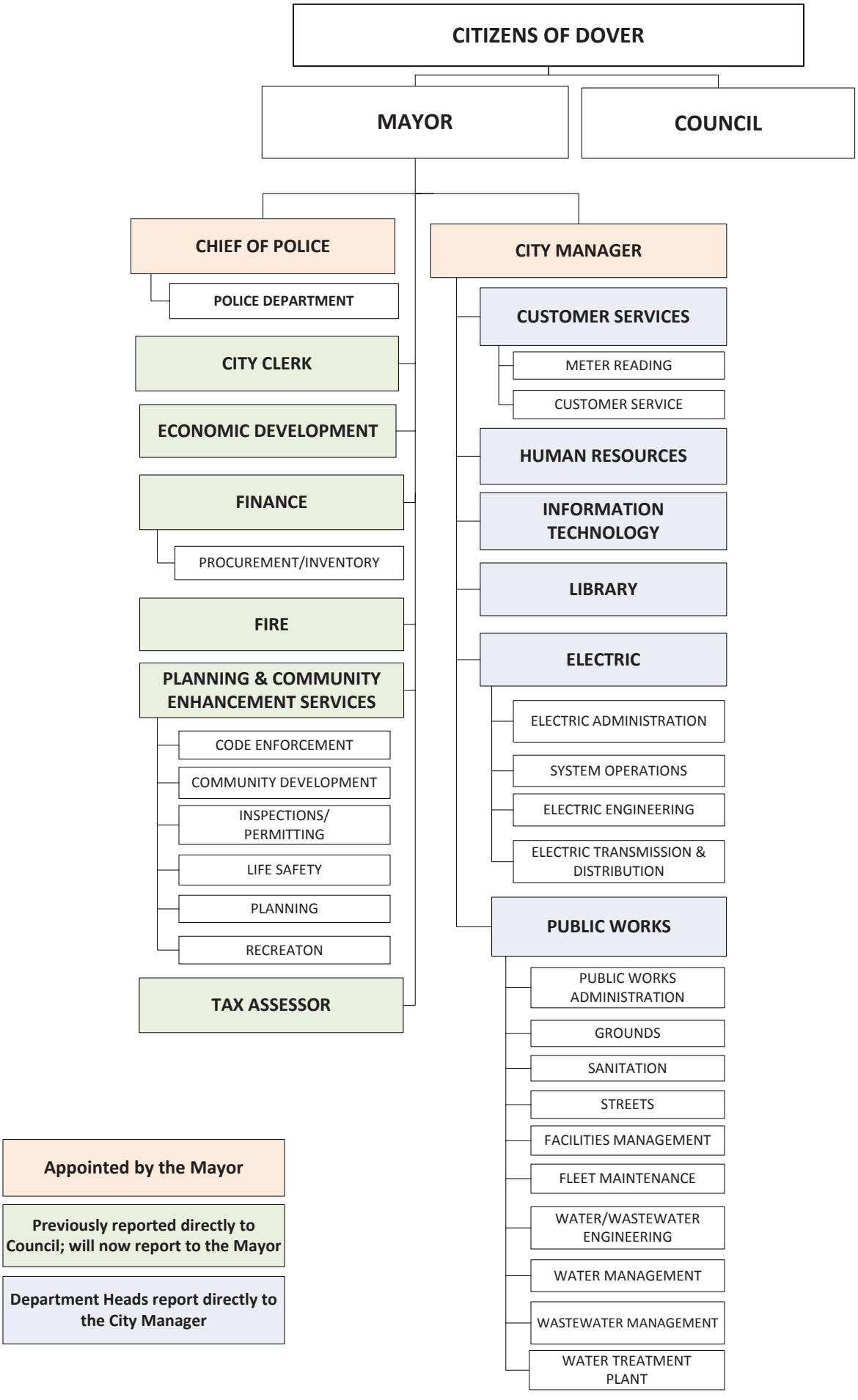
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Exhibits
Exhibit #1 - Responsibilities and Reporting Structure for the Mayor and City Manager and Continuation of Full-Time Status for the Position of Mayor - Options A, B, C, and D

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

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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.

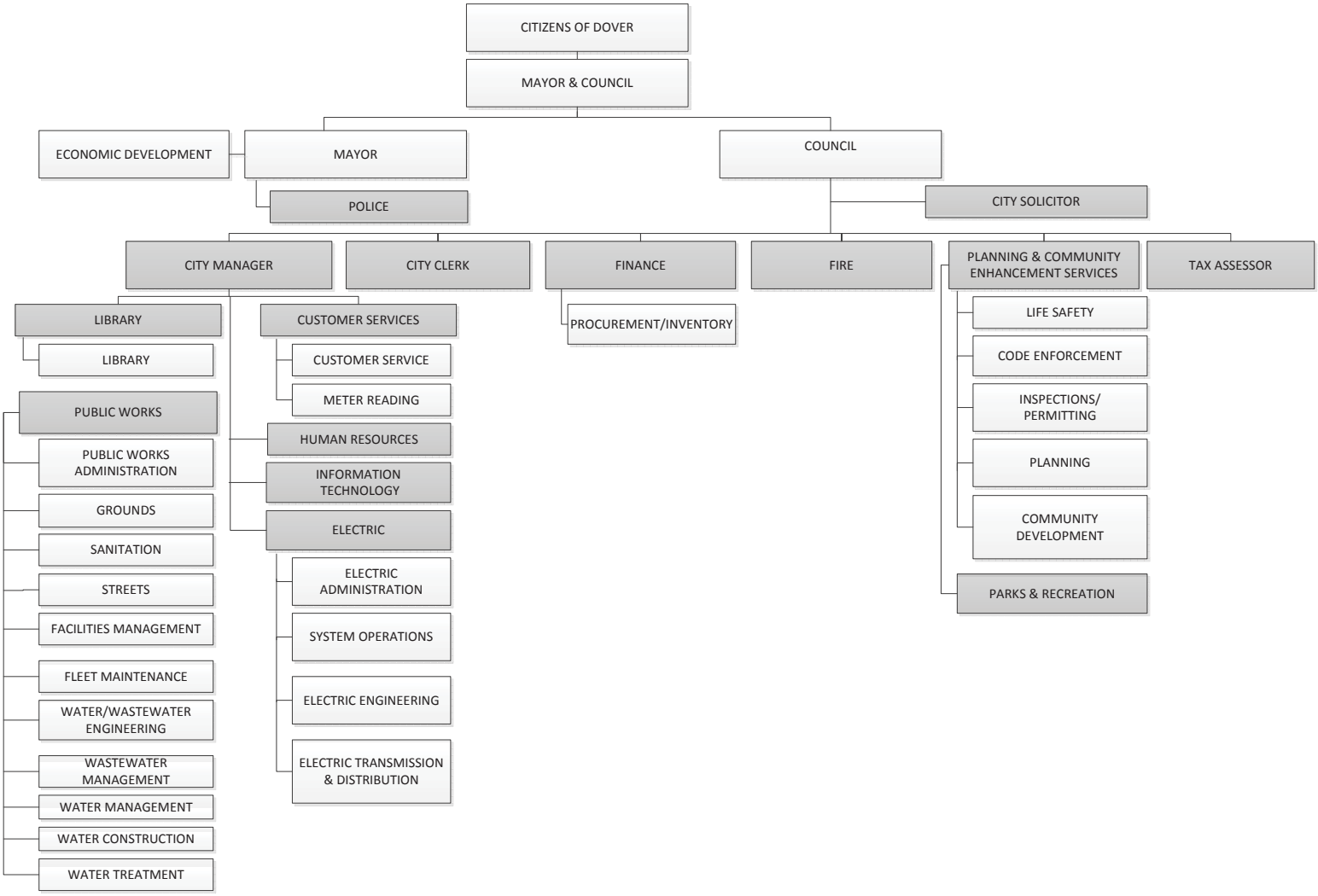
	4. Exceeds Standard	**3.** Meets	**2.** Needs Improvement	**1.** Does Not Meet Standard

		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

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A. ESSENTIAL DUTIES AND RESPONSIBILITIES

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

B. ADMINISTRATIVE AUTHORITY

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

C. REPORTS AND PRESENTATIONS TO CITY COUNCIL

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

D. ATTENDANCE

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

E. MINIMUM REQUIREMENTS

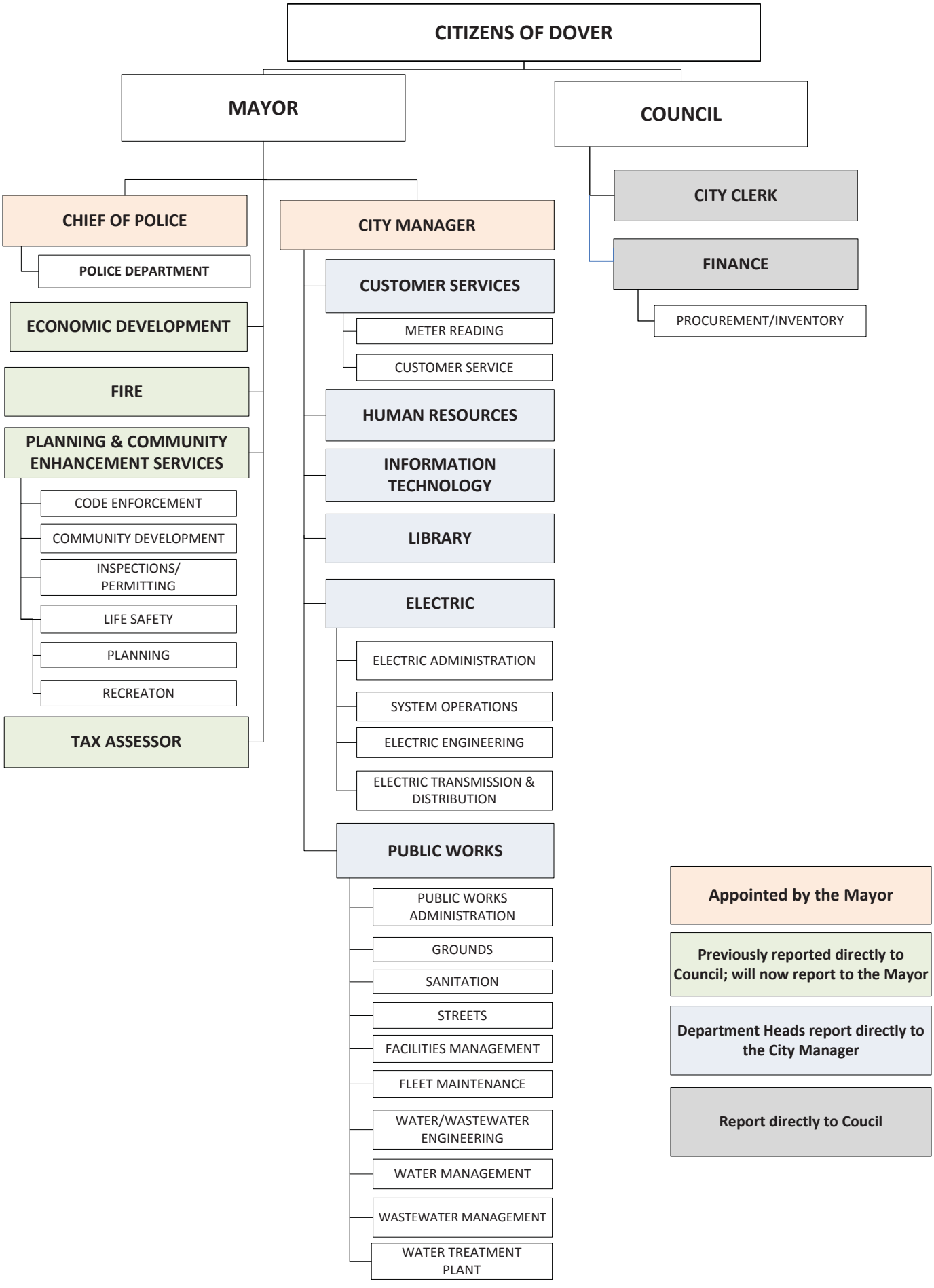
1. Resident of Dover, Delaware and over the age of 18
2. Eligible to vote in Dover, Delaware
3. Elected by popular election by residents of Dover, Delaware
4. ~~Bachelor's Degree~~

City resident for two (2) years

Approved by: _____ **Date:** _____

Dover, Delaware's City Council

CITY OF DOVER
PROPOSED ORGANIZATIONAL CHART



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

Option C

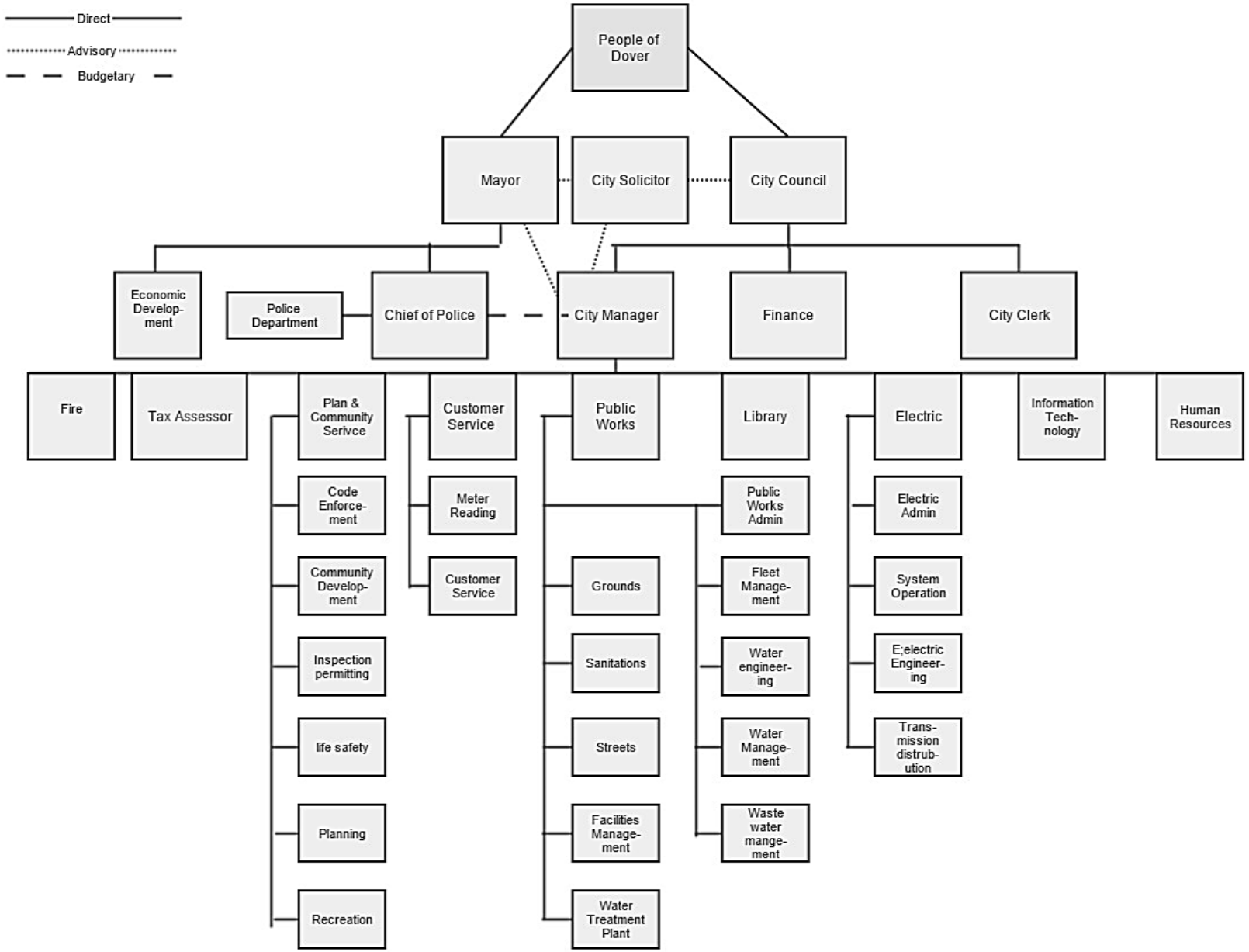


EXHIBIT #1 - OPTION D
Special Council Meeting of 02/19/2015

CITY OF DOVER
PROPOSED ORGANIZATIONAL CHART

